

**Summer Institute
Director's Handbook
2010**

**United States Conference of Catholic Bishops
Secretariat of Catholic Education**

Frank J. Lewis Institute for Campus Ministry Orientation

Campus Ministry Summer Institute

Director Guidelines for the Frank J. Lewis Institute for Campus Ministry Orientation

Handbook

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I. Mission and Goals of the Institute

The mission of the Frank J. Lewis Institute for Campus Ministry Orientation (FJLI) is to orient new campus ministers to the profession of campus ministry. For nearly 30 years, the FJLI has assisted new campus ministers to bring the faith perspective to higher education. At the heart of the Institute is the USCCB's Pastoral Letter, *Empowered by the Spirit: Campus Ministry Faces the Future*. Upon completion of FJLI, new campus ministers will have gained:

- a network of resources across the country.
- skills in forming faith communities.
- effective ways of appropriating the faith.
- methods for forming conscience.
- resources to educate for peace and justice.
- personal and professional development methods.
- guidelines for developing leaders.

The FJLI seeks to impart a vision for ministry through practical presentation of the six (6) aspects of Campus Ministry in *Empowered by the Spirit*. Collaborative ministry skills are taught and practiced through team building exercises, workshops, mentoring experiences, hands on planning with other campus ministers and modeling from the FJLI team.

According to previous FJLI feedback, campus ministers leave more confident with their abilities, better connected to their peers, aware of the possibilities for successful ministry on their campus and grounded in the theological foundations of campus ministry.

To this end, FJLI is designed as a week-long training and orientation institute for new campus ministers. The Institute is specifically designed as an intensive Master's-level learning experience. The goals are

- to provide new campus ministers with an understanding of their role and mission to higher education,
- to assist them in integrating their previous professional experiences with their call to campus ministry and
- to generate and share new ideas and program possibilities through networking with other campuses.

The institute will achieve these goals in each of the six (6) aspects of campus ministry by addressing their theological foundations, identifying successful programs, assisting campus ministers design a plan for ministry, and providing resources for implementation.

A. Director Qualifications

1. An FJLI Director should have the following qualities:
 - Full-time campus minister or Campus Ministry Diocesan Director.
 - A minimum of five years experience in the campus ministry.
 - Graduate or post-graduate degree in theology or related field.
 - Completion of the Frank J. Lewis Institute or comparable training.
 - Certification as a campus minister preferred.
 - A working knowledge of the Campus Ministry pastoral letter *Empowered by the Spirit*.
 - An ability to assemble a quality team and model team ministry.
 - An excellent rapport with professional colleagues.
 - Membership in CCMA, NADDCM, or NCSC as appropriate.
 - Effective organizational and communication skills.
 - Good standing as a Roman Catholic.

B. Director Selection and Term

1. The FJLI Director is selected by the USCCB Assistant Director for Higher Education and Campus Ministry. In the process of making this decision, the Alliance for Campus Ministry (comprised of executive board members of CCMA, NADDCM, and NSCS) will be consulted.
2. The ordinary term of office for the director is three years. The director may be named for a second term.
3. A new director will be named a year prior to his or her directorship of an institute. It is expected that the newly named director will attend a FJLI as an observer before taking office.
4. Before naming a person as director, the USCCB will assure that the person is in good standing with the Ordinary of the Diocese in which the institute will be scheduled and the Diocese in which the director ministers.

C. Team Selection

1. The institute director selects competent campus ministers as team members who can provide leadership in specialty areas such as: site coordination, speaker and participant communication, liturgy planning and team-building. The FJLI team should be members of CCMA or NADDCM. It is preferred that the team members be certified campus ministers.
2. In order to better assist the participants, the team members should reflect

the diverse circumstances of campus ministers throughout the country.

Team members should represent:

- a variety of institutions of higher education (Catholic, public, private, residential, commuter, community)
- campus ministers with multi-cultural experience
- campus ministers with diverse vocations.

3. About half of the new campus ministers who attend the institute are coming into the field with ten or more years of experience in social services, health care, academia or student services. It is helpful to have at least one team member with this background to assist these participants with this transition.

