



**Catholic Community at Stanford**

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# **Visioning the Future: Making an Impact 2020 and Beyond**

***Report of The Dream Team to Pastor and Staff***



November 2020

*I formed the Dream Team to take a look at the whole of the Catholic Community at Stanford with this question in mind: Where do we go from here?*

*This group included recent alumni, permanent community and professors. I asked them to think outside of the box. This report is a series of suggestions with resources for further investigation. They are recommendations to me, to the staff, and to a future Pastoral Council that is to be formed.*

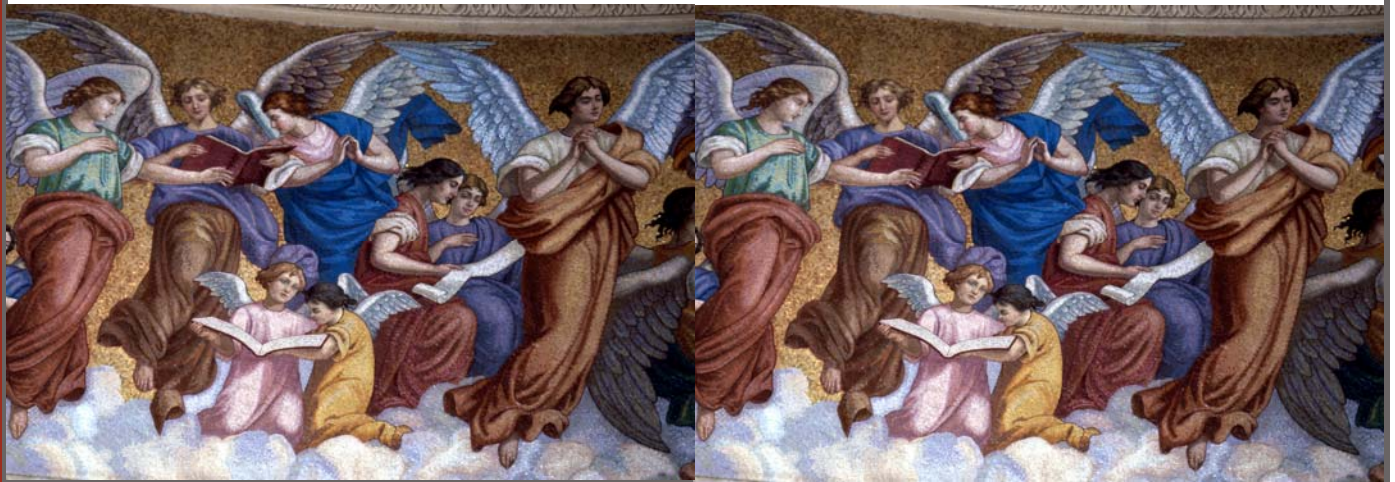
*The major ideas are:*

- ◆ *To give a larger sense of purpose and mission to all; I am convinced that everyone has a ministry*
- ◆ *To respond to the strong desire for a greater connection among all the members; in our diversity we must be one Church community*
- ◆ *To form a Pastoral Council or Intra-Community Council (ICC), who under staff guidance, would seek to plan events that connect our diverse community in fun and learning, worship and service*
- ◆ *To enlarge the opportunities for ministering together and learning from one another*
- ◆ *To surface leaders and to provide a leadership program available to the whole community*
- ◆ *To let the alumni know they always belong*

*This is a working document. If a dream is to catch fire, it has to be more than generalities; it should make positive, and sometimes even overly detailed suggestions if it is to spark new ideas and catalyze leaders.*

*Live Jesus in our hearts!*

*Fr. Xavier, OP*







## Visioning the Future

### The Catholic Community at Stanford Beyond 2020

# *Encounter Christ, Radiate Joy, Transform The World<sup>1</sup>*

*Mission of the Catholic Community at Stanford*

Stanford is a transitory community; new members joining us in Fall Quarter, others leaving us at graduation or for a new job. Others remain year round. People arrive from different countries, experiences, perspectives. As a result, it is vitally important for each of us to make the effort to connect, engage, and live our faith with each other in every day life.

The following tenets are the **Strategic Pillars** of the Catholic Community at Stanford (CC@S) :

- Encounter Christ and Know God (*Evangelization*)
- Build an Engaged Community (*Fellowship*)
- Enhance Liturgical Life (*Common Prayer*)
- Form Faith and Intellect (*Study and Service*)
- Equip for Apostleship (*Serve God through Others*)

These tenets, along with the following active **Goals**, are those to which the CC@S staff have focused their energies:

### Goals 2019-2020 in Effect:

- \* Develop Our Small Groups
- \* Foster One-on-Ones
- \* Develop Our Social Justice Ministry
- \* Build Our Community

This past year, Father Xavier Lavagetto, with a group assembled of recent alumni, permanent community and professors, took a look at how to envision and move our community forward into the future. As a result of many conversations, meetings, and a Town Hall meeting in September, this group recommends focus and actions around five themes:

### Themes:

- \* **C**onnectedsness — in Community
- \* **L**eaders and Leadership — Discovering and Training Leaders
- \* **S**piritual and Religious Formation — Based on Solid Theological Foundation
- \* **S**ocial Justice/ Social Teachings — Learning Catholic Social Teaching and 'Doing'
- \* **L**iturgy and Music — Refreshing the Liturgy

<sup>1</sup>Longer Version: *Form servant-leaders who Encounter Christ, Radiate the Joy of the Gospel, and Transform the World.*

# Making an Impact

## The Dream Team Report 2020

This team took a look to the future with an emphasis on heavy laity involvement so that CC@S staff could focus on their efforts rather than taking on new initiatives. It is expected the lay community would engage in leadership roles to champion and lead efforts and help meet the challenges of this vibrant and diverse community while lightening the load of CC@S staff who go the extra mile with love and devotion.

A **Synthesis of Ideas** emerged:

**E****MBRACE** a Horizontal Vision of a Connected Catholic Community That Enriches Its Stanford Experience Through Mutually Reinforcing Channels of Faith and Works

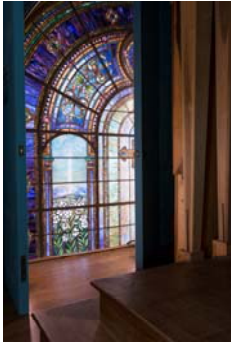
**I****NSPIRE** a Vibrant, Welcoming and Interactive Liturgical, Sacramental and Teaching Mission that Listens and Speaks to Our Lives Here, Now and in the Future

**I****GNITE** a Fulsome Commitment of Talent and Leadership Among Our Members in Joyful Faith-Based Service to the Stanford Community and the World Around Us

The Dream Team also conceptualized some basic *Organizing Principles* to help bring about themes of actions and change:

- ◆ Pastor, clergy and staff provide pastoral leadership and care
- ◆ CCS staff act as enabling platform for volunteer leaders
- ◆ Volunteer leaders are called from and sustained by the community
- ◆ It is fine to embrace experiments (short-term programs are perfectly fine)
- ◆ Leadership model of community members: rotational, team-based, intra-community
- ◆ Keepers of the vision: Pastor, staff, Intra-Community Council (ICC) and Finance Council
- ◆ Finance Council (FC) mediates access to funding of initiatives
- ◆ Staff mediate access to physical space

The following pages are arranged around the themes developed by the Dream Team and noted on the previous page: Connectedness, Leaders and Leadership, Spiritual and Religious Formation, Social Justice/ Social Teachings, and the Liturgy and Music.



## **C**onnectedness — to form a united, interrelated and engaged community that is purpose-driven<sup>2</sup>

*“CC@S is one of the largest and most diverse groups on campus. Enhance integration among the varied and diverse segments of the community”*

The *Catholic Community’s* mission is Stanford University. Its goal is to be a catalyst for spiritual growth and Catholic action. Our community is:

- \* Characterized by respect, welcome and joy
- \* Striving to deepen discipleship (*spiritual growth and faith formation*)
- \* An engaged community that reaches out to welcome
- \* Cultivating participation and connections within each micro-community (undergrads, grads, year-rounders, alumni, staff, etc.) and the larger inter-generational community
- \* Embracing the purposes of service and evangelization

### **Action: Create an Intra-Community Council (ICC)**

Assemble a pastoral council drawn from every segment of our community whose focus is maintaining the CC@S’ mission/vision, providing oversight, initiating intra-community events and programs. Ideally, as the structure develops, members would be chosen from leaders of a group or from members of a leadership team.

