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Self-Study
2023



UNIVERSITY OF
SAN FRANCISCO

University Ministry

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I. INTRODUCTION AND MISSION

University Ministry (UM) supports the spiritual, religious, and pastoral needs of the University of San Francisco community. We are an inclusive ministry office with a focus on the dimensions of faith and spirituality of the University of San Francisco (USF) Jesuit Catholic mission. We understand our role as assisting the university community in actualizing our mission, cultivating a culture of respect for religious diversity, advocating for the creation of a more just and human world, and accompanying community members of all identities, all faiths, and no faith during their time at the university. We seek to support all of our students, faculty, and staff in developing a vibrant interior life that connects them to the needs of the world, sets them on a meaningful vocational path, and encourages deep reflection.

Our Mission Statement reads:

University Ministry (UM) supports the spiritual, religious, and pastoral needs of the University of San Francisco (USF) community.

At University Ministry, we support and encourage USF students, faculty, staff and alumni of all religions, beliefs, and identities, to connect their faith, spirituality and values with social justice and solidarity with the poor, and with care for the earth, our common home, in order to realize the fullness of our humanity, and lead lives of meaning and purpose. This is at the core of the Jesuit Catholic mission at USF and Ignatian spirituality, a spirituality for everyday life. We invite you to consider how God is present in our world and active in our lives. At UM, we provide pathways to deeper prayer, good decisions guided by keen discernment, and an active life of service to others.

Our overarching goals are to:

- 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, staff, and alumni through a ministry of accompaniment and 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, encouraging a vision of the beloved community.
- 4) Provide opportunities for community engagement, service, and advocacy for social justice with reflection, rooted in the see, judge, act model which is at the root of Ignatian pedagogy.
- 5) Offer prayer, worship, liturgical and sacramental 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 along with the Universal Apostolic Preferences of the Society of Jesus.

Our UM team includes five full-time (7.0 FTE) professional staff (including one Jesuit), one part-time professional staff member (0.5 FTE), a Rabbi-in-Residence (paid by the Swig program), and fifteen volunteer resident ministers, three part-time graduate assistants, and one volunteer Jesuit deacon. Programs include retreats, religious diversity and social justice,

Solidarity in Action, the Arrupe Immersion Program, Liturgy & Music, interfaith programs, affiliated ministries (InterVarsity Christian Fellowship, Hillel SF, Muslim Student Association, Sikh Student Association, United States-China Catholic Association, Young Disciples, Christian Orthodox Fellowship), faculty and staff spirituality programs, a tutoring program, the Catholic Student Prayer Group, and resident ministry. Other services offered include spiritual direction, pastoral counseling, drop-in hours for students, faculty and staff, leading prayers and invocations at major University events, alumni weddings (when available), prayer and meditation sessions, and serving as a campus-wide resource on Ignatian spirituality and the Jesuit Catholic mission of USF.

We primarily serve undergraduate and graduate students, faculty, and staff. We outreach to the three branch campuses and our public leadership program in Washington, D.C. at least once per semester. While some outreach is conducted with alumni and members of the board of trustees, they are not our primary audience. We offer alumni support in finding priests for weddings and marriage preparation and in conjunction with Alumni Engagement offer 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. Since Fall of 2021, UM has become more intentionally welcomed and involved with aspects of orientation week, including a new student retreat.

We are fully committed to working towards antiracism, diversity, equity, and inclusion (A DEI). Our office is welcoming and inclusive of community members of all identities, backgrounds, and faith traditions. We also serve community members of no faith tradition and those who are seeking. In the past several years, UM has been one office at the forefront of advocating for our undocumented student population. We stand in solidarity with our BIPOC community members and advocated for more prominent inclusion of religious diversity within the university's A DEI work. We have also sponsored more inclusive and culturally representative campus programming such as the annual Black Joy event, Día de Los Muertos celebration, annual Latinx religious studies and theology lecture, women's leadership conference, etc. In the Fall of 2022, UM unveiled two commissioned murals—both with a focus on Laudato Sí, climate justice, and on the indigenous community.

University Ministry is the Student Engagement unit within the Student Life division. The director of University Ministry reports to the Assistant Vice President for Student Engagement. The director is a member of the Provost's Circle, the university leadership team, and an *ex officio* member of the University Council for Jesuit Mission.

The USF student body, according to 2022 application data, is 20% Catholic, 2% Buddhist, 3% Hindu, 1% Jewish, 3% Muslim, 5.15% Christian (non-Catholic), 18% None, 7% Other, 2% Unspecified. University Ministry staff make every effort to make all 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.

II. HISTORY (2017-2023)

Previous Review Recommendations

Our last program review was in 2017. At that time, the external reviewers praised UM for the collaborative nature of its work and the positive relationships with different constituencies across campus. The reviewers did not raise any “red flags” and focused on two main areas of opportunity. The two main areas of opportunity identified were the need for greater clarification on the role of the Mission Council in regard to UM, and the need for clarification on the role of resident ministers in the halls and the UM office.

The reviewers made the following recommendations:

1. Clarify the roles and functions of University Ministry and the Mission Council
2. Review the role and function of Resident Ministers in the Work of University Ministry
3. Conduct in-depth survey of Catholic students
4. Consider the question: Do traditional Catholics and other religious groups have a voice on campus, e.g., pro-life groups?
5. Deepen UM staff development in Ignatian spirituality and pedagogy
6. Continue to attend to the spiritual dimension of UM signature programs such as retreats and service and immersion programs. Involve international students
7. Plan for graduate student outreach.
8. Desire for more Jesuit presence on campus, regular meeting with UM director and rector.
9. Outreach to Theology and Religious Studies Department
10. Outreach to staff
11. Collaborate with St. Agnes and St. Ignatius parishes
12. Develop strategy for engaging alumni
13. Hire a chaplain from non-Christian traditions
14. More orientation for development officers and admissions counselors

We responded to the recommendations as follows:

- 1. Clarify the roles and functions of University Ministry and the Mission Council.**

While University Ministry and the Mission Council are two separate entities on campus, both are responsible sustaining and advancing the mission of the university. The previous review stated that community members often needed clarification on the work of both offices. Since this review, the UM director no longer serves as a co-director of the Mission Council but is present, along with the University Chaplain, as a non-voting *ex officio* member. While the Mission Council and UM collaborate on several programs and events, the clear lines have been set as follows: UM serves the spiritual and pastoral needs of the USF community and, in doing so, strives to meet and enhance the mission of the university. The mission council is focused on helping faculty and staff in understanding Jesuit mission while UM includes the student focus. While both offices have worked on a clear distinction, our relationship has strengthened in its collaboration.

2. Review the role and function of Resident Ministers in the Work of University Ministry.

A new Associate Director for Resident Ministry came on board in the summer of 2018. Since then, UM has worked to integrate resident ministers into the work of the office more intentionally. Rewritten job descriptions clarify the role of resident ministers in each program area and provide a more robust description of resident ministers' work in the residence halls. Program directors have regular meetings with resident ministers to define their roles and responsibilities, set program area expectations, and address concerns. Resident Ministry's relationship with the office of student housing continues to be a work in progress that will be discussed in section V and VII.

Resident Ministry, as of Fall 2020 was rolled into the position of Interim Director and then Director. This was done for three reasons: 1) as a means of continuation since the Associate Director was appointed Director; 2) simplifying communication between the resident ministers and UM director; 3) allocating salary from the Associate Director for Resident Ministry position to fund vacant UM positions.

3. Conduct an in-depth survey of Catholic students.

Under the previous director, in collaboration with the former program area director for Liturgy & Music, students from Ignatians (former student leadership group) were surveyed about their needs. They communicated a need for increased fellowship. The Catholic Student Prayer Group was co-created with students to serve this need. Currently, the student leaders do not have time to oversee the program, so UM is looking at ways to rebuild this offering for students.

4. Consider the question: Do traditional Catholics and other religious groups have a voice on campus, e.g., pro-life groups?

We do have traditional Catholics and pro-life students involved with University Ministry programs. If a student club or organization comes to us for support for pro-life activities on or off campus, we would be happy to work with them. In the past there have been students interested in pro-life ministry, and who started clubs on campus, who were involved in UM. This applies to all groups regardless of religious affiliation.

5. Deepen UM staff development in Ignatian spirituality and pedagogy.

UM staff are encouraged to go on retreats and attend professional development conferences and classes in these areas. Our UM library also includes several books on Ignatian spirituality and pedagogy that can be borrowed to deepen knowledge in these areas. Our staff has attended or plans to attend the following conferences that assist with deepening understanding of Jesuit and Catholic identity:

- Ignatian Solidarity Network Ignatian Family Teach-In
- Los Angeles Religious Education Congress
- UWE Conversations Retreat
- AJCU Campus Ministry Directors Conferences
- International Education Conference IAJU 2022
- Jesuit sponsored retreats to build spirituality and discernment

All members of our staff are encouraged to lead Arrupe Immersions Program experiences which delve deep into topics related to Catholic identity and Ignatian pedagogy and spirituality. Staff are also encouraged to attend programming available on campus through the Lane Center or through our AJCU network universities, such as through the STM: Crossroads program from Boston College.

6. Continue to attend to the spiritual dimension of UM signature programs such as retreats, service, and immersion programs. Involve international students.

In the spring of 2019, the position of Assistant Director of Retreats was eliminated due to budget cuts. As a result, the retreats program was added to the duties and responsibilities of the then Associate Director of Resident Ministry. In Fall 2019, the popular Kairos retreat was revamped, and sections re-imagined, to provide a more spiritually immersive retreat experience that is both inclusive and closely aligned with the Ignatian tradition.

With the onset of the pandemic in the Spring of 2020, the retreats program was moved to an online platform. While the online platform initially presented a challenge, it also sparked more creativity, and the program reached a wider audience. The retreats team created mini retreats focused on self-care, spirituality, meditation, and gratitude. Longer online retreats focused on discernment. The online platform made it possible for our international students and students from our branch campuses to attend during the pandemic thus helping them interact with the community.

Currently, the retreats team continues with in-person and online retreats. The following retreats are part of our program:

- Kairos
- Retreat for St. Ignatius Institute students
- Monday Meditations (online twice a month)
- Advent Footprints (online each week of Advent)
- Lenten Footprints (online each week of Lent)
- Self-Care Retreats (online)
- First-Year Welcome Retreat
- Hiking Retreats
- Silent Retreat
- Spectrum Retreat for LGBTQIA+ identified students

The following retreats are in the planning stages:

- International Student Retreat (in collaboration with the Office of International Studies Services)
- Interfaith Retreat
- BIPOC Retreat
- Institutionalized retreats (2nd through final year)

The Arrupe Immersions program continues to offer experiences for our student to reflect on the signs of the times and our world's greatest needs. During the pandemic, the program shifted to the creation of the I-Lead program. The I-LEAD program was developed to select student leaders for each immersion to drive higher engagement and recruit students from each leader's peer circles. There is now a more intentional creation of immersion opportunities that reflect our Ignatian identity and are deeply connected to our mission as a ministry office and as USF.

7. Plan for graduate student outreach

One unintentional silver lining from the pandemic is that it sparked more opportunities with graduate students. Prior to the pandemic, UM was in the planning stages for how to better outreach to graduate students. When the pandemic hit and UM pivoted to an online platform, graduate students joined our online retreats, interfaith prayer services, and Sunday night student liturgies. We wanted to continue to engage these students once we were back in person but heard from many that they wanted us to keep some online programs. Online programs provide graduate students the flexibility of attending programs from their workplaces or homes when they are unable to make it to campus. Additionally, UM engages graduate students in the following ways:

- Presence at the graduate student welcome reception
- Presence at the graduate student resource fair
- Attendance at the student life resource fair at the Sacramento campus
- Sending materials to branch campuses
- Presence at orientation for public leadership students (virtually)
- Sending event information to program assistants in the School of Education, Migration Studies, and through the Graduate Student Association Senate
- Encouraging Resident Ministers to conduct outreach with peers

8. Desire for more Jesuit presence on campus, regular meeting with UM director and rector.

Under the previous director, several Jesuits became resident ministers in academic year 2019-2020. These Jesuits were part of a larger Graduate fellowship program funded by a generous donor. While they were a welcome presence in the halls, the pandemic cut their time as resident ministers short. An evaluation of this program concluded that the work restrictions of the fellows prevented them from adequately fulfilling their resident minister duties. However, this opened the door to engaging with new possibilities.

The current UM director and previous rector met formally and informally each semester. Upon taking over UM, the new current director outreached to the Jesuit community to extend an open invitation to collaborate. The new rector and current director have met a few times this academic year to engage in discussions on Jesuit mission. They also attended a retreat together to reflect on the future of West Coast Jesuit universities.

Donal Godfrey, SJ, our University Chaplain and Associate Director of Faculty and Staff Spirituality, serves as a liaison with the Jesuit community. He and the UM director

partner on many communications to the Jesuit and wider USF community to show that the UM and Jesuit relationship is now stronger.

Jesuits are now a visible presence in the UM office during the week and at Sunday student liturgies and after-liturgy socials. Two Jesuits volunteer in our tutoring program at local Catholic grammar schools and a Catholic high school. A Jesuit deacon is now one of our volunteers as he prepares for the priesthood. The current director has also held conversations with the vocations director of Jesuits West to send interested Jesuits-information to UM.

UM staff believes that Jesuit presence on campus enhances the Jesuit educational experience.

9. Outreach to Theology and Religious Studies Department.

The new director formed a partnership with the Theology and Religious Studies Department to collaborate on creating events on campus. This includes brainstorming campus event opportunities and cross-marketing. The following collaborations have taken place to date:

- Building Bridges with Francis (2/24/22)
- 1st annual Latinx Heritage Lecture on Religion & Public Life (9/29/22) - in collaboration with the Lane Center

10. Outreach to staff

Staff are already included in all our faculty/staff programming and receive our newsletter (unless they choose to opt out). As a staff, we have more intentionally reached out to staff with our programming. Here are some examples:

- Offering staff departmental retreats
- Re-launching in-person staff events post-pandemic
- Inviting staff to mixed retreats (faculty, staff, and students)
- Inviting staff members to join the liturgical choir
- Outreach to staff to participate as retreat leaders and liturgical ministers
- Staff mixers at the UM office

11. Collaborate with St. Agnes and St. Ignatius parishes

We do collaborate liturgy, music, and memorial services with St. Ignatius Church. In the past year, we have extended the collaboration to include the participation of parish staff in our commencement masses (master of ceremonies and instrumentalist). In December of 2022, we collaborated with the parish in reviving the traditions of the 7am mass honoring Our Lady of Guadalupe. Our relationship with St. Ignatius Church has strengthened to now include the cross-marketing of each other's programs and conversations about future collaborations for liturgies and outreach programs.

