

Introduction

Campus Ministry at the University of Dayton animates the university's Catholic and Marianist culture while cultivating the faith life of the campus community. The Department of Campus Ministry is staffed by over thirty campus ministers¹ who collaborate with scores of student leaders and faculty/staff from all divisions of the university to develop and implement ministry activities and presence.

Campus Ministry at the University of Dayton is one of the largest in the country – both in terms the breadth and depth of programs and scope of influence on campus. Over the years, the department has earned wide respect and support from university administration including numerous programs receiving national recognition.² Success relies on strong collaborative relationships across the university, especially within the Division of Student Development, the Office for Mission and Rector, and various academic departments and programs. Campus Ministry serves the faith needs and fosters spiritual growth among 7000 undergraduates and 3000 graduates, both domestic and international who come from a variety of faith perspectives.

Structurally, Campus Ministry is a part of the Office of Mission and Rector within the President's Office. The department mission is met through ministry areas that include the Center for Social Concern, Retreats and Faith Communities, Residential Ministry, Liturgy and Sacraments, Graduate Student and Law School Ministry, Interdenominational Ministry, and the Program for Christian Leadership.

In the Fall of 2012, Campus Ministry embarked on the tasks of clarifying its vision, mission, and values, and developing a three to five year strategic plan to further develop ministry in accord with key mission objectives of the University of Dayton and the US Bishops Conference vision of campus ministry.³ This process took eighteen months to complete and included extensive involvement with key faculty and staff collaborators, a campus-wide consultation with over 300 student, faculty, and staff responses, and hours of dedicated discernment and dreaming among

¹ In 2013, the Campus Ministry team consisted of over 21 master's or doctoral level campus ministers (lay ecclesial ministers, professed religious from Marianist, Franciscan, and Dominican traditions, and an ordained Baptist minister), 9 graduate students, and 3 administrative support staff.

² Most recently, the *Perspectives on Faith and Life* program was recognized as an Exemplary Program by the Catholic Campus Ministry Association in 2009, *Commitment to Community*, a joint program between Campus Ministry and Student Development was given a Best Practice Award in Student Affairs by the Association of Student Affairs at Catholic Colleges and Universities in 2012.

³ University documents consulted and mapped to Campus Ministry strategic goals include: The University of Dayton Strategic Plan (2006), *Habits of Inquiry and Reflection: A Report on Education in the Catholic and Marianist Traditions at the University of Dayton* (2006), and University of Dayton Mission Statement. The US Bishops document, *Empowered by the Spirit: Campus Ministry Faces the Future* (1985) articulates foundational elements of Campus Ministry programs and was also mapped to goals stated here.

members of the Campus Ministry team. This plan is a living document that articulates direction and focus. It will be reviewed annually as new needs and opportunities emerge or capacity for ministry changes.

The department is grateful to all who had a hand in the development of this plan. May the Holy Spirit guide its implementation and further development - that the Kingdom of God on this campus and among the UD community may be realized more fully.

Vision, Mission, Values

Vision: Encountering Faith. Transforming Life.

Mission: Rooted in our Catholic and Marianist tradition, Campus Ministry cultivates the faith life of the campus community through transformative encounters with God. We foster spiritual growth through worship, pastoral care, faith formation, service and reflection. Committed to peace and justice, we challenge people to develop their unique gifts in service to the world and to be leaders who nurture human dignity through building faith-filled communities.

Values: Christian Discipleship, Community, Hope, Honoring the Sacred, Hospitality and Inclusivity, Integrity, Justice, Love, Peace, Prayer and Worship, Servant Leadership, Transformational Growth, Wisdom.

Principle Mission Areas:

Cultivating Faith
Fostering Spiritual Growth and Providing Pastoral Care
Building the Faith Community
Educating for Justice and Peace
Developing Gifts for Servant Leadership
Operations

Mission Areas and Goals

In this plan, each of the six mission areas is described through an ideal description and a current scope. The ideal expresses what constitutes success in each mission area. The current scope identifies ways the department addressed each mission area as of academic year 2012-13. Goals identify specific ways campus ministry can close the gaps between the ideal and the real in each mission area. Goals are separated into three categories:

Strategic Goals: Major new initiatives that add to ministry effectiveness in a given area. They take approximately six to twelve months to complete.