### **Action: Create an Alumni Affiliate Members Group**

*“How can we make it easier for Alumni to belong?”*

Many alumni who leave the area wish to remain connected with the CC@S. We invite them to make a real spiritual commitment or covenant with us.

- \* Register alumni in an **Affiliate Covenant** to which we extend live-streaming events, current news, Homecoming’s *Welcome Home Mass*, pastoral counseling, Encounter Christ, etc.
- \* Ask alumni for contact information of other alumni in order to invite them
- \* Make a special effort to invite recent alumni embracing their need for connections
- \* Create Alumni Leadership Teams in various regions of the country

<sup>2</sup>*Stanford’s Long-Range Vision: fueled by optimism, ingenuity and a sense of responsibility, we seek to accelerate our purposeful impact in the world.*

### **Action: Enhance the Mission of the Year-Round Community**

We recommend the term, Permanent Community commonly used, be replaced by Year-Round Community because it more adequately represents summer members and also includes long-term post-graduate students or visiting scholars and teachers and faculty.

The **Year-Round Community** (YRC) is a relatively stable group of members that includes doctoral candidates, post-doctorates, faculty, staff, local emeriti, alumni who have settled locally, and others attracted by the energy of the campus and Catholic community. They participate throughout the year.

Our goal is to surround the “parade” of students with a vibrant year-round community. For too long, the YRC has seen themselves as merely *ancillary* and not true ministers of the Catholic Community’s outreach. The ‘Year-Rounders’ should be *models* of adult Catholicism and ‘*ministers*’ of welcome, wisdom and connection.

### **Next Step: *Re-define Expectations and Re-engage the YRC in a Covenant Commitment***

- \* Parishioners should know what is being asked of them in terms of spiritual growth and parish engagement, especially as ‘*ministers*’ of welcome, wisdom and connection at Stanford

(see *Appendix I for the Questions of Gallup’s Faith Practice ME25, Member Engagement Survey*)

- \* Invite them to make an actual personal commitment to a *Parish Covenant of Worshiping and Welcoming, Praying and Learning, Connecting and Serving*
- \* Not everyone has the time to do everything, but they should be invited to participate in some personal way

### **Action: Increase Intra-community and Inter-generational Activities**

There is a strong desire and in the September Town Hall meeting, to connect the different segments of the community through more inter-generational activities to meet, learn, do service, and socialize. These need to be strategically planned by the ICC.<sup>3</sup>

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<sup>3</sup>People are afraid of going into the unknown among people they don’t know

We need to deepen the interconnections within each segment of the Catholic Community and to greatly enhance the intra-community connections between them.

*“Community is not where you go to get an answer; it is where you share yourself, your opinions, your feelings and your questions.”*

Not every activity is open to everyone. There are times when peer-to-peer activity is necessary for a group’s development and cohesion.

- \* Create a new platform for communication to the whole community, understanding however that some communications may need to be group specific.

***Next Step: All Are Welcome: Create Opportunities for Intra-Community Faith-Sharing and Activities***

*“When I think of CC@S, the memories that prove the most indelible in my year since graduating are the more mature interactions with CC@S staff or year-round community members. It taught me to nurture my faith and carry it into adulthood.”*

- \* **Proposed New Program: *Invite Program***—a YRC member, upper division student, or graduate student hosts a new student (transfer student, graduate or post-doc) for coffee, lunch or dinner (Requires background check and training)
- \* **Proposed New Program: *Mentoring***—create mentoring program that connects students with faculty, staff, and local notables around some expertise, skill, or mutual interest (Requires background check and training)
  - ◇ Role of the Catholic Leadership Team (CLT), Small Group Leaders and previous participants in encouraging under-classmen to seek to meet or to be mentored. If young Freshman or Sophomore (or even a Junior) is prompted by a Senior to start getting to know staff or others, then it’s likely they’ll feel more comfortable about initiating contact or receiving an invitation
- \* Expand the use of *Witness Talks* at Masses, retreats; as an introduction to meetings, etc.
- \* *Justice Immersion Trips* happen during the Thanksgiving and Spring Break to give students a justice experience over a number of days. *Day Plunge* does the same as Justice Immersion trips but lasts only a day. These could sometimes be expanded to include the YRC
- \* *Themed Retreats*—do a retreat that’s a good mix of grads, undergrads and YRC
- \* ‘Building Connection’ activity: *Let’s T.A.L.K. (Tell, Ask, Listen, Know)* (see *Appendix II*)
  - ◇ This short activity could be done before a working meeting, a special Mass, on retreat, before a lecture, at Graduate Dinner and Discussion Night, before a CLT meeting, etc.
  - ◇ Goal—get to know someone by name, get to know more people, and to notice when they are absent

- ◇ Meeting in pairs for 6 to 10 minutes to introduce oneself and learn about each other. The questions would vary, e.g., something fun, some event that shaped them, some experience that inspired them, some service they would like to try, etc.
- \* **Social Events:** Game Nights, Newman Nights parties, Fat Tuesday event at Arbor House, etc.
- \* **Proposed New Event:** Tree Lighting ceremony in the Advent/Christmas season
- \* **Proposed New Event:** Catholic Send-Off—for incoming students. These are regional send-offs by alumni living in the area
- \* **Proposed New Program: *Student Welcome & Connect Program***—links students of similar interests, athletic interests, majors with upper division and graduate students, such as: GSB students, Law students and Medical students with each other and current students in their school

*"I wish I joined the CC@S earlier than my Junior year. It took a personal invite and then a couple of weeks to percolate. I was afraid to be in a group I didn't know."*

- \* **Proposed New Program: *My Story and My Discovery***— story-based presentations that invite questions and conversations
  - ◇ Mini-Lecture with accompanying discussion. This is an expanded Witness Talk by student, faculty, staff or community member with questions and discussion. Both a Zoom event and in-person presentation. Similar to GSB's *LOWkeynotes* talks and *T.E.D. Talks* (see *Appendix III*)
    - Advantages for speakers: clarifies the speaker's own ideas, deepens the impact on the speaker's own life, becomes part of the repertoire of stories that defines and bridges the person to others, connecting the speaker more deeply with other people in the community
    - Is a catalyst for the community's own reflections
  - ◇ Possible topics that can begin with a person's story that invites questions and conversations:
    - The Challenge of Science and the Experience of Faith
    - The Open Mind Set and Spiritual Growth
    - The Experience of Racism and the Choice for a Christian Response
    - An Ethical Dilemma and Discernment
    - A personal discovery of ecology and the call of *Laudatio Si*
    - The Experience of Christ or God and the Discovery of Prayer
    - The Immigrant Experience and Keeping One's Heart
    - The Discovery of Beauty and the Expansion of Spirituality
    - Hearing God's Voice
    - A Story of Exclusion and Lessons for Building a Better Society



- The Experience of Being a Victim and the Choice of Not Letting the Experience Shape Me
- A Hard Relationship and Lessons for Emotional Growth

### **Action: Specific Reach-out to Students**

For new students, you have to make the connection. They often do not have the confidence to approach us or the staff. They need individualized encouragement to engage.

