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INTRODUCTION

For more than a decade, the Association of Jesuit Colleges and Universities (AJCU) has conducted a semi-annual survey on mission and identity activity at the 28 Jesuit colleges and universities in the United States. The purpose of the survey is to inform mission and identity officers of their work and to encourage creative collaboration between institutions.

While many categories have remained the same, several changes have been made to the survey since its last inception in 2010. This year’s survey was distributed in summer 2014 via SurveyMonkey, enabling ease for respondents and the ability for AJCU staff to generate graphs for analysis. In addition to reporting on relationships between mission and identity officers and other campus administrators, respondents reported on their relationships with the local Jesuit community, Provincial, local Church and Archbishop. Respondents were also asked to report on their institutions’ interfaith initiatives and programs, and to share metrics for measuring mission effectiveness on campus.

As in previous years, we received 100% participation from all 28 Jesuit colleges and universities. We thank our mission and identity officers for their participation, and in particular, we thank Dr. Stephanie Russell, Dr. Edward Peck, Msgr. Joseph Quinn and Mr. Joseph Orlando for their assistance with reviewing past surveys and offering recommendations for this year’s survey.

For the sake of brevity and consistency, the following abbreviations will be used throughout this report:

M&I / M&M (Mission and Identity / Ministry)

BOT / BOD (Board of Trustees / Directors)

Hyperlinks to more information on Jesuit institutions’ websites are featured throughout the report, but should you have any trouble accessing them, please contact Deanna Howes of AJCU. This report will be distributed to AJCU mission and identity officers, presidents, directors of campus ministry, rectors of Jesuit communities, and the U.S. Jesuit Conference. It will be available to download on the AJCU website in PDF format. We encourage you to share this on your campus and use it as a resource for your offices.

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IS THERE AN OFFICE DEDICATED TO MISSION AND IDENTITY AT YOUR INSTITUTION?

Note: All 28 institutions responded to this question; only two institutions do not have offices dedicated to mission and identity.
DOES YOUR OFFICE PROVIDE ORIENTATION PROGRAMMING FOR TRUSTEES, ADMINISTRATORS, FACULTY, STAFF AND STUDENTS?

[Bar chart showing the number of orientations provided to various groups: Trustees, Administrators, Faculty, Staff, Students.]
HOW ARE M&I THEMES AND ACTIVITIES BEING INTEGRATED INTO YOUR INSTITUTION’S CURRICULUM AND ACADEMIC PROGRAMS?
DOES YOUR OFFICE HAVE ANY METRICS IN PLACE TO MEASURE MISSION EFFECTIVENESS ACROSS CAMPUS?

- Program evaluations
- Metrics related to *Some Characteristics of Jesuit Colleges and Universities* (AJCU)
- Advisory boards
- Mission assessment through offices of institutional research and assessment
- Dashboards for board of trustee members
- “After action” reviews
- External reviews
Office Structure: Boston College makes M&I an institution-wide responsibility through programs and events that help foster formation of students, administrators, faculty, and staff through the Ignatian Collegues Program, numerous Masses and other religious services, retreats, service trips, volunteer experiences offered by Campus Ministry, the Center for Ignatian Spirituality, the Center for Student Formation, Faculty Outreach and Program Assessment, First Year Experience, Intersections, the Jesuit Institute, the Institute for Advanced Jesuit Studies, collaborations with academic and administrative offices university-wide, sponsorship of guest speakers and events on a wide variety of topics related to formation. The VP for M&M reports directly to the President. The VP is a Jesuit and reports to his rector and provincial. The Director of Campus Ministry reports directly to the VP for M&M. The VP for M&M has monthly and bi-monthly meetings with academic administrators. The local Cardinal is engaged with leaders and programs at BC.

Collaboration: Through email, social media, website listings, one to one meetings with administrators and faculty members, division and departmental meetings, collaborations with academic and administrative offices, consulting with other divisions and departments on how to incorporate Jesuit, Catholic identity into their programs, courses and events. The Center for Student Formation actively reaches out to and collaborates with academic and administrative offices on campus with regard to consulting on formation.

Educational, Formational, Spiritual Programs: Programs are offered through the following centers: Center for Student Formation; Center for Ignatian Spirituality; The Jesuit Institute at Boston College.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. A more comprehensive list of retreats at BC can be found on the Division of Mission and Ministry website.

Interfaith Outreach: Asian Baptist Student Koinonia; Buddhism Club at BC; Episcopal Chaplaincy of BC; Hillel; InterVarsity Asian Christian Fellowship; InterVarsity Christian Fellowship; Multi-Cultural Christian Fellowship; Muslim Student Association; Orthodox Christian Fellowship; Quiet Waters (Korean International Students); Annual Multifaith Thanksgiving Celebration; Annual Martin Luther King Jr. Memorial Gathering. Please see the Campus Ministry website for more.


New Programming Since 2010: The Montserrat Coalition under the Intersections Office aims to assist students at the highest level of financial need to actively participate in and experience a Jesuit education; "The Villa," a faculty writing retreat offered by Intersections; The Freshman League for male freshman formation; "Ascend" for sophomore women (the counterpart to Freshman League).

M&I Metrics: BC’s Office of Institutional Research and Planning conducts surveys and studies including the BCQ (Boston College Questionnaire) survey for seniors.

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Boston College Mission Statement: http://bit.ly/1tXllXY
Office Structure: The Director of M&I answers to the Academic Vice President (AVP). The stated goals of M&I, articulated in the College’s strategic plan, place M&I in conversation with every constituency on campus and among alumni. The director of M&I is an outgoing member of the Canisius BOT but serves as ongoing secretary of the BOT M&I Committee. The director is a member of the Jesuit community and collaborates as a colleague with the Office of Campus Ministry. He is a member of the AVP cabinet; a direct report to the AVP; a non-voting member of the academic program board; and a resource to the College’s three schools’ leadership. As a priest, the director of M&I is involved in local Buffalo, NY parishes’ sacramental / pastoral life.

Collaboration: Strategic collaboration includes: developing and implementing a “Hire for Mission” policy; creating community-centered multimedia presentations for web and on-campus environments; having a presence and participating at alumni events; orientation videos posted for all constituencies’ benefit; presence on an academic program board assessing academic programs’ engagement with mission; involvement with student life leadership and students’ clubs; participation in Middle States’ self study.

Educational, Formational, Spiritual Programs: The M&I office provides financial and moral support to Campus Ministry’s director of Spiritual Exercises in Everyday Life (SEEL). The office provides retreats for faculty and staff; directs ICP cohorts past and present; and provides orientation programming on campus.

M&I Integration in Academic Programs: Core curriculum requirements; Mission-centered service-learning programs. The M&I office offers fellowships and course grants to faculty doing research and teaching courses linked to mission and values. The office is also in charge of shaping crisper mission criteria for annual departmental program reviews on the academic program board.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.; Always Our Children annual retreat for students, faculty and staff.

Interfaith Outreach: All of the College’s programs and opportunities are open to people of all faith traditions and those with no faith tradition.

M&I Publications, Videos, Online Materials: Videos (including orientation videos) are available on the Canisius M&I website.

New Programming Since 2010: The Canisius M&I Office was inaugurated in Summer 2011. Everything above can be considered innovative.

M&I Metrics: Metrics are being developed by the BOT M&I Committee, using the AJCU document, Some Characteristics of Jesuit Colleges and Universities, and the Statement of Shared Purpose among the NY Province, Canisius BOT, and the Canisius Jesuit Community.

Contact: Rev. Michael Tunney, S.J.
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Office Structure: Holy Cross has both a College Committee on M&I (about 30 faculty, students, staff, and administrators) and a BOT Committee on M&I. The VP for Mission reports to the President and staffs the BOT Committee on M&I; he meets regularly with the Rector of the Jesuit Community and with the Provincial as needed. The Chaplain's Office reports to the VP for Mission. The VP for Mission meets regularly with the VP for Academic Affairs & Dean of the College, and interviews candidates for faculty positions. The President meets, at least annually with the local bishop, and the VP for Mission meets with the local bishop as needed.

Collaboration: The Vice President for Mission is part of the President's Executive Team; a member of the President's Cabinet; and works closely with the College’s other Vice Presidents, especially when it comes to introducing new hires to the mission of the College.

Educational, Formational, Spiritual Programs: The Office of the VP for Mission has orientation programs for new and returning trustees, new faculty, staff, and employees. It conducts six-month Mission Seminars for new administrators at all levels. The Office sponsors programs for Jesuit heritage; multiple six-week Lenten programs; an annual pilgrimage for faculty to Ignatian sites in Spain and Rome (free for Holy Cross faculty), etc.

M&I Integration in Academic Programs: N/A

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.; day-long retreats; over-night retreats.

Interfaith Outreach: One of the sub-committees of the College Committee on M&I is Inter-faith Dialogue and Engagement; there are also interfaith programs organized by the Chaplain's Office.

M&I Publications, Videos, Online Materials: N/A

New Programming Since 2010: The six-month Mission Seminar for new administrators and [the office’s] interviews with candidates for faculty positions are new since 2010.

M&I Metrics: The College’s Office of Institutional Research has attempted some metrics of student engagement in mission and of faculty understanding of Jesuit education.

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M&I Office Mission Statement: N/A
Office Structure: Creighton University’s mission officer (Vice Provost for M&M) now reports to the Provost. Programs are designed to support faculty and staff across the University. The mission officer reports to the President through the Provost; meets with academic vice presidents and deans; and serves on a BOT mission committee. There is no direct relationship between the mission officer and the Jesuit community, local Provincial, Archbishop or local Church. The Office of Campus Ministry reports to the Associate Vice Provost for M&M.

Collaboration: The Office of M&M is invited to offer mission-related programs across the campus.

Educational, Formational, Spiritual Programs: Creighton participates in AJCU programs, including the Ignatian Colleagues Program (ICP) and the AJCU Seminar on Higher Education Leadership, and Heartland-Delta Faculty Conversations. The Office of M&M offers orientations for new employees and faculty, and sponsors the Online Ministries website, including a campus-based Online Retreat. The Office also offers the Creighton Colleagues Program, many spirituality programs and reading groups.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs.

Retreats: 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: The Office of Campus Ministry sponsors an annual interfaith prayer service.