As St. Ignatius is the parish on campus, our relationship continues to be strongest with this community. We do, however, engage with St. Agnes in myriad ways. Our chaplain

often presides over Sunday mass, several resident ministers claim St. Agnes as their parish, we often invite the priests from St. Agnes to preside at our Sunday student liturgy.

In 2022, members of UM and the Lane Center engaged with both parishes and St. Ignatius College Preparatory in a conversation on synodality in the Church.

12. Develop strategy for engaging alumni

This one area of great potential for UM. Staffing and bandwidth have made it difficult to engage with alumni in the ways that we would like. We continue to work collaboratively with our alumni office when asked. In the past, we have been involved with more alumni events, but have not been invited to collaborate for the past two years.

Our University Chaplain officiates 10-12 or more weddings of alumni per year. This is one strong area of engagement with our alumni.

Members of UM continue to engage with their respective alumni networks to generate ideas and interest in UM offerings. The director and associate director for immersions are in frequent conversations about an alumni immersion offering in the future. The director and assistant director for retreats and Ignatian Formation are discussing an inaugural online alumni retreat for late Fall 2023.

13. Hire a chaplain from non-Christian traditions

In academic year 2019-2020, UM created the position of Rabbi-in-Residence to serve the needs of our Jewish community. The Rabbi-in-Residence is a shared position between and the Swig Program in Jewish Studies and Social Justice (JSSJ). The position is funded through the Swig Program and the College of Arts & Sciences. Rabbi Camille Angel currently serves as our Rabbi-in-Residence.

We have tried to also hire an imam or connect with one who could serve in a volunteer capacity on Fridays. Budget limitations and a lack of interest from imams in the community present challenges. We agree that this is a continued need and will look to creating a position as resources become available.

14. More orientation for development officers and admissions counselors

UM staff already leads presentations for admissions counselors and ambassadors (tour guides). More can always be done in this area, but recently the number of events that we have been invited to is decreasing. UM has managed to insert itself into ambassador trainings due to a good working relationship with the welcome center director. The Jesuit Catholic identity seems to be of little concern in this area for admissions.

We have a generally good relationship with development offices. In June 2022, UM's director was invited to give a blessing and short UM presentation to the development team at the start of their retreat. Development officers have been crucial in assisting with raising funds for our tutoring and immersions program areas. We are looking forward to raising additional funds for our other programming areas with a particular focus on Catholic programming and retreats.

UM Changes Since Previous Review

General

Student religious demographics continue to change. USF continues to see a dip in Catholic students and the growth of the “nones” demographic.

Our department’s mission statement was rewritten in 2019 to include more inclusive and welcoming language for community members of all faiths and spiritualities, no faith, and seekers.

Due to limited staff bandwidth students in need of sacramental preparation are referred to St. Ignatius Parish.

Move to Student Life Division

UM moved from the President’s Division to the Division of Student Life in the Spring of 2021. UM now sits within the Student Engagement Unit and is overseen by the Assistant Vice President for Student Engagement. This move was decided by the president of the university with the intention that UM would help to enhance the division’s connection to mission.

Staffing Transitions and Position Restructuring

Camille Angel joined UM as Rabbi-in-Residence during Fall 2019.

The Assistant Director of Retreats position was cut, due to budget, in Spring 2019.

During the pandemic of Fall 2020-Spring 2022, several staff members left UM to be closer and more present to their families outside of the San Francisco Bay Area. While each departure was a loss for the team and presented short term challenges, the departures also provided an opportunity to re-envision job descriptions and partnerships. During this time the following changes took place:

- Previous UM Director, Julie Dowd, departed UM in October 2020. At that time Associate Director for Resident Ministry, Angélica Quiñónez, was appointed to Interim Director. She was promoted to Director in January 2022. The Associate Director for Resident Ministry position was rolled into the Director position for more streamlined communication with all staff and to fund other needed positions.
- UM was without an Office Manager from November 2021 to October 2022. The Office Manager position was restructured to include risk management responsibilities for UM-sponsored travel, including retreats and immersions. The position is no longer separate from the ministerial work of the department. Office Manager duties now include participation in UM offerings, including retreats, immersions, and liturgies. The restructured position launched in October 2022.
- The Associate Director of Liturgy, Music, and Interfaith position was split into two separate positions: a part-time Campus Minister for Liturgy & Music and a full-time Assistant Director for Religious Diversity, Justice, and Outreach.
 - The part-time Campus Minister for Liturgy & Music was created to have a dedicated campus minister focused on our liturgy program. The previous position

was split between disparate program areas. This new position is focused on all USF liturgies, the liturgical choir, memorial services and funerals for our community, and special liturgies for USF events. The new position officially launched in July 2022.

- The Assistant Director for Religious Diversity, Justice, and Outreach is a combination of two previous positions: the Associate Director of Liturgy, Music, and Interfaith and the Associate Director for Justice and Outreach. This new combined position seeks to strengthened our interfaith program area with an explicit connection to the ways that faith communities work for justice together. The position is also tasked with enhancing interfaith dialogue and encounter on campus. The position launched in October 2022.
- To reclaim the retreats position, the director proposed a partnership with the St. Ignatius Institute and New Student and Family programs that would benefit the three departments (more below). The result is the position of Assistant Director for Retreats and Ignatian Student Formation. The new position officially launched in June 2022.
- The Associate Director for Immersions position was brought back 100% to UM as the Associate Director for University Ministry Immersions. The position had previously been split 50-50 with the Center for Global Education. This move happened to strengthen UM's current immersions program, create more domestic immersions, form stronger partnerships with AJCU and IAJU members colleges and universities, and re-envision the immersions program as a catalyst for Ignatian formation and leadership development.
- Donal Godfrey, SJ, was appointed University Chaplain in addition to his position as Associate Director for Faculty and Staff Spirituality. This change came from the President and was, in part, to institutionalize the Jesuit presence and mission.

Partnership with the Saint Ignatius Institute

In the Spring of 2022, talks commenced between the St. Ignatius Institute (SII) and UM to strengthen the relationship between both departments. Prior to this conversation UM provided a resident minister to the SII community to create programming for students. SII had the resident minister work together with an assigned Jesuit chaplain. The chaplain was tasked with overseeing the spirituality of the program. As talks continued both sides expressed a desire to work more intentionally together.

UM and SII entered the following partnership:

- UM oversees all aspects of spirituality and community engagement for SII. A resident minister is present in the residence hall and will continue to plan community-building events—both spiritual and leisurely.
- Tuesday night gatherings will no longer entail a separate liturgy for SII. SII students will be invited to gather as a community on Sunday nights to attend the student liturgy.
- Several spaces for each UM immersions will be reserved for SII students. SII will pay for the student's immersion experience.
- UM will connect students to community engagement opportunities through UM and develop unique community engagement opportunities solely for SII.
- SII co-curricular will include UM opportunities
- UM will develop and lead the annual SII retreat in the Spring semester
- UM staff members will share their expertise in semester-long 1–2-unit courses

- SII will encourage enrollment in existing courses taught by UM staff members.

In addition to the partnership, the UM director proposed a closer partnership through a split position between both departments. 25% of salary for the Assistant Director for Retreats and Ignatian Student Formation is paid for by SII and the College of Arts & Sciences. This position oversees the community engagement and spirituality requirements of the SII living and learning community and works closely with the assigned resident minister. UM needed the retreats position but did not have the budget for the position. SII needed staff to oversee the co-curricular requirements but did not have the budget for a full position. This partnership fulfills the needs of both departments and allows both UM and SII to better serve students by connecting them to different opportunities.

Arrupe Immersions Program

The Arrupe Immersions Program has changed significantly since 2017. One of the biggest challenges was the 2020 pandemic that affected the immersion programs. Due to the halt in travel and social distancing, the program was stopped, and it was relaunched in 2021. The interest to participate in an immersion dropped in 2021, but it grew significantly for 2022, we were able to meet all student quotas to reinstate the immersions program at a pre-pandemic level. The strategies that are being used to grow interest of the program include:

1. Increasing the number of countries available for the immersion programs
2. Event-marketing campaigns to ensure that all students living on campus would know about the immersions
3. Continuing the scholarships for students that couldn't afford going to an immersion.
4. Developing the I-Lead program to select student leader per immersion to driver higher engagement and recruit students according to the leaders' peer circle

Relationship Of the Program to Academic Programs

The following are the three fundamental steps that root this methodology:

- Contemplation (Experience/Context)
- Reinterpretation (Reflection and Analysis)
- Praxis (Concrete Result/Action)

The pandemic affected this program area which relies heavily on in-person interaction. As a result, following programs are currently paused and being reevaluated:

- Ignatian Faculty Forum
- Faculty Spirituality Lecture Series

Interfaith Programming

Our office makes sustained efforts to support the needs of our religiously diverse community. We work closely with the Muslim Student Association, Jews for Social Justice, Hillel SF, InterVarsity, Orthodox Christian Fellowship, Sikh Student Association, Young Disciples, and the United States China-Catholic Association. In Fall 2022, we updated our policy for working with affiliated ministries. The new policy requires that all outside ministries must be approved by University Ministry before being approved by student life.

In 2020-2021, Interfaith America—then called Interfaith Youth Core—awarded UM a \$4,000 Building Interfaith America grant. Due to the 2020-2021 school year being remote, UM shifted from its original project idea to a collaborative project with St. Mary’s College in Moraga, CA. The grant funded a virtual interfaith encounter between faculty and staff members at both universities. Participants beta tested an educational virtual course created by Interfaith Youth Core and engaged in interfaith dialogue. The grant project also resulted in a collaboration between both schools that took students on a Spring Break interfaith immersion experience to different religious communities in the Bay Area.

In 2022-2023, UM was awarded a \$2,500 mini-grant that will be used for the Passover Seder—a collaboration between UM and JSSJ.

In Fall 2022, UM launched the Interfaith Visiting Series. The series was created by members of our resident ministry team. The series takes students to three interfaith locations per semester. In the first semester of the series, students visited the historic Third Baptist Church, the Bahá’í Center of San Francisco, and a Thai Buddhist temple.

Led by our Director, Assistant Director for Religious Diversity, Justice, and Outreach, and Rabbi-in-Residence, UM became a cooperation circle within the United Religions Initiative (URI) in December 2022. United Religions Initiative is a global grassroots interfaith network that cultivates peace and justice by engaging people to bridge religious and cultural differences and work together for the good of their communities and the world (URI.org).

UM continues to hold regular interfaith services but is using a collaborative approach. We have partners with Breaking Bread and the Binary and Thacher Gallery to create meaningful and prayerful experiences for our community.

LGBTQIA+ Outreach

UM expanded its LGBTQIA+ outreach with the presence of both Donal Godfrey, SJ, and Rabbi Camille Angel. Fr. Donal has continued outreach to the community, including the alumni community in several ways, including the brainstorming of a group for Catholic LGBTQIA+ individuals. His “Footsteps in the Castro” walk is a popular offering at UM and has been incorporated into some academic courses.

Rabbi Camille connected with students through her Queering Religion and Honoring our LGBTQIA Elders courses. As a result, the Qmmunity student group was founded and, by extension UM’s Breaking Bread and the Binary (BBB) group, which meets weekly. BBB is a place where students engage on a self-discovery journey to explore the intersectionality between different spiritual traditions and their LGBTQIA+ identities. BBB was our most successful student offering during the pandemic—attracting existing members, new students, and even students from other universities. Students found BBB to be a place of acceptance and community during a difficult and isolated time. BBB averages 20-25 students weekly. Students from Qmmunity and BBB have also helped to revamp our Spectrum Retreat—a retreat for LGBTQIA+ identified students—one of our most popular retreats with 35 students.

UM, in collaboration with Queering Religion and the Cultural Centers, will host the IgnatianQ conference in 2024.

Social Justice and Outreach Program

With new leadership this program is undergoing the process of rebuilding. This program was impacted by two challenges: 1) the pandemic; 2) the previous program area director left in Spring 2022 and was not replaced until late Fall 2022. During the pandemic some of the outside agencies that we worked with, including Faithful Fools in San Francisco, changed their volunteer policies.. Faithful Fools worked with USF's Food Recovery Network, which partnered with UM and Bon Appetite (campus food provider). The program halted during the pandemic and changed direction away from USF due to Covid restrictions. At that time, UM's work with Food Recovery Networking changed to assisting with USF's food pantry. Food Recovery Network's work with UM and Faithful Fools restarted in late Fall 2022.

The social justice area also had a particular focus on the undocumented student community, which included advocacy and education. This was, in part, due to our mission and the particular interest of the previous program director. With his departure and a shift in the leadership of the Undocumented Students Working Group, UM has not engaged in this work in 2022-2023. Our new program area director is contacting the working group and others doing the work on campus.

Our new program area director is working more closely with the university on Food Insecurity and Modern Policing on campus. Additionally, UM is now part of the United Religious Initiative which will expand our social justice offerings.

We are also assessing our program to provide more opportunities for reflection in the spirit of Ignatian tradition. We are looking to revive our communities of reflection program once our program is more built up in the Fall of 2023.

Retreats Program

The most noteworthy changes since the 2017 review are that the Kairos retreat was tailored for the USF community, the team created mini-retreat experiences online, and UM is more intentional about reaching out to the USF community to offer more retreats to faculty, staff, and students. Since Spring 2020, UM has offered 18 mini-retreats to the entire community and 10 tailored mini-retreats to departments on campus. The program is adding new low-cost and no-cost retreat options for students in collaboration with Koret and International Student Services.

In 2021-2022, UM created a retreat for the incoming sophomore class. Nearly 500 students attended the retreat which took place on campus. In 2022-2023, UM created a mandatory retreat for the freshman class. A total of four retreats were held in two days with the participation of staff from across campus.

We also provide a retreat to the Listen to Your Life course co-taught by Donal Godfrey, SJ, and Ellen Kelly.

