Co-Curricular Program Review
Self-Study
February 2, 2017
# Table of Contents

1. Mission – Who We Are........................................................................................................1


3. Relationship to Other Units and Departments...............................................................6

4. Programs – What We Do...................................................................................................7

5. Program Assessment.........................................................................................................17

6. University Ministry Budget............................................................................................25

7. Plans for the Future .........................................................................................................26

Organizational Chart (Appendix 1) .......................................................................................30

2015 Market Research Survey (Appendix 2) .................................................................31

AJCU Staffing Comparisons (Appendix 3) .........................................................................32

Budget Detail (Appendix 4) .................................................................................................33

SWOT Analysis (Appendix 5) ............................................................................................35
1. Mission – Who We Are

Mission Statement
The core mission of USF is to promote learning in the Jesuit Catholic tradition, an educational tradition that pursues the full and authentic development of each student in preparation for a lifetime of moral and ethical leadership that serves the common good of society. University Ministry programs support students’ spiritual and faith development as a constitutive element of educating the whole person, and as a fundamental aspect of a Jesuit education. We support all of our students in developing a vibrant interior life that connects them to God, their deepest selves, and the needs of the world while setting them on a meaningful vocational path.

In addition to student spiritual formation, UM offers a range of programs that help USF employees, offices and departments connect with the USF mission. USF has a strong commitment to social justice. UM leads programs and services for all faculty, staff and departments at USF to reflect on the religious foundations, in particular Ignatian spirituality, and the implications of that mission. We engage the USF community in exploring why social justice is a Jesuit and Catholic value, what inspires us individually and collectively to fashion a more just and humane world, and how we can sustain this work for the long term.

The USF 2028 document guides the UM strategic planning process, in particular the section on Jesuit Catholic tradition. Several of our program goals come directly from that document. In addition, we use the USF Institutional Learning Outcomes developed in 2014 to guide the development of our program learning outcomes, esp. ILOs 1, 3 and 7. (See accompanying Strategic Plan).

Our Goals:
1) Foster a culture of prayer, reflection and discernment that invites students, faculty and staff to contemplate the transcendent dimension of human experience.
2) Care for students, faculty and staff through a ministry of presence, spiritual and pastoral support.
3) Celebrate and support the diverse faiths and spiritual traditions of the USF community, actively promoting equity and inclusion throughout the University.
4) Invite men and women to become contemplatives in action who will:
   • Engage in experiences that challenge our attitudes, beliefs, values and assumptions;
   • Reflect and pray on the meaning of these experiences;
   • Discern vocational choices in light of experience and reflection;
   • Advocate for justice in relationship with diverse individuals and groups locally and globally.
5) Provide sacramental and liturgical ministry to the USF community.
6) Call and form students and colleagues into authentic engagement and leadership in the USF community and beyond.

7) Promote the Jesuit Catholic character of the University.

Staffing & Programs
The department is comprised of eight full-time (7.0 FTE) professional staff (including one Jesuit), fifteen part-time resident ministers (RMs), three part-time graduate assistants, and four part-time undergraduate student staff. Programs include retreats, Communities of Reflection and Engagement (CORE) groups (modeled on Christian Life Communities), Peace and Justice Coalition, Solidarity in Action, the Arrupe Immersion Program, liturgy, music ministry, multifaith programs, affiliated ministries (including InterVarsity Christian Fellowship, Jewish Student Association, Muslim Student Association, Fellowship of Christian Athletes), faculty and staff spirituality programs, a tutoring program serving local parochial schools, the Ignatians (student leadership group), and resident ministry. Other services offered include spiritual direction, pastoral counseling, drop-in hours, leading prayers and invocations at major University events, alumni weddings (approximately 12 per year handled through our office), prayer and meditation sessions, and serving as a campus-wide resource on Ignatian spirituality and the Jesuit Catholic mission of USF. (See Organizational Chart, Appendix 1.)

Who we Serve
We are responsible primarily for serving undergraduate and graduate students, faculty and staff. We do outreach to the students and staff at the five branch campuses at least once per semester. Alumni and members of the board of trustees are invited to our faculty and staff events, but they are not our primary audience. We support alumni in finding priests for weddings and marriage preparation, and our Jesuit priest on staff officiates at approximately 12 alumni weddings per year. We partner with Alumni Engagement on programs for alumni including the annual alumni weekend, mass and other events and programs. We support parents and families through collaboration with Student Life on programs such as New Student Orientation and Family Weekend.

Institutional Context
University Ministry is in the President’s division. The director of University Ministry reports to the President, and is a member of the Provost’s Council and Leadership Team.

The USF undergraduate student body totals 6,752. Graduate students number 4,066. US News and World Report ranked USF eighth among national universities for undergraduate student ethnic diversity and 7th in international student enrollment. We have students from 49 states and 94 countries (15% international). According to 2015 freshmen application data, our undergraduate student population is:

29% Catholic
3% Buddhist  
1% Hindu  
2% Jewish  
2% Muslim  
6% Christian (non Catholic)  
20% None  
7% Other  
31% Unspecified

Given this broad range of religious diversity, and the fact that 57% of our students do not identify as having a religious identity at all (at least on their applications), University Ministry staff make every effort to make all of our programs appealing to students of specific faith traditions, as well as those without. Some of our programs are specifically Catholic, or specifically Muslim; others are generally interfaith or multifaith. We operate from the assumption that most students who walk into our office are experimenting, seeking and synthesizing various aspects of faith traditions and belief systems that are meaningful for themselves personally, and particularly open to religious and spiritual language that is welcoming, inclusive and connected to social justice issues.


Our last program review in 2007 was deemed a “developmental review” as the department was in a process of transition at that time. Another way of putting it would be a “process review” as many of the recommendations had to do with clarifying or improving operational processes. At the time of the review, two positions were vacant, the director was in transition, and the department was housed in the Division of University Life (now Student Life). The primary recommendation of the review team, a recommendation strongly encouraged by the director at the time, was to move UM from the Division of University Life to the President’s Division. This change took place in 2008.

The full list of recommendations by the 2007 external review team were:

1. Tighten up and rework job descriptions.
2. Change UM job titles to match the Student Life job titles (since we were in that division).
3. Re-envision RM org chart, job descriptions and responsibilities.
4. Develop a systematic coordination of community action programs across the University.
5. Consolidate assessment and evaluation data to avoid information glut, and track breadth of an individual’s participation (rather than just # of participants per activity).
6. Develop a non-denominational prayer space.
7. Build more interfaith programs for dialogue and community building.
8. Consider making the liturgy position full-time.
9. Consider having a Mission Officer for the University.
10. Place the UM website more prominently on the University website.
11. More visibility at Student Orientation.
12. Staff and alumni are not as well-connected to UM as students, faculty and administrators.
13. Develop an advisory board.
15. Develop clear understanding of true collaboration with other University departments.
16. Advocate for Jesuit values to be more explicit in University Learning Outcomes and in UM learning outcomes.