M&I Publications, Videos, Online Materials: Many of the Office’s online materials are available on the Creighton Online Ministries website, including spirituality resources, audio retreats, campus presentations and reading groups. The annual "All Things Ignatian" poster presentation features posters from over 90 departments across 9 schools about how their divisions represent the Ignatian mission. These are available to view here online.

New Programming Since 2010: N/A. The new Vice Provost (who began in August 2014) has been tasked to coordinate mission activities across the campus, with a particular focus on engaging faculty.

M&I Metrics: Creighton does not have any metrics in place to measure mission effectiveness across campus.

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Creighton University Mission Statement: http://bit.ly/1trBTLc
M&I Office Mission Statement: http://bit.ly/1w3GtO1
Office Structure: Fairfield has a University Facilitator for Mission and Identity (M&I) who takes on many of the traditional roles (programs, educational initiatives, institutional communication and outreach, professional development) of a VP for M&I. In addition, Fairfield has a University Coordinator for Mission and Identity. The Coordinator assumes many of the administrative roles connected with M&I. The Facilitator and Coordinator both report to the President. The University does not currently have a standing committee for Mission on the BOT, but since her appointment in 2013, the Facilitator has actively engaged trustees at all regular meetings. The Facilitator and Coordinator regularly connect with both the Fairfield Jesuit Community and local Provincial, and have had opportunities in the past year to host collaborative meetings on the Fairfield campus. The Director of Campus Ministry reports to the Coordinator and is also a member of the M&I Committee. The Facilitator and Coordinator have regular meetings with the University’s Chief Academic Officer. Through the Deans, the Facilitator organizes professional development opportunities for new faculty. The relationship between the M&I Office and the Archbishop and local Church is developing.

Collaboration: Fairfield has a M&I committee with a broad cross-section of representatives from the various divisions on campus who meet regularly. Included on this team are the co-chairs of the President’s Institutional Diversity Council. The M&I Office also conducts an annual retreat.

Educational, Formational, Spiritual Programs: The University secured a grant to conduct a series of workshops with senior leadership, including trustees, that may lead to a more formalized orientation for them. Student orientation is focused on student leaders, such as the Resident Assistants. More information can be found here.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. More information on Fairfield’s retreats can be found here.

Interfaith Outreach: The Office of Campus Ministry provides a host of services and collaborates with those beyond the Catholic and Jesuit tradition. Campus Ministry also makes every effort to enable non-Catholic students to connect with local faith communities from their tradition by providing transportation to and from local churches, synagogues, and mosques. More information can be found here.

M&I Publications, Videos, Online Materials: Materials can be found here, on the Facilitator’s academic webpage.

New Programming Since 2010: Interfaith Speed Dating. The University’s current model for M&I is now a year old. The Facilitator hopes to progress and grow this area to provide additional content and information.

M&I Metrics: Fairfield does not have any metrics in place to measure mission effectiveness across campus.

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Fairfield University Mission Statement: http://bit.ly/1ll0T1I
M&I Office Mission Statement: N/A
Office Structure: The four departments of Fordham's Office of M&M are: Campus Ministry, Center on Religion and Culture, Global Outreach and the Dorothy Day Center for Service and Justice. The offices organize themselves for institution-wide responsibilities across Fordham's three campuses. The Office of M&M has a direct line report to the University President, while the M&I Committee connects to the Fordham BOT. Both the local Jesuit Community Rector and Provincial (past and present) serve on the BOT. The VP for M&M meets with campus academic administrators through the Fordham Administrators Conference (a consultative body to the President comprised of all ten vice presidents at the University). The Archbishop of New York maintains closes ties with Fordham University.

Collaboration: The Office of M&M has monthly meetings for the four departmental directors, and hosts meetings with various mission-related departments three times a year to review a mission-related events calendar.

Educational, Formational, Spiritual Programs: Living the Mission; Fordham Center on Religion and Culture; Francis and Ann Curran Center for American Catholic Studies; Pedro Arrupe Faith and Justice Community; Campus Ministry's Theology on Tap and Bible Study Programs

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. Fordham incorporates M&I through the theology requirement of its core curriculum, and incorporates service learning through service courses and an interdisciplinary seminar. Visit the Dorothy Day Center for Service and Justice webpage for more.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Visit the campus ministry retreat resource page to learn about the following retreats that Fordham offers: Cor; Fresh-Vision; La Cueva Silent Ignatian Retreat; Contemplatio Silent Ignatian Retreat; Busy People’s Retreat; Women’s Retreat; Men’s Retreat; Charis Senior Retreat; Prism; and Interfaith Retreat.

Interfaith Outreach: Links to resources and programs for students of differing faith traditions can be found on the campus ministry webpage.

M&I Publications, Videos, Online Materials: Fordham at Prayer (book); Living the Mission (testimonials); Living the Mission (videos); Center on Religion and Culture (event transcripts and videos from archives)


M&I Metrics: Quarterly reports to the Office of the Vice President and an annual report to the Office of the President with detailed notes regarding completion of agreed upon goals and objectives utilizing extensive data and statistics.

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M&I Office Mission Statement: N/A
GEORGETOWN UNIVERSITY

Office Structure: The Vice President for M&M reports to the University President and sits on the Executive Committee. He is a liaison to the Board of Regents M&M Committee. The Office of Campus Ministry is part of the Office of M&M. The VP for M&M has mutually supportive, collaborative relationships with the Jesuit community and local Provincial; campus academic administrators; and the Archbishop and local Church.

Collaboration: The Office of M&M actively participates in orientation programs for new faculty, staff, students, athletes, the University’s BOD and the Board of Regents. In addition, Office staff regularly speak at annual programs for newly accepted students, advancement staff, student organizations, and alumni groups. The Office of M&M has sponsored or co-sponsored a variety of programs and lecture series in recent years including What Happened at Vatican II; Continuity and Change in the Modern Papacy; and the Challenging Texts Interfaith Series. Each year at the John Carroll Awards Weekend and the annual Reunion Weekend, the Office of M&M participates in educational panels.

Educational, Formational, Spiritual Programs: In 2012, two full-time positions were added to the M&M team to focus on existing Ignatian programming and retreats, and to develop new initiatives, including: Catholic and Jesuit Identity Seminar for Executive Leadership: Six-session program on Georgetown’s unique mission in the Church, higher education and the world. Living the Ignatian Charism Seminar: Seven-month program for faculty, chaplains and administrators who have completed the full Spiritual Exercises. Ignatian Tradition Seminar: Four-month program for faculty, chaplains and administrators covering the history of the Jesuits and their work in higher education. Ignatian Spirituality and Discernment: Webinars in spirituality and discernment for alumni; seminars for alumni in the Washington DC area; and sessions for staff members on discernment offered through Human Resources. The Spirit of Georgetown Senior Seminar and First Year Seminar: Offered to students by Chaplains-in Residence and Jesuits as a way to introduce students to Ignatian spirituality and the Jesuit tradition in education and foster the development of Ignatian values outside of the classroom or chaplaincy setting. Ignatian Family Teach-In for Justice: Each year, approximately 20 students participate in this social justice awareness and advocacy program. Faculty Social Justice Immersion Experience: Annual experience of immersion into a marginalized community in the US or internationally (in the past, Kenya), co-sponsored with the Center for Social Justice Research, Teaching, and Service. Jesuit Heritage Week: Annual festival of student-organized programs, worship services and academic, artistic, and social events showcasing the spirituality and work of the Jesuits. Moment for Mission: Brief, biweekly email containing informative and interesting stories highlighting Georgetown’s Catholic identity and Jesuit tradition. Hilltop Vocations: For students thinking about the call to Catholic priesthood and religious life, and those who support them. Components include a lively internet presence and regular gatherings to foster a supportive, prayerful community. Georgetown also hosts programs during Advent and Lent. More information can be found on Georgetown’s campus ministry webpage.

M&I Integration in Academic Programs: Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. While the Office of M&M does not have a direct role in curriculum or academic programs, a number of the Office’s close associates teach pertinent courses or oversee University-hosted academic programs that reflect the University’s mission, including: The Catholic Studies Program, which involves faculty members from a wide variety of disciplines who offer classes with explicitly Catholic themes; The Center for Social Justice Research, Teaching, and Service; The Pellegrino Center for Clinical Bioethics at the Medical School, which addresses Catholic ethical issues in the hospital, medical and nursing schools; and many research centers, institutes and endowed chairs.

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Georgetown University Mission Statement: http://bit.ly/1qF6zaD
Retreats: Ignatian-themed weekend retreats; Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Georgetown also offers ESCAPE; reFRESHMENT; Companions; Prayer in Daily Life Retreat; Agape; Crossroads; Weekend Ignatian Retreat; Five-Day Ignatian Retreat; Senior Retreat; Protestant Retreats; Jewish Retreats; Muslim Retreats; Orthodox Christian Retreats; Hindu Retreats; Buddhist Retreats; and Interfaith Retreats.

Interfaith Outreach: Thirty full-time chaplains and program staff on the main campus, law campus and medical campus, support Catholic, Protestant, Muslim and Jewish traditions. There is a part-time chaplain for Orthodox Christian tradition. Program staff provide support to Hindu, Buddhist, Latter Day Saints and Interfaith student groups. In addition to Catholic chapels, prayer space is dedicated for Protestant, Muslim, Jewish, Orthodox Christian, Hindu and Buddhist students. Georgetown offers daily Catholic Masses and Christian meditation sessions; weekly Orthodox Christian Vespers or Divine Liturgy of the Pre-sanctified Gifts; weekly Protestant services in the traditional, Gospel, and Praise traditions; weekly Muslim Jum'ah prayers; weekly Jewish Shabbat; weekly Hindu Puja and Buddhist meditation sessions. Liturgy and music ministry involves more than 200 students as ministers and musicians for traditional, contemporary, Gospel and praise worship. The Campus Ministry Student Forum, new this year, was formed to engage Campus Ministry student leaders in collaboration and support across faith traditions and belief systems, and to empower self-governance. Membership in the Student Forum extends to the Presidents or Chairs of each Campus Ministry student group.

M&I Publications, Videos, Online Materials: The Spirit of Georgetown (articles); Pedro Arrupe, S.J.: His Life and Legacy (video); Ignatian Spirituality (links); Campus Resources (office listing).