*"I wish I had taken more advantage of people who were further in the faith; people who were graduate students, or in the professional school, people in their 30's-40's, more mature people of faith."*

*Nota Bene:* people have gotten into the habit of not going to Mass, so we have to reach out and invite, person-to-person and on social media

### ***Next Step: Invite student participation in the following programs:***

- \* Community Night—weekly virtual meeting is a chance to meet, relax and reflect with fellow Catholic young adults (*For returning students—this is our COVID-19 re-imagined Dinner and Discussion*)
- \* Intramural Teams—also a good way to connect undergraduate and graduate students

*Renew: "I love how there is usually a theme to the ones I've attended. Yes, they're a good way to meet other Catholics and people interested in learning more about the faith. We can use them as a platform to amplify the voices of the community. Most of the one I have attended include prominent speakers, but let's highlight the community! There is something intimate about inviting people to share a talk/story about themselves in this setting. These gatherings are ultimately social, but I've attended some centered on justice, others on music. They invite people to talk about what has been shared. If participants are open, they can be recorded, and we can create a virtual library of people's stories. Characterized by Warm Welcome, make them inter-generational, small and large groups – it brings people together around food."*

- \* Ask students to invite others—the power of the “Like” button

*"I wish I joined the CC@S earlier than my Junior year. It took a personal invite and then a couple of weeks to percolate. I was afraid to be in a group I didn't know"*

- \* **Proposed New Event:** ‘Zoom the World’ - connect with people and experiences at different campuses around the globe
- \* Intra-community Christian Service Program
- \* **Proposed New Program: Art of Relationships/Friendship Formation: The Dating Project**—from Boston College (easily accessible materials and movie, funding available)

## **Action: Interact Better without Technology**

We are getting Zoomed out, social media is non-stop, we are always engaged with our devices. How can we engage more fully with each other with less technology? See on YouTube, Junkfood for the Soul - a *LOWKeynote* talk in 9 minutes. This young man really makes a case for connecting without technology.

## **Action: Revamp our Methods of Communications**

### ***Next Step: Enhance Communication Methods***

- \* **Proposed:** A specifically designed Stanford app for participants and leaders, for easy community and group communication, resources and having the ability to register, sign up for events, give evaluations, etc. (*see Appendix IV*)
- \* **Proposed:** Monthly Calendars on the website
- \* **Proposed:** Ads in Stanford Daily or Stanford Magazine
- \* **Websites** to be Promoted: which ones? What magazines, podcasts, apps or sites should be promoted?
  - ◇ America Magazine at [www.americamagazine.org](http://www.americamagazine.org)
  - ◇ App or book: Reimagining the Examen
  - ◇ App or website: Pray-As-You-Go
  - ◇ Suggestions requested

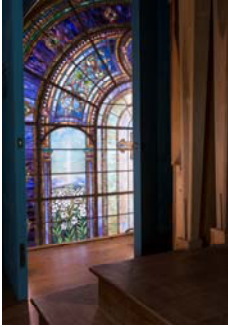
*“I find that texting people or cold calling has been the most fruitful and leads to richer conversations “*

## **Action: Understand the Challenges of the Pandemic Era**

What kinds of meetings will be allowed, when and where? *“There is a Potential Opportunity here!”*

- \* Staying in contact with people by staff and community leadership is essential since we can have no large group gathering until post-vaccine era
- \* Small groups need liturgical special attention—in what format?
- \* Live-Streaming, Facebook Live, or “Zooming” of lectures, presentations, classes, with provision for community Q&A and discussion, even after the return of in-person events
- \* Commitment to Live-Stream Sunday Mass post-Pandemic era
- \* Link YouTube to Facebook

*Zoom Masses, prayers and classes do allow some of those barriers to be crossed more easily than merely coming to “student terrain.”*



# L eaders and Leadership Training

*“Resist the temptation to do for others what they should do themselves”*

## Leadership Formation

A heavily cognitive approach to teaching and learning is only partially effective. Practiced activities have a greater impact.

Leadership training prepares others to recognize individual talents and personal leadership styles, to form and lead small or focus groups, to mentor individuals, to recognize potential leaders and thus expand exponentially the connections, community and spiritual enrichment.

## The First Follower

Leadership often begins by being **The First Follower**. “A leader needs the guts to stand out and be ridiculed. All movements are public so the leader that starts the movement needs to be fearless in the face of opposition. Remember the importance of nurturing your first few followers as equals. Leadership is over-glorified.” See YouTube and TED Talk, Derek Sivers: “*How to Start a Movement.*” It is hoped the bandwidth will grow over time as more leaders are trained and emerge.

## **Action: Provide Learning and Teaching Opportunities to Grow Leaders**

### *Next Step: Offer Trainings*

- \* Gallup’s **Strength Finders Program**<sup>4</sup> to help people discern their talents and leadership domains
- \* St. Catherine of Siena Institute’s **Called & Gifted Workshop** for discerning one’s charisms, i.e., God-given gifts through which God acts in that person for others
- \* St. Catherine of Siena Institute’s **Making Disciples Program** – recognizing the Thresholds to Discipleship and how to engage in warm, non-judgmental conversations that invite people to the next threshold

<sup>4</sup>Gallup’s books: (1) *Strength Finders 2.0 with Access Code*, (2) *Strength Based Leadership*, (3) *It’s the Manager*

- \* Use of programs and tools such as Leadership Challenge by Kouzes and Posner, Leadership Practices Inventory by LPI, Grit and GRIT Gauge by Peak Learning, RCIA, DISM, etc.
- \* The Leadership Engine by Noel Tichy
- \* Offer One-on-One Discipleship Training (*see Appendix V*)
- \* Provide liturgical training opportunities such as National Pastoral Musicians Association, LA Congress, San Jose/SF Diocesan conferences

### ***Next Step: Practicing Skills***

The following skills would be practiced, not only in the Leadership Workshop being developed, but with the various leaders throughout the year.

- \* **Reach Out and Meet**—personal invitations are more than advertising; they are investing in another. Getting to know another’s story is the first step toward connection and friendship
- \* Take the **Initiative to Meet**—practice offering the first “hello”
- \* **Personal Stories**—encourage the use of “**Elevator Speeches**” illustrated by a personal story about coming to faith, deepening prayer, an eye-opening experience, or a justice experience to be shared in small faith sharing groups, in leadership meetings, in casual encounters, etc.
- \* **Role Playing**—such as greeting people before Mass, meeting new students, etc.
- \* **The Skills of Tabling**—an effective way to get the word out about our community and programs. One could envision teaching Year-Round Community members how to ‘Table’ as a part of a social action in the larger community
- \* Practice **Inviting Someone to Mass** and other events—it is about building and sharing community
- \* Real welcoming has a **Follow Up**—it requires practice
- \* People want to **Belong**—what skills do leaders need to sustain a Belonging Environments

### **Action: One-on-One Program**

- \* Provide specific training for one-on-one leadership with a mentoring component.
- \* Re-Brand the name “One on One”. Eliminate descriptive barriers. Many have been engaged in One-on-Ones but if asked to *lead* one, it is frightening for perceived lack of tools and knowledge. Possible new name: Accompaniment or Spiritual Buddies



## **Action: Reconsider ESTEEM Leadership Program**

This former program had a significant impact on some student's lives. It requires a team of speakers and leaders. Perhaps some in the community would be willing to spearhead this program?

"The ESTEEM project aims to identify committed young adults to be trained, encouraged, and supported in their baptismal call to use their gifts and talents in service to the Church. The focus on young adults is not meant to negate the many contributions other demographic groups within the Roman Catholic Church provide, but instead, desires to make use of a previously underutilized resource within our Church community" for example, Maggie Little at Georgetown, Kennedy Institute of Ethics, bringing values into careers (see *Appendix VI* for more information).

*Whenever I met students from other ministries at ESTEEM and DISM, it always seemed to come up — Do you have an ESTEEM program? I know they are a lot of work to put on, but it seems like something that has really energized and connected students at other schools.*

*Based on my personal experience with ESTEEM, I would suggest keeping it but trying to integrate it better with everything else.*

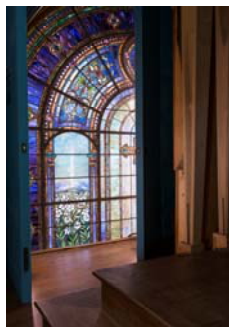
*Getting Nicole as a mentor through ESTEEM was a godsend, I enjoyed connecting with people from other universities at the conference, and I do often think back to some of the lessons on things like discerning gifts and hierarchy of truths.*

*It would be interesting to have halftime training for CLT and halftime training for religious education for people who are already Catholic and don't want to do RCIA but want something somewhat structured."*

## **Action: Preparing Leaders for the ICC**

Stepping stones for membership on the Intra Community Council (ICC) might include: 1) encourage participation in leadership training, 2) lead a program or group, and 3) with this experience, sit on the ICC and help guide community activities and programs.