Enhancement Goals: Ways campus ministry seeks to continually improve already successful strategies, programs, and activities. They take approximately three to six months to complete.

Problem Goals: Address critical problems that threaten the effectiveness of Campus Ministry to carry out its mission in a given area. They take approximately six to nine months to complete.

Cultivating Faith

Ideal Description

Campus Ministry fosters a spirit of hospitality that supports and encourages all students, faculty and staff in honoring the sacred. While being particularly attentive to the Catholic Faith, members of the UD community are encouraged to deeply know and freely live out of their own faith's sacred texts and traditions. This rootedness in particular faith traditions is coupled with a growing awareness of and reverence for the faith traditions of others. In this environment of education and transformational growth, there are safe and respectful times and places to wrestle with the hard questions of faith. Individuals and communities grow in a deep understanding of faith and express it in authentic practice.

Current Scope

Cultivating faith is rooted in encountering one's faith tradition and making sense of it within the reality and complexity of everyday life. The vast majority of our current students, faculty and staff have roots in the Christian tradition. Most retreats, prayer services, small faith communities, faith-based reflections on service and justice, campus collaboration on Commitment to Community, spiritual direction, and educational programs are rooted in Christianity. As a Catholic University, Campus Ministry strives to cultivate the Catholic faith in particular. This happens through liturgy, sacraments, small faith communities, catechetical training for liturgical ministers, representing the Catholic tradition on campus committees, and in many pastoral care conversations. UD Interdenominational Ministry intentionally fosters worship, discipleship, evangelism, fellowship and ministry with students from a broad base of Christian traditions. More broadly, Campus Ministry recognizes, advises, and supports student groups from religious traditions outside Christianity and is beginning to explore opportunities for interfaith dialogue.

- Learning about one's faith (Bible studies, People of Respect Compassion and Hope [PORCH] small Christian communities, pastoral care, faith-based mini-courses, RCIA program, Marriage preparation, liturgical ministry training, Retreats)
- Authentically living out one's faith (Commitment to Community, passive programming [bulletin boards] in residence halls, Table of Plenty, Perspectives on Faith and Life)
- Prayer and worship (Masses, UD Interdenominational Ministry worship services, opening and closing prayers for groups such as Camp Blue, Undergraduate Leadership Institute [ULI], and other campus meetings, Prayers and Pancakes, Stations of the Cross, Adoration, Vespers, Rosary groups, Miryam Award, Memorial services)

- Sacred Spaces (Chapels, Muslim Prayer Room)
- Religious/Faith-based Student Organizations (Athletes in Action, Campus Crusade for Christ, Catholic Life, Chi Rho, Muslim Student Association, Navigators, Orthodox Christian Fellowship, Phi Lambda Iota)
- Cultivating the faith lives of those outside Christianity and opportunities for interfaith dialogue (Muslim Student Association, Muslim Prayer Room)

Strategic Goals

- 1.1. Explore options to create one specifically Catholic themed retreat annually. The retreat theme should change each year.
- 1.2. Pilot the Engaging Students to Enliven the Ecclesial Mission [ESTEEM] program, a national Catholic leadership formation program.
- 1.3. Develop multiple, short duration, campus minister led education in faith experiences on topics particular to Catholic catechesis and faith formation.
- 1.4. Identify UD faculty, staff and students interested in developing interfaith initiatives on campus and form an interfaith advisory committee to guide the department in developing opportunities for interfaith education and dialogue.
 - a. Send a group to the Interfaith Youth Corps [IFYC] training camp in February 2014.
 - b. Develop a plan for follow-up and development of at least one new interfaith campus program.
 - c. Offer a series of ongoing discussions on hot topic issues with interfaith perspectives
- 1.5. Create and implement an experiential inquiry process for international undergraduate and graduate students that focuses on the basics of the Catholic Faith.
- 1.6. Develop learning outcomes for residential ministry