New Programming Since 2010: Companions Retreat; Crossroads Retreat; Campus Ministry Student Forum; Moment for Mission bulletins; Global Gourmet Shabbat; My Life As.... (interfaith / humanist discussion group). Since 2011, an ecumenical daily devotional has been created by and for the University community during the holy seasons of prayer and reflection. Composed by students, faculty, staff and alumni, the digital and hard-copy versions of the devotionals have reached nearly 6,000 people. In October 2013, the Office of M&M dedicated and opened the Calcagnini Contemplative Center on 55 acres in the Blue Ridge Mountains of Virginia. Most of the University’s retreats are held on this beautiful property. The retreat center features 78 beds in a variety of cabins, an activities center, a dining hall, and a historic farmhouse. In April 2014, Cardinal McCarrick presided at a Mass of blessing for the renovated Dahlgren Chapel of the Sacred Heart, the main campus chapel. After three years of restoration work, the spiritual heart of Georgetown has a brighter interior featuring fully restored stained glass windows, limestone flooring, bronze Stations of the Cross and a custom-designed organ.

M&I Metrics: Regular “After Action Reviews” of key stakeholders; the office is currently developing more program assessment tools.

Miscellaneous: Twenty-seven chaplains, including seven priests, live in University residence halls, apartments and off-campus housing to accompany and support undergraduate students of any or no faith tradition. These trained ministers or other professionals represent a variety of faith traditions, professional careers and personal backgrounds. In addition to offering individual support and guidance, chaplains-in-residence open up their homes for casual weekly gatherings over shared meals or special snacks. Student Affairs offers Living Learning Communities that emphasize a variety of values and ideals aligned with Ignatian principles: Magis Row, Justice and Diversity in Action, Living Well, Bayit (Jewish Living) and Muslim Interest.

More Information: For over 100 years, Georgetown University Hospital has provided acute care in the Catholic and Jesuit tradition. Although hospital operations were transferred to a secular, not-for-profit corporation in 2002, the University’s Office of M&M continues to lead and direct the Mission and Pastoral Care function for this 609-bed facility adjacent to the main academic campus. Nine full-time chaplains and staff support a multi-cultural, international community of patients, families and staff. The Mission and Pastoral Care activities include a robust program of Clinical Pastoral Education for full-time chaplain residents, part-time extended unit interns, and full-time summer unit interns.
Office Structure: The Vice President for Mission sits on the President's Cabinet, and has frequent outreach to faculty with strong support from the University’s AVP, deans and chairs. The Human Resources Office involves the Mission Office in orientation and management training programs for professional staff. The University has a Mission Advisory Council that is composed of representatives from faculty, staff, and students. The VP for Mission is a staff person for the Mission Committee of the Gonzaga BOT. While the University President works directly with the Jesuit community, local Provincial, Archbishop and local Church, he refers to the VP for Mission when the occasion arises. The Office of University Ministry reports directly to the VP for Mission.

Collaboration: See above. Office of Mission staff are also invited to speak at meetings for the Staff Assembly.

Educational, Formational, Spiritual Programs: The "Shared Vision" videos from Saint Louis University are shown as a lunchtime series each semester for staff. The “Jesuits and the Arts Series” is co-sponsored by the Mission Office and AVP with performances, etc. each semester (if possible). The Mission Office supports the University’s annual lecture on "Being Religious Interreligiously," funds one faculty or staff member from the School of Business for a summer conference on ethics and mission in business education; and helps fund the Ignatian Family Teach-in.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. Note: The integration of mission into academic programs across the curriculum is very uneven. It usually depends on the commitment of deans, chairs, and, ultimately, faculty members.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: Gonzaga has a Presbyterian minister as a full-time member of University Ministry. The University also offers several programs and events on interreligious themes.

M&I Publications, Videos, Online Materials: Visit gonzaga.edu/mission to see several new videos in the library section. Under "Moments for Mission," one will find bi-monthly emails to the entire campus and other interested parties on mission.

New Programming Since 2010: The office has new staff, and some “hold-over” programs as well as some new ones, e.g. lunch-time videos for new staff on Ignatian inspiration and identity.

M&I Metrics: Not yet developed.

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Gonzaga University Mission Statement: http://bit.ly/1wm8Cjl
M&I Office Mission Statement: N/A
Office Structure: The VP for University M&I reports to the President; the Office of Campus Ministry reports to the VP for M&I. The Office of Campus Ministry handles domestic and international immersions as well as other spiritual and liturgical activities. The VP for M&I works closely with the President as a member of his leadership team. The University’s BOD has a committee on Mission for which the VP acts as the resource person. The VP works closely with the Rector of the John Carroll Jesuit community especially in matters related to recruitment of Jesuits for work in the University. The VP pays special attention to the University’s relationship with the local diocese, with particular regard to the diocese’s college seminary, Borromeo Seminary, which trains its men through JCU. (Note: The former VP [who completed the survey] wrote that his role as a tenured professor at JCU facilitated conversations with academic administrators.)

Collaboration: The VP for M&I works closely with the Center for Service and Social Action; the Department of Theology and Religious Studies; and the Institute of Catholic Studies. The VP participates as a member of several University committees to ensure that mission issues are taken up in University planning. These include the President's Leadership Team (University VPs); the Provost's Council; and the University Planning Group. While the VP no longer participates in new board orientations, there is a board committee on mission that the VP works with, especially with the chair for the board committee.

Educational, Formational, Spiritual Programs: Ignatian Heritage Week each January; annual Faculty Learning Communities to engage faculty in the mission of the University as it pertains to faculty; lunchtime workshops with various departments to foster deeper understanding of the mission in their work; organizing campus participants to take part in AJCU-related activities, e.g. Faculty Conversations, Heartland Delta, Ignatian Colleagues Program, the AJCU Seminar on Higher Education Leadership and the Boston College Summer Institute.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Mission-centered service-learning programs. JCU recently approved a new core curriculum that will go into effect next year. The mission is reflected in that core, especially with regard to the component entitled "Jesuit Heritage," and includes courses in Philosophy, Theology and Religious Studies, Creative and Performing Arts, and Issues in Social Justice.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: Interfaith programs are offered through both the Center for Service and Social Action (which works with the Interfaith Youth Core) and the Office of Campus Ministry.

M&I Publications, Videos, Online Materials: Conversations Magazine, Creighton University Online Ministries Website.

New Programming Since 2010: The Faculty Learning Community on Mission was begun in 2013 and had a very positive impact on the ten faculty who participated through reading and discussion of work in theology, spirituality, and Ignatian pedagogy.

M&I Metrics: No metrics are in place at John Carroll to measure mission effectiveness across campus.

Contact: Dr. Edward Peck
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Please note: The information above was reported by former JCU VP Dr. Paul V. Murphy.
Office Structure: The Special Assistant to the President for Mission Integration directs the Office of M&I. He is a direct report to the President and sits on the President's Cabinet with Vice Presidents, and on the President's Council. M&I is represented by a committee on the Le Moyne BOT, and the Director of M&I supports the Committee Chair. M&I programs input sessions for each Board meeting, and the Office is responsible for mission formation through retreats, an Ignatian Pilgrimage in Spain, and other resources. The Director of M&I works very closely with members of the Jesuit community, and was assigned to the role by the previous Provincial. There is a very close collaboration between M&I and Campus Ministry, but there is no reporting relationship. As a faculty member and an administrator in multiple functions, there is a close and collegial relationship between the Director of M&I and the rest of the Campus Academic Administration. Le Moyne enjoys a close relationship with the local Ordinary (the Director of M&I is a weekend assistant at the Cathedral as well), and the Le Moyne Jesuit Community actively and generously supports the parishes of the Diocese of Syracuse. Further, the Office of M&I offers a variety of programming that is open to the public.

Collaboration: The Office of M&I collaborates actively with almost all other college operations in some way, through orientations, programming, policy development, academic committees, pastoral outreach, etc.

Educational, Formational, Spiritual Programs: The Office of M&I sponsors or co-sponsors many programs throughout the academic year including: The Faith that Does Justice Series (4-6 events annually that focus on issues of poverty, immigration, environmental justice, and the promotion of peace); Feast of St. Francis of Assisi / Climate Change Awareness Event; Conversations on Jesuit Higher Education (a lunchtime gathering of faculty and staff with a facilitator- at least four times a year); Ignatian Colleague Forum: 4-5 distinct groups of faculty, administrators and staff who meet once a month for community, exploration of readings, and personal / professional growth); Catholic Intellectual Tradition Study Group (a monthly faculty gathering from across disciplines); Ignatian Spiritual Exercises in the 19th Annotation format (offered for individuals and groups annually); Lenten Retreat Day featuring a well-known Ignatian-based author, e.g. Margaret Silf or Rev. Bill Watson, S.J., to offer a day of reflection, open to the wider public.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: N/A


New Programming Since 2010: In addition to the Ignatian Formation groups described above, the Office developed an intentional mission / culture building program in athletics: Inside the L.

M&I Metrics: The College is in the process of developing metrics that would help to gauge its status and progress related to the AJCU document, Some Characteristics of Jesuit Colleges and Universities.

Contact: Rev. David C. McCallum, S.J., Ed.D.
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Le Moyne College Mission Statement: http://bit.ly/1oQyZsO
Office Structure: The VP for M&M reports to the President and is a member of the Cabinet. The VP also staffs the Trustees’ Catholic M&I Committee. All staff in positions of leadership, starting with the President, share responsibility for M&I, but the VP is the focal point for issues that touch on Catholic / Jesuit identity and those aspects of the mission that flow from that identity. The VP’s office sponsors / coordinates a number of programs that aim at a deeper understanding of Catholic / Jesuit identity and promote partnership in mission. The Director of Campus Ministry and the Director of the Center for Ignatian Spirituality report to the VP. He is assisted by input from an advisory council. The VP for M&M is a Jesuit and relates to the community (and Rector) and to the Provincial in that capacity. The relationship between the Office of M&M and campus academic administrators is friendly, but with no formal reporting lines, and depends on the good will of the parties involved. In most situations calling for communication with the Archbishop, the President or his assistant (or sometimes the board chair) handles it directly. A lot depends on personal relationships: who knows whom and is best positioned to speak to the situation at hand.

