



USA West Province
Provincial Office
P.O. Box 86010
Portland, OR 97286-0010

503. 226 6977
Jesuitswest.org

September 29, 2022

Paul Fitzgerald, SJ
President, University of San Francisco
2130 Fulton Street
San Francisco, CA 94117-1080

Dear Paul,

Father General Sosa has reaffirmed the Catholic and Jesuit Character and Mission of the University of San Francisco following the Mission Priority Examen Process (MPE), which concluded with a campus visit in February 2022. Father General commented on the depth of reflection and engagement of challenging Mission opportunities you identified through an inclusive and transparent process.

Again, USF participated in the first year of the new MPE cycle. We have learned through your experience of the MPE process and will continue to invite AJCU schools to engage the MPE with the transparency that your self-study modeled.

I confirm the four goals USF had identified as your most significant mission formation opportunities.

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. (USF Self-Study, 2021, pp. 33-35)

USF's Jesuit Catholic identity is its most unique characteristic. USF is the most diverse Jesuit university and one of the most diverse higher education institutions in the nation. I agree that your diversity provides a profound opportunity to engage differences in faith, including a global tendency toward a more secularized culture. Your Self-Study identified this opportunity in the following manner.

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If you can develop an institutional model that engages differences within your campus community and engage diversity, secularization, and the hunger for spiritual meaning in life that many sociological studies identify, this is truly "finding God in all things."

Your second goal to develop a transparent, sustainable, university-wide plan to strengthen the Jesuit Catholic mission while engaging your "diversity, equity, and inclusion priorities, supported by a well-resourced, visible structure to ensure institutional accountability" is extremely important and requires a more visible Mission leadership with the resources to coordinate and amplify the dispersed formation programming.

USF's Sustainability programs and efforts are strong. *Laudato Si* seeks to ground sustainability in our Care for our Common Home and the graciousness of God's creation. Continued curricular development helps lead to more effective responses to our global challenges in light of the call of the Universal Apostolic Preferences.

Your fourth goal focuses on collaborative structures in service of *cura personalis*. Ignatian discernment opportunities within the context of USF's community and labor relationships are responsive to the Society's Apostolic Preference of Showing the Way to God through the Spiritual Exercises and Discernment.

These are four meaningful goals that will enhance the Mission of the University. I am grateful that you are identifying them so clearly and so well.

One of the new stages of the MPE process is a follow-up with you, Mr. Jack Boland, the chair of the USF Board of Trustees, Father Niehoff, and me. Given my visitation schedule, I cannot meet with you in person. I will ask my Socius, Father Michael Gilson, S.J., to schedule a virtual meeting in the next few weeks. At that time, we will be able to discuss more concretely how we can support USF's Mission Priority Goals.

Thank you, again, for engaging in the MPE process so deeply. I look forward to meeting with you soon.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sean Carroll, SJ". The signature is fluid and cursive, with a large initial "S" and a long horizontal stroke.

Rev. Sean Carroll, SJ
Provincial

Cc: Most Reverend Salvatore J. Cordileone, Archbishop of San Francisco
Mr. John Boland, Chair, Board of Trustees
Rev. Patrick J. Lee, SJ, Rector, Loyola House Jesuit Community
Rev. Brian Paulson, SJ, President, Jesuit Conference of Canada and the US
Rev. Michael Garanzini, SJ, President, Association of Jesuit Colleges and Universities.
Rev. Robert L. Niehoff, SJ, Provincial Assistant for Higher Education