Fostering Spiritual Growth and Providing Pastoral Care

Ideal Description

Campus Ministry fosters spiritual growth and provides pastoral care for students, faculty, and staff. This occurs through personal relationships, one-on-one and group experiences in activities like retreats, liturgies, small Christian communities and residential area programming. Follow-up opportunities unpack significant faith, service and immersion experiences. Spiritual growth extends beyond a particular faith tradition. Students, faculty, and staff are aware of resources for spiritual growth and pastoral care and can articulate and communicate encounters with God. Campus Ministry provides spiritual direction, pastoral counseling and pastoral care to foster spiritual growth and support community members in crises. Sacred spaces inspire the

community and include locations that are familiar and common. There is a commitment to ongoing training, professional development, and personal growth for campus ministers.

Current Scope

Campus Ministry provides spiritual growth through programs, experiences and personal relationships that are supportive and transformative. Individually, members of the UD community can find resources for pastoral care, pastoral counseling, spiritual direction, and spiritual companionship. Campus Ministry's social networking sites, printed materials, guest speakers, and other programs assist students, faculty and staff with their individual spiritual growth. Spiritual growth occurs communally through retreats, support groups, Bible studies, community prayer and worship experiences, and PORCH groups. Shared service opportunities provide reflective exercises to explore the meaning of service for student spiritual growth and its implications for the common good. Follow-up programming and one-on-one relationships developed with campus ministers are instrumental in supporting student spiritual growth. Campus Ministry coordinates prayerful campus-wide responses to crises and provides ongoing personal support to students, faculty, and staff who are touched by crises.

- One-on-one Relationships (Pastoral counseling, spiritual direction, spiritual companionship, hospital visitation and peer leadership training and support)
- Support groups (Living with Loss, Spectrum and Hand-in-Hand)
- Crisis response (campus-wide prayer/memorials, Residential Ministry)
- Spiritual growth in regular Campus Ministry programs (all Retreats, Service opportunities, Perspectives on Faith and Life Series, Table of Plenty, Bible studies, prayer experiences, and worship/liturgies)
- Social media (Facebook and Twitter pages for Retreats, Liturgies, and the Center for Social Concern)

Strategic Goals

- 2.1. Identify the campus ministry staff who want to develop skills in pastoral care areas and create a plan to address these needs through professional development plans and/or staff training.
- 2.2. Increase department capacity to provide spiritual direction and spiritual companionship by assessing potential and providing professional development opportunities for campus ministers.
- 2.3. Develop a plan to promote more options for spiritual direction and spiritual companionship to faculty, staff, and students by identifying qualified spiritual directors and promoting their availability.
- 2.4. Identify and pursue at least one option for sacred space in the student neighborhood.

Enhancement Goals

- 2.5 Conduct a campus ministry staff in-service to explore the continuum of pastoral care, learn the protocol for pastoral care provided by campus ministry (crisis care, pastoral care, spiritual companionship, pastoral counseling, and spiritual direction).
- 2.6 Provide annual spiritual growth opportunities for UD faculty and staff.

Building the Faith Community

Ideal Description

With faith and our Catholic and Marianist identity as foundations, Campus Ministry intentionally gathers students, faculty, and staff for the purpose of becoming community, where they are transformed in relationship with God and one another. These communities call people to personal growth in faith and inspire a spirit of service and response to God's call in the world. People of all religious traditions, and those searching, participate in faith communities that are diverse in their origins, traditions, and expressions. Community is formed through opportunities for prayer, worship, leadership and participation in Campus Ministry programming and events.