# Spirituality and Religious Formation

*“The goal should be to get everyone into a small faith group.”*

## Catholic Community Spirituality

We foster Ignatian Spirituality for the entire community by actively promoting the use of: the Examen, Adaptations of the Spiritual Exercises, Busy Person’s Retreat, Silent Directed Retreats, Developing Tools for Discernment.

We also foster a Dominican Spirituality by emphasizing ‘study’ as a form of prayer and by offering a *Spirituality of Worship* and the role of theological reflection to deepen engagement.

We support and utilize the principles of Lectio Divina.

We assist parents in the spiritual development of their children through the Montessori based *Catechesis of the Good Shepherd Program*.

The core spirituality activity of the CC@S is participating in the Small Faith-Sharing Groups.

### **Action: Determine What the Barriers are to Spiritual Engagement**

- \* Overcoming the barriers of going deeper.
  - ◇ Example: a Small Faith Group leader invited people 2 or 3 times to attend. They came but they did not form a deeper community. It was a *positive* experience, but it did not become a deep experience. Small groups can be parades that are good for the moment, but how do we take them deeper?
  - ◇ Encourage groups to write ‘*Rules of Confidentiality*’ or ‘*Our Group’s Values*’
  - ◇ 24/6 - a remarkable book and movement about going "tech free" one day each week, a ‘Tech Sabbath’ — an amazing experience

### ***Next Step: Identify Useful Tools and Methods***

- \* Potential methods and practices to reduce the barriers
- \* Importance of individual follow-up meetings, e.g., inviting members for a coffee or snack

- \* *Catholicism 101* for everyone— a systematic presentation of the Catholic faith that emphasizes Catholic insights
- \* Encouraging leaders to invite participants to other events together, e.g., Mass, a meal, a sporting event, off campus trips, group fun, etc. Emphasize the importance of inviting skills for later in life
- \* Develop strategies for good conversations and questions
- \* Zoom Planning Meeting of Small Group Leaders to scope potential script or stories, and suggest provocative questions
- \* Collect over the quarter and over the year, successful questions. Build a possible repertoire of questions that seem to work
- \* Identify Resources for small group development and sustainability
  - ◇ From Agape Latte— see *Appendix VII*
  - ◇ From “The Journey.” The founding pastors established especially welcoming small groups
  - ◇ Books: *Activate: An Entirely New Approach to Small Groups*, and *Ignite: How to Spark Immediate Growth in Your Church*
- \* **Proposed New Program: *Food & Faith, Drinks & Discussion***—a temporary title for *Theology on Tap* or *Agape Latte* like event. (see *Appendix VII* for Resources: Boston College’ C21 Program, Agape Latte, and Renew)

### **Action: Enhance Retreats and Engage More Students**

Unlike many Universities, the number of students going on retreat has always been small. In large part, this is due to the quarter system which means the weekends are precious commodities and the competition for time is fierce.

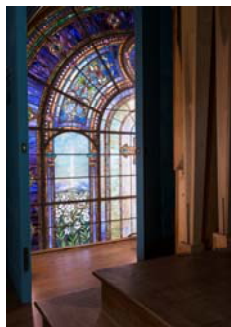
#### ***Next Step: Experiment with Different Styles of Retreats***

- \* Learn from Kairos, Awaken (see Appendix VIII) and review other models
- \* Modify timing, length and content
- \* Design an online retreat that is mixed and spread over a number of evenings, or a Saturday, etc.

### **Action: Engage the Community More in the Mass**

#### ***Next Step: Schedule a ‘Show and Tell’ Mass***

#### ***Next Step: Provide in advance the Readings and Thoughtful Questions***



## Social Teachings and Social Justice

*“He said to them in reply, ‘Whoever has two tunics should share with the person who has none. And whoever has food should do likewise.’ Luke 3:11*

Considerable interest has been consistently expressed by all segments of the community for greater ‘social justice’ efforts. The Town Hall meeting revealed a wide diversity of ideas. Our aim is to provide a focus on initiatives that are in keeping with the seven themes of Catholic social justice.

### **Action: Inform Community of Training and Service Opportunities that Feature Restorative Justice**

A significant part of Social Catholic teaching is the formation of kinship with the ‘other’.

#### ***Next Step: Present the Seven Themes of Social Justice to the Community***

- \* Create a common language of understanding within our community through presentations and ZOOM to teach the community. Determine how many sessions are needed: 1 or 2 or more for each principle?
- \* Use simulation games to explore various problems, e.g., poverty, CRS game on the immigration crisis, etc.
- \* Use of movies, videos with discussion to explore various issues
- \* Newman Night Lecture of Mini-Talks by a guest speaker with extended opportunity for discussions

#### ***Next Step: Identify a Number of Service Programs that the Community will embrace as a Commitment. “A shared experience creates community.”***

- \* Give preference for student-initiated programs. *Example:* Brandon Benson and Diogo Brangaca planning for student volunteering in East Palo Alto
- \* Go forward with ‘hammer and paint’ or ‘repair’ or ‘plant’ opportunities that allow for intra-community participation
- \* Theological reflections *in situ* both opens up the experience and solidifies them in memory (to be done during *Immersion Trips* or at the end of a *Day Plunge*)





## **L**iturgy and Music

*“Martyrdom is nothing in comparison with the Mass, because martyrdom is the sacrifice of man to God, whereas the Mass is the Sacrifice of God for man!” Curé d’Ars, St. John Marie Vianney*

The Eucharist is central to our community in all that we do. We must continue to have it as the core focus.

Mass is where most people are gathered and held together as a community. Shared experiences, with explicit reflections, opens minds and makes deeper connections.

Each mass has a distinct character. Individuals pick which one they want to attend. The morning mass is currently more family attended, the 4:30 mass has a rich musical quality with the full choir, and the 9:00 pm mass is heavily student attended and geared towards them.

### **Action: Review Live-Streaming Mass**

#### *Next Step: Suggestions*

- \* Camera should be primarily on the altar
- \* Consider eliminating one of the two communion songs
- \* Survey intended audience and define objectives

### **Action: Maximize Distribution and Access to Homilies**

- \* Make members aware of where they are stored. Homilies available on new app
- \* Bookmark on your phone a homily or time-mark them – a digital form of Matthew Kelly’s idea of a Mass journal

### **Action: Investigate and Encourage More Singing**

- \* How can we encourage people to sing full-throated when we return to regular Masses?
- \* How can the liturgies be more culturally inclusive to better reflect our campus and our diverse community?
- \* How can the existing Liturgy Team best seek suggestions from across the community?

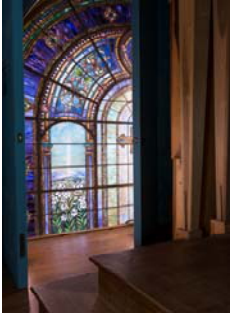
### **Action: Enhance Before- and After-Mass Experiences**

Mass is more than a liturgical celebration—it's an opportunity to strengthen our community.

- \* Creates opportunities for peer-to-peer connections
- \* Before-Mass – make this time compelling so members show up early, and with a more prepared community-heart
- \* After-Mass – tailor the gatherings to the time of day and to the culture of the congregation at that time
- \* Encourage connection with those not knowing each other. Perhaps have 'party hosts' who move around and introduce people

### **Action: Alternate Ideas for Mass**

- \* Small Group Interactional Masses— like Fr. Dominic's International Masses for undergrads. Note also that fraternity-like Masses are really different than merely small Masses because of pre-existing bonds (e.g., Mass at GSB, Mass at the Law School)
- \* Present Witness Speakers at Mass based on the readings, the liturgical season, or based on a topic, for example: '*Most Holy Redeemer Is Our Home*', or a *Lenten Theme* on a particular social challenge (see **Appendix III**)



## *T*ime, *T*alent and *T*reasure

We envision new initiatives will be led by community members and not add work to the CCS staff's current work load. To have other leaders, we need to know more about our community's willingness to engage and commit.