Collaboration: Prior to the creation of the VP’s position, there was already a Faculty M&I Committee and a Student Affairs M&I Committee. The chairs of these committees are members of the VP’s advisory council. More recently, the School of Education has launched its own M&I Committee. On another front, the VP for M&M collaborates with the VP for Intercultural Affairs in presenting workshops for faculty search committees on recruiting and hiring for mission and diversity. The Office of M&M participates in orientation programming, but is not solely responsible.

Educational, Formational, Spiritual Programs: LMU has an annual Mission Day, and an annual President's Institute on some aspect of LMU's Catholic identity, organized by the Faculty M&I Committee. LMU participates in Western Conversations, Ignatian Colleagues Program, and Collegium Colloquy on Faith and the Intellectual Life. More recently, LMU has started an Ignatian formation program designed for mid-level faculty and staff (especially staff), called Companions in Mission.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. In theory, LMU’s new core curriculum has mission-centric features, but since it was only introduced last fall (to freshmen), it is too early to know results. The Ed.D. program is mission-centric with its focus on justice in educational leadership. Faith / Justice curriculum development grants require that proposed courses include a service component. All service experiences organized through LMU’s Center for Service and Action have a justice component; immersion trips organized through Campus Ministry are more explicit in relating faith and justice.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Weekend Ignatian-themed faculty-staff retreat.

Interfaith Outreach: The Office of Campus Ministry has a full-time Protestant minister on staff, who oversees ecumenical and interfaith outreach and personally conducts a popular Bible Study that attracts many African-American students.

M&I Publications, Videos, Online Materials: Other than the Mission Statement brochure, the VP’s Office has not developed publications or audio-visual materials. But visit the Campus Ministry and Center for Ignatian Spirituality websites for related materials.

New Programming Since 2010: Companions in Mission Program. A pilot faculty-staff immersion trip, with LMU President David Burcham participating, will spend a week in El Salvador in January 2015.

M&I Metrics: An assessment of mission effectiveness across campus is an action item in the VP’s unit plan that is not yet implemented. The Office does, however, have a formal assessment instrument for the new Companions in Mission program.

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Loyola Marymount Mission Statement: http://bit.ly/1m6e7Iv
M&I Office Mission Statement: N/A
LOYOLA UNIVERSITY CHICAGO

Office Structure: The position is placed within the President's office with an Associate Provost for Mission at Loyola University Chicago's Health Sciences Division. The office also employs an FTE for staff mission work. Student mission services are undertaken primarily by Campus Ministry but are served by myriad organizations and constituencies within the University community. The Associate Provost reports to the President and serves as a liaison to the University’s BOT. He is a conversation partner with the local Jesuit community and Provincial, which both share oversight roles. The Associate Provost has partnerships with the Office of Campus Ministry and campus academic administrators. The Archbishop and local Church have oversight roles with Loyola Chicago.

Collaboration: The Associate Provost holds quarterly information sharing meetings so that staff know what others are doing, and can work together on large scale projects as a team.

Educational, Formational, Spiritual Programs: Staff and faculty mission orientation; large range of retreats; formation program for medical students; faculty, staff, student reading groups, etc.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: Loyola Chicago has a chaplain dedicated to interfaith efforts; dedicated prayer spaces for various religious traditions; and a faculty/staff/student committee dedicated to these issues.

M&I Publications, Videos, Online Materials: N/A

New Programming Since 2010: Launch of a new formation program for medical students that allows them to explore the intersection of their faith commitments with their professional formation as physicians.

M&I Metrics: N/A

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Loyola University Chicago Mission Statement: http://bit.ly/1nXWEY8
M&I Office Mission Statement: N/A
Office Structure: The Special Assistant to the President for Mission Integration reports to Loyola University Maryland’s Executive Vice President, who supervises key top level administrators. The Special Assistant serves on a sub-committee of the University’s BOT. His office and the Office of Campus Ministry share the same suite. Note: No information was provided on his relationship to the Jesuit community / local Provincial; campus academic administrators; or the Archbishop and local Church.

Collaboration: The Office of Mission Integration collaborates on M&I activities with other offices / centers / institutes on-campus by offering retreats and workshops.

Educational, Formational, Spiritual Programs: Mission Over a Meal series; Faculty orientation; Messina Orientation; retreats; faculty book group.

M&I Integration in Academic Programs: N/A

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; Athletic retreats.

Interfaith Outreach: The University provides outreach through the Muslim Student Association, Christian Fellowship and Hillel.

M&I Publications, Videos, Online Materials: Videos, links and the Special Assistant’s blog can be found on the University’s Mission Integration webpage.

New Programming Since 2010: N/A

M&I Metrics: No metrics are in place to measure mission effectiveness across campus.

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Loyola University Maryland Mission Statement: http://bit.ly/1tWX487
M&I Office Mission Statement: N/A
Office Structure: The Office of M&M is comprised of two main offices: University Ministry (mainly student ministries) and the Jesuit Center (mainly faculty, staff, alumni ministries & mission work). The VP for M&M reports directly to the President and Board Committee on M&I. Note: No information was provided on his relationship to the Jesuit community / local provincial; campus academic administrators; or the Archbishop and local Church.

Collaboration: The Office is an equal partner with other offices, centers and institutes on-campus. The VP for M&M collaborates with members of the University’s Cabinet, and with faculty and staff through various committees.

Educational, Formational, Spiritual Programs: Programs sponsored by the Office of University Ministry include Community Prayer and Reflection; Interfaith Ministries; Law Ministries; Pastoral Counseling; Retreats; Sacraments and Faith Development; and Post Graduate Volunteer Opportunities. The University’s Jesuit Center sponsors events, programs and immersion trips, including Loyola Week; Lenten Series; Ignatian Faculty Fellows Program; Ignatian Staff Fellows Program; and the Ignacio Volunteers Program.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: Interfaith Ministry at Loyola University New Orleans is designed to meet the spiritual needs of students from many faith backgrounds and to educate students about diverse faith traditions. Through partnerships with faith organizations in the Greater New Orleans area, students and staff develop individual and ongoing programming that meets these ministry needs. Click here to learn more.

M&I Publications, Videos, Online Materials: Publications on Jesuit higher education and Ignatian spirituality can be found on the Jesuit Center’s online resource library.

New Programming Since 2010: Ignatian Faculty Fellows Program; Ignatian Staff Fellows Program.

M&I Metrics: Learning outcomes are evaluated each year.

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Office Structure: The Office of M&M reports to the President and works regularly with the vice presidents, deans, and trustees. The VP of M&M is a member of the President's cabinet. She is responsible for serving the BOT and President with respect to preparing both for mission leadership (formation) and implementing mission strategy. The Office offers a board formation program and will be working with Marquette’s new lay president on mission leadership issues. The VP meets monthly with the Rector of the Jesuit community and offers opportunities for Jesuits to provide input on the Office’s work. She also meets annually with the Provincial, although informal conversation is much more frequent. The Office of M&M oversees Campus Ministry and meets with them often. The VP of M&M maintains regular contact with deans and academic administrators, and serves on academically-oriented committees. The VP works with the President to maintain contact with the local Archbishop and Chancellor.

Collaboration: The Office of M&M sponsors joint programs with the Office of the President and Office of the Provost, and works collaboratively with Manresa for Faculty. Since Campus Ministry and the Faber Center for Ignatian Spirituality report to the Office of M&M, the VP and staff engage in many common projects with them as well.

Educational, Formational, Spiritual Programs: The Office of M&M offers Mission Week, the Marquette Colleagues Program, the Faculty Seminar in Catholic Identity, and a host of other programs aimed at faculty, staff, students, and trustees. Further, Campus Ministry provides many student programs, the Faber Center for Ignatian Spirituality addresses faculty/staff spiritual needs, and Manresa for Faculty (which has a dotted line report to M&M) offers workshops on Ignatian pedagogy and faculty vocation. Campus Ministry Staff work with the Office of Student Development, which leads the first-year student orientation.

M&I Integration in Academic Programs: Core curriculum requirements; Mission-centered service-learning programs. Marquette will undertake a core curriculum review next year, and Marquette's Strategic Plan has a very strong mission emphasis, particularly in the area of Formation of the Mind and the Heart.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Both the Faber Center and Campus Ministry offer many additional retreats.

Interfaith Outreach: In addition to a strong Affiliate Ministries program, Marquette's Office of M&M regularly sponsors or co-sponsors speakers from many faith traditions.

M&I Publications, Videos, Online Materials: The Marquette Difference Network features some multimedia, and the University has a very brief video entitled "Jesuit 2.0" that highlights the hallmarks of a Jesuit education. The marquette.edu/faith website is primarily for alumni. The Office of M&M has also created booklet-length pieces called the "Exploring Series" that are online and currently in production for print (click here). The Office uses many fine materials created by others, and has conducted interviews on mission with faculty and staff (university-specific) that have been posted online.

New Programming Since 2010: The Marquette Colleagues Program; the Action Group on Gender and Sexuality.

M&I Metrics: Marquette is in the process of developing metrics, and has scheduled an external review for next spring, which will focus in part on this need.
Office Structure: The Vice President for Mission is one of seven vice presidents who report directly to the President and serve on his Cabinet. The VP for Mission is also responsible for strategic planning at the University. The VP reports to the President and serves as liaison to the BOT committees on Mission and Student Development. He is the primary liaison with the Jesuit Community and Provincial staff under the President. The VP oversees the Office of Campus Ministry. The VP works with academic administrators on faculty development in mission and on mission-based curricular programs. The University President is the key liaison to the local Archbishop, while the VP serves as liaison to other Archdiocesan programs.

Collaboration: The Office of Mission oversees University Ministry; Ignatian spirituality programs; relationships with regional and national Jesuit and Catholic organizations; and oversees faculty-staff development in mission. The Office is also responsible to coordinate mission awareness and mission-related projects with many University departments, including advancement, marketing and communications, faculty and deans, student life, admissions, service learning, the Institute on the Common Good, Peace / Justice Studies, etc. The Mission Leave program is administered with Human Resources. The Office is involved with the Faith in Art Series, which represents the University’s Jesuit, Catholic identity through art installations in classrooms, meeting rooms, and public spaces. Other collaborations include partnerships with the local Cristo Rey High School (Arrupe High) and Nativity school (Escuela de Guadalupe).