We responded to the recommendations as follows:

1. All job descriptions have been re-written to accurately reflect specific responsibilities. (Available upon request).
   a. Full-time staff positions increased from 5.62 FTE to 7.0 FTE.
   b. Positions have changed: we have added 2 full-time positions (combined liturgy/music, added faculty/staff spirituality), filled the retreat position, and split the justice/immersion position into 2. The associate director for immersions is divided 50% with UM and 50% with the Center for Global Education (Provost’s Office).
2. Unit moved out of the Student Life Division and into the President’s Division.
3. Resident ministry program is more streamlined. Job descriptions and handbook have been rewritten and are revised annually. We went from 18 RMs to 15 due to University budget cuts in 2009. This is noteworthy as the last review underscored the many demands that UM was placing on part-time staff resident ministers. Their classification was changed from employee to volunteer in 2015 due to changes in federal labor law. Responsibilities were limited to 7.5 hours of presence in the halls and 7.5 hours in an internship area per week.
4. Social justice and Solidarity in Action program is more streamlined. Days of Service have changed to focus more on reflection and advocacy. UM hosted a day-long workshop on coordinating community service across the University in January 2013 which is resulting in the development of a University Council on Community Engagement and will be run by the McCarthy Center.
5. Office uses technology more often for assessment, information tracking, marketing and communications. Far more technological resources are available to us through the University than in 2007.
6. Built and designed an Interfaith Meditation Room adjacent to the UM office.
7. USF became one of the first universities to join the President’s Interfaith and Community Service Challenge in 2013 through our relationship with Interfaith Youth Core. We have developed a number of programs in interfaith work and have stronger alliances with faith-based student groups. (More below).

8. Liturgy and music positions were combined into one full-time position which was filled in 2008.

9. The University created a University Council for Jesuit Mission on which one UM staff member sits, and the director serves as co-chair. Greater efforts are being made at the University for improving mission integration. UM’s role is more clearly defined as providing the spirituality piece of mission and identity work.

10. UM website has been completely redesigned and situated to be very accessible on USF external and internal sites.

11. UM office participates in New Student Orientation on Move-In Day, Dons’ Fest, Orientation Mass, and New Student Convocation. Mass of the Holy Spirit has been moved to Orientation Weekend which has resulted in an increase in attendance.

12. We now have more opportunities for USF staff and alumni to engage in UM programs. (More below).

13. We have not developed an advisory board. Reasons include 1) lack of clear need or mandate for a UM advisory group; 2) lack of clarity on the function of advisory groups currently on campus; 3) they are a lot of time/work; 4) the individuals we’d invite to join are serving on other University boards.

14. Collaboration with Residence Life & Student Life has improved in that we now do joint RM/RA training sessions and RMs attend residence hall staff meetings. A member of the UM staff sits on several SL committees (crisis intervention; New Student Convocation; UM are invited annually to Student Senate meetings).

15. Interdepartmental collaboration has grown. More collaboration with the parish now. Collaboration is named as a value and key strategy for all our programs. University Ministry staff make an effort to work less in silos and more in collaboration with other University departments.

16. Through the work of the University Council on Jesuit Mission, more effort is made throughout the University to integrate the mission into all University goals. The UM director was appointed to the Provost’s Council and the Leadership Team which connects our office more explicitly to University leadership decisions and information. The University Ministry staff developed 3-year strategic plans in 2010, 2013 and 2016. (Available on Canvas site). Looking at past strategic plans, one can see in greater detail how UM learning outcomes have been developed in response to Jesuit values and mission and more focused on Ignatian spirituality specifically than in 2007.

Additional changes since 2007:

General
Student religious demographics changed (more international students, more graduate programs, fewer Catholic students, more “nones.”) Our staff has also reflected on the fact that in 2007 there were no smart phones. Those have changed our university culture completely, in that now the average person spends 5+ hours a day on his/her phone. We have had to develop completely new ways of marketing to students, e.g. social media, photo-based marketing, etc.

Our department mission statement has been rewritten twice since 2007. In 2010 we crafted a mission statement to re-introduce ourselves to the University community as a Center for Ignatian Spirituality and to make Ignatian spirituality the guiding principle of our programs. In 2016 we realized the need to simplify and clarify our mission statement, and to identify pastoral care as one dimension of our work.

3. Relationship to Other Units and Departments

University Ministry has a positive working relationship with many departments, offices and individuals on campus. This is an area that we have intentionally cultivated in the past several years.

University Ministry staff are members of the following University committees:

- University Council on Jesuit Mission
- University Council on Diversity and Inclusion
- Provost’s Council
- Leadership Team
- Fromm Institute Board of Directors
- Crisis Management & Behavioral Intervention Team
- New Student Convocation Committee
- Wellness Committee
- St. Ignatius Parish Worship Commission
- Women in Leadership and Philanthropy Advisory Board
- Master in Migration Studies Advisory Board
- Black Community Council
- International Education Week Committee
- President’s Advisory Committee on the Status of Women
- Sexual Assault Awareness Month Committee
- Lane Center Advisory Board
- McCarthy Center Advisory Committee
- Undocumented Students Task Force
We partner with many departments on campus on a regular basis to co-sponsor events and also to provide programming in the form of staff in-services, retreats, etc. upon request. These include:

- Center for Academic and Student Achievement (CASA)
- St. Ignatius Institute
- Student Housing and Residential Education (SHaRE)
- Theology and Religious Studies
- Career Services Center
- ROTC
- Facilities
- Human Resources
- Loyola House Jesuit Community
- Student Leadership and Engagement
- St. Ignatius Parish
- Counseling and Psychological Services (CAPS)
- Lane Center
- McCarthy Center
- International Student Services (ISSS)
- Cultural Centers
- Gender and Sexuality Studies
- LGBTQ Caucus
- Performing Arts and Social Justice Department (Music)
- Office(s) of the Dean
- Center for Global Education

4. Programs: What We Do

**Arrupe Immersion Program**

The Arrupe Immersion Program provides students with short-term opportunities to live with and learn from economically or socially marginalized communities domestically and internationally, typically over Spring Break. The experiences open the hearts and minds of USF students to a reality different from their own through community engagement, social analysis, and theological and spiritual reflection. Students see the reality of the poor and vulnerable of the world with new eyes, recognize in those communities narratives of hope, and develop a lifelong commitment to effective advocacy for social justice. The Arrupe Immersion Program is a signature experience at the University of San Francisco that grounds students in the complex realities of the world around them while
providing them with distinct qualities of a Jesuit education, including deep reflection, accompaniment with the poor, and social research. Students rich and poor, domestic, international and undocumented, journey together for a transforming educational experience that sets the stage for lifelong learning and advocacy for justice.

The Arrupe immersions have changed significantly since 2007. We have more immersion trips than we did in 2007 (7 trips v. 2), and more students involved (100 compared to 30). The program was impacted by the economic crisis of 2008, and the Zika virus outbreak in 2016, but interest in the program continues to grow.