### **Action: Identify Talent**

#### *Next Step: Mine for Reliable Data, Prospect for Talents*

- \* Survey—Identify people and assess how much time they can reasonably give:
  - ◇ Short term (one time or 1-2 weeks)
  - ◇ Medium commitment (one quarter, weekly)
  - ◇ Long Term (one academic year)
- \* Survey what the talents or skills are that exist within our community. Determine talents most needed
- \* Develop database to draw upon as needs arise
- \* Set boundaries to prevent burnout

### **Action: Engage Treasures**

#### *Next Step: Identify Key Talent*

- \* Look within the University for talent, teaching skills, and voices of influence

#### *Next Step: Find Significant Alumni and Local Community Voices:*

- \* Example: Jesse Sullivan— is the founder and CEO of Alter Global. He was named CNN's "Most Intriguing Person of the Day" for his earthquake relief efforts with the Haitian Ambassador. Jesse launched two academies for entrepreneurship in South America, and designed Bhutan's first impact investment fund. Jesse's priorities in life are faith, family, and service, and his greatest joys are his wife and three girls. He has a Master's from Oxford University in Global Governance and an MBA from Stanford University

- \* Example: Ronan McGovern— My life purpose is to promote awareness of Neurodiversity - and in so doing, to “Change Lives, Change Organizations, Change the World”. A big part of this work is promoting understanding in society towards Neurodiversity: to having the mindset to seeing the strengths that Neuro-diverse people bring through "thinking differently". He is the initiator of the NDGifts Movement. He has a MBA from Stanford’s GSB, is a Barrister in Ireland, and a Public Accountant

### ***Next Step: Invite Catholic Thought Leaders***

- \* Fr. Greg Boyle’s visit to Stanford was one of the more impactful events
- \* Tommy Tighe, based in SF, is releasing an upcoming book called Blessed Mother: How to Follow, Share, and Defend Mary in the World of Social Media. Some describe him as a “catholic hipster”

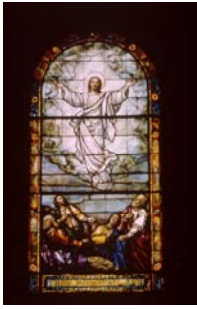
### **Action: Evaluate Existing Programs and Impacts on Alumni**

- \* Are we cultivating a desire and hunger for the faith?
- \* How well are we preparing students for life after Stanford?
  - ◇ Leaving Stanford can be a culture shock for some
- \* Are we preparing them for the difficulties of living their faith independently of the structures and comradeship that sustained them at Stanford?
  - ◇ Offer practical suggestions for *Finding a Parish* or forming a *Faith-Sharing Group*
  - ◇ Encourage students to call upon the Catholic community after leaving Stanford
- \* Do we offer sufficient tools to students for continued spiritual growth and connection after Stanford? Do we offer a spirituality of life-long learning, fostering friendship and developing relationships?
- \* Do we offer more than a clear explanation of the Catholic faith by offering an opportunity to explore the underlying Catholic insights?

### **Action: Raise Funds**

We are significantly understaffed and underfunded to do much of the above—the laity are key to accomplishing these efforts. We need an expansion of staff with the goal of hiring a lay-minister for the permanent community.





# Appendix I—Gallup ME25

## MEASURE, MANAGE, AND MAXIMIZE MEMBER ENGAGEMENT

### What Is the ME25?

Gallup has now tackled another “unmeasurable”: spiritual engagement. Through careful research, Gallup has designed a census-style survey — the ME25 Member Engagement Survey — that captures important information about the spiritual health of faith communities. Spiritual health drives other factors in faith community life, including attendance and commitment.

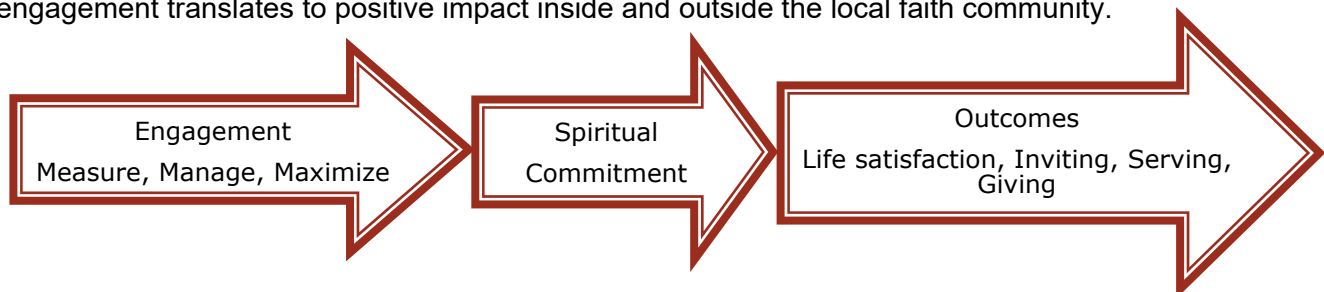
### What Is Engagement?

Engagement is the degree of belonging that an individual has in his or her local faith community. Engaged members feel their faith communities are like family. They demonstrate a high level of ownership for the mission and ministry of their local faith community.

### Why Measure Engagement?

Gallup research has shown that engaged members are more than 10 times as likely to invite someone to participate in their congregation, are nearly three times as likely to say they are extremely satisfied with their lives, spend more than two hours per week serving and helping others in their communities, and give up to three times more to their faith communities annually.

Engagement drives spiritual commitment, which impacts particular behavioral outcomes. Increased engagement translates to positive impact inside and outside the local faith community.



### **What does the survey ask?**

The ME25 survey has 25 items carefully chosen to measure engagement, spiritual commitment, and outcomes important to faith communities. All survey responses are confidential.

### **How are the ME25 results reported?**

Gallup generates a scorecard that summarizes the results of the data collected on all 25 items. In addition to reporting the results of each item that was rated, the scorecard includes two important summary scores that are general measures of Engagement and Spiritual Commitment for the faith community. The report also includes a Member Engagement Index that shows the percentage of Engaged, Not Engaged, and Actively Disengaged members. For each item on the scorecard report, Gallup provides comparisons to the average response in Gallup's proprietary ME25 database.

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The engagement process can be most simply illustrated in this way:

## **IMPACT ENGAGEMENT**

### **What do we do after we receive our score?**

A Gallup consultant will meet with leaders and members to interpret the scorecard and facilitate discussion surrounding action plans aimed at increasing engagement. Engagement is an ongoing process, and the ME<sub>25</sub> is a useful tool that helps drive meaningful change and impact.

The ME25 provides a reliable measure of the level of engagement among community members. As it is tracked over time, the metric helps leaders assess the level of spiritual commitment of their members and how engagement is positively affecting particular outcomes.

Initial administration of the ME25 provides a baseline measure of the engagement level of the community.

This baseline is a reliable platform on which leaders and Gallup consultants can create and implement strategic action plans aimed at increasing engagement. Subsequent administrations of the ME25 provide opportunities to assess the impact of those action plans on engagement.

### **Gallup recommends the following steps for increasing member engagement:**

- an initial administration of the ME25 to establish a baseline engagement metric
- interpretation of the scorecard by a Gallup consultant
- creation of transformational action plans aimed at increasing engagement
- implementation of those action plans
- follow-up administrations of the ME25 to assess the impact of those action plans on spiritual commitment and outcomes

What if the members of your congregation...

- were 13 times more likely to have invited someone to participate in your church in the past month?
- were three times as satisfied with their lives?
- spent more than two hours per week serving and helping others in their communities?
- tripled their giving to your church?

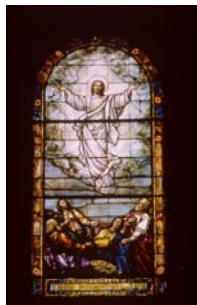
What would your church -- your parish -- look like? And how would you go about creating this kind of change? One thing is certain: Church leaders are never going to inspire more people to be actively and passionately involved in their congregations by doing the same things over and over again.

Pastors and lay leaders need fresh, innovative approaches. The last thing they need is "just another program" or to set up a laundry list of new activities for members.

