

Mission and Strategic Plan for the Department of Campus Ministry

December 2021

Introduction

The Department of Campus Ministry's strategic plan includes, and is inseparable from, our strategic plan for diversity, equity, and inclusion. Our strategic initiatives are built upon aspirational mission and value statements, which guide all aspects of ministry. These statements served as the foundation for the assessment which informed the development of this plan. DEI related goals/strategies are highlighted in yellow, within the plan. The end of this document lists the connections to the University's Flyers Plan for Community Excellence, the Anti Racism Action Plan, and the Status of Women Report.

Vision

Encountering Faith. Transforming Life.

Mission

Rooted in the Catholic tradition and Marianist charism and committed to supporting all faith traditions, Campus Ministry cultivates the faith and spiritual life of the University of Dayton community through transformative encounters with self, others, and God.

Seven Guiding Values

Cultivating Faith

Campus Ministry fosters a spirit of hospitality that supports and encourages all students, faculty, and staff in the search for truth grounded in faith and reason. Campus Ministry is particularly attentive to the Catholic faith and Sacraments while encouraging all members of the UD community to deeply know and freely live out their own faith's sacred texts and traditions in everyday life. This rootedness in particular faith traditions is coupled with a commitment to increasing religious literacy, dialogue, and reverence for the faith traditions of others. In this environment of education and transformational growth, there are safe and respectful opportunities to wrestle with the hard questions of faith. Individuals and communities grow in a deep understanding of faith and express it in authentic practice.

Nurturing Discipleship and Leadership

Campus Ministry supports, challenges, and accompanies members of the UD community to respond to the call to follow Christ as disciples and as faith-based leaders. Discernment of faith, skills, and values, in both an individual and communal context, equips all to embody the Gospel for our campus, local community, the Church, and the world. Faith-based leadership calls us beyond ourselves to empower others in their faith within the context of community and the common good. Therefore, leadership formation that empowers individuals to accompany their peers on their faith journey is integral in the development and execution of all Campus Ministry programs.

Fostering Exploration of Vocation

Exploration of vocation empowers individuals to discern how God calls them to use their gifts, talents, and passions in faithful service for the common good. Campus Ministry equips the UD community to embrace their relationship with God as a foundation of their identity, purpose, and response to the needs of others. This exploration is rooted in ongoing, active, and dynamic discernment and accompaniment that honors an individual's context and development, which continue to evolve throughout a person's life.

Building Communities of Faith

Campus Ministry invites students, faculty, and staff to become community - where relationships in faith are transformed and deepened and people are gathered and sent. A variety of communities create diverse opportunities to gather for meaning-making and to cultivate a sense of belonging. Community is formed in the spirit of our Marianist identity, calling members to faith that inspires solidarity, commitment to social justice, and service for the common good. Through prayer, various faith practices, leadership, and participation in Campus Ministry, communities listen in faith and respond to God, one another, and the needs of the world.

Spiritual Accompaniment

Recognizing that spirituality extends well beyond any one particular faith tradition, Campus Ministry accompanies students, faculty, and staff as they make meaning of life experiences using a lens of faith. Campus Ministry walks alongside individuals and communities as they celebrate life's joys, become aware of God's grace, and discern the Spirit's movement in their daily life. In times of challenge or crisis, it can be especially hard to recognize God's presence. In these moments, Campus Ministers accompany individuals and the community as they ponder life's most difficult questions.

Through spiritual accompaniment, Campus Ministry inspires the community to wonder, reflect, and deepen its relationship with God.

Educating for Social Justice and Peace

Action for social justice and peace permeate all areas of Campus Ministry and the University of Dayton. Inspired by the social ethics of diverse faith traditions and drawing from the Catholic tradition of social change and the Marianist Charism, Campus Ministry invites all to weave faith and action together in order to practice love in a broken world. Campus Ministry challenges the UD community to live out the values of human dignity and solidarity by engaging in action at the local, national, and international levels. Prayer, advocacy for positive change, service, accompaniment, equitable relationship-building, raising awareness of social and environmental justice issues, critical reflection, and dialogue are crucial components to discern our call to challenge ourselves beyond what is comfortable. The integrative education for peace and social justice inspires passion to be lived in and beyond the UD experience.