Sites that we visited during 2016:
- Montevideo, Uruguay
- Lima, Peru
- Bogota, Colombia
- Managua, Nicaragua
- Puebla, Mexico
- Appalachia, USA

Social Justice & Outreach

In accordance with the mission of the University of San Francisco, University Ministry’s Social Justice Program invites students to step outside of their familiar university lives, walk with people at the margins of society, and in doing so, open their minds and hearts to personal transformation. The Social Justice Program provides community based learning in the Jesuit tradition: experience, social analysis, reflection, and action. Programs include:

- Solidarity in Action
- Justice & Advocacy (Peace Vigil, Awareness Programs, ISN Teach-In, October Advocacy Month)
- Social Justice Clubs (Peace & Justice Coalition, Food Recovery Network, Corpus Clinic)
- Tutoring Program

We are no longer doing the Justice Lecture Series, which was a major UM program at the last review. UM was the center for social justice advocacy within USF in 2007; now that mission of social justice is carried out and owned throughout the university. Our Solidarity in Action programs have been reworked; the tutoring program has grown and expanded to three schools from two, and now includes a more steady group of tutors. We recently resurrected the Peace and Justice Coalition, and send students to the Ignatian Family Teach-in For Justice annually. This year we decided to end a 15+ year
tradition of a large day of service called “October Outreach.” The program did not allow for enough time for reflection or deep engagement with marginalized communities and thus did not meet our office goals and priorities. Instead, we are engaging students in a variety of educational and advocacy opportunities through the month of October in hopes that students will go deeper into the issues about which they care most deeply.

Liturgy & Music

Through our liturgies, we offer a prayerful environment, with a focus on the Catholic Church, its rituals and its rubrics. Our Music Ministry supports the prayerful environment of our liturgies, along with other prayer services that we have on campus. Members of the Jesuit community preside at the student masses, which are held each week in St. Ignatius Church. Programs in this area include:

- Student Masses & University Liturgies
- Liturgical Ministry Program
- Liturgical Choir/Cantors
- Reconciliation Services
- Xalt (Seasonal program with Adoration of the Blessed Sacrament, contemporary music and lay preaching)

In January 2009 the weekly student liturgy was relocated to St. Ignatius Church, from Xavier Hall (former chapel of the Jesuit Community), and the time changed from 9pm to 8pm, in response to feedback from a student survey, as well as in an effort to elevate the celebrational style of the liturgy and expose students regularly to a central worship space on campus. The liturgical choir developed in numbers and repertoire, and we recorded two CDs. We have recently implemented a Student Liturgy Planning Team, who will work alongside the associate director and resident ministers to assist with the planning and implementation of both the weekly liturgies and the larger campus wide liturgies that are held throughout the academic year.

This fall we saw a drop in mass attendance which concerned the staff and presiders. While always open to the public, this spring we are advertising the mass more explicitly as a mass open to anyone, and promoting it to St. Ignatius parishioners as well, in hopes of increasing mass attendance. There is some discussion about moving the time of the weekly liturgy to 7 pm. A local well known liturgist is offering two liturgical ministry workshops for students in February and April, with the aim of providing our student liturgical ministers with deeper knowledge of liturgical theology so that they may take greater ownership of the liturgy. Our student liturgy team is taking a more pronounced role in planning and coordinating student liturgies.
Interfaith and Affiliated Ministry Programs

Our office supports the Muslim Student Association, Jewish Student Organization, InterVarsity, Christian Fellowship of Athletes and Orthodox Christian Fellowship. We developed a policy for working with affiliated ministers on campus to support students whom we weren’t already serving, and to ensure that we knew and were vetting anyone working on campus in the area of ministry. We currently offer two weekly meditations to staff and students, Friday prayers for our Muslim students, and Shabbat dinners for our Jewish students. We have experimented with hiring a part-time imam to serve Muslim students and lead Friday prayers. Currently we are reworking this model. Our office participates actively in events with the San Francisco Interfaith Council.

Retreats

Retreats provide an opportunity for members of the USF community to become reflective, spiritually attentive, engaged, rejuvenated, and active. The following retreats will be offered during the 2016-2017 academic year:

- New Student Retreat
- Monastic Retreat Immersion
- *Men for Others* Men’s Retreat
- Kairos & Fourth Day Retreat
- *Cura Personalis* Internat’l Student Retreat
- *Stay in Love* Senior Retreat
- L’Arche Retreat Immersion
- identities LGBTQQ Retreat
- *Women in the Spiritual Exercises* Retreat
- Spiritual Exercises (5-day silent)
- The Art of Justice
- Mountain Meditation

The most noteworthy changes since the 2007 review are that the retreats are more faith-based, there are more retreats, and the retreat options/foci are different. Since 2007 there has been an addition of an LGBTQQ Undergraduate Student Retreat, an International Student Retreat, a Monastic Retreat Immersion, and a Mountain Meditation Retreat. We reduced the number of Kairos retreats from two to one for budget reasons, and eliminated the Graduate Student and Advent Retreats which were not getting high attendance. The student leadership involvement, relationships, and training have increased since 2007, though there is not currently a retreats “dream team” (which must be built). There are new applications for CORE, Kairos, Fourth Day, and
retreat-immersion leaders and participants that have been important to leadership and participation in retreats.

Faculty and Staff Spirituality

At the time of the program review of fall 2006, and 2007 University Ministry had little responsibility for the area of faculty and staff spirituality. Several retreats were open to staff and faculty and beyond this there was very little done with faculty and staff by University Ministry. Since then under the model promoted by Fr. Stephen Privett as president, and continued with Fr. Paul Fitzgerald, work regarding promoting the Jesuit Catholic mission is shared around the entire university and promoted through the University Council on Jesuit Mission. University Ministry developed a position to focus on faculty/staff spirituality programs as one component of promoting the University’s mission.

The programs we offer include:

Spiritual Exercises: 19th Annotation
Each year a team of spiritual directors offers the Spiritual Exercises of St. Ignatius in Daily Life. The group meets several times over the year for lunch, but each directee meets directly with the director weekly for the academic year. The program has been described as very powerful and transformative by those who have participated. The program is open to those of all faiths and none.

Ignatian Faculty Forum
Modeled on a successful similar program at Santa Clara University the Ignatian Faculty Forum is a university-wide faculty-run leadership program aimed at discovering Ignatian spirituality as it is lived by faculty, over eight 4-hour sessions. Begun in 2013, the Forum provides a small community of trust in which faculty share joys and struggles as they engage in reflective discernment. Participants in IFF are chosen from faculty applicants from a variety of academic disciplines, at different career stages, and from multiple religious traditions.

Book Clubs
University Ministry works with Human Resources in running a book club each semester over lunch in the Jesuit community. This is always full and creates space where people across departments can share and be open in a relaxed safe environment. Often people share personal stories and seem to enjoy something that takes them out of their ordinary lives yet also focuses on something of relevance to the Jesuit mission.

Faculty Spirituality Lecture Series
Each semester we invite a faculty member to share his/her personal spiritual journey to encourage a conversation about the Jesuit mission of USF in the context of our personal beliefs and values. The lecture takes place over a lunch provided for all guests and typically attracts 80-100 participants.