This compelling and insightful book explores how churches and parishes can dramatically increase members' participation, service to the community, giving, and even life satisfaction. But the solutions it offers are not the "magic pill" many leaders have come to expect. Rather, the book shows pastors how to reach and inspire the hearts, minds, and imaginations of the people they lead.

## **ME25 Questions on Spiritual Commitment and Church Engagement**

- ME01. Overall, I am extremely satisfied with the way things are going in my personal life.
- ME02. I spend time in worship or prayer every day.
- ME03. My faith is involved in every aspect of my life.
- ME04. Because of my faith, I have forgiven people who have hurt me deeply.
- ME05. Because of my faith, I have meaning and purpose in my life.
- ME06. My faith has called me to develop my given strengths.
- ME07. I will take unpopular stands to defend my faith.
- ME08. My faith gives me an inner peace.
- ME09. I speak words of kindness to those in need of encouragement.
- ME10. I am a person who is spiritually committed.
- ME11. As a member of my congregation, I know what is expected of me.
- ME12. In my congregation, my spiritual needs are met.
- ME13. In my congregation, I regularly have the opportunity to do what I do best.
- ME14. In the last month, I have received recognition or praise from someone in my congregation.
- ME15. The spiritual leaders in my congregation seem to care about me as a person.
- ME16. There is someone in my congregation who encourages my spiritual development.
- ME17. As a member of my congregation, my opinions seem to count.
- ME18. The mission or purpose of my congregation makes me feel my participation is important.
- ME19. The other members of my congregation are committed to spiritual growth.
- ME20. Aside from family members, I have a best friend in my congregation.
- ME21. In the last six months, someone in my congregation has talked to me about the progress of my spiritual growth.
- ME22. In my congregation, I have opportunities to learn and grow.
- ME23. In the last month, I have invited someone to participate in my congregation.
- ME24. How much do you give per year to this congregation?
- ME25. How many volunteer hours a week do you give to help and serve others in your community?



## **A**ppendix II— T.A.L.K. An Antidote for Zoom Fatigue

### Quick activity for deeper Zoom connections

It's remarkably easy to fall into "Zoom fatigue" with too many meetings, classes, events confined to the small screen, with no chance to get to know the others in the Zoom room with you. This short activity is designed to allow you to "gently force" some random (or designed) connection between participants.

**Setup** On Zoom you have the ability to create breakout rooms; if you already know this element of technology, skip this paragraph. You will want to have "host" privileges and will need to create the pairs after the call is already in process. Click on the "break out" icon. You can then select (and increase) the number of groups to get precisely 2 per group. You will want one partner (not yourself) who agrees to not be in a group, unless needed, to preserve the pairings. Zoom will randomly assign everybody to a pair; you can manually move your "partner" to be alone if you have an odd number. Tell them to decline the invite to move to a breakout room.

**Share** Let the group know that you are going to break them into pairs for a brief opportunity to get to know at least one other person more personally. This brief, ten-minute activity, will allow you to chat privately in a break out room. This simply activity has four elements:

**Tell** – just a bit about yourself, share as "deep" as you feel comfortable

**Ask** – inquire of them, what do you want to know about them

**Listen** – be focused and connected, not multitasking, simply present

**Know** – by the end of the meeting, you will then know another better

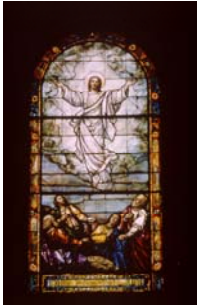
As you likely saw, this builds a mnemonic device to recall it as you do the activity, simply TALK.

Let them know as you send them to their pairs that they will get a 60 second warning to return.

Set your own timer, perhaps 8 minutes, then a minute before you want them back "close the breakout rooms" and then in 60 seconds all will be returned to the main zoom room.

**Close** Bring the group back together. Invite anybody to share what they gained or learned.

This is a work in progress, we invite you to try this and see what you learn from the process and how we can improve this experience of bringing people together during this "heavy zoom" environment.



## **A**ppendix III – *LOWkeynotes* and 'MHR is Our Home' Talks

Use **GSB's LOWkeynotes** model with opportunity for questions and discussions.

The impact of the *Communication Mastery Class at Stanford* by JD Schramm and his **LOWkeynotes** class in which *students make a nine-minute presentation on an idea that is in line with the school's mission – to change lives, organizations and the world.* (See YouTube examples)

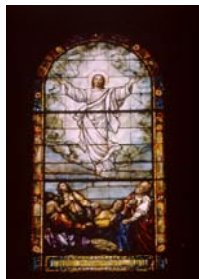
- \* These TED-like talks could be used to train and coach communication skills in students and community members
- \* Compose and present a narrative that draws the hearers in; the impact is magnified, and defines the presenter's narrative journey. It becomes part of the stories they live and share. *You are the story you tell yourself and others!*
- \* Provide an online and/or in-person space for questions and discussions

Most Holy Redeemer parish in San Francisco provides a series of Lenten speaks/talks with an accompanying booklet with the title: **MHR Is Our Home.**

- \* The speaker series was a **3 to 5 minutes post-Communion talk** and a booklet
- \* It was so popular it went on well beyond Lent
- \* The purpose was to introduce parishioners to themselves and to share their common love for MHR as home

We might have a mix of talks by students.





## *A*ppendix IV— Pushpay® App *Engage Your Congregation*

### Church App:

#### **Connect With Your Church Community Any Day of the Week Where They Already Are—Their Smartphone**

A fully-featured church app: constantly updating dynamic home screen, to intelligent and interactive push notifications that are sent by category, the Pushpay App has all the features needed to connect with the members of your community every day.

Media and Communications—announcements, sharing homilies — communications all in one place.

Generosity — integrated ChMS features allow community members to stay connected beyond your walls, with pre-check, group participation, and event RSVPs.

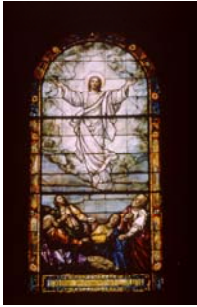
Media Experience — streamlined experience makes it easy for community to stay connected and engage with church at all times.

Custom Church App Profiles — they choose what information they want to receive, update or view.

Push Notifications — getting the community's attention with better communication.



**Pushpay.**



## Appendix V— One-on-One Discipleship

### Goals: Develop as a disciple of Christ:

- o Deepen encounter with Christ
- o Form habits of daily prayer, regular study, and service
- o Become more comfortable sharing faith

### Each regular meeting:

- o Pray (perhaps a verse or two from Sunday's gospel, then sit in silence for a minute)
- o Check-in: How is God moving in your life? How is daily prayer going? Any journaling insights? How are your other spiritual goals coming?
- o Questions: What faith question did you pursue last week? What faith question will you pursue this week? (Keep a list of questions)
- o "Topic" of week (see below)
- o Pray (perhaps including some petitions aloud)

### Topics of the Week

These are flexible; the important thing is to help people establish habits of daily prayer and regular study and service, and to address topics as they come up, even if you don't cover all these topics, cover them in a different order, or address other topics:

#### Week 0: Informal meeting

- o Explain the process and ask if they'd like to do it
- o If yes, send them home with 1% card and ask them to try it at least once (or use another Lectio Divina format)
- o Ask if they might have any goals for these meetings

#### Week 1: Encountering Christ/Praying with Scripture

- o How did your Lectio Divina experience go?
- o Do an Ignatian scripture reflection (Gospel Contemplation w/ St. Ignatius)
- o Resources:
  - Daily Mass readings
  - Lectio Divina, (and the 4 Rs of Lectio Divina)
  - *Pray as You Go* app
  - *Reimagining the Examen* app

**Week 2: Contemplative Prayer**

- **Share a contemplative prayer experience** (Contemplative Prayer)
- Do you need or want a prayer accountability partner?
- For next week, journal: How did I encounter Christ in Sunday's Mass?

**Week 3: Praying the Sacraments**

- How or when do (did) you encounter Christ at Mass (last Sunday)? How can you savor Sunday Eucharist throughout the week? What does it mean to live out the Eucharist?
- How are you living out your baptism? Confirmation?
- How do (did) you encounter Christ in reconciliation (when you last went)? How can you savor the experience? What does reconciliation call you to do in the world?
- For next week: Pursue a question of conscience: What does the Church teach? How does God lead me in prayer? What do good and wise people tell me?

