

## **EXECUTIVE SUMMARY**

### **Program Review University Ministry**

## **EXTERNAL REVIEWERS**

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## **CAMPUS VISIT:**

### **Introduction**

Prior to the site visit, the review team was provided with reference information related to the University of San Francisco (USF) and **University Ministry (UM)**, including USF's general facts; mission, vision, and value; and strategic goals. A comprehensive self-study written by **Dr. Angélica Quiñónez, Director of University Ministry and the UM staff** supporting information and data related to services, programs, staff, and resources were also shared with the review team.

During the site visit, the reviewers met with a variety of community stakeholders (staff, faculty, administrators, and students) who collaborate with or are served by **UM** staff, faculty, and staff, in addition to community partners whose programs the **Division of Student Life and Student Engagement Unit** serves. They were also able to tour campus spaces relevant to the programs and services of **UM**.

### **Overall Quality of Program**

As this review was conducted during a time of adjustment for UM due to the pandemic, the reviewers found it challenging to provide an overall rating of its performance. UM had experienced multiple staffing cuts in the years leading up to this review, but has since become fully staffed. Despite the difficult circumstances, UM was commended for its performance, which was attributed to Dr. Quiñónez's leadership. UM has gained the respect of colleagues and partners across the University and among the Jesuit community. UM is recognized for its unique role in advancing the mission of USF. Although a specific rating was not provided, the review offers observations and recommendations for UM. Furthermore, the

reviewers emphasized the importance of defining and clarifying mission-related responsibilities for the University and the appointed Chancellor and Chief Mission Officer, Fr. John Fitzgibbons, S.J.

### **Important Issues Identified**

[Describe the most important issues that emerged from the external review]

- Scope of responsibility of the University Ministry Office in connection to the Jesuit Mission
- Formation for USF Staff, Librarians, and Faculty
- Resident Ministry program and responsibilities.
- Funding

### **Support of Strategic Initiatives**

As the UM team develops their new strategic plan, they should align it with USF's overall plan and the recommendations of the 2022 Mission Priority Examen (MPE). They have a unique opportunity to incorporate faith into discussions about important justice issues, as well as promote DEI priorities, culture, and different religious and secular perspectives. USF's MPE encourages open and honest conversations about faith, and UM is well-equipped to lead and facilitate these discussions through their justice ministries, outreach efforts, retreats, liturgy and music ministry, interfaith and multifaith programs, and Resident Ministry program.

### **Standards and Best Practices**

[Is the department/center in compliance with professionally accepted standards? What best practices have been adopted and implemented?]

### **Resources**

Stronger institutional funding, staffing, and recognition for the role and work of UM were identified as resource needs. Increased visibility and strategic communication from cabinet and senior leadership to underscore the central role of UM in the living of USF's Jesuit mission and values was specifically named as essential.

### **Learning Outcomes (as outlined in self-study)**

UM identifies eight sets of learning outcomes for its principal programming areas in its 2023 Self-Study document:

1. Arrupe Immersion Program
2. Faculty and Staff Spirituality
3. Interfaith and Multifaith Programs

4. Justice Outreach
5. Liturgy and Music
6. Resident Ministry
7. Retreats
8. Marketing Administration and Development

The reviewers are questioning if the eight sets of learning outcomes within UM's programs are contributing to a unified vision for student engagement and development. Essentially, could UM's mission outreach and ministry programs benefit from better strategic integration of all eight sets of learning outcomes that align with UM's overall strategic vision? Though office goals and learning outcomes are significant, it's vital to have a cohesive and integrated approach to attain the intended results for student engagement and development.

### **Recommendations for Improvement**

Based on reviews, it is suggested that the UM creates a comprehensive strategic plan to address pressing needs and align with the university's strategic plan and Mission Priority Examen. UM should identify ways to contribute to this work by consulting with other mission-responsible entities at the institution, including the newly appointed Chief Mission Officer, the Mission Council, and the Joan and Ralph Lane Center for Catholic Social Thought and the Ignatian Tradition. However, Resident Ministers are expected to support other UM programs, which causes some to be overwhelmed due to uneven workloads. To improve this program, it is recommended that a review be conducted specifically focusing on a) developing a better collaboration strategy with the Offices of Student Housing and Community Living, particularly Resident Directors and Resident Advisors; b) setting clear and realistic expectations for work in the residence halls and support of UM programs; and c) reintroducing meaningful supervision, formation, and community building for Resident Ministers.

Furthermore, UM has the opportunity to reassess its various programs, collaborations, and institutional engagement to determine which initiatives are most essential, which can be discontinued, and what new opportunities can be created to address the community's most urgent needs in alignment with the university's strategic plan and Mission Priority Examen. UM has a crucial role in advancing these priorities, and the Resident Ministry Program is an exceptional program that allows UM to maintain an important connection with undergraduates through the diverse and international group of Resident Ministers. However, the current structure and implementation of the program are not optimal. The integration of responsibilities of the Associate Director position that oversees the program into the work of the UM Director makes supervision and formation difficult, given the workload of the Director. Ongoing formation and community building for Resident Ministers, essential for the efficacy in doing their work in the residence halls, is compromised. Therefore, it is recommended to conduct a review of the program to improve it by focusing on developing a better collaboration

strategy, setting clear and realistic expectations, and reintroducing meaningful supervision, formation, and community building.

Lastly, UM's transition to the Division of Student Life presents opportunities to deepen the mission's formation and integration within the Division of Student Life. UM can collaborate with other initiatives in Student Life to integrate USF's mission further. One example is the newly created first-year student retreat component within USF's new student orientation program, which opens up possibilities of introducing students to UM and the inclusive programming available to them throughout their time at the University.

### **Response to Recommendations**

Their recommendations are in line with the vision that the Division of Student Life has for UM. Having UM join the Division has been excellent for both parties. We will continue to strengthen the connection with the Student Engagement Unit and with Student Life as a whole. Many of the suggestions from the reviewers are currently underway. A review of the role and responsibilities of Resident Ministers will be at the front of the UM's strategic planning process in the months ahead. In addition, an external review of the specific Resident Ministry program will be completed before the next external review of the UM department. Staff structure at this time will remain unchanged as the University seeks to address fiscal challenges as a result of lower enrollment targets. UM will continue to look into ways to use collaboration as a tool to support its core mission to serve the USF community while prioritizing fiscal responsibility.

New collaboration opportunities launched this year include the University Ministry, which was brought in as part of Student Leadership and Engagement to lead a conversation on Jesuit values during training sessions with the student and professional staff. In addition, the USF President has asked University Ministry to enhance the mission component of USF's commencements by asking Director Dr. Quinonez to approve the invocation and benediction to ensure alignment with the Jesuit Catholic mission and values of the university.

A five-year action plan will be developed to address recommendations, opportunities, and needs identified in the program review process.

### **Additional Context or Information**

Please see the full external review report for more detail if needed.