Current Scope

Campus Ministry cultivates the spirit of a faith community across the university by calling individuals and the community into a deeper relationship with God. Campus Ministry influences the campus' intentional commitment to building community in collaboration with other departments and through the continued promotion of the Commitment to Community document. In daily presence and programming, campus ministers foster and support faith communities in a multitude of ways. Faith communities are broadly focused (e.g. loosely defined worshipping communities or experiences) or intentionally focused (e.g. small prayer/faith sharing groups, service clubs, etc.). Communities of faith form by gathering people, modeling community in programs, providing experiences of community, and promoting ongoing development of community. Integral to the development of community is meeting people, sharing faith stories and establishing openness for ongoing relationship. Faith communities at UD take on the identity of their members. Most are Christian. Campus Ministry is evaluating how best to foster interfaith understanding to build community among students, faculty, and staff within and across many faith traditions.

Examples of communities that evolve from Campus Ministry programming include:

- Catholic liturgies and Interdenominational Worship
- Liturgical ministry and Undergraduate Music Ministry (UGMM)
- Small faith communities (People of Respect, Compassion, and Hope [PORCH], Interdenominational Ministry People Across Campus Together [IMPACT], Bible Study)
- Retreats (Chaminade Scholars, first-year retreats, UD Interdenominational Ministry [UDIM], Metamorphosis, More to Life, Lighthouse, Wilderness, Twilight, Busy Person's, Couples, Guided, Metanoia, PORCH Leaders, Marianist Vocation Discernment, Faculty and Staff, Callings)
- Ministry leadership teams (UDIM Leaders, UDIM Student of Sacrifice [S.O.S.] Praise Team, Callings Leadership team, Retreat Teams, PORCH Leaders, Mass Coordinators)
- Advising and administering student religious organizations
- Active and passive residence hall programming
- Communal prayer, devotional practices, and other opportunities for prayer
- Communities for faith and justice (Service clubs, REAL Dayton, Table of Plenty, UD Summer Appalachia Program [UDSAP], plunges, BreakOuts)

Strategic Goals

- 3.1 Identify religious traditions represented in the UD student community and assess their needs and expectations.
- 3.2 Provide annual professional development for CM's that foster ongoing awareness and understanding of faith traditions
- 3.3 Encourage in-depth continuing education among CM's on faith traditions.
- 3.4 Explore and develop a long range plan for Latino/Latina ministry in response to potential for increased future enrollment.
- 3.5
 - a. Pursue collaboration with and outreach to more existing groups on campus, such as student athletes.
 - b. Pursue collaboration with and outreach to more existing groups on campus, such as international students
 - c. Pursue collaboration with and outreach to the Office of Multi-cultural Affairs.
- 3.6 Develop a process to cultivate a campus- wide spirit of faith and evangelization by fostering an atmosphere for active engagement in faith annually - such as, a campus faith revival event, musical events based on faith, etc.

Enhancement Goals

- 3.7 Articulate an updated vision for small group ministries and PORCH so all campus ministers can contribute to its growth and development. Utilize the Society of Mary's community insights in development.
- 3.8
 - a. Cultivate a spirit of ongoing invitation and evangelization in the faith community at large by increasing participation in the PORCH program.
 - b. Cultivate a spirit of ongoing invitation and evangelization in the faith community at large through structured group and individual follow-up to Campus Ministry programs and events, or the development of PORCH communities.
- 3.9 Articulate a shared vision for "Building the Faith Community" in residence life ministry.

Problem Goals

- 3.10 Address declining worship attendance in a variety of ways: cultivating hospitality at worship, growth of music ministry and praise teams, bringing friends to worship, preaching, etc.

Educating for Justice and Peace

Ideal Description

Peace and justice permeates all areas of Campus Ministry and the University. Rooted in Gospel values, Catholic social teaching, the Marianist charism and wisdom from other faith traditions, Campus ministry welcomes all to a community that engages in service, education, and advocacy to transform lives and society for the common good. The critical reflection and respectful dialogue in peace and justice opportunities weave faith and action together in order to practice love in a broken world. The integrative education for peace and justice inspires passion to be lived in and beyond the UD experience.