Liturgy & Music and Catholic Programming

Since 2017, attendance at Sunday Student Liturgies continues to be a concern. Prior to the pandemic average attendance reached 15 students, in addition to the liturgical choir, at its peak. During the pandemic, as liturgy was moved online, attendance dropped to an average of eight students, including choir members.

With our new campus minister of Liturgy & Music and RM liturgical team attendance averages 45 students each Sunday with our most well-attended liturgies reaching 60 and 80 (collaboration Latinas Unidas). Several changes have taken place to reignite our liturgy program. These changes include:

- More aggressive marketing on Instagram and a sign on the plaza and cafeteria walkways
- More outreach to interested students
- Asking current liturgical choir members and students involved in liturgy to bring a friend (snowball effect)
- Moving the liturgy to the sanctuary for a more intimate space
- Holding socials in a warmer and nicer space after liturgy
- More contemporary liturgical music selections with a focus on selections composed by women and members of the BIPOC community
- Inviting Jesuits with a particular interest in connecting with students
- Creating Lenten prayer packages with a prayer booklet, Lenten resources, a prayer bowl, and a wooden palm cross
- End every Kairos retreat with a welcome at the student liturgy
- Continued the tradition of lay preachers

We chose to also open the invitation to the liturgical choir to all community members, including faculty and staff. To date, we have five members of the faculty and staff that join us for our Sunday liturgy and special liturgies, such as Commencement.

While our number of Catholic students continues to decline, we are in the process of reigniting our Catholic programming beyond liturgy. We are reviving our Catholic prayer group to become a group focused on prayer, fellowship, and Ignatian spirituality. We are considering bringing back a modified Christian Life Community model to nurture our Catholic students' spirituality. In 2020-2022, our Ignatian group fizzled out due to a lack of interest. We are re-envisioning the creation of a peer minister model in the next several years depending on student interest and bandwidth. We are also gauging interest in an LGBTQIA+ Catholic group on campus for students.

External Programming

Several outside entities approached UM about leading retreats for their schools or organizations. While this is not our primary audience, we have provided retreat experience for a local parochial elementary school and assisted a local Marianist high school. We view this as a way to participate in our community and highlight the good work of UM and USF. This is also one way to bring additional funds into the office to bolster our financial ability to provide more programming for our community.

Relationship to Other Departments and Academic Programs

UM positive working relationships with many departments, offices, and individuals on campus. This is an area that we continue to cultivate and explore new opportunities for collaborations.

University Ministry staff are or were members of the following University committees between 2017-2023:

University Council on Jesuit Mission	<i>La Colectiva</i>
University Leadership Team	LGBTQ Caucus
Provost's Circle	Diversity, Equity, and Inclusion Council
The Joan & Ralph Lane Center for Catholic Social Thought & the Ignatian Tradition Advisory Board	<i>Laudato Si</i> Working Group
Fromm Institute Board of Directors	Modern Policing Education Curriculum Committee
Strategic Plan Advisory Committee	Food Insecurity Working Group
Strategic Plan Equitable and Extraordinary Place to Work Working Group	Health and Well-being Workgroup
USF Council on Community Engagement, Leo T. McCarthy Center	International Education Week Committee
Latinx Excellence and Belonging Initiative Working Group	President's Advisory Committee on the Status of Women (PACSW)
First Generation Collaboration Committee	Sexual Assault Awareness Month Committee
Master in Migration Studies Advisory Board	Undocumented Students Task Force
Black Community Council	Retention and Equity Group
	Committee on Distribution of USF Used Technology

We partner with many departments on campus on a regular basis to co-sponsor events and to provide programming in the form of staff in-services, retreats, etc. upon request. These include:

The Joan & Ralph Lane Center for Catholic Social Thought & the Ignatian Tradition	Leo T. McCarthy Center
Center for Academic and Student Achievement (CASA)	International Student Services (ISSS)
Office of Student Housing and Residential Education	The Cultural Centers
Black Achievement Success and Engagement (BASE)	Performing Arts and Social Justice Department (Music)
Office of the Dean	Center for Global Education
Health Promotion Services	College of Arts & Sciences
Department of Theology and Religious Studies	School of Education (HESA and CEL programs)
Career Services Center	The McGrath Institute for Jesuit Catholic Education
ROTC	School of Health and Nursing Professions
Human Resources	School of Management
Loyola House Jesuit Community	Sacramento and Downtown Branch Campus
Student Leadership and Engagement	Public Leadership Program (D.C. Location)
St. Ignatius Parish	Information Technology Services, APPS
Counseling and Psychological Services (CAPS)	Gleeson Library
	Thacher Gallery
	School of Law
	St. Ignatius Institute Living Community

III. Department Goals

Our department goals are based on our 2019-2022 strategic plan. Due to several open positions until October 2023, we extended the plan to include this academic year. The staff will gather in the spring and summer of 2023 to co-create our next strategic plan in line with the University's overall strategic plan and the recommendations of the 2022 Mission Priority Examen.

- 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, staff, and alumni through a ministry of accompaniment, 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, encouraging a vision of the beloved community.
- 4) Provide opportunities for community engagement, service, and advocacy for social justice with reflection, rooted in the *see, judge, act* model which is at the root of Ignatian pedagogy.
- 5) Offer prayer, worship, liturgical and sacramental 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 along with the Universal Apostolic Preferences of the Society of Jesus:
 - To show the way to God through the Spiritual Exercises and discernment.
 - To walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice.
 - To accompany young people in the creation of a hope-filled future.
 - To collaborate in the care of our Common Home

Program Learning Outcomes and Objectives

ARRUPE IMMERSION PROGRAM

Learning Outcomes

Participants will:

1. Open one's heart and mind through an experience of accompaniment with the poor, community engagement, theological reflection, and social analysis.
2. Begin to explore the connection between one's gifts and talents, the needs of the world, and a pursuit of one's personal vocation.
3. Learn how to keep a journal and participate in a group spiritual reflection.
4. Learn how to have a conversation and make a personal connection with individuals from a culture, ethnic group and/or economic group other than one's own.
5. Identify a justice issue about which they are most passionate.

FACULTY AND STAFF SPIRITUALITY

Learning Outcomes

Participants will:

1. Gain a deeper understanding of the Jesuit history, mission, and spirituality of USF.
2. Experience the dynamics of Ignatian spirituality that undergird the institution's mission.
3. Consider how one's research, teaching, service, and vocation apply to the dynamic Jesuit Catholic mission of USF.
4. Build relationships and connections with colleagues across the institution that foster an inclusive learning community.

INTERFAITH AND MULTIFAITH PROGRAMS

Learning Outcomes

Participants will:

1. Engage in a conversation with individuals from a faith tradition other than their own.
2. Experience a deepening of their faith life and understanding of their own faith tradition.
3. Learn at least one new prayer, spiritual and/or worship practice that deepens their connection to God, themselves, and to the world.

JUSTICE AND OUTREACH

Learning Outcomes

Participants will:

1. Explore concepts of social justice and equity by engaging in experiences that challenge perceptions.
2. Identify and explore their personal identities and how they relate to their overall community.
3. Learn and practice effective advocacy techniques.
4. Learn effective methods for building allies.
5. Participate in service and social justice opportunities at USF and in the greater community.
6. Explore Jesuit values and its mission for social justice.

Consider ways to integrate spirituality more directly into the reflection after Solidarity in Action programs and immersions. How do these programs invite students into an encounter with the divine?

LITURGY AND MUSIC

Learning Outcomes (for the Student Liturgical Planning Team)

Participants will:

1. Learn how a liturgy is structured, planned, and coordinated, the parts of the liturgy, the history and symbolic significance of prayers, elements, and sacraments.
2. Understand the role of liturgical music, where and how it fits liturgically in the service, and how to select music appropriate to each liturgical season.
3. Experience full and active participation in University liturgies that are celebrations of praise, and invite all to speak, touch and sing in God's name, for the life of the world.

MARKETING/ ADMINISTRATION/DEVELOPMENT

UM Director Goals:

1. Grow UM annual giving and endowment funding.
2. Expand non-Catholic programming and staffing in UM.
3. Develop a faculty/staff advisory council for UM.
4. Develop an external advisory board for UM specifically for increasing donations to UM.
5. Launch the Jesuit Graduate Fellowship program.
6. Restructure the UM retreats program.
7. Restructure UM involvement in the new student orientation and faculty/staff orientation programs.
8. Restructure staffing responsibilities given the changing budget landscape and student interests/need.
9. Contribute to the USF Campaign Launch with the "I Am Jesuit Educated" campaign.

RESIDENT MINISTRY

Learning Outcomes:

Resident ministers will learn how to:

1. Lead small reflection groups using Ignatian principles and prayer methods.
2. Care for the spiritual and pastoral needs of students in the residence halls.
3. Strategically develop and apply outreach techniques that will help establish relationships with students in residence halls to encourage them to participate in UM programs and get connected to the University community.
4. Learn and apply principles of Ignatian spirituality to their personal spiritual development and in their ministry.
5. Develop collaborative relationships with campus partners (such as CASA, RDs, ARDs, RAs, CAPS, Living Learning Communities, etc.) who are also responsible for student development and retention in the campus community.
6. Specific skills related to their internship area (e.g., how to lead an immersion trip, coordinate a liturgy, lead a Solidarity in Action program, plan a retreat, etc.)

RETREATS

Learning Outcomes:

1. Students will engage in spiritual activities allowing them to grow in love of self and love of God, to experience the transcendent dimension of human life, and develop an adult faith life appropriate to their background and traditions.
2. Students will learn spiritual practices (prayer, meditation, body work, etc.) that may help them reduce stress and anxiety, and increase their sense of equanimity, focus, and emotional well-being.
3. Students will meet other students and can build lasting friendships and community which will contribute to their overall college success.
4. Students will take time to reflect on their life's meaning, purpose, and vocation.

These goals are a guidepost for the work that we do. Some of these goals faced challenges during the pandemic that forced us to pivot in unexpected ways. During that time, while these goals served as our guide, we were also guided by the needs of our campus community.

IV. Quality Assurance

Services We Provide

Arrupe Immersion Program

The Arrupe Immersion Programs provides students with short-term opportunities to connect and reflect with communities from around the world. Participants of the program spend 7 to 10 days engaging with people from a different culture to help them open their minds and nurture their hearts to start seeing the world from different angles. 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.

Sites that we visited since 2016:

- Montevideo, Uruguay
- Quito, Ecuador
- Lima, Peru
- Bogota, Colombia
- Tijuana, Mexico
- Managua, Nicaragua
- Puebla, Mexico
- Rio de Janeiro, Brazil
- Santo Domingo, República Dominicana
- Bilbao, Spain
- Appalachia, USA

Pre-Immersion Process:

- 6 Preparation Meetings that all aim to:
 - Participate in Reflections
 - Learn about the culture and site organization
 - Pre-immersion evaluation
 - Fundraising activities
 - Buying plane tickets

During Immersion:

- Reflections and journal writing
- Engagement with the community
- Last day: post immersion evaluation
- Ethical Will following St. Ignatius tradition created for I-leads to leave a legacy of their experience. This practice is intended to pass for the next cohort of leaders for years to come

Post Immersion Follow up (one-on-ones):

- Volunteer Reflection paper
- I-Lead leadership program for interested returnees
- Donor event “Retreat Day” to thank donors for their contributions. This is the best opportunity for students to meet the program donors and provide their testimony firsthand.

Social Justice & Outreach

University Ministry's Social Justice Program invites students to step outside of their comfort zones, 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: insertion experience, social analysis, reflection, and action. Programs include:

- Solidarity in Action
- Communities of Reflection
- Justice and Advocacy (Awareness and Advocacy Programs, ISN Teach-In, UndocuWeek, Food Security)
- Social Justice Clubs (Food Recovery Network, Corpus Clinic, UMAP)
- UM Tutoring Program
- ALAS Tutoring
- Black Joy

Liturgy & Music and Catholic Programming

Our Liturgy & Music program offers a prayerful environment with a focus on the Catholic Church and its rituals. Members of the Jesuit community preside at the student masses, which are held weekly on Sunday night at 7:00 pm in St. Ignatius Church. Our liturgy team also plans memorial services on campus for deceased students, faculty, staff, and alumni. This program area also works on the development of more Catholic programming for students.

Programs in this area include:

- Student Masses & University Liturgies
- Liturgical Ministry Program
- Liturgical Choir/Cantors
- Reconciliation Services
- Taizé Prayer
- Memorial Services
- Prayer and Reflection Services
- Catholic Student Prayer Group
- Stations of the Cross (Lent)
- Worship Nights

The Liturgical Choir provides the music at the Sunday 7:00 p.m. Student Liturgy singing liturgical music of various musical styles and different cultures. The Choir also sings at other liturgies throughout the academic year.

With voices and instruments, the USF Liturgical Choir is committed to enlivening and enhancing

the worship experience here at USF. The USF Liturgical Choir is diverse, welcoming, and open to all students with a love for creating music. We celebrate the liturgies with a variety of musical styles and genres.

In addition, the USF Liturgical Choir is a faith community where students support one another and grow in faith and all are welcome to share their spirituality regardless of their faith tradition. We are extremely pleased that we are continuing to bounce back from the pandemic.

The USF Liturgical Choir members are a diverse social community of students reflective of a multitude of academic majors, ages, backgrounds, and different choral experiences. Although the ability to read music is helpful, it is not required. The qualifications for membership in the group are a pleasant voice and a cooperative attitude. Previous choral experience is helpful, but not required. We also have members of our current USF faculty and staff join us for special celebrations.

Retreats

The Retreats programs provides opportunities for the USF community to become reflective, spiritually attentive, engaged, rejuvenated, and active. Retreats help individuals to disconnect to reconnect with themselves, others, and the divine. In honoring the religious and spiritual diversity of USF, retreats are inclusive of all faith traditions and nones.

The following retreats were offered since the last review:

- New Student Retreat
- Sophomore Welcome Retreat
- Silent Retreat
- Mini Self-Care Retreats
- Kairos
- Hiking Retreat
- Mountain Meditation
- LGBTQIA+ Spectrum Retreat
- Writing Through the Pandemic Retreat
- Discernment Retreat
- Monday Meditations
- Advent Footprints
- Lenten Footprints
- Retreats for USF departments
- Online Cooking Retreat

Faculty and Staff Spirituality

Spiritual Exercises: 19th Annotation

Each year a team of spiritual directors, led by Donal Godfrey, SJ, 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 is open to those of all faiths and none. The 19th annotation program continued on-line during the pandemic

to provide spiritual nourishment to members of the community. A Jesuit intern from the Jesuit School of Theology in Berkeley usually works under the supervision of Donal Godfrey, SJ.