Advancing Diversity, Equity, and Inclusion

The image of the round Marianist table inspires Campus Ministry to include and lift up all members of the human family who are equal in their belovedness. Valuing diversity and inclusivity of voice, perspective, identity, and experience, Campus Ministry is committed to journeying with students of all identities as they discover their authenticity of self and faith. Campus Ministry seeks to grow increasingly more attentive to the participation in campus leadership, worship, and spiritual practice of those who have been historically marginalized and minoritized. Campus Ministry acknowledges and works towards healing the wounds and systemic inequities caused by racism, sexism, and other identity-based forms of discrimination and exclusion present in the history and practices of society at large and in religious institutions, which includes the Catholic Church. Campus Ministry is committed to growth in knowledge and praxis of diversity, equity, and inclusion.

Strategic Goals Summary

Campus Ministry's Strategic Plan, including our strategies around DEI in ministry, is centered around on five overarching goals:

Goal 1:

Increase the capacity of the Campus Ministry team to effectively advance Diversity, Equity, and Inclusion in ministry.

Goal 2:

Strengthen inter/intra department communication and collaboration to advance Campus Ministry mission and values.

Goal 3:

Engage Catholic students in experiences that deepen their sense of faith, identity, and belonging.

Goal 4:

Increase the support of students of all faith traditions to deepen their sense of faith, identity, and belonging.

Goal 5:

Expand engagement of students who are underserved in Campus Ministry and looking for a spiritual home.

Goal 1

Increase the capacity of the Campus Ministry team to effectively advance Diversity, Equity, and Inclusion in ministry.

Rationale: Campus Ministry aspires to cultivate the faith experiences of a diverse campus community, valuing diversity and inclusivity of voice, perspective, identity, and experience. To better live out our mission and values as a Campus Ministry for all, we must provide ministerial leadership and resources representative of our diverse campus, rich in many faith and spiritual identities. This begins with building a Campus Ministry team whose identities are representative of the campus we serve and who are committed to grow in knowledge and praxis of diversity, equity, and inclusion.

Objective 1.1

Support the mission of Campus Ministry through recruiting, creating, and retaining a more diverse team of campus ministers.

Key Performance Indicator 1.1.1

Assess proactive DEI recruitment strategies and develop an ongoing plan for fostering relationships and recruiting new staff.

Key Performance Indicator 1.1.2

Identify barriers to DEI that may exist in current job descriptions and revise and clarify as appropriate.

Key Performance Indicator 1.1.3

Identify attitudes and practices that foster a climate of acceptance for all members of the Campus Ministry team to express their unique gifts and authentic selves.

Key Performance Indicator 1.1.4

Provide internal and external support for Campus Ministers who identify as members of underrepresented populations.

Objective 1.2

Increase capacity of the Campus Ministry team to advance DEI in ministry through professional development opportunities.

Key Performance Indicator 1.2.1

Prioritize DEI in ministry through performance evaluations and goal setting.

Key Performance Indicator 1.2.2

Intentionally plan and pursue professional development for CM team members that advance strategic initiatives around DEI.

Objective 1.3

Promote engagement of diversity, equity, and inclusion to be interwoven into ministry programs, rituals, and experiences that span the entirety of Campus Ministry.

Key Performance Indicator 1.3.1

Develop shared outcomes for DEI in ministry programming.

Key Performance Indicator 1.3.2

Engage all aspects of ministry to assess their DEI work based on the shared outcomes and establish priorities for change and growth.

Goal 2

Strengthen inter/intra department communication and collaboration to advance Campus Ministry mission and values.

Rationale: Interwoven into the heart of the mission of the University, Campus Ministry functions as a network of ministerial programs, experiences, relationships, and processes cultivated by a large team and vital campus partnerships. This goal focuses both on internal alignment and internal/external communication. Aligning the department organizational structures and collaborative processes to respond effectively to ministerial priorities and rapidly changing campus needs is integral to achieving strategic goals. Strengthening effective and efficient communication and marketing methods will enhance ministerial effectiveness, and improve CM ability to communicate and engage the diverse campus community.

Objective 2.1

Assess and enhance current departmental systems to streamline internal processes and increase utilization and internal communication.

Key Performance Indicator 2.1.1.

Assess the need for and effectiveness of existing systems, eliminating those that are unnecessary and providing training for those that remain.

Key Performance Indicators 2.1.2.

Partner with UDIT to assess current systems and streamline communication platforms.

Objective 2.2

Examine department structure and discern adaptations to enhance collaboration, prioritization within the scope of ministry, and ministerial presence on campus.

Key Performance Indicator 2.2.1

Enlist a consultant to examine ways our structure can better align with our strategic goals and departmental needs.

Key Performance Indicator 2.2.2

Brainstorm, as an entire department, ways that we can enhance partnerships and prioritize across “areas” to accomplish mutual goals.