D. Team Responsibilities

Team members will attend and play an active role in the planning sessions, the institute and the evaluation process. Participate (based on experience and expertise) in all or some of the following: giving keynote presentations and workshops, serving as a project resource for institute participants, facilitating team building and small group sessions, planning prayer and worship experiences, and other areas as needed and designated by the institute design.

III. Site Selection

Appendix B

The Institute site is awarded through an RFP. The director negotiates contracts and oversees all site concerns. Particular attention needs to be paid to billing. Determining all costs before committing to host is extremely advantageous (e.g., extra costs can include onsite printing, banquet expenses, refreshments, etc.)

IV. Curriculum

- A. The campus ministry pastoral *Empowered by the Spirit* is the framework for all Institute learning. Pre-Institute literature and communication with participants should also express the importance of becoming familiar with *Sons and Daughters of the Light*, *Ex Corde Ecclesiae / US Application*, and *The Gospel on Campus*.

All six aspects of campus ministry should be addressed by the institute.

Upon completion of the FJLI, the participants should be able to:

- Articulate the theological foundations of each of the six (6) aspects of campus ministry presented in *Empowered by the Spirit*.
- Identify successful programs for developing the six (6) aspects of Campus Ministry.
- Design a plan for campus ministry in their setting which encompasses all six (6) aspects of Campus Ministry.
- Identify resources for each of the six (6) aspects of Campus Ministry.
- More fully understand today's young adult population in the cultural context of higher education.

- B. Professional Development: Participants will leave FJLI with a plan for their continued development as a Campus Minister. This road map will include information on certification and on-going formation for their ministry.
- C. Interpersonal Networking: Attention should be given to facilitate opportunities for participants to create valuable ongoing connections. In the past, those connections included an institutional framework - like size/type campuses and those with similar projects as well as a personal dimension - teambuilding, small group discussions, socials, and prayer experiences.
- D. Organizational Networking: Participants should be introduced to the National organizations which impact Campus Ministry such as: NADDCM, CCMA, NCSC, NRVC, CCHD, CRS, NCYAMA, and CNVS. This can be accomplished by inviting these organizations to provide the Institute with speakers, workshop presenters, panelists or resource material.
- E. Since this is a USCCB-sponsored event, all teaching during the Institute should be in accordance with the teaching of the Roman Catholic Church.

V. Schedule and Learning Styles

Appendix C

The schedule design fosters a balance of prayer, learning, working, and rest. A mid-week break is encouraged, as is a daily block of free time. Given the diversity of learners, the importance of utilizing various learning styles and adult education methods throughout the schedule is imperative.

VI. Communication

- A. The FJLI Director reports to the Assistant Director for Higher Education and Campus Ministry at the USCCB. Regular communication will be maintained.
- B. Communication with Participants
 - 1. Marketing FJLI is a multi-dimensional project. In the past, flyers, brochures and detailed registration packets have been developed and distributed. Previous packets are available for review from USCCB. Mailing lists in electronic label form will be provided by the National Associations.
 - 2. Once ads appear and promotional materials are distributed, written, telephone, and electronic requests for registration packets will begin. The director must have a plan to manage and respond to these requests.
- C. Communication with Speakers
 - 1. Identify speakers that can effectively engage participants. Provide contextual information on participants as well as the Institute. Articulate an expectation to incorporate theory and praxis in their presentation methodology.

VII: Participants

- A. Masters-level learning experience: While a masters degree is not required for admittance, participants need to: have graduated from college, be prepared for a masters level learning experience, be open to meeting a variety of persons from the higher education field (students, administrators, alumni) and have a strong desire to serve in Campus Ministry for a number of years. The selection of the applicants will be based on: credentials they submit, an evaluation of their personal goals and the recommendation of their Diocesan Director or their supervisor.
- B. Applicant Review: It is the responsibility of the director to accept or reject an applicant. If a person is rejected, the director must immediately notify the USCCB. If there are any questions of the suitability of any applicant, the director will consult with the Diocesan Director or, if it is a minister from a Catholic institution, with the applicant's supervisor.
- C. Eligibility: Only those applicants who are currently employed in campus ministry or who have been hired as a campus minister for the coming academic year can be accepted for admission.