Current Scope

Campus ministry creates reflective educational programs and appropriate responses to the social justice issues of our day in light of Catholic social teachings. Campus Ministry collaborates with university departments, and local, national and international partners to provide opportunities for education, service, immersion, and support for justice and peace. The department provides opportunities for the UD community to participate in the two feet of social action (charitable works and social justice/social change). Students are intentionally encouraged to make a personal and life-long commitment to the common good as part of their response to God's call in their lives.

- Short-term reflective service opportunities (SERVICE Saturdays, REAL Dayton, Thanksgiving Basket Drive, United Way's Make a Difference Day, Lenten Almsgiving program, Residence Life staff meeting with RAs doing Service, planning service opportunities for Resident area staff and students, UD Interdenominational Ministry [UDIM] service chair, service opportunities on Callings)
- Longer reflective service opportunities (Service clubs, BreakOut trips, immersions, UD Summer Appalachia Program [UDSAP])
- Encouragement of life-long service (Beyond UD: Fair, supper, mini-course and commissioning ceremony; Program for Christian Leadership)
- Education, awareness and discussion of social justice issues (Table of Plenty, Perspectives on Faith and Life Series, Plunges, Appalachia Awareness Week, Living Wage Campaign, Hunger and Homelessness Awareness Week, Martin Luther King Day events, Sustainability events, death penalty prayer services and speakers, Poverty Simulation, Consciousness Rising, End It!, School of Americas Vigil [SOA], March for Life, collaboration with academic departments to bring in speakers, and informal discussions with students on these issues.)
- Leadership development for social justice (particularly with graduate assistants, student employees, leaders of service clubs and programs)
- Fostering a campus climate of support and advocacy for people on the margins (Miryam Award, Campus Ministry support groups)

Strategic Goals

- 4.1 Improve campus wide education and dialogue on social justice issues through focused communication plans and social media.
- 4.2 Increase collaboration between the Center for Social Concern and Residence Life Ministry to develop intentional approaches to social justice issues in all residential areas.

Enhancement Goals

- 4.3 Increase reflection on service and justice in all Center for Social Concern programming
 - a. Develop a plan and train people to facilitate critical reflections on service.
 - b. Evaluate, assess, and strengthen our collaboration with other areas of the University to incorporate reflection with service programs (Housing and Residence Life, Fitz Center for Leadership and Community, New Student Orientation).
 - c. Foster online reflective opportunities for students who participate in service, BreakOut, and Immersion experiences.
 - d. Expand opportunities for reflective follow-up to BreakOuts, Immersions, and University of Dayton Summer Appalachia Program [UDSAP].
 - e. Stimulate reflective discussions after service events with laminated cards containing simple reflective questions placed in each of the Campus Ministry vans.
- 4.4 Promote use of fair-trade and local t-shirts, food, and materials in all Campus Ministry programming and with organizations through developing a resource list of alternative places to shop and brands to buy.
- 4.5 Submit annual suggestions to UD Speaker Series for a speaker connecting faith and justice.

Problem Goals

- 4.6 Evaluate and assess the effectiveness of UD's participation in the SOA Vigil. Explore the possibility of participating with Xavier. Explore replacing it with some other faith-based nonviolent activist event.

Developing Gifts for Servant Leadership

Ideal Description

Campus Ministry supports and challenges members of the UD community to develop the knowledge, skills and values that embody a Catholic and Marianist approach to servant leadership. This includes approaching ongoing developmental journeys with a sincere exploration of vocation, discernment of gifts, and commitment to the common good in service to our campus, local community, the Church and the world. Self-exploration, self-reflection, and opportunities to express gifts in different roles and outlets characterize leadership experiences. Student leadership is integral in the development and execution of all Campus Ministry programs.

Current Scope

Campus Ministry cultivates leadership as a form of service. Through collaboration with students, faculty, staff and community partners, Campus Ministry identifies leadership potential, teaches servant leadership skills while forming, mentoring, and supervising leaders in all programming.