Educational, Formational, Spiritual Programs: New faculty orientation program over 3 years; "J-Camp" seminars; colleague retreats and conversations; Ignatian Heritage Day; Brown Bag and Belief series; Common Ground inter-faith prayer series; Retreats-in-the-Workday; Catholicism in the Modern World Speaker series; Nobel Peace Laureate series.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. In Regis' undergraduate core curriculum, traditional undergraduates take four courses (junior-senior years) in addition to Religious Studies and Philosophy, in "Justice and the Common Good", "Search for Meaning", Diversity and Cultural Traditions"; and "Global Environmental Awareness." Non-traditional students take "Leading Lives that Matter" in addition to Religion and Philosophy. (May not be transferred in.)

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Retreat in the workday series for staff; paid retreats at the local Jesuit retreat center.

Interfaith Outreach: Weekly Common Ground inter-faith prayer program; Feasts of Faith; Brown Bag and Belief series; inter-faith minister.


New Programming Since 2010: Humanities 366; "Leading Lives that Matter" course required of all undergraduate students in the non-traditional College for Professional Studies; "J-Camp" I and II series of week-long seminars for faculty.

M&I Metrics: No metrics are in place to measure mission effectiveness across campus.

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Regis University Mission Statement: http://bit.ly/1pltVal
M&I Office Mission Statement: N/A
Office Structure: The Office of M&M at Rockhurst University is comprised of a full-time Chief Mission Officer (CMO) and an additional half-time person (generally the Rector of the Jesuit Community). The CMO sits on the President's Cabinet, the President's Council, and the University Planning and Budget Committee (three key committees within the University). Every prospective faculty, coach, and administrative applicant to the University is interviewed by the CMO, ensuring the commitment to hiring for mission. The Mission office is also responsible for chairing two University committees: a M&M Committee and a Jesuit Arts and Core Values Committee. Both are tripartate in nature, comprised of faculty, staff, and students. The Office offers numerous programs and events throughout the year and spends time working with and presenting to student groups. The CMO works closely with the BOT M&M Committee and provides formation to all new trustees. The CMO works closely with campus academic administrators through the President's Cabinet, President's Council, and through interviews with all prospective faculty. The Rector of the Jesuit Community sits on the Bishop's Presbyteral Council and is a Consultant to the Bishop.

Collaboration: The Office of M&M works collaboratively with Campus Ministry, which is under the supervision of Student Services. Numerous programs and formation activities are made available to faculty, staff, and students across all areas of the University, including graduate students. The M&M Office participates in Transfer Student Orientation, Freshman Orientation and Trustee Orientation.

Educational, Formational, Spiritual Programs: Ignatian Conversation: Discussions with every academic and work unit on campus on how to have an Ignatian conversation. Ignatian Afternoons: A time for faculty and staff to come together to discuss an article relating to Ignatian Pedagogy, Spirituality, Administration, etc. Ignatian Overnights: A time for faculty and staff to leave campus on an overnight retreat and have time for collegiality. Ignatian Brown Bag Conversations: centered around readings from Conversations Magazine (for faculty and staff). Lectures: to a variety of classes including Freshman Seminars, graduate students in PT, OT, Speech Pathology and Education. The Office works with student groups on campus such as Greeks, Athletes, and special interest clubs. Ignatian Heritage Week: always includes a Jesuit speaker on the core value of the year, and a community exhibit (last year with a presentation and display of the Saint John's Bible; this year will be the Ignatian Artwork of Holly Shapker).

M&I Integration in Academic Programs: Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. Strong service learning programs on campus; Strong service immersion trips.

Retreats: The University provides opportunities for retreats in conjunction with the Ignatian Spirituality Center, but these programs are not run out of the M&M office. The Office does have Ignatian Overnight retreats for both faculty and staff that are short 24-hour opportunities to get away from campus and immerse themselves in Ignatian pedagogy, spirituality, etc.

Interfaith Outreach: The Rector is part of an interfaith community group and represents Rockhurst in this endeavor. The University has hosted an interfaith clergy breakfast centered around the “Year with the St. John's Bible” program that Rockhurst held during the 2013-14 academic year. Most of the interfaith programs are sponsored by the Campus Ministry office.

M&I Publications, Videos, Online Materials: "The Olive" video from Fairfield University; Jesuit Spirituality Reader; Jesuit Education Reader; To Whom Do We Belong? An Ignatian Retreat; Contemplatives in Action: The Jesuit Way; Lessons from Ignatius Loyola; What is Ignatian Spirituality.

New Programming Since 2010: Ignatian Conversations; Ignatian Afternoons; Ignatian Heritage Week; “Can I Take You to Lunch?” (an opportunity to bring faculty, staff, administrators, and students together to know one another better).

M&I Metrics: Rockhurst is in the process of developing specific metrics to measure mission effectiveness.

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Rockhurst University Mission Statement: http://bit.ly/1y8r9nV
Office Structure: The Associate Provost for Mission oversees the Offices of Mission, Inclusion and Diversity, Campus Ministry, Ignatian Leadership, and the Faith-Justice Institute. Currently, all institutional units are involved in redrafting their individual mission statements in response to the new University mission statement. The latter was arrived at through a communal Ignatian discernment process, which is also being used for the unit statements. The initial response has been highly positive with tremendous buy-in. The Mission Office is under the Provost, who reports to the President (the Office of Campus Ministry reports to the Associate Provost for Mission). There is a standing BOT Mission committee, for which the Associate Provost serves as liaison. There is no formal relationship, but close informal ties with the Jesuit Community, local Provincial, Archbishop and local Church. The Associate Provost has weekly group meetings with campus academic administrators who also report to the University Provost.

Collaboration: Beyond co-sponsoring various events, initiatives and speakers, the greatest collaboration comes through the University’s internal Ignatian Leadership Programs, one for administrators / staff, and one for faculty. These are year-long formation programs that draw on all departments, building a cadre of University leaders who “get it.”

Educational, Formational, Spiritual Programs: The Office sponsors internal Ignatian Leadership programs that combine the history of the Society of Jesus, an experience of the Spiritual Exercises, and Ignatian leadership formation designed for the individual constituencies.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. The Office offers the Spiritual Exercises for all constituencies, and a winter and summer retreat for faculty and staff, but most retreats are for students (visit campus ministry retreat webpage for more information).

Interfaith Outreach: The Office sponsors “SJU Learns,” an annual lecture series devoted to ecumenical and interfaith dialogue, as well as “SJU Prays,” an interfaith service that begins the spring semester.

M&I Publications, Videos, Online Materials: Mission in Action (online publication)

New Programming Since 2010: Ignatian Leadership programs, noted previously. The Mission Office was instrumental in achieving Fair Trade status for the University, and sponsoring its first workshop on promoting teaching and scholarship on sustainability. The other very important effort was the revision of the institutional mission through an intentional process of Ignatian communal discernment.

M&I Metrics: No metrics are in place to measure mission effectiveness across campus.

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Saint Joseph’s University Mission Statement: http://bit.ly/1t0LAyQ
Office Structure: Increasingly, through presentations with other units in the University, M&I has become more clear and present in the University community. The Office has close, regular contact and consultation with the University President, Jesuit Community and local Provincial, and BOT (the Office is currently developing a focused and integrated process for trustee formation). The Office of M&M has weekly meetings and close, regular contact and consultation with the Office of Campus Ministry. As members of the President's Executive staff, as well as in a variety of meetings, the Office has close, regular contact and consultation with campus academic administrators. The Office’s relationship with the Archbishop and local Church is described “as needed,” but with close contact and regular communication.

Collaboration: The Office co-sponsors activities with other units and centers across campus, including Academics, Student Development, Student Involvement, Graduate Students, Center for Global Citizenship, the President's Diversity Council, and a wide variety of student groups.

Educational, Formational, Spiritual Programs: As they arise; more contact is forthcoming with Human Resources and a variety of academic units.

M&I Integration in Academic Programs: Core curriculum requirements; Mission-centered service-learning programs.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. The Ignatian retreat is being redeveloped for implementation next academic year. 19th Annotation Retreat opportunities are provided as requested.

Interfaith Outreach: The University works closely, through the Offices of M&M, Pastoral Care and Campus Ministry, with on and off-campus interfaith organizations.

M&I Publications, Videos, Online Materials: N/A

New Programming Since 2010: N/A

M&I Metrics: No metrics are in place to measure mission effectiveness across campus.

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M&I Office Mission Statement: N/A. The Office supports and follows the Mission Statement of the University. Individual departments (Campus Ministry and Pastoral Care) have complementary Mission statements.
Office Structure: The VP for M&M reports directly to the President, and is a member of the President's Cabinet. In this role, he provides leadership with regard to the Jesuit mission; is a liaison to the Rector and Jesuit Community (he encourages members to be present at University functions and to use the annual contribution to the University strategically to support the mission; as liaison between Rector and President, he alerts them to issues and opportunities as they arise, and encourages their communication); and advises the President on relationships with the Archdiocese. His principle role with the BOT is also Jesuit mission-related, and is seen most clearly in a 6-board meeting cycle of mission discussions based on online reading materials that is held for the M&M Committee of the Board. Each new Board member is assigned to that Committee in addition to another Committee assignment. The Office of Campus Ministry reports to the VP for M&M; staff collaborate closely on retreats and liturgies for students and Student Affairs staff. Academic administrators are friendly and cooperative within the constraints imposed by the faculty’s willingness to cooperate, and the compressed academic daily schedule (opportunities for mission-related programming for faculty have been the greatest challenge to the VP for M&M). The relationship with the Archbishop is generally good, and is helped by the President's ability to anticipate problematic issues before they become public, and by once- or twice-yearly invitations he extends to the Archbishop to come to his home for dinner and conversation with University leaders.

Collaboration: The VP for M&M sits on most major administrative committees, including the President's Cabinet, the Strategic Planning and Budget Committee, the Enrollment Management Committee, the Student Affairs Advisory Committee, etc., with the expectation that he will participate from a Mission perspective. The VP has sponsored extended mission-related workshops to various divisions on campus, e.g. a two-day workshop on Jesuit identity for Advancement, Enrollment and Management; workshops for enrollment counselors; and a six-part workshop on Jesuit identity for managers in Student Affairs. Generally the willingness to invite mission input is high on campus, but is often constrained by a compressed daily schedule and the desire to beat the commuter rush in the afternoon.