**Week 4: Encountering the Spirit: Forming Conscience, Discernment**

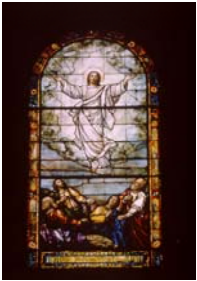
- How did your pursuit of a question of conscience go?
- The Catechism on conscience.
- The U.S. Bishops' website on conscience and forming it.
- Discuss discernment (Elements of discernment)
  - What might you be called to in life? In this community?
- Resources: Other 1-page articles on discernment
- For next week: read 7 Themes of Catholic Social Teaching

**Week 5: Social Justice**

- Discuss homework article on Catholic Social Teaching
- Which of the themes especially speaks to you?
- For next week: Write in your journal a short description of your faith story: How did you come to faith in Jesus Christ? What have been your major faith struggles? What are you working on now to deepen your relationship with Christ?

**Week 6: Sharing Christ (*Evangelization*)**

- Share homework: faith story
- Who will you do this process with next quarter? Or how else will you share your faith in the coming weeks?



## **A**ppendix VI— *ESTEEM*

### **The ESTEEM Leadership Program**

The ESTEEM project aims to identify committed young adults to be trained, encouraged, and supported in their baptismal call to use their gifts and talents in service to the Church. The focus on young adults is not meant to negate the many contributions other demographic groups within the Roman Catholic Church provide, but instead desires to make use of a previously underutilized resource within our Church community.

Key components of the program include:

- ◆ Education
- ◆ Community
- ◆ Spirituality
- ◆ Service

“The project is not intended to serve as religious education or catechesis. Nor is it intended to offer training in youth or young adult ministry, per se. Rather, it is aimed at young adult Catholics already knowledgeable and committed to Catholicism who command notice for their intellectual acumen, their innate leadership qualities, their passion for excellence and desire to serve the Church. The project aims to identify those young adults, cultivate their desire for service to the Church, provide a curriculum that encourages their leadership, especially in the temporal affairs of the Church, and offer opportunities for such service, gradually developing a network of talented, actively engaged young adult leaders serving the Church.”

Source: <http://www.esteemleadership.org/about-us/the-esteem-leadership-program/>



## CATHOLIC COMMUNITY AT STANFORD

# ESTEEM PROGRAM

### I. EXECUTIVE SUMMARY

The Catholic Community at Stanford (CC@S) participated in ESTEEM (Engaging Students to Enliven the Ecclesial Mission); a church leadership program at dozens of public, private and Catholic colleges and university nationwide inaugurated by the St. Thomas More Catholic Center at Yale and the National Leadership Roundtable on Church Management.

### II. ISSUE TO BE ADDRESSED

Many Catholics experience a vibrant, vital and energetic faith community during their college years, enjoying fellowship with others, social justice volunteering and opportunities to hold leadership roles. However, those meaningful roles and experiences usually come to an abrupt stop upon graduation. Young Catholic graduates' options to engage at the parish, diocesan or Catholic non-profit level are often reduced to joining the Young Adult Group, and they have limited, if any, opportunities to lead. Diminished, the newly graduated often become disengaged and drift away from a Catholic faith community.

A Pew Forum Survey illustrated a marked difference between Catholic Millennials compared to Millennials of other faith groups in America: while Millennials in other faiths attended worship services at the same rate as their older peers<sup>1</sup>, the Catholic Millennials attended much less frequently - 34% compared to the 43% of their older peers<sup>1</sup>. This does not bode well for the future of the Catholic Church. Our church is graying fast. We need passionate, engaged young adults to invest in Catholic faith communities.

The median age of the faces at church is in marked contrast to what graduates see when they enter the workforce. This is especially true in Silicon Valley. At Facebook, the median employee age is 28, at Google it's 29 and at AOL it's 30.<sup>2</sup>

<sup>1</sup> 35% of Mainline Protestants 30+ Years attended worship services weekly compared to 33% of their 18--29 year old peers, "Religion Among Millennials" Pew Research Center, Washington, D.C. (February 17, 2010) <http://www.pewforum.org/2010/02/17/religion---among---the---millennials/>

<sup>2</sup> Quentin Hardy, "Technology Workers are Young (Really Young)" Bits, (blog) New York Times, July 5, 2013, <http://bits.blogs.nytimes.com/2013/07/05/technology---workers---are---young---really---young/>



Silicon Valley is renowned for being one of the most vibrant and innovative communities of the world. Its economy, its politics, its very culture is a result of the creative, eager and highly motivated demographic that lives and works here. Much of this is as a result of the young adults who are the engine of that culture. Our church needs that same enthusiasm and energy as well. Young adults could make that difference. CC@S, in the heart of Silicon Valley, can help make that happen.

Young adults want to be trusted, challenged, garnering leadership roles in all aspects of their lives, including their faith communities. Offering them the responsibility and opportunities for leadership that would bring them more fully into the life of the church is one solution. But how do we ensure that young adults have something to offer a church that may be wary of taking on the inexperienced? How do we bring a bit of Silicon Valley into the church?

### **III. PROJECT PURPOSE**

The ESTEEM Catholic campus ministry program trains and educates students so that, upon graduation, they can present themselves as a valuable asset to their post - graduate Catholic communities and be deserving of leadership roles.

### **IV. OUTCOMES**

- Provide a year-long curriculum covering such topics as leadership models, the radical Jesus, ecclesiology, Catholic social doctrine, Christian leadership
- Present two Newman Night lectures per quarter at which noted scholars and theologians speak on topics of current interest
- Pair each student with a CC@S mentor for the year to share ways of integrating faith with the many aspects of life
- Facilitate Small Group discussions every other week. Participate in Social Justice projects sponsored by CC@S or other community groups such as Catholic Relief Services
- Attend the Capstone Conference at Chicago where ESTEEM students from all eleven university sites come together to share and reflect on what they've learned, develop relationships across campuses and gather in prayer and worship
- Sponsor three student ESTEEM Fellows who support the Campus Minister in the administration of the ESTEEM program to help develop leaders

One measure of success that we have seen among our ESTEEM alumni is the leaders they have become in their Catholic communities after graduation. A past ESTEEM alumnus was awarded the prestigious Cardinal Joseph Bernadin New Leadership Award during the US Bishops annual fall General Assembly in Baltimore. One of our Stanford MBA students now volunteers for the Archdiocese of Chicago. Another of our ESTEEM graduates joined our CC@S Finance Council. A 2013 alumna left a position at Apple, Inc. to begin a Masters program at the Boston College School of Theology and Ministry. And another alumna is obtaining her Master in Divinity at University of Notre Dame with the goal of becoming a campus minister.

## V. PROJECT METHODS

**Weekly Workshops and Small Groups:** Students read church documents on a range of subjects in order to become familiar with how the church operates, from the structure of the Vatican, to how bishops run dioceses, to the role of parish councils. They will also be exploring prayer forms to enrich individual faith life.

Evaluation: We obtain a written survey as well as verbal feedback at the end of each quarter. Students will comment on the usefulness of the content, suggest format changes and recommend future topics.

**Catholic Leadership Team Retreat:** Student leaders, including the ESTEEM fellows, begin their year together with a retreat in September. The retreat focuses on relationships based on evangelization and becoming a catalyst of change. In particular, the leaders are taught the importance of being able to tell their story. Our CLT president will be giving a talk on why students are qualified to be Catholic leaders and setting an expectation that the student leaders give their testimonials either at Masses or in front of the ESTEEM group throughout the year. The three ESTEEM Fellows will each be giving a testimonial at Mass to our entire community each quarter.

Evaluation: Each student is expected to share a testimonial at least once in the course of the year with the ESTEEM group or at a CC@S Mass. The three ESTEEM fellows will be required to give a testimonial at Mass.