We help members of the UD community to identify and discern their particular gifts and try to match them with the needs of the world, as they grow in listening and responding to God's call and in living their vocation.

- Servant-Leadership formation for student leaders in all programs (Retreats, Service clubs, student religious organizations, BreakOuts, REAL Dayton, SERVICE Saturdays, Immersions, UDSAP and PORCHes)
- Program for Christian Leadership (Callings, Faith, Vocation and Leadership House, Chaminade Scholars collaboration, and Perspectives on Faith and Life Series)
- Professional Development opportunities for professional Campus Ministry staff, student employees, and graduate assistants
- Discernment of gifts, leadership and vocation after graduation (Beyond UD, Religious vocation discernment, and Mini-courses on leadership, service and vocation)
- Collaboration with Student Development leadership programs, leadership recognition awards, and New Student Orientation

Strategic Goals

- 5.1 Assess the potential value of gifts assessment tools (strength's quest, spiritual gifts inventory, etc.) for leadership training, personal development among students and campus ministry staff.
- 5.2 Review and streamline student leadership development strategies in Campus Ministry to prevent duplication and maximize effectiveness.
- 5.3 Develop religious vocation discernment groups for men and women in collaboration with the Society of Mary (SM), and Daughters of Mary Immaculate (FMI).

Enhancement Goals

- 5.4 Vocation awareness
 - a. Review department programs for contribution to vocation discernment/awareness
 - b. Identify and promote ways Campus Ministry can support vocational components of the Common Academic Program (CAP) through the Program for Christian Leadership and other programs.

Operations

Ideal Description

Campus Ministry provides a climate of hospitality and welcome for the University of Dayton community. Ministry flows from a clear vision and mission that is rooted in the Gospel, and is assessed based upon updated goals. Department practices and policies reflect efficient and effective communication, an environment of collegiality, streamlined administrative processes, and stewardship of human and financial resources. Collaboration both within the team and across departments at the university is at the heart of ministry.

Current Scope

Members of the Campus Ministry team handle temporalities including scheduling, vehicle maintenance, upkeep of all ministry spaces, and inventory of supplies. Administrative processes include management of personnel resources and stewardship of funds. All members of the team engage in hospitality ministry, manage internal and external communication, and coordinate meetings and events for faculty, staff and students.. Essential operations for the Directors team include providing vision, mission, and prioritized goals, supervision, and professional development for the Campus Ministry team.

- Internal Communication: policies, expectations, job descriptions, general disbursement of info, emergency response, emails, phone calls, meetings
- External communication: - marketing materials such as brochures and rack cards, website, social media, Faithful Flyer, other publicity, fairs and open houses
- Participation on university committees and initiatives
- Team development and Collegiality: Campus Ministry committees, respectful problem-solving and decision-making, professionalism, team day of reflection
- Professional development: team meetings, professional development plans, supervision

Strategic Goals

- 6.1 Evaluate needs and plan to maximize ministry potential with effective use of social media and new technology in all areas of ministry.
- 6.2 Develop stronger assessment practices department-wide by acquiring training and guidance on effective assessment methods for ministry.
- 6.3 Reexamine workgroup structure and team organization to maximize mission effectiveness.
- 6.4 Support the renovation of the Chapel of the Immaculate Conception through contribution to design development, liturgical catechesis, development of renovation rituals, and assuring quality temporary worship during construction.
- 6.5 Cultivate effective relationships and processes with advancement and alumni relations.

Enhancement Goals

- 6.6 Improve methods for tracking expenses in program areas
- 6.7 Evaluate quality of furniture, décor, and appearance in Campus Ministry offices and chapels and develop long-term plan for replacement and refurbishing.
- 6.8 Develop a method for staff to offer feedback on supervisors.
- 6.9 Foster accessible and productive avenues for Campus Ministry team members to evaluate and offer suggestions for change within the department.

Problem Goals

- 6.10 Normalize use of Google calendars particularly for reservation of campus chapels, vehicles, and scheduling meetings.
- 6.11 Refine emergency response and pastoral care protocol.