Educational, Formational, Spiritual Programs: In conjunction with the local Alpha Sigma Nu (ASN) chapter, the Office sponsors a "Jesuit Heritage Series" of activities that occur throughout the year, including the Tagliabue Lecture. The ASN chapter focuses on sponsoring mission-related activities that are of interest to students. With each issue of Conversations, the Office of M&M sponsors and leads a Seminar-like discussion of the magazine’s content. The VP for M&M and the Jesuit Community offer financial support for faculty and administrators to attend ICP and the Ignatian Seminar. The Office is in the process of developing seminars for both faculty and staff on Jesuit educational theory and practice. The Office also organizes and sponsors a mission-related tour to the Ignatian sites in northern Spain.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Mission-centered service-learning programs. Introducing mission themes into graduate and professional programs that depend on adjunct professors with little exposure to Jesuit education is the biggest challenge to the Office of M&M.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: Click here for more information on the University’s interfaith outreach efforts.

M&I Publications, Videos, Online Materials: The Office of Campus Ministry uses social media to present photos and occasionally video of activities. In addition, the VP for M&M produced a video of Saint Peters’ students at the Ignatian Family Teach-in. For orientation, he uses online materials found here.

New Programming Since 2010: N/A

M&I Metrics: The "culture of assessment " is strong at Saint Peters. Each activity is accompanied by some assessment instruments that include direct measures and indirect measures. Each year, the Office of M&M is asked to focus especially on one or two activities for closer scrutiny and a report that is submitted to the area VP and to the Assessment Committees.

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Saint Peter's University Mission Statement: http://bit.ly/1uWiEZm
M&I Office Mission Statement: http://bit.ly/1uWiJw1
Office Structure: The M&I Officer fills the role of Executive Director (ED) for the Ignatian Center for Jesuit Education (ICJE). The ICJE ED is an active participant in the work of the President's staff. During the 2012-13 academic year, the ED presented a 3-part series of talks to the full BOT on the development of “Education as Spiritual Exercises: The Classical Tradition, the Christian Tradition, the Ignatian Tradition.” Each year, at the Trustees Orientation, the ED leads an hour-long presentation / discussion on Jesuit education at Santa Clara for new trustees. The ED and the ICJE staff work closely with the Rector of the Jesuit community to identify themes and organizing various programs, presently under the title of “Jesuit Conversations,” in which groups of faculty and/or staff engage with the Jesuit community members in discussions (two or three times during the academic year) concerning Jesuit higher education or the local project of Jesuit education at Santa Clara University. While there is no formal connection between ICJE and Campus Ministry, there is deep interaction on a number of levels, as members of the respective teams frequently support and participate in programmatic offerings from both offices. ICJE staff work closely with faculty facilitators for the Ignatian Faculty Forum (IFF), a program developed by lay faculty 14 years ago, in which 12-15 faculty meet on a monthly basis to discuss various themes, which are directly or indirectly related to the project of Jesuit education. For the first time this year, ICJE co-facilitated a similar forum of senior University administrators, under the title of the Senior Leadership Forum, SLF. While no formal relation exists between ICJE and the local Archdiocese, Bannan Institute programs are of great service to the local Church and all faith communities in Silicon Valley. Moreover, Santa Clara University and Santa Clara Valley Jesuits have an excellent relationship with the local Ordinary, and there is regular communication regarding events that may be of particular interest to him.

Collaboration: ICJE collaborates with many entities at SCU on M&I issues, both formally and informally. Primary among these are the University’s other two Centers of Distinction (ICJE is also a Center of Distinction) and Campus Ministry. 1) The Markkula Center for Applied Ethics is the world’s leading proponent for practical ethics in personal and professional life. In dialogue with Silicon Valley and global society, the Center conducts research and inquiry into important ethical questions, and provides useful resources to promote ethics in everyday life and equip individuals and institutions to act with integrity. 2) The mission of the Center for Science, Technology, and Society is to accelerate global, innovation-based entrepreneurship in service to humanity with the aim of positively impacting the lives of 1 billion by 2020. The Center has established the Global Social Benefit Incubator Network, a collaboration among mission-aligned universities and organizations building social enterprise incubators and accelerators. Campus Ministry is the heart of spiritual life at Santa Clara; the University believes that engaging the experiences, practices and questions of faith is central to the development of the whole person.

Educational, Formational, Spiritual Programs: Bannan Institute: Bannan Institutes are yearlong thematic programs that address matters of significance within the Jesuit, Catholic intellectual tradition, foster an ethic of dialogue among persons of diverse religious and philosophical commitments, and facilitate opportunities for interdisciplinary exchange across the University and broader community. Santa Clara staff, faculty, students, and community members make up the diverse audiences at each of the Bannan events. The Ignatian Center’s Immersion Program offers a variety of domestic and international trips over each academic break for students, staff, faculty, and alumni to enter into communities that have little access to wealth, power, and privilege. The Ignatian Center community-based learning programs consist of the Arrupe Weekly Engagement program and the new Thriving Neighbors Initiative. Search for What Matters: ICJE sponsors a quarterly luncheon speaker series that invites members of the campus community to respond to the question “What matters to me and why?”

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Santa Clara University Mission Statement: http://bit.ly/1xH7dZ
SANTA CLARA UNIVERSITY (CONTINUED)

M&I Integration in Academic Programs: Core curriculum requirements: (3 Core Curriculum courses in Religion, Theology, and Culture, 1 in Ethics); Emphasis on mission within undergraduate majors; Mission-centered service-learning programs. Arrupe Weekly Engagement and ELSJ: All SCU undergraduates are required to complete an Experiential Learning in Social Justice (ELSJ) component of the core curriculum. The ELSJ requirement provides students the opportunity to engage in community-based learning while simultaneously taking a course to help give context to their experience. Students most commonly fulfill the ELSJ requirement by taking part in the Ignatian Center’s Arrupe Weekly Engagement Program as a component of one of their courses. About 20 courses partner with the Arrupe program each quarter, which results in approximately 1,200 students participating in the program each academic year. Thriving Neighbors Initiative: See below in “New Programming.”

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. In the past year, ICJE offered themed “days of recollection” for SCU faculty, staff and alumni. For a number of years, the ICJE has sponsored an annual Ignatian-themed weekend retreat for faculty and staff. For the past two years, this retreat has been facilitated by ICJE staff and faculty. Campus Ministry offers five-day silent, directed retreats, targeted mostly for students, but open to faculty / staff. In recent years, the possibility of offering such retreats for faculty, staff, and board members has been raised. In recent years a number of SCU faculty have made a “19th Annotation” of the Spiritual Exercises. More information can be found online.

Interfaith Outreach: The Bannan Institute frequently features speakers from different faith traditions. Campus Ministry, through their Director of Religious Diversity, regularly provides interfaith and ecumenical programs. Historically, ICJE has supported the practice of Zen “mindfulness” and centering-prayer. In February 2014, five lay faculty (four from SCU and one from the University of Scranton) offered a three-day retreat entitled, Ignatius and the Buddha in Conversation. During this retreat experience (which was composed of 13 scholars and those who regularly practice Zen and Ignatian Exercises), participants utilized a text produced by these five faculty members. This retreat represented 18 months of focused labor and faith-sharing.

M&I Publications, Videos, Online Materials: ICJE produces the annual explore Journal, which can be found online at scu.edu/explore. ICJE also provides video access to all lectures and events for which it has permission. These videos can be found online here or on the ICJE YouTube Channel.

New Programming Since 2010: During this past academic year, Santa Clara launched the Thriving Neighbors Initiative (TNI), a new place-based program that seeks to actively promote strategic ties, and enhance pathways to prosperity and education, between Santa Clara and the Greater Washington Community of San Jose. Facilitated by ICJE, TNI will bring SCU schools, departments, and community programs together with community residents, businesses, schools, and non-profit organizations to build local capacity for entrepreneurship, expanded educational choice, healthy living, and more. In this initial phase of the program, TNI has successfully launched an academic enrichment program for high-performing students with access to few resources at Washington Elementary school.

M&I Metrics: ICJE has worked with the Director of Assessment at SCU to refine evaluations for all of its signature programs working toward mission. This past year, the Center also formed a Finance and Metrics Committee from its Advisory Board in order to support the next generation of metrics and assessment for the Center programs and the Center as a whole.

More Information: In conjunction with the Associate Provost for Faculty Development, the ICJE ED welcomes and offers new faculty a presentation on Jesuit education and values. ICJE staff regularly offers (4 times a year) an hour-long presentation on Jesuit education at “New Employee Orientation” (new staff orientation). Ignatian Center staff provide a presentation to Orientation Leaders each year regarding an overview of the Center, the programmatic offerings, and an articulation of M&I components of the University. Further, Ignatian Center staff have met with Student Ambassadors in the Admissions office to provide training on speaking about M&I to prospective students.
Office Structure: Seattle University has a VP for M&M with four collaborative units that report to him: Campus Ministry (CM), Office of Jesuit Mission and Identity, Magis: Alumni Living the Mission, and the Chaplain for Faculty and Staff. The VP for M&M serves on the President's cabinet, attends all board meetings and serves as staff liaison to the Board committee on Catholic, Jesuit Identity (the VP and staff are currently developing an orientation for trustees). The VP is member of the Jesuit Community and reports periodically to inform members and get their feedback. The CM Office reports to the VP for M&M, who meets every two weeks with the CM Director and periodically with the CM team. The VP for M&M is a member of the University Cabinet; meets periodically with the Provost and academic deans as a group; and has frequent interaction with individual deans. The VP for M&M meets from time to time with the Archbishop and participates in activities intended for the wider Archdiocesan population. CM staff meet annually with the pastor of the local Cathedral located a few blocks away from Seattle University.

Collaboration: M&M staff serve as members on key committees across the University: facilities, finance, student development, marketing, strategic planning, etc. Staff have also provided targeted workshops for various units in the University, including faculty and staff. The VP for M&M established and chairs the Interreligious Dialogue Initiative (IDI) that includes faculty, staff, and students from across the University. The Office has particularly close collaboration with the Institute for Catholic Thought and Culture, which reports to the Provost's office but has a dotted line to M&M. M&M staff work with the University's faculty development center and HR to provide programs for new faculty and staff. The Office of M&M also offers various programs for faculty and staff to go deeper into Jesuit educational tradition and identity, and with Campus Ministry, the Office offers many programs for new students.