**Ignatian Weekend for Faculty and Staff**
Past retreat directors include Margaret Silf, Greg Boyle, SJ and Donal Godfrey, SJ. Small numbers of faculty and staff come on our five-day silent retreat each spring break. This is a deeper opportunity to engage staff in Ignatian spirituality.

**Half-Day Retreats**
An on-campus retreat opportunity for faculty and staff once per semester on various themes including contemplative prayer, Advent, etc. The focus changes each time so that some are more specifically religious and some more secular in theme.

**Loyola Luncheons**
Conversations on some aspect of Jesuit mission and identity over lunch hosted by the Loyola House Jesuit Community.

**Don’t Cancel Class**
University Ministry staff offer single class sessions on various topics pertaining to Jesuit history and Ignatian spirituality for professors who have to miss a class. Rather than cancel class, they are invited to contact us as substitutes for the day. Recently we have offered class sessions on the Spiritual Exercises, the biography of Ignatius and the artwork of Peter Paul Rubens in the Vida of Ignatius.

**Resident Ministry**

Resident Ministers (RMs) are staff members in the University Ministry office who live in the USF residence halls and provide a pastoral presence for the residential student community. RMs have long been a part of the USF residential experience. At one point in our history they were Jesuits, Religious, and some lay people who lived in the halls to provide this pastoral presence. Today, RMs are young lay women and men who support the University’s mission to promote learning in the Jesuit Catholic tradition by connecting students of all faith traditions to the wide variety of events, programs and service opportunities offered by University Ministry. Throughout the year they host special programs and volunteer activities, and work closely with Student Housing and other University offices on events that are designed to enhance student learning. RMs volunteer for 15 hours/week in exchange for room and board. Half of their time is spent in the residence halls and half of their time is assigned to a particular program area in University Ministry.
The program also includes pastoral and ministerial formation, theological reflection, 1:1 supervision/mentoring, and spiritual direction in order to aid in the vocational discernment and formation of the RMs themselves. RMs are graduate students, teachers, former service volunteers, and working professionals from a variety of faith traditions, who are exploring careers in Catholic education, social services and/or ministry.

Resident ministers have been integrated into the residence life staff in a more concrete way than they were in 2007. RMs meet regularly with the in-hall staff (Residence Directors, Assistant Residence Directors, and student Resident Advisors [RAs]). RM job descriptions specify that part of their job is to build community among the students in the residence halls, and to work as part of the resident hall team to make that happen. The resident ministers are more in touch with the RAs to support them in their work and their programming. The RAs have helped to connect their own residents with the resident ministers so that the student population can understand the role of a resident minister. Once a month resident ministers from each hall meet with a “Campus Partner” group. This meeting is convened by the residence director. This group is composed of people from CASA, SHaRE, CAPS and University Ministry. Their agenda is to discuss the issues and events that are affecting the lives of the students in each residence hall, and to share resources that will help support them.

The compensation for resident ministers has changed over the past few years. Compensation up until 2014 was room and board plus a $1,000 yearly stipend. For many reasons the University needed to calculate the hours worked by resident ministers and pay them accordingly at an hourly rate calculating what room and board are worth against their hours. This year we have classified resident ministers as volunteers to USF who receive no stipend, but whose volunteer responsibilities to University Ministry (15 hours per week in the halls and in a specific internship) require them to live on campus. Thus they have a room on campus and a meal plan. University Ministry, unlike in the past, now has to have the “book value” of these rooms, and the “book value” of the meal plan in its budget. Prior to this year, Student Housing had a budget line for the meal plan, and the rooms were considered “off-line” and of no monetary value as they were considered “Jesuit Rooms.” Now University Ministry has both of these in our budget and sustaining the Resident Ministry program is no longer dependent upon the budget of Student Housing and Residence Life (SHaRE).

**Spirituality and Leadership Development**

*Ignatians*
Ignatians is a student leadership group that was developed in 2012. The group is comprised of UM student leaders who represent our various programs, e.g. immersion student leaders, retreat leaders, etc. The program is by application. The group meets weekly to discuss University Ministry goals and needs, as well as focus on their own spiritual development.

CORE Groups and CORE Student Leaders
Communities of Reflection & Engagement (COREs) are small faith sharing groups, based on the Christian Life Community (CLC) model, led by trained student leaders, rooted in Ignatian spirituality and the three pillars of community, faith, and justice. These groups afford students ways to build community, share life experiences, support one another, explore and share spirituality and faith, and discuss and engage in issues of social justice. Picture small group time on retreats, but running the entire year!

Each CORE group is open to all students of any faith background and year at USF. Every CORE group meets on campus. CORE participants and leaders learn from and support one another through weekly meetings and monthly gatherings. The CORE groups are identity-based this year, with a general/non-themed CORE, a Catholic CORE, and more. CORE activities are rooted in Ignatian spirituality and in community, faith, and justice. During CORE meetings, students may watch and discuss TED talks, discuss religion, meditate and pray together, go out for brunch, volunteer and engage in the SF community, and more. COREs are rooted in the three pillars of:

- Community: Connecting with others through our common humanity to build community
- Faith: Exploring topics of interfaith spirituality and Ignatian spirituality
- Justice: Discussing and engaging in volunteering and events rooted in justice

The most noteworthy changes since the last review are that the CORE program was created and that the COREs are identity/affinity based instead of general. COREs are now student-led, rather than led by resident ministers, and there are monthly CORE Community Gatherings. We run a CORE Student Leader Retreat each semester (with more CORE Student Leader training), and the COREs are required to volunteer as a group at least once a semester. Next year we are planning to convert all CORE groups to year or class-based groups, e.g. first-year, sophomore, etc. which we hope will support the University’s retention goals. Ultimately CORE groups are about helping students make friends, gain a sense of belonging to the USF community, and engage deeply in USF’s Jesuit mission.

Sacramental Preparation/Alumni Weddings
University Ministry staff assists with marriage prep and presiding for approximately 10 to 12 weddings per year usually through St. Ignatius Parish. From time to time baptisms and con-validations of the marriages of faculty and staff are held in the house chapel of the Jesuit community by arrangement with the parish of St Ignatius and the Jesuit community. From time to time Jesuits and other University Ministry staff are invited to be involved in funerals or memorial services for faculty, staff and students. This can involve a lot of work at short notice, which can be disruptive of the office but is a very important service to the entire university community. Our office also provides confirmation preparation and partners with St. Ignatius Church for RCIA.

**Spiritual direction & pastoral counseling**
In addition to the 19th annotation program, UM staff provide short and long term spiritual direction and pastoral counseling by appointment and on a drop-in basis.

**Listen to Your Life**
University Ministry staff co-teach a 2-credit course with staff from the Career Services Center once a year called “Listen to Your Life.” Inspired by a similar class at Santa Clara University this class provides the opportunity for students to discern their vocation by the aid of career assessments, Ignatian spirituality and learning from guest speakers (mostly USF alums) who have found how to apply their gifts and talents to the world. Each class provides time to reflect on the information presented by maintaining a journal and through class discussion. Each student is required to attend one UM retreat as part of the course.