Objective 2.3

Communicate to the campus community how diversity, equity, and inclusion flows from our departmental mission, identity, and charism.

Key Performance Indicator 2.3.1

Develop ongoing publicity of newly articulated mission and values across campus through social media, digital communications, and print media.

Key Performance Indicator 2.3.2

Ensure that department communications, social media, etc. are reflective of the connection between our DEI goals and CM mission, identity, and charism.

Objective 2.4

Develop and implement a strategy for marketing and communications that is reflective of Campus Ministry's unique identity and charism.

Key Performance Indicator 2.4.1

Examine ways to increase capacity of Campus Ministers to engage in digital ministry for full time staff and/or Graduate Assistants, as we enhance ministry through utilizing digital spaces.

Key Performance Indicator 2.4.2

Utilize consultation to refine and enhance our communication efforts to reflect Campus Ministry's identity and charism.

Goal 3

Engage Catholic students in experiences that deepen their sense of faith, identity, and belonging.

Rationale:

The Catholic faith tradition is one of both unity and diversity. Rich ritual and devotional practices, spiritual experiences, cultural identities, theological perspectives, and responses to cultural challenges form the experience of being Catholic. Engaging in religious practice and cultivating active spiritual lives differs among young adults today. They range from being devoutly religious to deeply spiritual with little religious practice. Cultivating Catholic faith on campus requires intentionality to invite students to engage from where they are in the breadth and depth of this rich tradition and to grow in identity and discipleship grounded in faith and the cultivation of justice and peace. Advancing DEI in ministry includes diversity within Catholicism. A diversity of Catholic identities are united through the Marianist charism of faith and community.

Objective 3.1

Catalog and benchmark what catechetical opportunities currently exist in Campus Ministry and across the University. Identify recommendations for future adaptations, focus areas, and ways to support the theological diversity of Catholic students.

Key Performance Indicator 3.1.1

Create a Campus Ministry committee, representative of all work groups, focused on Catholic catechesis/student engagement.

Key Performance Indicator 3.1.2

Use Campus Ministry committee to promote awareness of and coordinated responses to trends and events that are occurring in both the global and local Catholic Church, e.g. within LatinX populations.

Key performance Indicator 3.1.3

Meet with leaders from Catholic student organizations to gain further insight and feedback on ways to meet faith needs and expectations more fully.

Objective 3.2

Increase authentic cultural diversity within Catholic programming and in worship spaces.

Key Performance Indicator 3.2.1

Create a coordinated approach to LatinX ministry and celebrations such as Black Catholic History Month.

Key Performance Indicator 3.2.2

Increase diversity of cultural representation in Catholic artwork, music, and languages used in liturgical celebrations and worship spaces.

Goal 4

Increase the support of students of all faith traditions to deepen their sense of faith, identity, and belonging.

Rationale:

The University of Dayton strives to be a place where people of all religious traditions live, learn, and deepen their faith. Many of the world's religious traditions are represented in the campus community. This diversity of faith expression enriches the community and offers a great witness of solidarity among people from different religious perspectives to the campus and the world. Campus ministry aspires to build communities of faith and provide resources and spiritual accompaniment for students of all faith traditions represented on campus. Advancing DEI in ministry includes religious diversity.

Objective 4.1

Explore religious identities of the student body, identify traditions that are currently under supported, and develop strategies for increasing effective ministry.

Key Performance Indicator 4.1.1

Develop external partnerships that would meet needs for specific religious populations of students, faculty, and staff.

Key Performance Indicator 4.1.2

Recruit and hire a multi-faith Campus Minister who will focus on coordinating multi-faith ministries and religious literacy development on campus.

Objective 4.2

Increase inclusivity in Campus Ministry spaces to foster religious identity and provide a place of belonging.

Key Performance Indicator 4.2.1

Create a committee to research and assess inclusive design among current Campus Ministry spaces including artwork and room setup.

Key Performance Indicator 4.2.2:

Advocate to University Leadership for more Campus Ministry spaces outside of traditional Catholic settings, i.e. a permanent interdenominational and/or multi-faith worship space.

Goal 5

Expand engagement of students who are underserved in Campus Ministry and looking for a spiritual home.

Rationale:

The image of the round Marianist table inspires Campus Ministry to lift up all members of the human family who, created in the image and likeness of God, are equal in their belovedness. Campus Ministry is committed to journeying with students of all identities as they discover their authenticity of self and faith, valuing diversity and inclusivity of voice, perspective, identity, and experience. Attentiveness to participation in campus leadership, worship, and spiritual practice of those who have been historically marginalized and minoritized is a priority while accompanying those who seek deepening, healing, belonging, and solidarity in faith and action for the common good.