Educational, Formational, Spiritual Programs: Colleagues in Jesuit Education: Between 80-100 faculty and staff gather five times a year to pursue some topic central to the Jesuit mission and share a dinner together. Arrupe Seminar on the Foundations and Vision of Jesuit Education: Arrupe, completing its tenth year, meets for two hours fifteen times a year throughout the academic year. Between 30 and 40 faculty and staff participate each year. This year, for the first time, the Office of M&M has added a six-session Arrupe II follow-up program. Mission Day: once a year for all faculty and staff, classes are canceled for the morning; the day begins with breakfast, ends with lunch, and explores topics of significance for the University's mission, e.g., the environment, interreligious dialogue, science and religions.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. The University just underwent a major revision of its core curriculum; more information can be found here.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Search retreats, Agape, New Student Retreats, Senior Retreat. More information can be found here.

Interfaith Outreach: Seattle University is very focused on openness to ecumenical and interreligious dialogue, and has an Ecumenical Multi-Faith Campus Minister to support students of all faith backgrounds to grow deeper in their faith. The Interreligious Dialogue Initiative (IDI), monitored by a University-wide committee and chaired by the VP for M&M, works collaboratively with the University's School for Theology and Ministry, which is deeply involved in ecumenical and interreligious dialogue.


M&I Metrics: At this time, the University is developing metrics to assist in assessing programmatic offerings across campus.

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Office Structure: Spring Hill College does not have an office dedicated to M&I. The President / Chancellor is the M&I Officer for the College. With the College’s current administrative structure, these two positions are held by the same person. The President works directly with the BOT; Jesuit community and local Provincial; Office of Campus Ministry; campus academic administrators; Archbishop and the local Church.

Collaboration: The President works directly with the Cabinet members and Campus Ministry staff on matters related to M&I, such as orientation and special seminars.

Educational, Formational, Spiritual Programs: Besides participating in the AJCU Seminar on Higher Education Leadership and the Ignatian Colleagues Program, Spring Hill initiated an Ignatian Seminar for faculty and professional staff this past year.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Mission-centered service-learning programs. All students receive orientation to the College’s mission as part of LEAP, the orientation course for first-year students. All students complete a community-based, mission-oriented learning experience as a core curriculum requirement. Normally, students complete this experience during the sophomore or junior year of study. Most undergraduate majors in the humanities and social sciences include mission-oriented, service-learning courses as program electives. Internships, fieldwork, or practicum requirements in Nursing, Teacher Education, Sociology, and Theology provide opportunities for mission-oriented learning. The Albert S. Foley, S.J. Center for Community Service supports mission-oriented service-learning courses across curricula. Service learning courses in English, Chemistry, Art and Graphic Design were featured at the 2013 Justice Conference at Creighton University.

Retreats: 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. The Retreat in Every Day Life is offered annually to all faculty and staff members during Lent. Retreats for students offered through Campus Ministry include: Beginnings Retreat (for new first-year students); SHAPe Retreat (for upper-class students); Senior Retreat (for seniors in their last semester of study).

Interfaith Outreach: Spring Hill College has hosted a community-based Jewish-Christian Dialogue for more than 35 years. Spring Hill also hosts a quarterly evening of interfaith sharing among Christians, Jews, and Muslims, called the Triologue.

M&I Publications, Videos, Online Materials: N/A

New Programming Since 2010: Ignatian Seminar for faculty and professional staff.

M&I Metrics: No metrics are in place to measure mission effectiveness across campus.

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M&I Office Mission Statement: N/A
Office Structure: University Ministry reports directly to the UDM President, as does the Assistant to the President for M&I. In that role, the Assistant is a member of the President's Council and attends weekly senior leadership meetings, etc., ensuring that M&I is "at the table where policy is made." As a University trustee, the Assistant is working with the UDM Board Chair and President to develop an extensive trustee development program. At this point, roughly 14 Trustees have made or are signed up to make the University's "bread and butter" Half-Day Mission Retreat, which over 1,000 UDM employees have also made.

Collaboration: M&I cooperates with University Ministry, Service Learning and the Center for Catholic Studies, sometimes lending the Assistant’s campus-wide listserv to market events.

Educational, Formational, Spiritual Programs: Half-Day Mission Retreat (main program); Faculty Conversation Weekend; Magis national retreat; Junior Faculty mentoring program; 19th Annotation retreat program; Mission Micro Grant program. The Assistant for M&I publishes a daily e-mail on work days, "A Work Day in Hard Times," ordinarily tied to a poem, which he distributes to roughly 1,550 subscribers (almost all employees, plus roughly 150 colleagues and friends nationally). Student formation programs are done by University Ministry, whose director also directly reports to the UDM President.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. Some undergraduate majors and some graduate / professional programs incorporate mission better than others. Service learning is thriving. M&I threads are woven into the core curriculum, which is now being implemented.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc.

Interfaith Outreach: The diversity of the UDM student body and staff is itself a constant presence that integrates interfaith experience into the life of the University without any programmatic push. The most programmatic emphasis on such diversity appears in the Fall "Celebrate Spirit" event, which is centered on a Roman Catholic Eucharist but contextualized with a strongly choreographed entrance procession led by members of the University community carrying banners to represent the world’s six great religions (Christianity, Islam, Judaism, Hinduism, Confucianism, Buddhism).


New Programming Since 2010: "A Work Day in Hard Times" poetry listserv for the campus community. Misc: UDM has a very small budget that is supported in several important ways. 1) In the late 1990’s, the UDM Jesuit Community created a fund to support participation in more expensive endeavors (e.g., Celebrate Spirit, Ignatian Colleagues Program, Heartland-Delta, Mercy Higher Education national programs, Ignatian research grants, etc.). 2) The University is also building an endowed fund, aiming at $1.5-2.0 million. From this perspective, the poetry listserv posts are far and away the University’s most cost-effective means of promoting mission. The 129 posts, with strong evidence of how they are valued by employees, have zero dollar costs.

M&I Metrics: The number of participants in core programs (most notably, the 1,000+ employees who have made the Half-Day Mission Retreat); the number of employees receiving mission micro grants; the number of trustees who have made the half day retreat with UDM employees; the faculty demography of Heartland Delta Faculty Conversation participants.

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M&I Office Mission Statement: N/A
**Office Structure:** The University of San Francisco does not have an office dedicated to M&I. All faculty, staff, centers, divisions and departments share responsibility for supporting and advancing USF’s Vision, Mission and Values. The President and Leadership Team (deans and VPs) are ultimately responsible for the mission and identity of USF. The President leads his Leadership Team in a mission-focused reflection or discussion at every meeting. In addition, the University Council on Jesuit Mission ("Mission Council") organizes mission-oriented programs and activities. The Mission Council is co-chaired by the director of University Ministry, director of the St. Ignatius Institute, and director of the Lane Center for Catholic Studies and Social Thought. The Council is comprised of directors of all of the mission-related departments and centers on campus, along with the pastors of the two local Jesuit parishes. All members of the Mission Council work collaboratively to plan and execute programs that promote the Jesuit, Catholic identity of USF. Staff support is shared by multiple departments. Some members of the Mission Council serve as faculty / staff representatives on Board committees. The Rector of the USF Jesuit community is a member of the Mission Council. The Director of University Ministry is co-chair of the Mission Council. Several campus academic administrators are members of the Mission Council. The USF President is the primary point of contact with the local Archbishop. The President handles orientation of the Board, and gives a talk on Jesuit mission at all new faculty / staff orientations. The pastors of the two Jesuit parishes nearby (or their delegates) are members of the Mission Council.

**Collaboration:** The Mission Council facilitates collaboration across departments and divisions. The Council has a single website that is populated with events from various departments. Council members meet regularly to build relationships that foster stronger collaboration, and attempt to plan joint programs and co-sponsor as many campus events as possible.

**Educational, Formational, Spiritual Programs:** [Professional development](#); [Spiritual formation programs](#); [Living the Mission Series](#).

**M&I Integration in Academic Programs:** Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs.

**Retreats:** Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Multiple student retreats (16 per year).

**Interfaith Outreach:** The Office of University Ministry holds two "Interfaith Weeks" per year with a variety of events and prayer services. The University has an Interfaith Meditation Room that is used by many individuals and groups of diverse faith traditions. Learn more on the [USF website](#).

**M&I Publications, Videos, Online Materials:** [Living the Mission](#) (book).

**New Programming Since 2010:** Living the Mission; Community Conversations on gender and sexuality, interfaith inclusion, and social justice.

**M&I Metrics:** The University has some metrics in place, but Mission staff are always trying to grow and improve in this area. The University has an office of institutional assessment that works on this. WASC [accreditation] reports include mission effectiveness.

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UNIVERSITY OF SCRANTON

Office Structure: The University of Scranton’s Jesuit Center works with faculty and staff to imbue their work with Ignatian and Catholic values. Campus Ministry, the Center for Service and Social Justice, and the International Service Program serve to reach out to students and offer an awareness, and deepening, of the Jesuit and Catholic spirit and nature of the University. Mission staff receive tasks from the University President and BOT; have communication with the Jesuit Community and local Provincial; and work closely with the Office of Campus Ministry, Provost and Vice President for Student Affairs. Mission staff have very good working relationships with the local Bishop.

Collaboration: Mission staff interact with and co-sponsor programs with a plethora of academic departments (especially theology and sociology) and other offices across the University, e.g., the Office of Multicultural Affairs, the Women's Center, Student Programming Board, etc.

Educational, Formational, Spiritual Programs: Programs are listed on the University’s websites for the Jesuit Center and University Mission and Ministry.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. More information is available on the University’s websites for the Jesuit Center and University Mission and Ministry.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); Week-long silent directed retreat; 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. The retreat schedule for the 2014-2015 academic year can be found here online.

Interfaith Outreach: The University has good relationships with local Protestant churches and synagogues. The University also has a mosque on campus, and a business professor who is an Imam.

M&I Publications, Videos, Online Materials: N/A

New Programming Since 2010: The University is particularly pleased with the Harry Potter and outdoor Born to Be Wild retreats. Several athlete and team retreats are popular. The Jesuit Center's immersion trips to Central America and the KINO Border Initiative have been profoundly influential on faculty and staff. More information can be found on the University’s website.