**Ignatian spirituality presentations & retreats for other departments**
UM staff are frequently called upon to provide talks, retreats, guided meditations or facilitate conversations on Ignatian spirituality and Jesuit mission and identity with other departments and units on campus.

**ROTC/Law School chaplaincy**
Donal Godfrey, SJ serves as chaplain to ROTC and the Law School, attending major events, responding to crises, and serving as the liaison to our office.

**Branch Campus Outreach**
A UM staff member visits each of the five USF branch campuses twice per semester. Typically, a UM staff member will attend a branch campus resource event, collaborate with faculty, and guide conversation and meditation with and for staff, faculty, and students. The Assistant Director for Retreats first built up relationships through multiple site visits and continues to visit each site twice per semester (except the Orange County branch campus). Plans are underway to partner with the Sisters of St. Joseph of Orange and the Loyola Institute for Spirituality to serve students at the Orange County campus.
Interfaith & Multi-Religious Programs

Our office makes sustained efforts at supporting the Muslim Student Association, Jewish Student Organization, InterVarsity, Fellowship of Christian Athletes and Orthodox Christian Fellowship. We developed a policy for working with affiliated ministers on campus to support students whom we weren’t already serving, and to ensure that we knew and were vetting anyone working on campus in the area of ministry. We currently offer two weekly meditations to staff and students, Friday prayers for our Muslim students, and Shabbat dinners for our Jewish students. We have experimented with hiring a part-time Imam to serve Muslim students and lead Friday prayers. Currently we are reworking this model. During this current semester we have two Imams and one student leader who lead Friday prayers. We host cultural events and meetings for Muslim and Jewish students, and advocate for students in terms of food service and other Student Life needs. Our office participates actively in events and has a very collaborative relationship with the San Francisco Interfaith Council. We have been part of the White House Interfaith and Community Challenge since its inception, and have partnered with the Chicago-based Interfaith Youth Core on trainings and conferences over the past several years.

Programs include:
- Affiliated Ministries (InterVarsity, SF Hillel, Fellowship of Christian Athletes, Orthodox Christian Fellowship)
- Interfaith Meditation Room
- Weekly Meditations
- Jummu’ah Friday Prayers
- Shabbat Services
- Support of faith-based clubs and orgs
- Interfaith Holy Days Calendar

University Council for Jesuit Mission

The director of University Ministry serves as one of four co-chairs of the University Council for Jesuit Mission, a cross-disciplinary committee of eighteen faculty, staff and administrators who meet twice per semester to coordinate programming that promotes the Jesuit and Catholic identity of USF. The associate director for faculty and staff spirituality is a member of the Council. University Ministry oversees the following programs under the auspices of the Mission Council:

- Coordinate Ignatian Colleagues Program (ICP) and AJCU Leadership Seminar in Higher Education.
Coordinate Ignatian Faculty Forum.
Present on Jesuit mission at all new faculty and staff orientation events.
Speak at admissions events, counselor fly-ins, etc.
Serve on the Leadership Team.
Published the *Living the Mission* book in 2013.
Serve as University-wide resource on Jesuit mission and identity.

**Administration & Development**

The director and office manager oversee the following areas of responsibility.

- Budgeting
- Marketing, Branding & Communications
- Staffing
- Fund Raising
- Consult on Capital Projects (Religious art & space on campus)
- Program Oversight & Assessment

**5. Program Assessment**

**Evaluation Processes**

Almost all of our programs include an evaluation survey at the end of the program or experience, or mid-way through. Most are done on Survey Monkey or Qualtrics and can be made available upon request. Evaluation forms include questions that relate to the program’s expressed learning outcomes. Typically we reference the “four bullet points” from our mission statement (engagement, reflection, discernment, advocacy). We use this data to make changes and improvements to our programs annually.

For retreats we also hold a group evaluation session at the end of each retreat with the retreat team to discuss and evaluate whether the retreat met its goals, what we observed in our students, and what we can change or improve for future retreats based on our observations and evaluation forms.

We evaluate CORE programming with a bi-semester electronic survey sent to student participants, and through monthly meetings with CORE Student Leaders. We ask students to self-report on what they are learning and experiencing regarding the three CORE pillars: community, faith and justice. An example of our CORE evaluation form is included on the Canvas site.
Currently, branch campus feedback comes in the form of verbal feedback through meetings with the branch directors, staff, faculty, and students in classes and in passing. Once formal programs are established, assessments will be distributed.

In 2011 we organized a series of stakeholder luncheons with USF faculty/staff, donors, and other friends of the University to provide us with input on UM programs which we applied to our planning processes that year.

The director meets with members of the Loyola House Jesuit Community once per year to hear from them what they notice around campus and their thoughts and suggestions on UM programs.

Resident ministers and the resident ministry program are evaluated through surveys, performance reviews and interviews. Each RM completes a self-appraisal according to their annual goals. Each supervisor completes a supervisor appraisal of the RMs work in his/her program area. The director of resident ministry meets monthly with each RM to evaluate their progress toward their goals, and once a year for a more complete performance evaluation. Additionally, we send the RMs an electronic survey about 4 months into the program asking them for feedback on the orientation and hiring process and any aspects of the program. We incorporate this feedback into program planning for the following year.

At the end of each year the staff reviews our annual office goals and objectives and discusses what was accomplished and what was not. We then go through a goal-setting process for the following year. The staff holds day-long planning retreats in January, May and August each year.

Arrupe Immersion Program Assessment

The immersion program goes through a slightly more rigorous assessment process. Our intention is that assessment of student learning in immersions will be used as evidence for the University as a whole in meeting its Institutional Learning Objectives.

We collect data on student learning in immersions in the following ways:

1. Pre and post survey. We ask students to participate in a research tool designed by John Savard, SJ (Loyola University Maryland) called A Well Educated Solidarity. We started doing it with the group that participated in the immersions in 2015. The tool is designed to show what students learn about solidarity with the poor by participating in an immersion according to several benchmarks.
2. Trip leaders conduct six preparation meetings with their immersion group before each trip where students are invited to reflect on what they know about the issues they’ll be encountering on the trip. Students are invited to start journaling.

3. During the trip, students engage in a group reflection each evening and journaling. The immersion leaders observe and record student learning shared during the reflection.

4. On the final day of the trip, students are asked to complete an evaluation.

5. Upon returning to USF is when the real immersion begins. During this time, we encourage students to share their testimonies of the experience, write reflection papers on the experience, identify the narrative of hope they encountered, and engage more deeply in programs that will advance their learning on particular issues they encountered such as poverty, environmental degradation, migration, etc.

   Students are invited to one-on-one meetings with their trip leaders to share their experiences. One-on-one conversations, student journals and personal narratives are the most important tools for assessing our immersions. We look specifically for evidence of students asking questions, citing connections with other people, and thinking about how this trip impacts their lives and vocations in the long term. We want to hear students asking questions rather than simply retelling stories of what they did on the trip. If we don’t see or read evidence of students moving in this direction, we reevaluate the trip.