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. Between 2017-2020, there was an average of 12-14 participants each year. The forum has been on hiatus since the pandemic. Discussions are in progress about relaunching this program.

Book Club

University Ministry runs a book club each semester. Book focused on spirituality and Jesuit Mission are chosen and people across departments can share and be open in a relaxed and welcoming environment. People are invited to share personal stories and reflections. In the past the book club was hosted over lunch at Loyola House, the Jesuit residence. The pandemic forced the book club to move online, which affected participation. The Book Club was relaunched in-person during the 2022-2023 academic year. Participation pre-pandemic was at 15, participation after pandemic was 7.

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. The pandemic forced UM to pause this program. Discussions are in progress about relaunching this program.

Retreats

We offer on-campus retreat opportunities for faculty and staff. Our silent retreats offered to faculty, staff, and students. Since the last review, we have collaborated on three Laudato Sí retreats with the Lane Center. Each retreat was at capacity with 15 retreatants.

USF Sacred Spaces

UM offers sacred walking tours around campus each semester in collaboration with the USF Wellness program.

Loyola Luncheons

Conversations on some aspect of Jesuit mission and identity over lunch hosted by the Loyola House Jesuit Community. The pandemic forced UM to pause this program, but it was relaunched in Spring 2023.

Resident Ministry

Resident Ministers (RMs) are unpaid volunteer staff members UM who live and work in the USF residence halls providing a pastoral presence for the residential student and staff community. RMs 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 academic year RMs host special

programs and activities, and work closely with Student Housing and other University offices on events that are designed to enhance student learning. RMs are also a first point of contact for student crisis response. RMs volunteer for 18 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 within University Ministry.

The program also includes pastoral and ministerial formation, theological reflection, 1:1 supervision/mentoring, and spiritual direction to aid in the vocational discernment and formation of the RMs themselves. RMs are mostly USF graduate students or recent USF grad school graduates who are exploring a wide range of careers.

Spirituality and Leadership Development

Alumni Weddings and Memorials

University Ministry staff assists with marriage prep and presiding for several 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 St. Ignatius parish 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.

Spiritual direction and 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. We currently have a Jesuit, a Baptist Minister, a Rabbi, and a trained lay spiritual director on staff. Confessions are provided to members of the USF community by request.

Listen to Your Life

This class is co-taught by staff from UM and Career Services. 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 listening to 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. UM brings a retreat to the classroom each year for the students. The retreat focuses on reflection, team building, and discovering one's gifts.

Ignatian spirituality presentations and retreats for other departments

UM staff are frequently asked to provide talks, retreats, guided meditations, or facilitate conversations on Ignatian spirituality and Jesuit mission and identity at 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.

Interfaith Programs

UM honors and respects the rich religious and spiritual diversity of the campus community. As such, it makes a sustained effort to support students, faculty, and staff in finding spaces of welcome that allow for the open and safe practice of religion and spirituality. UM continues to be in conversations about ensuring that religion and spirituality are intentionally included in conversations on antiracism, diversity, equity, and inclusion. To serve the needs of our community we offer the following programs:

Programs include:

- Affiliated Ministries (InterVarsity, SF Hillel, Jews for Justice, Orthodox Christian Fellowship, Young Disciples, and USCCA)
- Interfaith Prayer Services
- Interfaith Visiting Series
- Interfaith Meditation Room
- Weekly Meditations
- Jumma Friday Prayer
- Shabbat Services
- Weekly non-denominational Bible Study and fellowship
- Support of faith-based clubs and orgs
- Interfaith Holy Days Calendar (in progress)
- Collaborations with JSSJ

LGBTQIA+ Outreach

UM welcomes its LGBTQIA+ student community outreach with the presence of Qmmunity, Breaking Bread and the Binary, and the Spectrum Retreats. These programs create a welcoming, inclusive, and safe space for members of the community to fellowship and discuss spirituality.

Administration & Development

- Budgeting
- Marketing, Branding, & Communications
- Staffing
- Fundraising
- Program Oversight & Assessment
- Partnerships

Learning About Stakeholders' Needs

Since our last review, three data studies provided us valuable insights into the needs of our community: 1) 2018 USF Campus Climate Survey; 2) 2019 University Ministry Market Research Survey; and the 3) 2022 USF Mission Priority Examen. While UM usually conducts an annual survey, we have not created a survey from 2020-present because of the pandemic, limited staff, and low bandwidth.

2018 USF Campus Climate Survey

Though encompassing the climate of the entire community. The 2018 campus climate survey offered some insights into the needs of the USF community and ways that UM could support those needs. 1, 871 respondents offered a response on how effectively USF cultivates a culture

rooted in USF's Jesuit culture and mission. As a ministry office our work is centered around our mission and these responses influence how we viewed our work these past few years and into the future. The following are some of those responses:

Effectively

"I believe it does a good job."

"Effectively."

"Pretty well, overall."

Not Effectively

"Not very effectively; few people really understand the mission, and some people seem to be hostile to it."

"It does NOT."

"We don't talk about Catholic/Jesuit values in class. It is strictly school/education."

"There isn't much/any sense of the Catholic Jesuit mission on campus."

USF Could Do More

"Compared to other Jesuit, Catholic institutions with which I am familiar we could be doing more."

"Could be better. I wonder if there are ways that the Jesuit and Catholic mission could be clearly defined as to how it translates to student life in the interest of being more applicable."

The Campus Climate survey did not ask explicitly about University Ministry nor religion and spirituality on campus, but its results did assist us in finding ways to work towards greater alignment with our mission. As a result, we have strengthened the way that we communicated Ignatian values in our programs and have partnered with the Lane Center and the Mission Council in creating programming that highlights the way that the campus and each of our offices is living the mission.

2019 University Ministry Market Research Survey

This annual survey is extremely helpful for us in hearing from students who are *not* involved in UM programs. The full marketing survey results can be made available on request, but here are interesting points raised in the 2019 survey:

2019 Market Research Survey – University Ministry

n=163 (Survey distributed to all USF undergraduates, faculty, and staff)

Awareness of UM

- 87% had heard of UM
- 58% of respondents knew where the UM office is
- 66% had not visited the UM office
- 84% of respondents were not familiar with the "Where Is Your Center" logo
- 16% had heard of immersions
- 13% had heard of retreats
- 12% had heard of the student mass
- 9% had heard of faculty and staff programs

- 14% saw the event posters on campus
- 26% read our emails and newsletters
- 9% were aware of RMs

Top 5 forms of communications with highest reach:

Emails/Newsletters: 26%
 Posters/Flyers: 15%
 USF Calendar: 10%
 RMs in Residence Halls: 5%
 Social Media: 5%

What UM is doing well:

- Inclusive and caring
- Diversity of programs
- Support to faculty, staff, and students
- Immersions and retreats
- Resident Ministers in the residence halls
- Student Liturgy

Challenges/Perceptions:

- Marketing/Advertising
- Lack of exposure
- Perceived as too Catholic
- “Ministry” is an unfamiliar word to many
- Not enough daytime programming makes it difficult for commuter students
- Lack of events for graduate students
- Lack of awareness of what UM is/does
- Needs more communication between different faith groups
- Stigma around religion and spirituality on campus
- Lack of Jesuits

Religious Affiliation:

Buddhist - 3 (1.84%)	No Religion - 29 (17.79%)
Catholic - 62 (38.04%)	Orthodox (Christian) - 2 (1.23%)
Congregational (Christian) - 3 (1.84%)	Pagan - 1 (0.61%)
Episcopal (Anglican) 1 (0.61%)	Protestant - 7 (4.29%)
Hindu - 2 (1.23%)	Quaker - 1 (0.61%)
Jewish - 5 (3.07%)	Reformed (Christian) - 2 (1.23%)
Methodist - 3 (1.84%)	Sikh - 1 (0.61%)
Muslim - 5 (3.07%)	

Choose not to specify - 23
(14.11%)

Other - 13 (7.98%) - N/A;
Lapsed Catholic; Christian;
Spiritualist; mix of
Catholic/Jesuit, Buddhist, and

selective other
spiritual/wisdom traditions;
non-denominational
Christian; Agnostic;
Orphism; Jewish, Buddhist,
Interfaith; still deciding;
Baptist

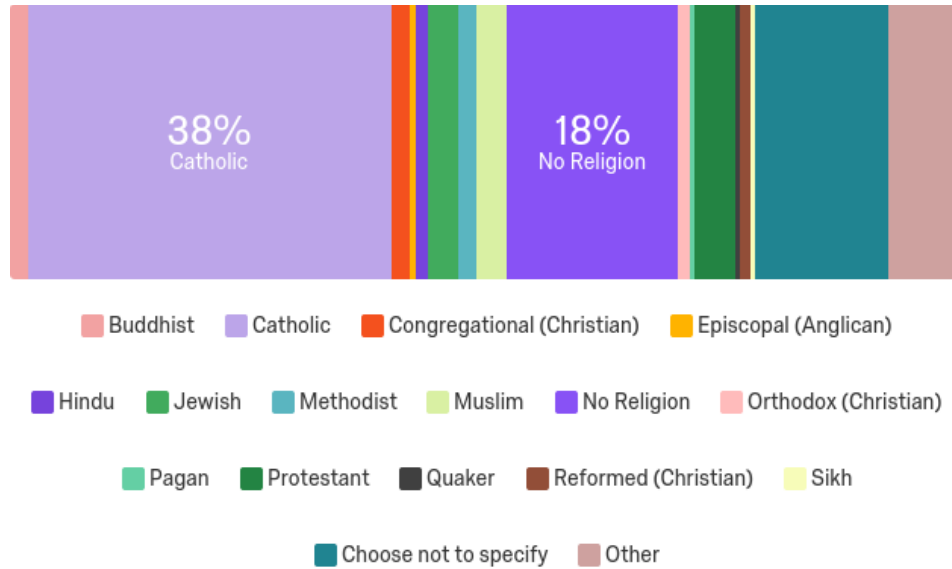


Fig. 1: What is your religious affiliation?

We used data from this survey to evaluate programs, marketing strategies, and to set departmental and programmatic goals. Efforts in these areas shifted during the pandemic as our focus became student engagement and maintaining a virtual presence to accompany our community. Since returning to campus, we have made strides in revamping our efforts, particularly on outreach to our community and relationship building with our colleagues on campus.

2022 Mission Priority Examen

The University of San Francisco completed its Mission Priority Examen in 2022. The Mission Priority Examen is an opportunity for Jesuit colleges and universities to reaffirm their Jesuit Catholic identity in a way that honors the voices and experiences of each member of the community. Initiated by the Superior General of the Society of Jesus and coordinated by a joint committee of Provincials and University Presidents within the Association of Jesuit Colleges and Universities, the reaffirmation communicates to the Vatican our institutional response to the following questions:

Do you want to continue to be a Jesuit, Catholic University?

If so, what are the two to four mission goals (and accompanying strategies) that you will prioritize for the next few years?

Two staff members from UM, our director and our university chaplain were on the MPE committee. As a committee, we recommended the following (which was approved by the provincial):

1. Build capacity and opportunity among faculty, staff, students, and leaders to understand and engage in substantive conversations about Jesuit Catholic identity in the context of higher education, sharing our worldviews and our visions—secular and religious—for how USF can embody a faith that does justice as well as ensuring institutional accountability. We observe the need for constructive and honest conversations about faith at the university. The religious and cultural diversity of our community presents a tremendous opportunity to cultivate interfaith dialogue and bridge religious and secular worldviews for the common good. Within this context, we recognize the opportunity to explore and engage the relationship between faith and culture, religious and secular worldviews, and the Catholic university and the Catholic Church. As a self-study committee, we desire the university to 1) boldly proclaim our identity as an inclusive, diverse, Jesuit Catholic university dedicated to a faith that does justice, 2) honestly examine barriers and historical failures within Catholicism to promote justice and reconciliation, and 3) educate and engage the community around what it means to be a Catholic university in the 21st century.
2. Develop a transparent, sustainable, university-wide plan to strengthen the Jesuit Catholic mission with diversity, equity, and inclusion priorities, supported by a well-resourced, visible structure to ensure institutional accountability....
3. Strengthen the Office of Sustainability so that it promotes cross-disciplinary faculty participation in shaping the curriculum, motivating university-wide engagement, and ensuring institutional accountability in meeting bold science-driven sustainability goals inspired by *Laudato si'*....
4. Cultivate collaborative structures among university stakeholders that model *cura personalis*, practice Ignatian discernment, and respect the legitimate autonomy of the several unions that represent subsets of our employees.

As a ministry office in a Jesuit Catholic university, these MPE recommendations will serve as our guide for goal setting and priorities in the next few years. The MPEs provide an assessment of where we are in terms of our mission and values. The results and recommendations of the MPE, coupled with the university's strategic plan, will assist us in goal setting and meeting stakeholder needs in the future.

Additional Information

We also hold conversations with individual UM participants post-programming. These are formal and informal meetings that helps us to gauge the needs of our community members. RMs are also essential for informing us about what students are experiencing and discussing in the halls. We are also aware of student needs through the annual CASA student satisfaction survey which is distributed each Fall. This survey helps RMs to reach out to students that are classified as high, medium, or low risk of failing and/or leaving the university for other reasons. The survey measures student satisfaction and provides information on what students are experiencing: homesickness, relationship issues, mental health concerns, financial struggles, feeling overwhelmed, etc.

Meeting Stakeholders' Needs

All our programs include an evaluation survey at the end of the program or experience, or mid-way through. Previously, these evaluations were done using Survey Monkey and Qualtrics. Most programs, however, opt to use Google Forms as a quick and easy way to survey our program participants. Evaluation forms include questions that relate to the program's expressed learning outcomes. We use this data to make changes and improvements to our programs in the future.

We obtain feedback on the retreats through a verbal, reflective group feedback session at the end of each retreat and via a participant Google Form assessment for each retreat. Additionally, each retreat leadership team, which includes students, runs a team debrief at the end of each retreat to discuss and reflect upon the retreat. The feedback from all three of these areas is used to evaluate and plan the next retreat experience. For the recent 1,600 frosh retreat, evaluation took place through a question from a survey distributed by new student and family programs. The UM team and leaders, however, met for a retreat debrief that will help in creating the new student retreat in Fall 2023.