Objective 5.1

Prioritize support for the faith needs of underserved populations, particularly Black/African American and LatinX populations.

Key Performance Indicator 5.1.1

Prioritize the recruitment and hiring of ministerial personnel who can serve the intersection of faith and identity with Black/African American students.

Key Performance Indicator 5.1.2

Continue to prioritize and grow support for LatinX ministry.

Objective 5.2

Identify and understand the faith needs and barriers of under-engaged desiring a spiritual home. (i.e. students who identify as LGBTQ+, athletes, Greek Life, veterans, commuters, UD-Sinclair academy, students living in non-traditional residence halls/ neighborhood, transfer students, international students, etc.).

Key Performance Indicator 5.2.1

Annually identify an underserved population and conduct focus groups to understand faith needs.

Key Performance Indicator 5.2.2

Investigate opportunities for partnerships on campus that can advance our engagement.

Key Performance Indicator 5.2.3

Prioritize and identify strategies to overcome those barriers and to foster a sense of belonging and spiritual support.

Institutional Connections

Campus Ministry's Strategic Plan is connected to, and informed by, the University's Flyer Plan for Community Excellence, the Anti Racism Action Plan, and the Status of Women Report. Below are specific reference points for where the plans align.

Flyers Plan For Community Excellence

Flyers Plan Goal 1:

Objective 1.2 and Key performance indicator 1.2.1 in the Campus Ministry strategic plan, directly connects with Objective 1.2 in the Flyers Plan through the connection to performance evaluation and Objective 1.3 for professional development to advance Diversity, Equity, and Inclusion among the Campus Ministry Team. Additionally, Key Performance Indicator 1.1.3 discusses building a climate of acceptance for all ministers to be authentic which directly relates to the Flyers Plan Objective 1.2 of creating an environment that fosters a sense of belonging for all.

Flyers Plan Goal 2:

Objective 1.1 in the Campus Ministry plan is directly tied to Objective 2.1 in the Flyers Plan relating to recruitment strategies. Goal 1 in the Campus Ministry plan connects to goal 2 in the Flyers Plan by increasing the capacity of campus ministry team members and ensuring DEI is reflective in all programming. Objectives 4.1 and 5.1 in the Campus Ministry plan directly relate to the Flyers Plan Objective 2.2 to increase support services to underrepresented and underserved student populations.

Flyers Plan Goal 3 and 4:

Throughout Campus Ministry's plan, connections to DEI in co-curricular programs through ministerial programs (CM Objectives 1.3, 3.2, 4.1, 4.2 and 5.1) and continued assessment of DEI in departmental structure and staffing (CM objectives 1.1 and 1.2) will occur.

Anti Racism University Plan

Step 1's expectation of all staff members engaging in education connects with Campus Ministry's Objective 1.2 highlighting professional development for all Campus ministers.

Steps 2 and 3 goals of educating undergraduate students about the values of diversity, equity, and inclusion connect with Campus Ministry's Objective 1.3 in ensuring that the engagement of diversity, equity, and inclusion are to be interwoven into ministry programs. It also connects with 2.3 in ensuring that Campus Ministry is communicating widely the commitment to DEI. It also

connects to Objective 3.2 ensuring culture diversity of Catholic programming and worship spaces.

Step 5 discusses increasing diversity and equity among staff which directly connects with the Campus Ministry Objectives 1.1, 4.1, and 5.1.

Step 6's efforts to build a climate of safety is seen through Objective 1.1.3 in creating a climate of acceptance within the campus ministry team.

Step 7 discusses marketing and inclusion which is represented in Objective 2.3.

Status of Women Reports

The value statements specifically "Cultivating Faith", "Educating for Justice and Peace", "Advancing Diversity, Equity, and Inclusion" connect with gender equity, eliminating sexism, and building safety and authenticity of faith expression.

Goal 1 of the Campus Ministry plan discussed diversity in recruitment and professional development. Mentorship for female students to see women ministers. Goal 3 discusses supporting students in the diversity of Catholic experience which includes the experience of women .

The gap of underrepresentation in leadership roles has grown in the Office of Mission and Rector. This is not something directly addressed in this strategic plan, but will be critical to keep an eye on and add professional leadership opportunities.

Goal 1 discussed building a culture of acceptance for all campus ministry members which directly connects to supporting female and LGBTQ+ staff.