6. RM questionnaire: We provide a questionnaire to the RMs who lead trips called the Team Leader Survey. Rather than evaluating the trip, the survey seeks to gauge what the RM learned about being a leader.

7. The immersion leaders do a general meeting to evaluate the immersions. Their meeting shapes how we work with the site the following year.

8. We also check in with the hosting site to share the feedback and hear about their experience. This also shapes the following year’s immersion. Since all of our immersions are in Latin America, we care about the perspective of our hosting partners. We currently have a Graduate Assistant, Nina, who is from Colombia, has a lot of experience working with AUSJAL, worked for Center for Global Education at the Javeriana University in Bogota for 5 years, and has received our USF students before. She is going to be key to shape our programs to respond better to the needs of the hosting communities that we visit. The plan is to have Graduate Assistants that come from our global partner universities to contribute the development of the immersions at USF.

9. The director of immersions participates in AJCU, ISN, and AUSJAL meetings to learn from other experiences. This has shaped a lot of what we do at USF. Some of the significant characteristics of our immersion programs have been shaped from these meetings:
   a. Close collaboration of University Ministry with Center for Global Education
   b. Pay attention to risk management
c. Preference to work with the Jesuit network  
d. Recruit RM's from abroad Jesuit institutions with experience in international education (receiving our students)  
e. Post Immersion Accompaniment (one-on-one) more important than written Evaluations

10. This year we are launching the leadership/mentorship program (Global Scholars) to all the interested returnees (new for 2017 immersions) to provide opportunities for mentoring and leadership development to immersion participants following the experience.

11. Excerpts of student reflections:

This immersion moved me in a way that I did not expect; it made me face feelings that I always pushed away because they would make me feel uncomfortable. But once I let myself feel these feelings, they took over and enhanced my experience. I realized that it doesn’t matter where you live in the world, the same problems exist everywhere; we just have to learn to face them [...] I made so many connections with people and I was able to listen to their story. Each story was unique and powerful [...] Being able to listen was something that I learned from this trip; it is very easy to get carried away talking about oneself that it can be hard to really connect with what others have to say and their story. If we take the time to listen, it can make a world of change [...] I began to realize what I really wanted to do with my life, how I wanted to incorporate my experiences [...] I knew my passion was to help women. I felt such a deep connection with each one of those women and their stories truly touched my heart. I want to have the strength that they all possess and create an environment of love and hope just like they have for all women. Each of those women has such a strong passion for social justice and it shows in everything they do.  
-- Elisa Gozzini, Peru Immersion, 2016

This trip opened my eyes up to the way that we are treating our Earth. From meeting the community affected by fracking and coal mining to meeting with lobbyists to educating ourselves on the issues, the trip helped me feel like I holistically understand the impact of energy on our Earth [...] The profound moments for me were spent with the community. For example, [Red] said he loved working in the mines. He said he found a special community in the mines. They all looked out for each other. They all made sure the others got home safely. I was thankful to hear the gift of Red’s story [...] One topic that particularly struck me was the need to abandon morals out of need [...] The Hare Krishnas told us about how the community has faced poverty. Recently, they were asked to sell their mineral rights. While this went against the morals of the church, the money that they would receive would allow them to continue to share the spirituality of Hare Krishna. My leader’s friend’s pride seemed to have shifted to shame. Shame in the fact that her religion had to turn
against the values they preach. But, what were they supposed to do? It was between abandoning their morals or no longer being able to share their spirituality with others? [...] the coal and fracking industries turn to people who are in need and offer them money. However, what they don’t tell them is the health and Earth implications that this causes [...] My experiences in Appalachia changed the way I see energy. I now see it is as a privilege. I feel thankful for the amount of energy I use every day while navigating about my life. I feel aware of the way that it affects other people. I feel connected to my fellow humans and the way that we are all affected by the spiraling effects of energy consumption. -- Karen Versalovic, Appalachia 2016

Marketing & Outreach

University Ministry uses many outlets to promote our programs and services. Resident ministers promote University Ministry programs, and provide social events for the students within their respective residence halls. We also display posters throughout campus, and we project our programs on various campus TV monitors. We have postcards and brochures for our events that are displayed in our office, and they are given out during tabling at various campus fairs. Our events are also tagged in the USF online calendar. These events are part of the campus-wide ‘upcoming USF events’ email, sent by OMC, and The Phoenix, the weekly USF Student Activities e-newsletter. University Ministry is also active on Facebook, Instagram, and Twitter. University Ministry sends out email newsletters to faculty/staff and students. Our website is user-friendly and lists details about our programs, as well as links to register for our events.

In addition to the evaluation forms, focus groups, etc. discussed above, for the past two years we have done a marketing and outreach survey to the general USF student body. The survey is designed and implemented by a School of Management marketing student. The student has then completed a report on the survey results along with an executive summary. We used these data to evaluate programs, marketing strategies and to set goals for the following year. This survey has been extremely helpful for us in hearing from students who are not involved in UM programs. See Appendix 2.

Comparison to Peer Institutions

Our full-time staff size is on the smaller size compared to the other AJCU schools given the size of our student body, but when the RM team is factored in, we are in the mid-range of campus minister:student ratio (see Appendix 3). This means that we rely on resident ministers to do a lot of the work that full-time campus ministers are doing at other universities.
Only limited budget data is available for comparison among our AJCU peers. Only six few schools were willing or able to share their budget data for this self-study.

In terms of responsibilities, not all AJCU campus ministry departments include immersions, community service and/or faculty/staff spirituality programs. We see many advantages to having all of these programs under one roof at USF, including the advantage of having faculty and staff familiar with our programs and office space so that they can recommend our programs to their students. Yet, running all of these programs with a small staff brings challenges too, namely that our staff are spread very thin.

**Participation Rates**

We track participation in a FileMaker Pro database that we designed specifically for this purpose. We track success through evaluations, interviews, focus groups and surveys.

<table>
<thead>
<tr>
<th>Program Participation Rates</th>
<th>AY14</th>
<th>AY15</th>
<th>AY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solidarity in Action</td>
<td>--</td>
<td>--</td>
<td>150</td>
</tr>
<tr>
<td>Tutoring Program</td>
<td>20</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Justice and Advocacy</td>
<td>--</td>
<td>--</td>
<td>160</td>
</tr>
<tr>
<td>Arrupe Justice Immersions</td>
<td>90</td>
<td>105</td>
<td>60</td>
</tr>
<tr>
<td>Average Mass Attendance</td>
<td>124</td>
<td>129</td>
<td>121</td>
</tr>
<tr>
<td>Liturgical Ministers</td>
<td>11</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Liturgical Choir</td>
<td>12</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Retreats</td>
<td>193</td>
<td>165</td>
<td>108</td>
</tr>
<tr>
<td>CORE Groups</td>
<td>53</td>
<td>46</td>
<td>36</td>
</tr>
<tr>
<td>Faculty/Staff Spirituality Programs</td>
<td>464</td>
<td>491</td>
<td>523</td>
</tr>
<tr>
<td>19th Annotation Program</td>
<td>12</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td>Students (unique) in UM database</td>
<td>494</td>
<td>--</td>
<td>898</td>
</tr>
<tr>
<td>Faculty/staff (unique) in database</td>
<td>147</td>
<td>--</td>
<td>315</td>
</tr>
</tbody>
</table>

We are concerned with the fact that our participation in retreats, CORE groups and immersions dropped last year. The drop in immersions can be explained in part by the Zika virus outbreak which caused about 40 students to drop out of immersions at the last minute. Retreat participation decline is in part due to our cancelling our Spring Kairos retreat in an attempt to reduce retreat spending and hopefully channel students to other retreat experiences. We’re still working on the right balance here.