For immersions, we learn that we are accomplishing our goals mainly through testimonies. Immersions are emotional experiences, so we must maintain contact with the students throughout the years to really know if the immersion had any significance in their lives. Short term, we could identify how significant an immersion is by listening to the stories that the students bring back. The complexity of the questions that the students bring when they come back is what helps us evaluate the program. The immersion leaders do a general meeting to evaluate the immersions. Their meeting shapes how we work with the site the following year. 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.

Planning, Decision-Making, and Evaluation Process

UM usually completes a strategic plan every three years that outlines our overarching office goals, program outcomes and objectives. Due to staff transitions and a period of understaffing, the next strategic plan will be completed in Spring of 2023 in accordance with the University's strategic plan, the MPE, the Apostolic Preferences of the Society of Jesus, and the recommendations of this peer review. Once we have a strategic plan in place, UM will:

- Review the strategic plan at the start of each semester and evaluate our progress toward our overarching goals and program objectives.

- Review program objectives with program area directors on a regular basis and incorporate into annual performance reviews. Notes on this process are kept on file to document the annual strategic planning review process.
- Amend and update program objectives and timelines as necessary when new opportunities arise, or when changes at the university, department, or external factors require doing so.
- Each full-time staff member is responsible for completing an annual program budget and an annual report.
- University Ministry, using Qualtrics, will survey individuals (USF students, faculty, and staff) who have participated in University Ministry events. UM will also meet with student leaders' various campus departments to assess their needs. We will use this data to decide which programs need to be changed or updated to meet program goals.
- The Arrupe Immersion Program and Retreats Program conduct additional assessment with their program participants.
- Religious Diversity, Justice, and Outreach program will evaluate relationships between UM and affiliated ministries as well as outside entities such as URI and justice partners.

How Do Stakeholders Learn About What UM Offers

UM used many outlets to promote our programs and services to our community. Since the last review, we discovered that the campus is saturated with posters and flyers. In the aftermath of the pandemic, UM increased its usage and presence on social media thanks in part to a dedicated graduate assistant/resident minister that built a strong presence for us on social media. Our digital posted are displayed more prominently on digital displays throughout campus. These digital screens are in both cafeterias and other prominent locations on campus.

We have increased our presence at tabling events. At the last review, UM presence was mostly at tabling events at the start of each semester. Since then, we have formed relationships with other departments on campus to earn invitations to their tabling events. Those events include:

Fall Don's Fest	Fall Involvement Fair
Spring Don's Fest	Spring Involvement Fair
Graduate Meet and Greet	Day in the Bay
Downtown Campus Resource Fair	SOHNP Tabling Event
Sacramento Campus Resource Fair	Destination USF
Veteran's Day Tabling Event	Stress Less Day
Health and Wellness Fair	

We have updated our giveaways to include conversation starters and have tightened the messaging around who we are as inclusive, welcoming, and diverse. In Fall 2021, we updated our marketing materials to move away from the "Where is Your Center?" campaign to one that more explicitly states who we are and what we do.

We are also more proactive in reaching out to events and marketing to push for our events to be more accessible on the main calendar. While not perfect, there has been some minor improvements in the communication and responsiveness of our colleagues in those departments. Our events are often found in the weekly "USF events" email sent by OMC. We also submit

event information to *The Phoenix*, the weekly USF Student Activities e-newsletter. We are also active on Facebook and Instagram. University Ministry sends bi-weekly email newsletters to faculty/staff and students. Due to not having an Office Manager for a while, our website re-building is in progress as of the writing of this self-study.

One highlight is that our Instagram progress has greatly improved. The engagement is much stronger than at our previous review. We have opted for at least two posts a week, staff and RM profiles, live videos, frequent re-posting, and more interactions with followers.

Comparison to Peer Institutions in Terms of Budget, Staffing, Responsibilities

Our full-time staff size is on the smaller side compared to the other AJCU schools given the size of our student body. This means that we rely heavily on unpaid volunteer resident ministers to do a lot of the work that full-time paid campus ministers are doing at other universities.

Recent budget data was not available for comparison among our AJCU peers. Several campus ministry offices have experienced transition as of the writing of this review. The annual survey of budget data had not yet been sent out to directors.

A smaller staff also means that several of our staff members are working in more than one program area or combined program area. For example: Religious Diversity is combined with Social Justice, Immersions also runs our tutoring program, Retreats was combined with SII and new student orientation programs, our director assists with liturgies, Resident Ministry was rolled under the Director position, and our office manager also works on risk management and assists (due to experience) with several areas of ministry. In Spring 2022, our director was holding down four distinct positions at UM: director, interfaith, social justice, and office manager. Bandwidth in other areas was severely limited.

For immersions, 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:

- Close collaboration of University Ministry with Center for Global Education
- Risk management assessments
- Preference to work with the Jesuit network
- Recruit RMs from other Jesuit institutions with experience in international education (receiving our students)
- Post Immersion Accompaniment (one-on-one) more important than written Evaluations
- Understanding of students as global citizens (i.e., students must organize their own travel arrangements)

Our immersion programs are concentrated within the Jesuit network. Over the last two years, our Resident Ministers have been a key component to support the immersions programs from start to finish. Their experience within the Jesuit tradition and immersions have provided the students with invaluable experience to support self-reflection mechanisms. The plan continues to foster a community where Resident Ministers and the Graduate Assistants foster a community for Immersion students looking to dive deeper in a context different from their own.

V. Assessment

Summary of Program Assessment

We conduct program evaluation on almost all our programs as appropriate. This process involves the director, program area director, and resident ministers. We look at program data, surveys, and feedback as well as how the program is meeting goals. This assists in goal setting and program-planning for the next semester and/or academic year.

The immersions program goes through a more rigorous process of assessing student learning according to specific learning outcomes that are aligned with the University Institutional Learning Outcomes.

Arrupe Immersions Program

We assess our programs through:

1. Pre and post evaluation forms
 2. Testimonies from students
 3. Discussion of observation from the resident ministers
 4. RM questionnaire
1. Over the last couple of years the pre-immersion process has been key to understand students' needs and what is the best way to prepare for this trip. Getting students' feedback is crucial to develop programs that will elevate their self-reflection praxis in a manner that support their understanding of social justice, environmental and immigration issues.
 2. The One-on-One meetings, and students' narratives, is what has been the most important tool to assess our immersions. Our best immersions go beyond the stories of the people that they met, but make students come up with questions about their lives, purpose, and vocation. Good immersions also provide students a new perspective about the world and themselves. It gives our students the confidence to start seeking their own life projects and how they connect with other people. We evaluate immersions that do not move our students in this direction.
 3. Resident Ministers, besides the content, pay attention to the logistics. It is important that our USF group is flexible to changing factors, but the immersions should be able to provide trustworthy healthy educational spaces for everyone and be able to respond to emergencies. What we have learned from this evaluation process is that to create the best spaces for our students, our resident ministers must trust the hosting organization and its leaders, and the hosting organization must trust our leaders and group members as well.
 4. We provide a questionnaire to the 15 – 16 RMs called the Team Leader Survey. This questionnaire does not aim to find out how the trips went, but the formation that UM is providing to the RMs to be a team leader.

Number of Students Served

We track participation in a Salesforce database and through spreadsheets on Google Sheets or Excel. Since we did not have an Office Manager for almost a year and a half, not all participation was tracked on Salesforce. We are working on fully re-embracing the use of the database this semester.

<i>Program Participation Rates</i>	AY20	AY21	AY22
Tutoring Program	28	28	29
Average Breaking Bread and the Binary Attendance	25	25	25
Social Justice	–	–	–
Arrupe Justice Immersions	–	–	45
Average Mass Attendance	12	30	45
Liturgical Ministers	–	10	12
Liturgical Choir	6	10	12
Retreats	30	1250	1685
Spectrum Retreat	–	35	35
Social Justice Seder with JSSJ	100+	100+	100+
Faculty/Staff Spirituality Programs	–	–	220
19 th Annotation Program	13	13	13
Students (unique) in UM database	–	–	1500
Faculty/staff (unique) in database	–	–	–

Achieving Department Goals and Outcomes

Our team is composed of reflective team members that are constantly reevaluating programs, goals, and community needs. UM has accomplished many of its goals since its last review but also shifted many of its priorities and goals given an unexpected pandemic and staffing challenges and transitions. Some goals were long surpassed, and others were met with challenges and pivoted along with the shifting nature of the world and the campus community. Some goals remain unmet with the same challenges preventing us from achieving our goals in the ways that we desire.

With that said, we believe that the work of this team is commendable during challenge and adversity. Since October 2020, when our staffing situation began to shift, we have been the “little engine that could” and we did. Each member of this team, full-time, part-time, and resident minister, has given their all for the university and UM in ways that are admirable and not always seen nor recognized. We are concerned for our office, its positionality at the university, and the degree and ability with which we can meet our goals and find the financial and institutional support that we need to achieve them.

Those challenging factors will now be addressed.

Jesuit and Catholic Identity and Religious Diversity

The overall campus climate, as articulated in USF's recent Mission Priority Examen, is one of tension between the campus community and the Catholic and Jesuit identity of the university. Some Catholics felt a lack of acceptance and opportunity to express their faith identity, outside of dedicated opportunities provided by UM and other on-campus entities, among peers. Religion has been and continues to be a source of trauma for some members of our community, including students. Catholic teaching on gender and sexuality has been cited as a significant source of harm and the Catholic Church's historical relationship to slavery, colonization, and systemic racism coupled with a lack of commitment to restorative practices, is considered particularly harmful. This poses challenges for our office as we function within a Catholic Jesuit institution with the intent to serve all religious communities and traditions. We often face pushback from colleagues outside of UM, which does not lend support to the work that we undertake with our students.

We work with people of all faiths and none, in a way that is deeply respectful of all, nonetheless we are at the same time Catholic and Jesuit, and this is often overlooked. There has been, perhaps, a conscious decision to make the university more palatable and diverse by not highlighting who we are as a Jesuit and Catholic institution. We are diverse, welcoming, and inclusive because of who we are as Jesuit and Catholic. The spirituality of the university is not prominent on our website. Many students spend their years at USF without knowing that this is a Jesuit and Catholic university. This lack of embrace of our foundation and heritage trickles down to the faculty, staff, and student body. We have experienced a degree of aversion to conversations on our Jesuit mission beyond our embrace of our identity as a social justice university.

The recent strategic plan has asked us to reimagine Jesuit education, but we question if that also means a stripped-down version of Jesuit pedagogy and spirituality that leaves the buzzwords but not the heart. We are concerned that the overall campus climate, of a pick and choose Jesuit identity, affects the work that we do, the perception of our office, and the ways in which we can champion a true Jesuit education and mission on campus—one that embraces the social realities of the world in which we live. But we cannot do this alone nor with the sole support of our partners in mission such as the Lane Center and the Mission Council.

We also stand in solidarity with our religiously diverse community in a spirit of dialogue and encounter. An institution that struggles to support its religious foundations and identity cannot adequately support that of others. We work with our affiliated ministers and religious student organizations to create a place of welcome and belonging, but we cannot change institutional policies that could support our students in the classroom. We have stood up with our Sikh community in supporting the open carry of the Kirpan, we have worked with Bon Appetite to provide more Halal and Kosher options for our students (especially during holy days), and we have found a space for our Muslim students to hold Jumma prayer. We still, however, lack an institutional policy that supports our non-Christian students. We do what we can, but there are ways in which we cannot effect change in a way that will create more than spaces for our students. Religious and spiritual identity is a matter of diversity and, until we embrace that in its fullness as a campus community, we will continue to face challenges in places and spaces that do not see this office as adding value to our campus.

Of all the challenges that we face as a ministry office this is the one that affects us the most and the one in which we hold very little ability to make headway. We do, however, continue to educate our campus community and find ways to insert ourselves in spaces wherein we have not been welcomed previously. We are working to rebuild relationships and to change, heart by heart and collaboration by collaboration, the perception of this office.

Since the last review, UM has been excluded from the following (UM was invited to participate annually in the past):

- New faculty orientation
- New staff orientation
- Benedictions and Invocations at Commencements

We feel that we are often invisible to much of the university. We were not include included in the recent campus map (see Appendix 6) and we are sometimes left off university emails about student services, yet the truth is we hold an important place in the furthering of the Catholic Jesuit mission and the furthering of a true respect for our religiously diverse community.

Transition to Student Life from the President's Office

We are immensely grateful to the Vice President of Student Life, Julie Orio, and Assistant Vice President for Student Engagement, Lester Deanes, for the ways in which they have embraced UM as part of Student Life. They have advocated for us and helped us to achieve a full staff. Likewise, they strive to highlight and acknowledge the work we do in the best way that we can.

The move to student life has benefitted us with additional financial and administrative resources that we would not have had under the President's Office. Being in Student Life also helped us to accomplish our long-held goal of institutionalizing a class retreat. In a time when we lacked staff, Student Life was able to find us administrative support and were responsive to our concerns when our director was juggling four distinct roles.

With the move, however, came the challenge of becoming one among many in a division where we do not always seem to fit in because we serve both students and faculty and staff. With the challenges that we face in terms of mission, we question whether student life is the right place for us while also recognizing that student life's leadership has given us an incredible amount of support. It is our view that the university would benefit from a restructuring that would enhance the role of University Ministry and our Catholic Jesuit mission while allowing us to closely collaborate with Student Life.

Student Participation

Like most departments in our division, we struggle with student participation. The challenge intensified post-pandemic when it became increasingly difficult to generate student excitement and participation.

We continue to face a changing religious demographic of students. Fewer have a spiritual or religious foundation, and most are nones. Some students are driven away by the term "ministry" supposing that we are a place only for those that are religious and spiritual.

Despite our marketing and best efforts to be inclusive, we still struggle with an outside perception that we are too Catholic or not Catholic enough; too religious or not religious enough. We recognize that most ministry offices within multifaith communities live with the same challenges and tension.

By and large, USF continues to be a commuter campus with only the most freshmen, some sophomores, and a handful of upperclassmen and graduate students living on campus. Living in a vibrant and active city, like San Francisco, provides a wealth of opportunities (many at no cost) for students to engage with different activities and communities outside of campus. While we try our hardest not to compete with on-campus activities, we do compete with an entire city and its off-campus activities.