VIII. Planning / Directing / Evaluation

Appendix D

- A. Planning
 - 1. The team will establish the institute schedule, division of responsibilities, and assignment of publicity responsibilities for upcoming conferences. (If a new FJLI Director did not attend FJLI, the previous director could be invited to play a transitional role.)
 - 2. The team begins inviting speakers, panelists, workshop presenters. Attention to ministry setting, vocation, gender, etc. are essential to presenting the diversity of campus ministries across the country.
 - 3. A site visit to meet with site staff, visit rooms, clarify roles, review Institute methods/goals, and build team cohesion is recommended. Arriving on site in advance of the institute helps prepare the site, settle team, rehearse sessions, and complete final details.
- B. Directing
 - 1. Active and visible presence of the director allows participants, team, and site personnel ready access should a need emerge.
 - 2. During the institute, a daily meeting has been extremely helpful to facilitate ongoing communication among the team, timely attention to participant needs (based upon daily evaluations), review upcoming details and needs. Shopping/photocopy needs can be expressed, time keeper assignments for speakers designated, and affirmations for a job well done are freely given.

3. The Director will report any concerns regarding the participants to the USCCB (i.e., child abuse drug/alcohol abuse, other.)

C. Evaluation

1. At the end of the institute, the participants complete an evaluation of their learning experiences. The instrument will be prepared by the team and will cover all the elements of the institute.
2. The Director presents to the USCCB a summary report of the evaluation described above as well as his or her own evaluation of the program. The FJLI Director and the Assistant Director will evaluate the program annually and identify any areas for improvement. At the conclusion of the second year all aspects of the planning, implementation, and content of the Institute will be evaluated. At that time the Director and the Assistant Director for Higher Education will consider possible contract renewal or an RFP to pursue a new program director. This evaluation process will be shared with representatives of the Alliance.
3. Post-institute the team will review all evaluations, make recommendations for the next year and begin planning for the following year.
4. The FJLI Director will conduct an evaluative study by soliciting feedback from the dioceses that sent campus ministers to the institute during the prior summer in order to secure an evaluation of the program from their perspective as Diocesan Directors of Campus Ministry or administrators of a catholic institution of higher education. The evaluation results are to be sent to the USCCB.

IX. Funding

Appendix E

- A.** FJLI is funded partially by a \$25,000 grant from the Frank J. Lewis Foundation. Additional revenues are generated from participant fees. All surplus monies will be kept by the FJLI Director or host institution. All short fall monies will be the responsibility of the FJLI Director. All efforts should be taken to keep FJLI affordable for Campus Ministers. The FJLI Director has the authority to cancel 30 days before the Institute based upon a low participation rate agreed upon each year.
- B.** The FJLI Director should refer to past FJLI records to design a budget for income, expenses, and stipend amounts. A fully detailed financial statement must be submitted to the USCCB within three months following the institute.

X. Relationship with the USCCB

- A.** The Frank J. Lewis Institute is sponsored by the USCCB. It is agreed that ongoing communication with the USCCB office of higher education is essential, especially regarding program content which needs to conform with the teachings of the Catholic Church and the Campus Ministry pastoral letter.
- B.** The USCCB oversees all aspects of FJLI. The Alliance for Campus Ministry makes recommendations to the Assistant Director for Higher Education regarding the Institute Director, curriculum, funding, advertising, and recruitment. The FJLI Director will give a written report to the USCCB and the Alliance once per year.
- C.** Public Communication regarding FJLI should state the following: “Sponsored by the United States Conference of Catholic Bishops. Endorsed by the Catholic Campus Ministry Association, National Association of Diocesan Directors of Campus Ministry and National Catholic Student Coalition.”