M&I Metrics: The University has metrics in place to measure mission effectiveness on campus (no further information provided).

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Office Structure: M&I at Wheeling Jesuit University is under the direction of the Senior Vice President for M&M (hereafter SVP) who reports directly to the University President. The SVP serves on the Senior Leadership Team. The following offices report to the SVP: the Director of Campus Ministry (who oversees M&I activity), the Director of the Service for Social Action Center (SSAC) and the Director of the Appalachian Institute (AI). The SVP also oversees the Dean of Student Development, the Director of International Student Programs and the Counseling Center. The responsibility to promote M&I is shared structurally across campus by means of the Jesuit Identity Team, comprised of representatives from the Jesuit community, faculty, administrators, staff, and students. This team, facilitated by the Director of M&I, advises the SVP on M&I endeavors and provides opportunities for employees to engage the mission. The SVP has served on the BOT M&I Committee since March 2012. The SVP is a Jesuit who has regular interaction with the Jesuit Community and local Provincial. The SVP oversees the Director of Campus Ministry, who shares in M&I responsibilities. The University’s Academic Vice President is routinely consulted on mission matters, and faculty serve on the Jesuit Identity Team. The relationship between the SVP and the Archbishop and local Church is cordial. The Bishop and local clergy are invited to major University Masses and academic ceremonies.

Collaboration: The SVP is a member of the Jesuit community; the Rector of the Jesuit community and other Jesuits are members of the Jesuit Identity Team. Campus Ministry provides spiritual opportunities (retreats, liturgy, faith-sharing groups) on campus, especially for undergraduate students. The promotion of justice and service opportunities are chiefly the responsibility of two offices: the SSAC and the AI. The SSAC promotes service and service leadership among students by providing service opportunities locally, regionally, nationally and internationally. The Center also administers the Arrupe scholars program, funded by a grant from the Jesuit community, which provides scholarships to students committed both to weekly, ongoing community service and to providing service leadership to their peers. The AI, founded partly in response to the Appalachian Catholic Bishops’ pastoral on Appalachia, investigates and raises awareness about the economic, environmental, and health issues of the region; the Institute also celebrates the culture and spirit of the Appalachian people. The Institute provides immersion experiences for students and employees of WJU and of other Jesuit schools to engage in service and to advocate for Appalachia. Human Resources, in conjunction with M&I, provides orientation on the mission and identity of WJU to new administrators and staff.

Educational, Formational, Spiritual Programs: The Jesuit Identity Team (JIT) sponsors lunchtime discussions in order to foster conversation and build community among employees around the University’s Jesuit identity and mission. Topics are drawn from popular Jesuit sources (e.g. Conversations and America magazines) and are open to all employees. Lunch is provided. JIT offers book reading groups, and faith sharing groups (using Scripture, Spiritual Exercises) to employees. The Mission Office sponsors 2-4 speakers per year for employees, students and the general public. New faculty are oriented by the Academic Vice President, who is thoroughly engaged with the Mission Office. The Mission Office has provided a 30-minute Mission orientation for the BOT at each meeting since December 2012. WJU sponsors a unique living opportunity for upper-class students dedicated to service, faith and justice: The Mother Jones House, a collaboration between WJU and the Laughlin Memorial Chapel (a social-outreach center sponsored by the Presbyterian Church) is an intentional Christian community for upper-class WJU students devoted to community service. Each year, four to eight students live together with a house mentor in East Wheeling, an impoverished neighborhood in downtown Wheeling. In addition to maintaining their full time academic load, these students commit to weekly community service in the neighborhood, spiritual development including retreats, and other community-building activities.

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M&I Office Mission Statement: N/A
M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. First-year students are invited to explore the mission of the University through a presentation on St. Ignatius. The one-credit course for undecided students includes a presentation on Ignatian decision-making. Service-learning is a component of courses across the curriculum, e.g., physical therapy, professional education and psychology, including international service trips to Mexico, Haiti and Peru. The Laut and Ignatian Honors programs emphasis the academic inquiry and integration expected of a graduate of a Jesuit University.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Campus Ministry provides and continues to develop Ignatian-focused retreats for students and employees. All off-campus retreats use Lantz Farm, a University facility, which has capacity for 36 retreatants and staff. For students: Campus Ministry offers several off-campus retreat formats each semester, including the Freshman Overnight Retreat. For employees: together with Campus Ministry, JIT facilitates faith-sharing groups for employees that meet for a semester or year and use a written guide based on the Spiritual Exercises. Campus Ministry administers an online questionnaire to solicit feedback from participants. For all: The Time Out Retreat offers an in-depth experience throughout Lent, designed to encourage student, faculty and staff participation in ongoing prayer and other retreat opportunities and spiritual direction. Campus Ministry has also offered, or collaborated on, retreats tailored to specific groups, e.g., athletic teams, faculty and administrative departments.

Interfaith Outreach: JIT offers ecumenical employee prayer services one to two times per semester. Campus Ministry now employs a Jesuit skilled in interfaith ministry, who oversees an interfaith discussion group and prays with our growing Muslim community. The University provides a prayer room for Muslim students.

M&I Publications, Videos, Online Materials: America Magazine; Conversations on Jesuit Higher Education; The Olive (video); Articles from Jesuit Education Reader; Robert Barron DVD's for RCIA, etc.; Moved to Greater Love.

New Programming Since 2010: Ignatian Leadership Initiative: Beginning in Summer 2014, training of athletic coaches, resident advisors, peer instructors and other student leaders in the principles and practices of Ignatian leadership is under way, under the direction of the SVP. In spring 2013, the Board mandated a Jesuit Intellectual Experience Task Force charged with providing recommendations for ways of better articulating the academic outcomes that are particular to a Jesuit educational experience. In addition, this task force considered the role of a volunteer community service in the Jesuit educational experience with special attention to preparation for pro bono professional work. This task force also considered the impact of the overall educational experience on the moral and spiritual development of Wheeling Jesuit’s students. AJCU member institutions were surveyed on these themes as an aid to the University’s own efforts. The Task Force convened seven conversations with faculty, alumni, undergraduates, staff, athletic coaches and off-campus community members.

M&I Metrics: M&I Dashboard for BOT; Administer occasional surveys and reports to Administration and BOT; AJCU Employee Survey, coordinated through Xavier University in Sept 2013.
Office Structure: The Office of M&I (led by the Assistant to the President, or Chief Mission Officer) reports to the President (along with the Office of Diversity & Inclusion and General Counsel). The CMO is a Cabinet-level position and serves as Staff to the Jesuit Identity Committee of the University’s Board. The Dorothy Day Center for Faith and Justice is in the Division of Student Affairs reporting to the CAO / Provost. Members of the Xavier Jesuit Community are on the University’s M&I staff. M&I staff collaborate with the Office of Campus Ministry on major events, e.g. Baccalaureate Mass, Mass of the Holy Spirit. With regard to the relationship between Xavier and the Archbishop and local Church, major campus events are open to the regional community.

Collaboration: Xavier has a “mission animators” network which includes, in addition to the Center for Mission and Identity, the Offices/Center/Departments of: Community Engagement, Dialogue, Diversity, Faith and Justice, Interfaith Community Engagement, Sustainability, Theology, Bellarmine Parish and Jesuit Community.

Educational, Formational, Spiritual Programs: The Center for Mission and Identity and Conway Institute for Jesuit Education offer programs for faculty, staff and administrators including Assuring the Future Mission and Identity of Xavier (AFMIX). AFMIX is a two-year M&I educational program for faculty, staff, and administrators that includes readings, presentations and discussion on Ignatian spirituality, and the Jesuit history, spirit, pedagogy, and education that grew out of that spirituality. Other programs include the Ignatian Mentoring Program for new faculty and the Conway Faculty Fellow program, which is offered annually with a summer stipend and release from all teaching responsibilities the subsequent semester to a faculty member to advance a proposed project that “makes a significant mission-related impact on the educational endeavor at Xavier and beyond.” A 9-part Seminar, ‘Reflecting on the Mission as a Trustee of Xavier,’ is facilitated within the Jesuit Identity Committee. The Manresa orientation program begins with the President’s Luncheon and followed by either an overnight retreat or a 3-part lunch program. Programs for students are offered primarily through the Dorothy Day Center for Faith and Justice in Student Affairs. Manresa for new students eases the transition to campus life at Xavier. Among many offerings, the 4-day program for freshmen includes an introduction to Jesuit core values, a Mass, and an interfaith prayer service.

M&I Integration in Academic Programs: Core curriculum requirements; Emphasis on mission within undergraduate majors; Emphasis on mission within graduate / professional programs; Mission-centered service-learning programs. Learning objectives for the revised core curriculum (to begin Fall 2015) are centered on the “Gifts of our Ignatian Heritage”: Magis, Reflection, Cura Personalis, Discernment, Service, Solidarity. To learn about the mission emphasis within undergraduate majors through the Ignatian Mentoring Program and Mission Academy, please click here.

Retreats: Ignatian-themed weekend retreats (e.g. Kairos, Emmaus); 19th Annotation Retreats / SEEL / Retreat in Every Day Life, etc. Semester-long small group introduction to the Spiritual Exercises (as part of AFMIX 3rd semester).

Interfaith Outreach: All programs sponsored by the Center for Mission and Identity are open to people all faiths. Particular attention is paid to interfaith relations through specialty seminars (“Understanding World Religions”) and Loyola Seminars (weekly lunch-and-learns).

M&I Publications, Videos, Online Materials: Online and print resources are available through the Center’s Jesuit Resource website, including: an encyclopedia of terms and information; resources by theme (e.g., Nostra Aetate, Sustainability, Easter); quote index; mission-related video clips; print resources translated in Spanish; prayer index; multi-faith calendar of religious holy days. Print resources include: Do You Speak Ignatian?; Do You Walk Ignatian?; Lighting the Way: Graduate Students; Lighting the Way: Student Leaders; Lighting the Way: Student Athletes; and Ignatian Spirituality and the Spiritual Exercises.


M&I Metrics: Mission-related assessment is conducted through the Office of Institutional Research for students, faculty/staff/administrators and alumni. Results are presented annually at the meeting of the Jesuit Identity Committee and BOT.

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