The current economic realities may impede some students from participating in some of our programs. USF offers an expensive education. While immersions are not expensive and we offer partial scholarships, high USF tuition may make it difficult for our students to make such a financial commitment. Our goal is to move to a zero-cost model for immersions, but this is still a far goal that will require additional funding. We also recognize that, for some students, international immersion experiences are inaccessible for a variety of reasons, including the inability to leave the country or familial reasons. Our Kairos retreat was low-cost in 2019 and no-cost in 2022. We found that the no-cost option quickly filled up, while the low-cost option still required partial scholarships for students that could not afford the \$50 fee. We are aiming to keep this retreat free in the future and use our retreat endowment.

We continue to face the effects of a culture of superficiality and mass distraction fostered by social media. This was further exacerbated by a global pandemic which caused mass isolation. Our students have difficulty connecting to each other and may not have the desire or interest in engaging with programs that focus on self-reflection and connection.

Resident Ministry Program

In many ways, our resident ministers are the heart of our office. They are young professionals or graduate students seeking to give back to the student community. Many are part of the USF graduate student community and graduate student positions in addition to their RM commitment and graduate studies. We could not do what we do without our RM staff of 14-15 each year. This program relies on leadership of the UM director and program area directors as well as on the collaboration with the Office of Housing and Residential Life.

The RM program has changed since June 2018. RMs are better matched to their program areas based on skillset, interest, and experience. We have moved closer to a USF graduate student only model. The team is more diverse in religious representation, gender, age, and race/ethnicity. One highlight that we are proud of is that the RM program has had several international students, which has enriched our program. International RMs have also reached out to our international student community in ways that we have not been able to do in the past.

This office, however, relies heavily on the RMs. While this benefits our office and helps develop RMs into leaders, it is also problematic. RMs are unpaid volunteers with multiple commitments.

The university phased out the RM salary prior to the last review. RMs are provided with room and board, but the reality is that our RM has also faced the challenges of food insecurity. Our RMs are given a food stipend (the amount set by housing each year) that, with the expensive cost of food at USF, results in RMs having nearly \$0.00 before Thanksgiving break. Some of our RMs have had to subsist on soup or bagels for nearly a month or RMs have paid for each other's food. At times, UM has been able to provide lunches for the full staff, but we too, are required to purchase food from our food provider at a high cost. Our RMs are facing food insecurity and we do not have the means to help them. Instead, we refer our RMs to the very food pantry that they advertise to the student community.

Our RMs face the inequity of unbalanced RM distribution in the buildings. One building of over 600 students has one RM room, while a building of less than 500 has three RM rooms. We recognize this inequity but must balance this with our office needs. Cutting the amount of RMs would lead to further inequities in workload among staff and remaining RMs.

In the past several years, several improvements have been made to RM orientation and training. While this is true, we are still not where we want to be. Bandwidth makes it difficult for one person to oversee the RM program. Recently, the program has struggled in two areas while the director has worn multiple roles: staff meetings and formation. In the Fall 2022 there were no regular RM staff meetings as the director prioritized some self-care. Building a formation program for RMs was the intention for the 2019-2020 academic year but was paused due to the pandemic and the shifts in office priorities.

RMs still struggle to be accepted and their role understood in the residence halls. While some communication between both offices has improved there still appears to be a lack of understanding of who resident ministers are. UM has held yearly meetings with housing leaders to mitigate this situation, but it has not been enough.

RMs feel that one impediment to their work in the halls may be their relationship to UM and their "minister" title. They are often thought to be clergy.

Faculty, Staff, and Leadership Support and Gaps

In general, UM receives solid faculty and staff support from different pockets of the university. Our faculty and staff spirituality program has brought many of our colleagues into UM. The launch of our two murals brought attendees from across campus. We also collaborate with colleagues on different projects such as the URBAN Trail, health and wellness walks, speaker events, etc.

We still experience a lack of support from faculty, staff, and leadership with some of our larger events. The Mass of the Holy Spirit and Commencement liturgies still experience low attendance for the academic procession. We also experience a low turnout at our interfaith prayer service and other community events on campus. Distance from campus could be a factor.

We have, however, experienced faculty and staff interest in joining our liturgical choir and serving as eucharistic ministers for special liturgies.

SWOT Analyses

UM staff participated in a SWOT analysis in November 2022 and RM staff participated in a SWOT analysis in January 2023. The results are below.

SWOT ANALYSIS – UM Staff

Strengths - S (internal)	Weaknesses - W (internal)
Good leadership	Communication
Team collaboration	RM turnover
Creativity with partnerships (SII partnership)	Budget/lack of resources/financial future
Diverse staff	Not enough diversity in religious thought and practice
New team, new talent	Relationship with the Housing office
Good energy	Participation at Liturgy
Diversity of religious thought and practice	Jesuit vs. Catholic identity
Presence of Jesuit staff	Lack of influence with USF liturgy
Presence on different university committees	Not seen by university
Creative and resourceful	Less Catholic students on campus
Partnerships with interfaith team (World AIDS Day, Thacher Gallery, etc.)	Under Student life
Resident Ministers	UM is the new kid on the block with SLE division
Experienced staff	Low position in Student Life
Lane Center and Mission Council collaboration	
Female Baptist Minister	
Good internal relationships	
Well-educated, academic, experts in our areas	
Relaxed atmosphere	
Welcoming and affirming	
Mission-focused	

Location	
Social Justice Passover Seder	
JSSJ partnership	
Jewish & Queer Rabbinic Pastoral Counseling	
Opportunities - O (external)	Threats - T (external)
Stipends of RMs	UM is seen as “too Catholic
More partnerships with academic programs	Perception of Catholicism as a threat
Chance to collaborate more with mission partners for the future	Mission of Student Life and President’s Office vs. Ours
Students are a blank slate with 50% nones	Loss of Jesuit identity
Build a chapel	Decreasing religious identification among students
Invite more interreligious speakers to campus	Student percentage identifying as none is up
We carry the Catholic/Religious mission	Lack of Jesuit involvement (visibility)
Partnerships with social justice organizations (Faith in Action Bay Area, etc.)	Communication and marketing
Partner with religious group/interfaith orgs outside of campus	Weak sense of mission at USF
Partnerships with the San Francisco community	Loss of understanding of prophetic action as part of the university
More space for interfaith needs	Religious illiteracy of most here
	Office misunderstood as a threat and seen as too religious
	Mission of university carried by us within division
	Buried structurally within student life
	Catholic not spoken of regarding mission
	Superficiality of trends (includes mission language)

SWOT ANALYSIS – Resident Ministers

Strengths - S (internal)	Weaknesses - W (internal)
Inclusive, programs are open to everyone	Lack of focus on graduate students
Understanding full time staff. I feel as though I could go to most of the full-time members and have personal conversations if I need to talk to someone	Not enough staff presence at events
Mentorship: staff and RMs	It feels that we are being pushed away from the Leadership/Institution
Caring and supportive team and leadership	UM is not well known throughout campus. Students and staff are unsure of our work.
UM social media	Lack of proper transition within office for old --> to new staff making it feel a little disorganized and lost.
Diversity in talents and commitment to the RM team	there's a long learning curve; allows us to develop skills and relationships organically, but also means the loss of one member or a high turnover year is felt keenly
Passion for justice	Need of further training (personal and spiritual) for RMs
UM leadership cares for team	UM is not recognized for the work it does to support the university's Jesuit and Catholic mission
Beautiful collaboration amongst RM's and Staff for events	RMs carry a lot of the workload. RM workloads can reduce their ability to dedicate personalized time to students
Fluid communication and willingness to support each other's programs	UM is not recognized for the work it does to support the university's Jesuit and Catholic mission
Passionate director	Dept needs more mission-driven directives that help us function all together.
The team is finally complete! Fully staffed team that is well balanced and diverse. New staff and face = fresh ideas	RMs not provided a stipend as they once had
Supporting each other as a team	Need to talk more between areas of work so we can collaborate more (e.g.: immersions & social justice, social justice & interfaith...)
Being there and supporting co-workers	Lack of support from other departments to push UM events and programming

Inclusivity and openness from all the UM team	UM attracts people who are very involved in many areas--which sometimes means not enough hands-on deck, but also why we can't manage with a shoestring crew
Collaboration amongst other organizations and office on campus	The resistance to change the "RM" name to something more inclusive
Amazing to see everyone's passion and ideas	We can be more outspoken about social injustices; more statements - where we center our identity and mission
RMs are given flexibility to work within their interest areas	Students don't know who or what RMs are/do. Many students think RM's are RA's and frequently get confused.
Great leadership and passionate staff	Not enough undergraduate student engagement
Genuine relationships with the students who frequently participate in UM programming. Close bonds!	There's a lack of clarity about the role of an RM among faculty, staff, and students
Closeness to the students due to the team presence both on campus and on halls --> Unique insights	Trying to offer so much to non-Catholic students that we forget about the Catholic students
One on ones with the director! Angélica always making herself available if someone needs to speak about something	UM feels isolated from other departments on campus. We need more active collaboration
RMs are provided with opportunities to attend conferences/professional development events	Low turnout overall. But this might be a greater USF issue
Actively multifaith and multiracial, and people can choose whether they want to discuss faith at work or not	Would like to see more team bonding activities among the RMs
Deep sense of care for the mission	
UM provides opportunities for spiritual growth which are not given by anyone else on campus	
UM provides opportunities for RM to pursue their Social Justice interests through programming	

Opportunities - O (internal)	Threats- T (internal)
More presence and collaborations with the community and San Francisco as a whole.	Rigorous attempt to take down UM
Working with ISSS more	Budget for programming and office
UM needs to reach out and educate more folks on its role and work	Threat to Catholic faith
Student Life can open and provide spaces for us, we just need them to see us.	It feels that USF intentionally denies its Jesuit identity.
A lot of our events/marketing is aimed at undergrads, but grads are mature enough/stable enough to build longer relationships with our program, if we reach them	Potential budget and cutbacks affecting UM
Signature events	Students are worried/scared to approach us or engage with us because of the connotations or assumptions that come with our title of "minister"
Potential for more outreach	Students do not approach us because they are led to believe that we do not "get it" (namely what they are going through as students).
Working with Housing more	Leadership not taking UM as relevant or serious.
Jesuit Network. We belong to an incredible network of ministries doing outstanding work with whom we can collaborate and learn from	The student community seems wary of identifying as religious, and we don't want to be seen as 'converting' so it can be difficult to open those conversations
Potential for more outreach	RMs being perceived as 'getting a free ride' on housing and meals and freeloading off the res halls, but the reality is we couldn't contribute as much to the campus if we weren't based here
Jesuit UMs are transitioning from UMs to Offices of Mission and Engagement. Opportunity to join	Being asked to just coordinate volunteer activities instead of reflection and personal growth for social change and justice
USF has a wide variety of programs ingrained in social justice. Foster collab with them	Not many folx understand that in addition to RM's supporting students in res halls they also lead their own programming in UM
Separate from Student Engagement into our own department as Office of Mission & Ministry.	Perception of other offices
Offer more programming within city of SF beyond tutoring	Not enough support of the Jesuit community on campus (only few of them collaborate and/or participate)

Times of uncertainty provide excellent opportunities for deep reflections and change	Prioritizing what is marketable instead of what is valuable
Off-campus collaboration e.g., Bringing outside speakers	Lack of funding. Lack of faith/spirituality on campus
Our Jesuit community on campus offers incredible opportunities for bringing different profiles for activities for students	I think often other departments (i.e., student life) or other USF community members don't understand fully what RM's do
Keep using RM presence to the student community to make one on one connections AS WELL as holding open events	That yes, we put on programs/events/help out in the resident halls, but that we also do a lot at University Ministry
There needs to be greater connection with the Cultural centers but also for the cultural centers to deeply understand the mission of UM and who we are.	USF leadership understanding of mission and identity completely different to what this office tries to live
Greater integration with SHARE. Still feels like we are outsiders.	Students often stay away from UM thinking that it only caters to Catholic students.
Work with other Jesuit institutions to create different programs beyond immersions	Students have a misconception about what we do at UM.
We can create interesting programs with Faculty	There should be more collaboration and getting to know the Jesuit community who do so much for us.
There needs to be greater ways to promote UM events for both on and off campus students. Many students are not aware of all the amazing opportunities.	More interaction with Jesuits; more presence in the office.
UM team could strengthen our identity and mission if we participate in more spaces.	The title "Resident Minister" is off putting and possibly puts a wall up between us and the students. Especially those who do not want any interaction with a "minister"
Create a better communication between UM and ISSS - I am happy we can finally talk about an int'l student retreat!	
More cross-collaboration	
Santa Clara is another Jesuit university nearby. I'd like to see that connection taken advantage of	

for shared events/opportunities both for students and RMs/staff	
--	--

VI. Budget and Expenditures

BASE BUDGET FUNDING	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
	Available Budget	Available Budget	Available Budget	Available Budget	Available Budget	Available Budget
Full Time Staff	578,361	623,682	590,608	518,314	541,228	527,758
Other Staff	0		750			
Student Staff	47,285	50,663	52,183	825	29,069	23,120
Benefits	183,123	239,963	227,915	194,469	203,451	197,900
Scholarships	0					
Resident Minister Housing/Meals	0	0	0	0	0	0
Total Salaries:	808,769	914,308	871,456	713,608	773,748	748,778
General Operating						
UM General	5,115	58,555	24,988	16,546	54,350	45,238
Capital & Depreciation	3,183	3,000	3,000	3,000	3,000	3,000
Retreats	16,404	10,000	10,000	0	10,000	10,000
Social Justice	10,000	4,000	4,000	4,000	4,000	4,000
Liturgy	16,476	17,140	7,500	3,500	7,500	7,500

Faculty/Staff Spirituality	7,404	3,000	3,000	3,000	2,872	3,000
Resident Ministry	250,667	261,940	215,400	179,206	305,050	312,550
Total General Operating:	309,249	357,635	267,888	209,252	386,772	385,288
TOTAL FUNDING:	1,118,018	1,271,943	1,139,344	922,860	1,160,520	1,134,066

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
EXPENSES (ACTUAL)						
Full Time Staff	594,897	619,214	580,238	502,519	438,202	239,091
Other Staff	800	2,650	750	13,350	500	21,201
Student Staff	114,031	89,957	141,400	89,684	140,966	79,868
Benefits	236,211	239,755	223,057	190,895	165,734	100,410
Scholarships						
Resident Minister Housing/Meals	0	0	0	0	0	0
Total Salaries:	945,939	951,576	945,445	796,448	745,402	440,570
General Operating						
UM General	3,856	56,534	46,722	18,301	57,646	28,675