**Service Opportunities:** Each of our ESTEEM students is expected to serve either our CC@S community in some way either as a liturgical minister or in a leadership role on the Catholic Leadership Team which sponsors CC@S faith, fellowship, spirituality and service programs. One ESTEEM student is a Catholic Relief Services ambassador and will be recruiting ESTEEM students for CRS projects.

Evaluation: We will track students' engagement in social justice service and obtain their feedback on the value of the service to gaining experience for future service to Catholic communities.

**Student---Mentor Relationships:** Students are paired with a mentor at the beginning of fall quarter, usually with a member of the CC@S community. The mentors already hold careers, often in the student's own field of study. This provides the student an insight into how to integrate his or her faith with his or her future career. The student and mentor meet at least once a month to exchange news, challenges, reflections on what each has learned at the workshops or Newman Nights or just to trade a favorite book or to volunteer alongside each other.

Evaluation: At the end of each quarter, the students and mentors are asked how frequently they met and to give feedback on the value of their meetings.

**Capstone Conference:** The Capstone Conference held in Chicago. The Conference each year has proven to be an inspiring and integral component of the ESTEEM experience, allowing student to visualize their role as leaders in the Church. Students have forged relationships that have continued after graduation. Alumni from past ESTEEM programs have been inspired to stay connected through an ESTEEM Alumni Facebook page and newsletter, which remains active.

Evaluation: Our goal is to have 50% of the students in the ESTEEM program attend. Students are asked to submit reflections on their experience and the usefulness of the Conference. They will also be required to give a presentation on the Capstone experience to the mentors and students who did not attend the conference.

**ESTEEM Fellows:** There will be three fellows (reduced to two in one academic quarter) who assist the Campus Minister in the planning, recruitment, management and facilitation of the ESTEEM program. This provides both a unique and valuable leadership opportunity for the fellows as well as an enriching experience for the rest of the ESTEEM students. They will be tasked with: recruitment of new students through personal invitation, planning and facilitation of ESTEEM meetings and activities, responsibility for media communications highlighting ESTEEM activities and resources, integration of Newman Nights into ESTEEM meetings, small group leaders on the fall undergraduate retreat, collaboration with the Campus Minister in engaging the CC@S community in actualizing the CC@S mission.

Evaluation: The ESTEEM fellows will be required to plan and lead ESTEEM meetings each week and will be evaluated on their performance in those areas. They will also be evaluated on the level of initiation they take in connecting with new or "on-the-fence" students who express an interest in joining ESTEEM. They will be evaluated on their communications with prospective and current

ESTEEM students, particularly through digital media. Finally, they will be the speakers at the XLT evening sponsored by three Menlo Park parishes for Middle School students.

## **VI. PROJECT FUNDING**

A one-year project encompasses the operating costs plus a third of a full time Campus Ministry's cost for:

- Lodging, food and shuttle expenses for the Capstone Conference
- Expenses for the workshops and speakers (excluding the Newman Night speakers' fees)
- Educational materials
- ESTEEM fellows stipends

Past sources for funding have been from both Foundation grants and individual donor gifts.

## **VII. ORGANIZATION BACKGROUND**

### **A. ESTEEM**

ESTEEM was initiated in 2011 through a co-sponsorship of St. Thomas More (Yale) and the National Leadership Roundtable on Church Management (NLR). NLR is a lay led nonprofit comprised of laity, religious and clergy working to promote excellence and best practices in management, finances and human resource development of the U.S. Catholic Church. NLR and St. Thomas More at Yale run the national level of ESTEEM, managing the communications, personnel and financial aspects of the central office for ESTEEM. They continue to develop curriculum and host the Capstone Conference each year.

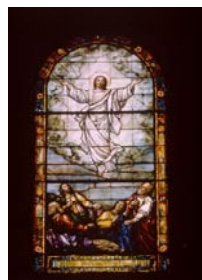
### **B. CATHOLIC COMMUNITY AT STANFORD**

From its 1891 inception, Stanford's non-sectarian policies accommodated only the beginnings of what would eventually become a multi-faith campus ministry. When the Stanfords established the university as a memorial to their son, they insisted that no single religious authority would be permitted to worship on campus, this in an effort to promote freedom of inquiry. In response, Catholic students formed the Montgomery Club in 1903, when barely 4% of the University's total enrollment of about 1500 students was Catholic. Fast forward to 1973, when a number of student and faculty groups persuaded the university to lodge a modification to the original founding grant, thus enabling religious groups to worship on campus. By 1983, the San Jose Diocese assigned a full time campus minister responsible for .

providing programming specifically aimed at the Stanford student population. The student community became very active, with three Sunday Masses on the campus as well as weekend retreats and group sessions in the undergraduate dorms for faith formation and fellowship

Today, CC@S is both a campus ministry serving Stanford students, faculty and staff as well as a personal parish for Peninsula Catholics who have chosen to make it their spiritual home. The staff has grown to include two priests, a deacon, a full-time chaplain, a part time chaplain, a full-time campus minister in charge of undergraduate and graduate students. CC@S serves approximately 20% of the 15,000 Stanford students through the tremendous support of our growing and dedicated Catholic Stanford community. Through the guidance of the Holy Spirit, we seek to form the Christian conscience, share the Catholic faith, educate for justice, foster development of the whole person, and form leaders for the future. that end, we offer a variety of social, educational, liturgical and community service programs.





## **A**ppendix VII— Food & Faith, Drinks & Discussion

**Agape Latte** (Century21 – C21 ministry, Boston College): monthly faith storytelling series featuring unique, personal stories about friendship, hope, struggle, forgiveness, happiness, failure, vulnerability, transition, relationships, and God that change perspectives and change lives.

Contact: [www.agapelatte@bc.edu](http://www.agapelatte@bc.edu) See also YouTube: Agape Latte

**RENEW Theology on Tap**: held in a place where young adults already are comfortable and feel welcome. The event features a speaker presenting a theological topic, time for discussion, faith sharing, and community building.

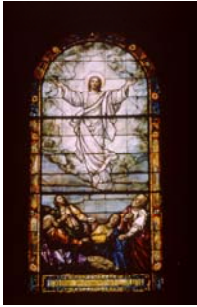
**RENEW Theology on Tap** program: *building a strong core community, invitation, hospitality, follow-up.* \$150 first year, following \$75/yr. [www.renew.org](http://www.renew.org)

**Century 21 Program** from Boston College, “C21”

- ◆ Contact: <https://www.bc.edu/church21.html>
- ◆ Videos: <https://www.youtube.com/user/ChurchIn21stCentury>
- ◆ C21 Bi-Annual Magazine <https://www.bc.edu/church21/publications/c21resources.html>
- ◆ [www.bc.edu/church21/programs\\_events/programs/2020/FaithFeedsforinstitutions.html](http://www.bc.edu/church21/programs_events/programs/2020/FaithFeedsforinstitutions.html)

**Faith Feed Program** is designed for individuals in Catholic parishes who are hungry for opportunities to talk about their faith with others who share it. Participants gather over coffee or a potluck lunch or dinner, and a host parishioner facilitates conversation using articles from the C21 Center's bi-annual magazine, *C21 Resources*.

- See the various topics on the Faith Feed Guides: [https://www.bc.edu/church21/programs\\_events/programs/2019/C21FaithFeeds.html](https://www.bc.edu/church21/programs_events/programs/2019/C21FaithFeeds.html)
- Contact: Tim Muldoon <https://www.bc.edu/bc-web/schools/mcas/sites/.../timothy-muldoon.html>



## *A*ppendix VIII— *Awakening Retreat*

“Awakening is a three-day weekend retreat for undergrad students. The retreat is rooted in the Christian tradition and Catholic in nature. The retreat is open to everyone and anyone who wishes to discover the Christian message of faith, hope and love.”

“The retreat will invite students to experience God’s unconditional love through talks, small group sharing, prayer, and fellowship.”

“Students will experience and enjoy the gifts and talents of their peers who serve on the team.”

“The Awakening Retreat encourages students to experience the love of God through community. It’s a great way to connect with other students and explore your spirituality. It’s a weekend full of transformations and blessings of all kinds! ”

“Awakening is a decentralized system of Christian retreats with a focus on Catholic teachings...”

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