UM staff are always evaluating, tweaking, researching and assessing the best ways to reach students and develop programs that meet their expressed religious and spiritual needs and interests. Despite these efforts, University Ministry remains a hard sell in a
multi-religious and increasingly secular community where for many, the word ministry itself is a foreign concept.

This year we are converting our data information system (at the moment FileMaker Pro) to Salesforce, pending University approval of the new license agreement with Salesforce. At this point the University’s student data system Banner doesn’t allow us to track participation in specific UM programs, thus we needed to build our own internal database. However, this has proven to be a complicated and cumbersome process. Much of the process is manual and prone to human error. We are hopeful that the University’s adoption of a Salesforce database will make our system for outreach, tracking and communication with participants easier across all of our programs.

**Student Testimonials**

Regularly, we collect student testimonials about their experiences with UM as part of our assessment process, to gauge what students claim they have learned or gained as a participant in UM programs. Following are some recent testimonials from graduating seniors asked to reflect on their time at USF:

**Michael Mortimer ‘16**
As I reflect, I realize my time here has been defined by something much greater and much deeper. Maybe it was walking the streets in San Bartolo, Peru freshman year, as a part of an immersion trip, where for the first time I was immersed in a culture so radically different than my own. Maybe it was lobbying on Capitol Hill for environmental and immigration reforms with hundreds of others students from Jesuit universities across the country. Or maybe it was attending student mass every Sunday night that allowed me to experience the world beyond the classroom, and celebrate the journey I have had at USF.

**Valerie Cabanban ‘15**
Sharing the Eucharist reminds me of the times when I said grace with my batchmates before meals at Casa Bayanihan, USF’s alternative study abroad program in the Philippines. The prayer’s first line, “Bayan, magsawit na!” means “People, let us sing now!” Participating in Casa Bayanihan was a formative moment during my time at USF, but it does not stand alone. I have been an active member of University Ministry since my freshman year as a Kairos retreat leader, student liturgy sacristan and choir member, and an Ignatian student leader.

**Jacqueline Murillo ‘15**
I have been an active member of University Ministry since my freshmen year, and the memories I made as such are the most formative of my undergraduate experience: as
an Arrupe Immersion participant in Peru, accompanying and learning from street children, as a solidarity in action site student leader, accompanying previously homeless men, fighting against their substance addictions, and in community with others as an Ignatian student leader.

**Sarah Estrada ‘14**
For the last four years at USF, I have been a member of the Saint Ignatius Institute, studied abroad through the Casa Bayanihan program, worked as an on-campus Resident Advisor, and served as a student leader as a University Ministry Ignatian. From these experiences, I learned to love fully and to act justly by engaging with the difficulties and the brokenness of reality. These engagements taught me that God is found in all things if I open my eyes and my heart to the different, challenging ways that I am called and brought to life.

**Kevin Hallisy ‘16**
I have been impacted by the tutoring program through the many students and teachers I get to interact with. I have learned how to supervise students with the advice and guidance of their regular teachers. It's given me the chance to work on my professional skills of communicating with multiple areas of the school. I have been challenged by the occasional unpredictability. Sometimes my typical ways of explaining concepts won't work, so I need to rethink my approach on the spot. This has helped me grow into a more versatile employee and educator. My overall experience has been extremely positive.

**Amarilis Medrano ‘15**
Having the opportunity to work closely with UM has opened many doors for me. I attended an immersion trip to Peru where I worked with an organization that provides support for street kids. As the president of Latin@s Unid@s, I give a big emphasis to community service and dedicate a lot of my time to that. I am a huge advocate for supporting the Latino/minority presence in higher education. Last November I was able to attend the Ignatian Family Teach-in in Washington D.C. for the first time. This trip allowed me to meet with our state representatives and speak to them about issues regarding the Immigration Reform and the unfair wages and treatment of workers.

**Patrick Walsh ‘17**
University Ministry is a community full of passionate, kind, dedicated, active, and involved people; people that I can relate to. It is a community that I feel welcomed in. Being part of the University Ministry community the past year has made my college experience ten times better than expected.
6. University Ministry Budget

University Ministry is supported by a combination of University base budget funding (tuition dollars) and restricted accounts (designated gifts and endowment funds). We depend on a minimum of $50,000 in reserve funds each year in order to meet current student demand for University Ministry support. The majority of reserve funds go directly to paying for students to attend retreats and immersion trips. For a more detailed budget report from the last three years, please see Appendix 4.

The UM budget at a glance:

<table>
<thead>
<tr>
<th>INCOME</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Budget Funding (from the University):</td>
<td>1,195,433</td>
</tr>
<tr>
<td>Annual Gifts:</td>
<td>28,000</td>
</tr>
<tr>
<td>Program Fees:</td>
<td>60,000</td>
</tr>
<tr>
<td>Endowment Income:</td>
<td>12,000</td>
</tr>
<tr>
<td>Total Reserves:</td>
<td>85,000</td>
</tr>
<tr>
<td>Total Income:</td>
<td>1,380,433</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff salaries and benefits</td>
<td>813,746</td>
</tr>
<tr>
<td>Student staff</td>
<td>52,954</td>
</tr>
<tr>
<td>Resident Minister Housing</td>
<td>238,907</td>
</tr>
<tr>
<td>Programs</td>
<td>228,063</td>
</tr>
<tr>
<td>Total Expenses:</td>
<td>1,333,670</td>
</tr>
</tbody>
</table>

Our unrestricted base budget funding has increased since FY14 due to 2 new staff positions getting funded which offset a reduction in operating funds in FY15. A major change to our base budget has been acquiring the revenue/expense of RM room and board which used to sit in the Student Life budget. The majority of our unrestricted funding goes toward staff salaries and benefits which is typical of any professional service-oriented organization like ours.

We use approximately $75,000/year in restricted funding (annual gifts, reserves, endowment income, etc.) to supplement program costs. Our reserve funds have been spent down significantly in the past five years in compliance with University Policy, but this leaves us with only 1-1.5 years of restricted funding available to continue at our current program rate. We are
going to need to increase annual giving and/or endowment funding starting now in order to maintain our current level of programing.