Capital & Depreciation	2,330	166	161	1,546	180	315
Retreats	19,416	12,685	7,868	398	9,565	369
Social Justice	9,257	5,090	4,048	1,868	5,002	820
Liturgy	16,856	20,399	7,501	3,088	4,939	2,755
Faculty/Staff Spirituality	3,890	2,948	3,077	718	935	407
Resident Ministry	246,433	260,579	136,557	161,196	301,197	143,658
Total General Operating:	302,038	358,401	205,934	187,115	379,464	176,999
TOTAL EXPENSES:	1,247,977	1,309,977	1,151,379	983,563	1,124,866	617,569
Overall Salaries Difference:	(137,170)	(951,576)	(31,137)	75,008	126,054	273,038
Overall General Operating Difference:	7,211	-766	-205,934	80,773	-170,212	32,253
OVERALL DIFFERENCE:	-129,959	-38,034	-1,151,379	155,781	-202,006	305,291

IMMERSIONS	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>

FUNDING: Immersion (prior year budget carry forward)	61,364	5,000	15,553	5,560	10,000	10,000
EXPENSES: Immersion	94,392	50,884	15,510	5,560	842	454
DIFFERENCE:	-33,028	-45,884	43	0	9,158	9,546
RESTRICTED ACCOUNTS (available balance at year end)						
	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
215040 - St Charles Tutors	73,440	73,661	38,164	128,016	79,239	38,164
215234 - Best Buddies of USA	0	0	0	0	0	2,386
215236 - Campus Ministry	5,141	7,025	568	21,901	23,458	21,835
215252 - Campus Ministry Retreats	34,197	-3,625	2,808	1464	2,083	-1212
215536 - Jesuit Fund USF Ministry	-6,010	162	162	162	162	162

215540 - Arrupe Immersion Exp	11,593	5,489	1,054	27,404	33,735	-14,964
261078 - Mass Contributions	0	0	0	0	0	0
348296 - Cruse, Clem & Marie	2,230	6,491	1,148	3,806	5,108	8,317
349360 - University Ministry Endowment	4,350	4,811	11,392	23,186	34,548	31,462
TOTAL	124,941	94,014	55,296	205,939	178,333	86,150

Budget Narrative

At the end of FY19, we lost the retreats position due to cuts in funding for our department. As we sat in the President’s office, at the time, the division was seen as an example for the rest of the university. In May 2020, at the height of the pandemic, the director at the time agreed to a 33% reduction in general operating funds and a 53% reduction in student staff for AY2020-2021. In August 2020, the following additional budget cuts were taken: an additional 26% cut to the general operating budget, a 50% additional reduction to student staff, and base budget cuts to the Retreats and Immersions programs. Additionally, the Resident Minister program gave back \$18,000 because of a few RMs volunteering virtually.

As retreats and immersion programs experienced permanent budget cuts because of COVID, student life helped to supplement in-person retreats in the Spring of 2022. We were able to regain additional budget for immersions and retreats thanks to Student Life’s assistance.

We have not been able to hire undergraduate students, but, thanks, in part to salary savings and student life, we were able to hire two grad student assistants at 20-25 hours a week prior to hiring a new Office manager. For AY2022-2023, we were able to hire three grad assistants: one for immersions and two for the front desk (1 at 20 hours and 1 at 10 hours a week).

The partnership with SII allowed us to bring back the retreats position. This is a three-year pilot. The hope is that this arrangement will become permanent or that we are able to procure funding to bring back the position at 100%. In Fall 2022, we brought back the

immersions position to UM from 50% to 100% after sharing the position with the Center from Global Education. We were able to do this, in large part to salary savings from hiring other Director positions at the Assistant rather than Associate level. In addition, the Center for Global Ed has agreed to give back some of the funding we had transferred to them when the position became 50% theirs. This funding will help for two years. In the meantime, we are finding funders to endow the position.

There was an additional salary savings from the former director's position. The current director is at a salary 8.6% less than the previous director.

Our budget is aligned with our mission and goals. We have reassigned and renamed FOAPs to align with UM programs which helps us with annual budget reporting.

What improvements are possible through reallocating resources?

- We are always looking for ways to save money on transportation costs for retreats, using UM vans or Koret Sprinter vans whenever possible.
- 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.
- We are finding ways to monetize some of our offerings to our wider community: trainings, leading retreats, etc.
- As a mostly non-revenue-generating unit on campus, we must 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?

- Spectrum and Kairos are our most expensive retreats. Spectrum was over \$15,000 in Fall 2022, while Kairos was at \$12,000. We were able to keep the cost of Kairos free for students thanks to a retreats endowment and we were able to spend the same amount we did in 2020 due to choosing a lower cost retreat center. Spectrum was much more expensive this year due to the location and having to pay for extra items such as sheets and food (which had previously been included).
- Additional funding for retreats would allow us to bring back a second Kairos retreat or a 4th day retreat and increase student participation in retreats. There is also interest in having two Spectrum retreats per year, but it is not financially feasible as it would cut into other offerings for our students.
- 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. While our staff is complete in terms of our immediate needs, it would help to hire a full-time marketing and communications team member.

- We are consistently under resourced. We will continue to look at creative ways to attract more funding opportunities.

VII. Considerations for Future Direction

Department Strengths and Leadership in the Field

- Mission Driven and Ignatian
- Person-centered
- Passionate and knowledgeable staff
- Diverse staff
- Creative and flexible
 - Creative staffing adjustments
 - Leap of Faith immersion
 - Mini retreats
- Collaborative
 - Relationships with other faith traditions
 - Relationships with each other
 - Finding opportunities to network within the AJCU and IAJU
 - Open relationship with Jesuit community
 - Collaborative with different academic and co-curricular departments
- Reflective
 - Staff input
 - Team reflections
 - Reflective assessments

Our staff members are active in outside organizations that reflect our vision and/or provide professional development and growth in our field. Those organizations include:

Association of Jesuit Colleges and Universities
Conference of Campus Ministry Directors
Association of Jesuit Colleges and Universities
Conference of Campus Ministers of Liturgy & Music
National Association of Pastoral Musicians (NPM)
The Recording Academy (formerly known as the National Association of Recording Arts and Sciences)
Ayudano Latinos a Soñar (ALAS)

Fromm Institute for Lifelong Learning
St. Teresa of Avila Church
St. Paul of the Shipwreck Church
Our Lady of Perpetual Help Church
Imani Community Church
Faith in Action Bay Area
San Francisco Interfaith Council
National Catholic Educational Association
Phi Delta Kappa
Kappa Delta Pi
LGBTQIA+ Advisory Committee for the City of San Francisco

Areas of Growth

- Marketing and Communication
- Formation program for Resident Ministers
- Outreach to the community
- Relationship building with faculty and staff that have not had contact with UM
- Engaging with new students
- Engaging with off-campus students

- Strengthen program assessment
- Track participation using Salesforce

Future Challenges

- Maintaining Jesuit and Catholic identity
- Budget
- RM turnover
- Enrollment and staffing
- No Jesuits on campus
- Faculty and Staff formation
- Student participation

Changes that Have Influenced the Department's View of its Role

- Lack of Jesuit and Catholic Identity
- Religious Diversity
- Growth of “nones” population
- Global pandemic
- Continued rise of social media
- Transition to Student Life

VIII. Plans for the Future

Where would we like to see the unit go in terms of services, performance standards, collaboration with other units, synergies, etc.? Describe where the field is going based on the literature, professional association meetings, etc. and how we are ready to address those challenges. Additional considerations.

New Student Experience

How can UM continue to play a more visible role at New Student Orientation? Is the welcome retreat enough? How is the Jesuit mission expressed and made evident to every incoming student? We would love to see a focus on education incoming students about the history and foundations of a Jesuit education. Many students graduate from USF knowing the Jesuit buzzwords but failing to recognize St. Ignatius out of a lineup if asked. How can we help co-create a specific Jesuit experience to introduce students to discernment and reflection in a non-threatening way. We re-introduce the question we did at the last review: can USF101 be expanded to include a retreat, spirituality, or immersion component?

Fostering a Jesuit Experience for Students

How can we continue to build opportunities for students to engage with the Ignatian spirituality and Jesuit mission throughout their educational experience? More than volunteerism and service work, how can we create intentional reflective opportunities for students in collaboration with academic and co-curricular programs. Can we advocate for USF 101 to be a mandatory requirement for first year and transfer students? Can we co-create at USF 200 course that dives deeper into Ignatian themes. How can we keep the legacy of the UCA martyrs and their message of a faith that does justice alive? How can we go back to becoming a university that embraces and responds to the social realities of our time?

Faculty and Staff Spirituality

We hope to revive the Half Day Retreat Program for our faculty and staff. These retreats took place on campus for part of the day and focused on different topics on Jesuit spirituality.

LGBTQIA+ Outreach

We hope to bring experiences such as the IgnatianQ Conference to the USF campus in 2024-2025. We also want to explore the possibility of a Catholic Group for LGBTQIA+ identified students—the model being the Outreach ministry led by James Martin, SJ. How can we continue to build outreach in this area for LGBTQIA+ identified community members from all faith backgrounds? Continue to raise funds and friends in the community at large, who can financially support our work.

Jewish Outreach

Continue to raise funds and friends in the community at large, who can financially support our work. How can we best work with Hillel SF? We look forward to a re-launch of the Jews for Justice student organization.

Arrupe Immersions

Connect with the rest of the university so we can be an influential intellectual force for justice that contributes to the social transformation that USF stands for. Students will be visiting Peru, which is going through a political change. This immersion will allow students to see the areas in which a change in a political sphere influences all aspects within society.

From the experiences lived by students that are part of the immersion programs, the goal is to share those experiences to nurture the hearts of our USF community and encourage a self-reflection process based on experiences different from the context that we live in on a day-to-day basis. Additionally, our goal is to create a network with the I-leads and past students who have joined the immersion programs to connect and foster a networking community that will transcend and will invite other students to join and make the contributions to the program even when they leave USF. The goal is to create a long-lasting legacy for the Arrupe Immersion program.

We need to keep working on making sure that the students understand the Ignatian tradition as the core of the Arrupe immersions. Spirituality and Catholicism must be more prominent in our advertising.

Due to the current events, we are asking: what are we doing to respond to the current gun violence and climate change patterns that we are witnessing? How can Arrupe immersions better prepare our students and staff to respond to the different crises? What is clear is that the categories that we have been using to find answers to the problems are not adequate. We need to come up with new categories, which means that it is not about repeating what authors are saying, but about figuring out processes that encourages people to listen, think and be open to incorporate alternative perspectives into our own.

We will explore more ways to make the connection between University Ministry and the Arrupe Immersions Program more explicit.

Religious Diversity

How can we better serve and connect with religious populations that have historically been disconnected from UM i.e., Hindu, Buddhist, Bahai? How can we serve our religiously diverse community without abandoning our Catholic and non-religious community? We would like to work closely with the ADEI office in advocating for a comprehensive religious inclusion policy. We will continue our advocacy for religion and identity to be a prominent part of the university's ADEI conversations moving forward. The integration of our interfaith program with our social justice program has the potential to create some amazing synergies with internal and external groups. Our partnership with URI will open a plethora of opportunities with other faith and justice organizations.

How can we hold conversations about religious trauma on campus? Would these conversations assist us in opening spaces of conversation about religion and spirituality?

Internal Collaboration

We are moving away from a previously siloed work environment to one where program areas collaborate with each other. We have the expertise and desire to work together. How do we create comprehensive UM programs that reflect the work of each program area. In the pipeline: a

retreats and interfaith collaboration, an Ignatian formation and social justice collaboration, and a retreats and immersions collaboration for immersions leaders. The team has already been charged to think big and outside the box to create something different.

Nones and the Gray Area

Nones are the fastest growing group at the university. Rather than look at this as a deficit for our office, we look at it as an opportunity. Many of these students are still exploring and finding their place and understanding what they believe. How can we meet them in that gray area and walk with them as they explore.

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 must 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 religiously diverse contexts like ours must be 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.

We are hoping to expand our Catholic programming in ways that honor our Jesuit identity and provide our Catholic students with ways in which to enrich their spirituality.

Future Direction of USF Music Ministry

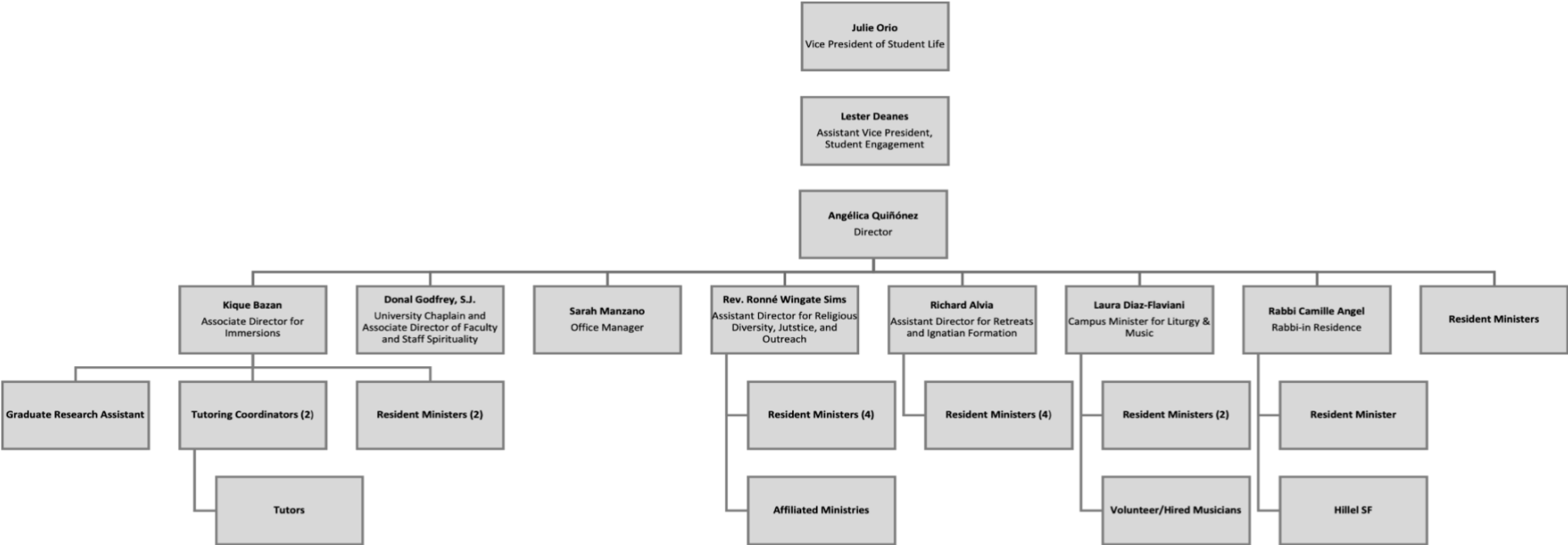
Music is integral to our liturgical worship. The following are goals for our Music Ministry:

- Learn liturgical music from various cultures
- Enculturate the many types of songs and instruments for our liturgies
- Reaching out to the USF campus community by having a Praise and Worship musical celebration
- Having our liturgical ministers be an example for the USF School community of reflecting our Jesuit values
- Go beyond the walls of USF and reach out to the outlying community

Mission and Identity

University Ministry plays a major role in the mission and identity work of the University. We see our office as one of the main advocates and defenders of the mission. As we continue to move forward with USF's new strategic plan and a response to the recommendations of the MPE, UM will continue to contribute to the work of mission. We still hope for a streamlined and dedicated Office of Mission and Ministry which will provide further directives in how the two main mission-related offices (UM and the Mission Council) can work together towards mission integration and advancement and the upholding of Jesuit and Catholic identity and values.

Appendix 1: University Ministry Organizational Chart



Appendix 2: University Ministry Information

External Website

<https://www.usfca.edu/life-usf/campus-experience/university-ministry>

Facebook

<https://www.facebook.com/USFUniversityMinistry/>

Instagram

https://www.instagram.com/usf_um/

Staff Résumés/CVs

[UM Staff Résumés/CVs 22-23](#)

Appendix 3: UM Participant Testimonials

“Thank you for speaking with us and introducing us to Most Holy Redeemer Church. You might actually have inspired me to go to church willingly for the first time in 8 years. I also did not know your services are available at USF. I lived on the gender inclusive floor in Lone Mountain and I know a lot of people who would benefit from your mediating between them and their parents, You do a lot for the community and I thank you.” - attendee at Footsteps in the Castro with Donal Godfrey, S.J.

“Thank you for your program. I loved hearing about how you became a priest, as well as your personal journey with finding your identity. It sounds like there have been many challenges, including ones you are still facing, but your resilience and commitment to making LGBTQ+ people feel welcomed in religious spaces is commendable and is not lost on the Queer community. Thank you for being you and for doing what you do!” - attendee at Footsteps in the Castro with Donal Godfrey, S.J.

“I am really sad this class is coming to a close, I really enjoyed taking this it was a good class to break up the rigor of my classes. I loved how the class integrated spirituality and a new way of looking at your life. the guest speakers helped reassure that the different directions and avenues are normal. I also really enjoyed the variety of different careers and backgrounds that came to speak. my favorite assignment was the resume review because it was extremely helpful and insightful for that reason. I wish there were more classes that could go into depth to hone in on our strengths quest, I really listened and joyed that activity. I also really enjoyed how we did have a journal every week because I do want to get into the habit of journaling. Thanks for a great class!” - attendee at Listen to Your Life with Donal Godfrey, S.J. and Ellen Kelly (Career Services)

“The daily exercises and weekly discussions have had a profound and positive effect on me and been a wonderful adventure. Not what I expected, and so much better than I anticipated.” -19th Annotation participant

“The Spiritual Exercises is a daily path that allows you to move into a deeper understanding of yourself and others, to solve many of the questions and problems we face in our heart and mind. For me has been an experience where I found a perfect space physically and mentally, where I can move into my inner self where my desires, fears, dreams, happiness, anger, sadness, hopes live. And during those 30 minutes or more you can remember how loved we are, to recover all the virtues we need to live a life more full of plenitude.” - 19th Annotation participant

“I’m not religious really, but my time at USF has made me think about it. Then, my partner, urged me to go to Kairos. Since then, I’ve been exploring spirituality more and more. I even make an effort to go to the Sunday liturgy and other UM events. It’s a welcoming community. They know I’m not Catholic and they aren’t trying to convert me. I asked the director to sit and talk with me about Catholicism and she did and now I’m exploring.” – Kairos participant, Class of 2023

Appendix 4: USF Vision, Mission, and Values

The University of San Francisco exists to change the world for the better. Here is our statement of mission, in full:

Mission Statement

Since 1855, the University of San Francisco has dedicated itself to offering a daring and dynamic liberal arts education in the Jesuit, Catholic tradition. As a community, we empower and hold accountable our students, faculty, librarians, staff, administrators, alumni, and community partners to be persons for and with others, to care for our common home, including the native lands on which our campuses reside, and to promote the common good by critically, thoughtfully, and innovatively addressing inequities to create a more humane and just world.

We seek to live USF's mission by nurturing a diverse, ever-expanding community where persons of all races and ethnicities, religions, sexual orientations, genders, generations, abilities, nationalities, occupations, and socioeconomic backgrounds are honored and accompanied. We are committed to educating hearts and minds to cultivate the full, integral development of each person and all persons; pursuing learning as a lifelong humanizing and liberating social activity; and advancing excellence as the standard for teaching, scholarship, creative expression, and service. Inspired by a faith that does justice, we strive to humbly and responsibly engage with, and contribute to, the cultural, intellectual, economic, and spiritual gifts and talents of the San Francisco Bay Area and the global communities to which we belong.

[Learn the Story Behind Our Mission Statement](#)

Our Values

At USF, we value three things in particular: *cura personalis*, being people for others, and diversity in all its forms.

Cura Personalis

Come to USF and practice *cura personalis*, or care for the whole person. We believe that your mind, body, and spirit deserve equal attention and consideration.

Mind

Of course, your [intellectual pursuits](#) matter to us at USF. But there is more to your mind than what you learn in the classroom. Come keep your mental health as robust as your intellectual growth with [counseling and psychological services](#), [academic success coaching](#), and peer mentoring and support.

Body

Break a sweat. Get your feet wet. Join a team. Make friends at [Koret Health and Recreation Center](#). Join our [Outdoor Adventures](#) program and do hikes, ski trips, beach yoga, and more.

Check out our [Health Promotion Services](#) and gain access to a health clinic, free nutrition appointments with a dietetic technician, student health insurance, and other resources to keep you in tip-top shape.

Spirit

Reflect and refresh on a retreat with [University Ministry](#). Volunteer across clubs and programs all over campus. Serve our surrounding community with your service learning requirement, working with neighbors to solve real problems. If you're on a spiritual journey, we are here to support it. If you're not, we're still here — to support *you*.

People for Others

At USF, social service is as important as professional success. When you leave USF with a calling to serve others — in your career, in your community, in your life — you are proof that we are living our mission.

Diversity

Whatever your creed, culture, color, country, identity, and orientation, you are welcome at USF. [Learn About Our Diverse Community](#)

Appendix 5: USF Strategic Goals

GOAL 1: REIMAGINE JESUIT EDUCATION to accelerate the achievement of a more just and sustainable world.

GOAL 2: INVEST IN AND PROMOTE THE SCHOLARLY, CREATIVE, AND COMMUNITY-FOCUSED ENDEAVORS that advance justice and address the pressing challenges of our time.

GOAL 3: PROVIDE A RADICALLY INCLUSIVE, INTERNATIONAL, AND WELCOMING CAMPUS EXPERIENCE that propels students to realize their full potential as leaders, social change agents, creators, practitioners, and lifelong learners.

GOAL 4: EXTEND OUR VISIBILITY, PROMINENCE, AND ACCESSIBILITY through strategic partnerships, public programming, and community outreach that extend our reach as people for and with others.

GOAL 5: ENSURE USF IS AN EQUITABLE AND EXTRAORDINARY PLACE TO WORK through developing an agile, highly-motivated, collaborative, and growth-oriented workforce.

GOAL 6: DEVELOP INCLUSIVE AND PARTICIPATORY SHARED GOVERNANCE STRUCTURES to harness the creativity, vision, and brilliance of our students, staff, faculty, and librarians.

Appendix 6: USF Facts and Information

USF Fast Facts

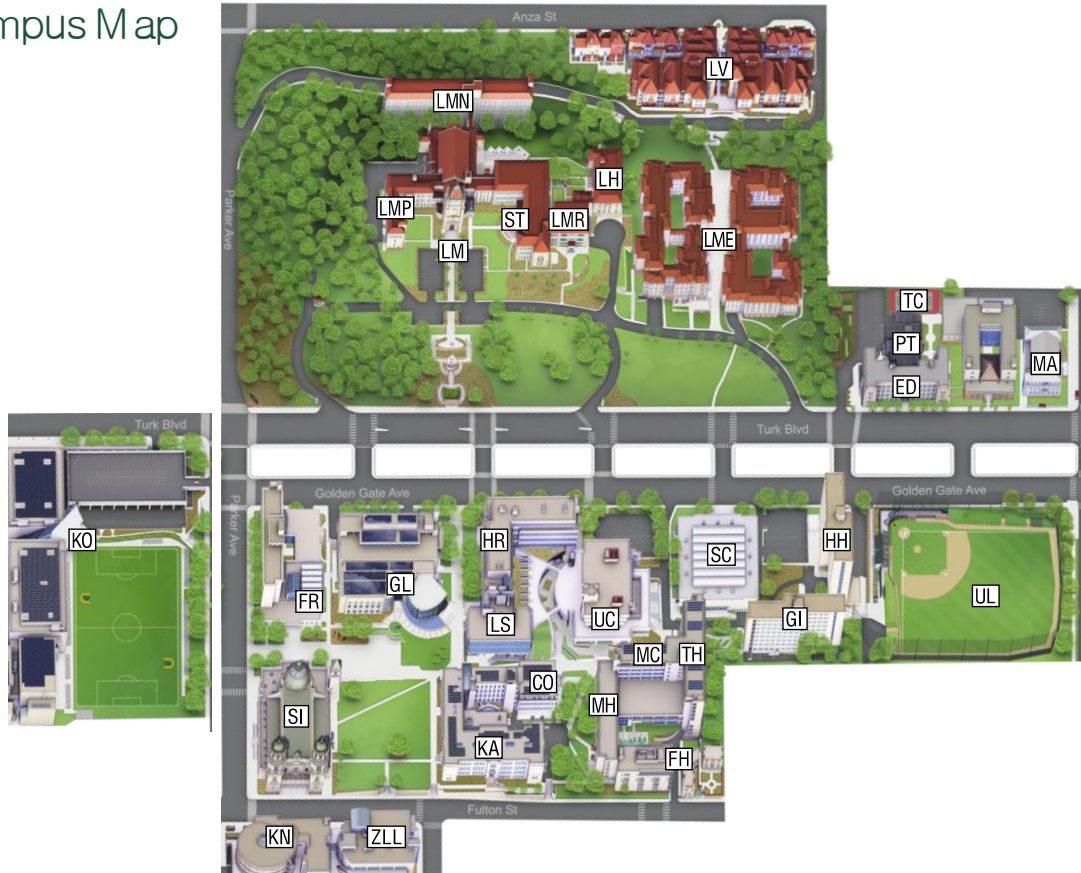
<https://www.usfca.edu/who-we-are/fast-facts>

The Value of a USF Education

<https://www.usfca.edu/admission/usf-education-value>

Appendix 7: Campus Map

Campus Map



Main Campus

COCowell Hall
 LS.....John Lo Schiavo, S.J.
 Center for Science
 and Innovation
 FR.....Fromm Hall
 FHFulton House
 GIGillson Hall
 GL.....Gleeson Library
 HH.....Hayes-Healy Hall
 HR.....Harney Science Center

KA.....Kalmanovitz Hall
 MC.....McLaren Conference
 Center
 MHMalloy Hall
 TH.....Toler Hall
 SCWar Memorial
 Gymnasium at the
 Sobrato Center
 SI.....Saint Ignatius Church
 UL.....Ulrich Field &
 Benedetti Diamond
 UC.....University Center

Lone Mountain Campus

LHLoyola House
 LMMain Bldg/
 Classrooms/
 Study Hall
 LME.....Lone Mountain East
 LMNLone Mountain North
 LMP.....Pacific Wing
 LMR.....Rossi Wing/
 Administration
 LVLoyola Village

ST.....Studio Theater
 TC.....Tennis Courts

School of Law

KN.....Kendrick Hall
 ZLL.....Dorraine Zief Law
 Library

Koret Health & Recreation Center

KO.....Koret Center

School of Education

EDSchool of Education
 PTUSF Presentation
 Theater

281Masonic
 MA281Masonic

Office Locations

Admission Office
 Lone Mountain Main
 Alumni Office
 Lone Mountain Rossi Wing, 112
 Arts and Sciences, College of
 Kalmanovitz Hall, 180
 Athletics
 Memorial Gym, Lower Level
 Bookstore
 University Center, Lower Level
 Career Services Center
 University Center, 5th Floor

Center for Academic and
 Student Achievement (CASA)
 University Center, 3rd Floor
 Counseling Center
 Gillson, Ground Floor
 Education, School of
 Turk at Tamalpais, 107
 Financial Aid
 Lone Mountain Main, 203
 Information Technology
 Services
 McLaren 100

Intercultural Center
 University Center, 4th Floor
 International Student
 and Scholar Services
 University Center, 5th Floor
 Koret Health and
 Recreation Center
 Corner of Parker and Stanyan
 Law Library, Dorraine Zief
 Corner of Fulton and Cole
 Law, School of
 Corner of Fulton and Shrader

Loyola House/
 Jesuit Community
 Lone Mountain, 2600 Turk Street
 Management, School of
 Malloy Hall, 244
 Nursing and Health
 Professions, School of
 Cowell, 1st Floor
 One Card
 University Center, 5th Floor
 Public Safety
 University Center, 5th Floor

Registrar's Office
 Lone Mountain Main, 250
 Student Disability Services
 Gleeson Lower Level, 20
 Student Engagement
 University Center, 4th Floor
 Student Enrollment and
 Financial Services
 Lone Mountain Main, 250
 Student Housing
 University Center, 5th Floor



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