UM has two endowment funds totaling $280,000 as of 12/31/15. We raise approximately $50,000 in annual giving, mostly for immersion trips and faculty/staff spirituality programs. We anticipate announcement of a $1M investment in the Arrupe Immersion Program endowment this fiscal year. We also anticipate the announcement soon of a $50,000 pledge over two years for the retreat program. The director meets monthly with a member of the development staff to strategize and execute donor cultivation and stewardship events.

What improvements are possible through reallocated resources?
- We are always looking for ways to save money on transportation costs for retreats, using UM vans whenever possible.
- We may consider reallocating some student staff funding to full-time staff funding to respond to the need for new positions in interfaith ministry.
- We can evaluate whether some full-time salary funding can be used in more efficient ways, however, we already have a very small full-time staff compared to the size of our student body.
- We can apply for more University grants to fund retreats.
- We can identify new funding sources at the University for mission-related activities.
- We regularly assess the best pricing structure for retreats to make them affordable for students, while also covering costs.
- We could increase program fees for immersions to cover overhead costs.
- As a non-revenue-generating unit on campus, we have to be very mindful of how we make that case that UM programs are essential to USF’s mission.

What improvements are possible only through additional resources?
- Kairos is our most expensive student retreat costing approximately $12,000 for the retreat, and also our most popular. Last year we decided to have one rather than two Kairos retreats to cut costs, in hopes we would channel students to other more short-term and less expensive retreats. Additional funding for retreats would allow us to bring back the second Kairos retreat and increase student participation in retreats.
- If we want to significantly increase the number of students in UM programs, we’ll have to increase the number of staff we have to run and sponsor the programs, which can only be accomplished through additional resources from the University or new donors.

7. Plans for the Future

As part of the self-study, the full-time staff completed a SWOT analysis (see Appendix 5). We discussed what factors facilitate or impede our ability to meet our goals. Some key factors came up in multiple conversations including:
• Changing religious demographics of students. Fewer have a spiritual or religious foundation.
• Perception of being too Catholic or not Catholic enough; too religious or not religious enough.
• Only 2,200 (of 11,000) students live on campus.
• Economic factors: students are under greater economic pressure and don't have extra income for retreats and immersions.
• Culture of superficiality and mass distraction.
• Time
• Ability to email the entire student body is controlled by tight University policies.
• Our programs are very reliant on resident ministers, some of whom have full-time jobs elsewhere. If an RM has a fulltime job outside USF, he/she has limited access to students and therefore a limited ability to recruit students for UM programs.

In addition to the goals stated in our strategic plan, the following areas present the biggest challenges and opportunities for the future of University Ministry at USF:

WIGs
What are the Board of Trustee WIGs (Wildly Important Goals) for mission? Should our office with the Mission Council help develop those? How are UM programs used to track and support overall university student retention goals? For example, can we set a targets of 25% of full-time faculty will have completed a program in Ignatian spirituality or pedagogy? Or 50% of undergraduates will complete a retreat and/or immersion trip before graduation? These goals are not currently set at any level at the University but would be interesting to consider.

Assessment
As readers will see in this report, we do not do much data-driven decision-making on programs. Our evaluation and assessment is more qualitative. If this were something the University wanted us to adjust, we would need additional resources (financial, personnel and technological) to make that happen.

New Student Experience
How can UM have a more visible role to play during New Student Orientation? How is the Jesuit mission expressed and made evident to every incoming student? We would love to see more students funneled into programs that have a very specific Jesuit pedagogical framework, like first-year programs that have a reflection component. Can USF101 be expanded to include a retreat, spirituality or immersion component? Can CORE groups be extended to more students as a way of building friendships and connections during their first year at USF?

Multifaith Context
How can we better serve Hindu and Buddhist students? How will our office respond to the Campus Climate Survey expected to be completed in 2018, particularly the sections on religious
and spiritual identity? What are reasonable goals for us to set in terms of serving students of all faiths with programming that is specific to their faith?

**Internal Program Collaboration**
Currently, each program director makes most of the decisions about his/her program themselves, in conversation with the director, and their program team (RMs, student leaders, etc.). We don’t share all of the reasons we might make a particular decision about a program (historical, budget, cultural, etc.). There are few programs that all of the program directors collaborate on planning and leading together, and not one UM signature event. Therefore, sometimes the internal support of one another’s programs internally is lacking. We are too busy sometimes with our own programs.

**Dip in Participation**
We are experiencing a lower than average participation rate in several programs which is troubling. We have yet to understand fully why this is and how we can counter it.

**Arrupe Immersion Program Growth**
We have a significant funding proposal into two major donors at the moment to increase the size of the immersion program. If this is a signature experience for USF students, can we work to increase the number of students who go on an immersion, to set a target of 50% of undergraduates, or to consider making it a requirement for graduation?

**Mission and Identity**
University Ministry plays a major role in the mission and identity work of the University which is a plus and a privilege for us. We benefit from having faculty and staff actively involved in our programs, and from having UM staff play a central role on the University Council for Jesuit Mission. The recent visitation report during the AJCU Mission Authentication Process affirmed that University Ministry plays a major role in promoting the Jesuit mission throughout the University. As the University continues to progress toward greater and greater mission integration, there will be a need to clarify University Ministry’s particular contribution toward the work of the Mission Council, whether additional resources will be made available for mission integration and where they will be invested, and whether new structures should be put into place to meet the University’s mission and identity priorities.

**Catholic and Inclusive**
One of our challenges is to change the perception at USF that University Ministry is only for Catholics or specifically religious people. USF is a more secular Jesuit University compared to other Jesuit Universities. This means that we have to have a different approach that might appear more secular on the surface. How to do this without weakening the Catholic Jesuit mission is a particular challenge. We are explicit in making all programs open to all, even those that are religious in nature. We direct people in the Spiritual Exercises who are not Christian, but talk about how they will be accompanying the person of Jesus as a non-believer.
Jesuit campus ministry departments in multi-religious contexts like ours at USF have to be very mindful of how we respond to the diverse religious needs of students and at the same time foster a culture of Jesuit Catholic identity. This is an ongoing process of discernment for us. Will we remain a largely Christian staff serving students of all faiths, or will we follow a path like some larger universities that set up separate campus ministry departments for their different faith groups? For students, how can we foster in them an identity and development with their own faith, as well as exposure to peers of different faith groups?

**Growing Interest in Spirituality**
Engagement in small faith-sharing groups (COREs) and retreats has become countercultural in the fast-paced, tech-based culture of not only the Bay Area but also the United States as a whole. Taking time to unplug, connect, pray, meditate, and reflect is critical to helping students, faculty and staff respond to the dominant culture of superficiality and distraction. How can we capitalize on the growing interest in spirituality, mindfulness, and self-care, to engage students, faculty and staff in the deeper aspects of Jesuit education and the urgent need for social justice today?

**Political Climate**
The new presidential administration is a game-changer to say the least. At the time of this writing, University Ministry is scrambling to figure out how best to offer sanctuary and safety to our students impacted by threats against DACA and recent executive orders barring certain immigrant and refugee groups. This is going to have a major negative impact on our immersions and our student body. We are discerning carefully with many on-campus partners, on how to face these new challenges.