FJLI Staff Position and Roles

Appendix A

Director:

- Implement the goals of the Institute in accord with *Empowered by the Spirit*.
- Assemble an institute staff of competent professional campus ministers and speakers.
- Facilitate institute staff trainings and team meetings.
- Develop an integrative program including speakers, audio visual presentations, printed materials and digital media.
- Oversee Institute publicity and participant recruitment.
- Design, produce and distribute advertising brochure including mailing.
- Send an FJLI layout and text for USCCB website each year and provide brochures for distribution.
- Design, produce and distribute registration materials.
- Coordinate registration of participants and be available for participant inquiries.
- Negotiate contracts with site administrators and vendors. Include lodging, meals, meeting rooms, and AV / computer equipment. If necessary, provide security deposit for cleaning and damage.
- Develop and manage the Institute budget including, but not limited to: collection and deposit of all funds, payment of all invoices and submission of financial report.
- Prepare final report (including finances) to be submitted to USCCB for submittal to the foundation.
- Participate in an annual institution-level evaluation with USCCB and Alliance representatives, to cover all aspects of process and content, hone collaboration, and renew the contract.

Site Coordinator:

- Liaison between the site and the team.
- Secure and oversee all space utilization for the Institute.
- Evaluate contract to insure it includes all requests.
- Procure and manage materials needed for Institute.
- Collaborate with a bookstore to offer recommended texts.
- Meet with University Conference Director regularly.
- Connect with Tourist Center to provide ideas for free time.
- Troubleshoot facilities needs and problems.

Participant Contact:

- Liaison between team and participants.
- Design and create marketing materials for the institute.
- Create communications packets to be sent to participants.
- Field questions/concerns from perspective participants regarding the Institute.

Speaker Coordinator:

- Liaison between the speakers and the team.
- Provide speakers with site information, curriculum and learning objectives.
- Provide institute director with information for payment of speakers.
- Provide site coordinator with speakers' needs, recommended books and departure/arrival times.
- Meet speakers upon arrival and coordinate hospitality for them.
- Send thank you letters to speakers.

Liturgical and Team-building Coordinator

- Plan and implement prayer experiences throughout the Institute modeling various Eucharistic Liturgies and prayer services campus ministers implement on their campuses.
- Invite the local ordinary to preside at the opening liturgy.
- Plan and implement team building exercises throughout the Institute in order to provide a kinesthetic learning process of the curriculum and to teach this process to those campus ministers transitioning from another field.
- Coordinate location and set-up for liturgies and team building exercises with the site coordinator.

General Team Roles during the institute

- Daily team meetings.
- Troubleshoot unexpected situations.
- Set a daily tone and communicate morning announcements.
- Present sessions in area of expertise.
- Facilitate sessions in area of expertise.
- Monitor time and help keep the Institute on schedule.
- Model collaborative ministry.
- Reflect on the connections between speakers, personal and liturgical experiences.

FJLI Site Requirements Checklist and Questions

Appendix B

Dates

- 8 days for the institute and team time from late May to early August.

Transportation/Location

- Location easily accessible and affordable for participants?
- Specific site easily accessible from airport and other public transport hubs?
- Options for airport transportation, etc. available?
- Use of college vans possible?
- Free time transportation options for participants?
- Availability of on-campus transportation for those physically unable to move among other sites?

Housing

- Accommodations for 30-65 people for 8 days.
- Air conditioned meeting and housing facilities if climate demands it.
- Price for doubles, quads and singles.
- Style of restrooms (public, private, shared, etc.)
- Linen provided?
- Telephone and internet access?
- Residence hall check-in separate from the Institute check-in?
- Convenient location of residence hall in relation to principle meeting rooms?
- Family housing available if necessary?

Food

- Service available for 3 meals each day?
- Are you recommending a closing banquet?
- Convenient location of dining hall in relationship to principle meeting rooms?
- College provides evening food and snacks for participants?
- Early morning coffee available for participants?

Meeting space

- One large non-auditorium style room* with comfortable, flexible (if possible) space for participants.
- AV access and capability in *presentation rooms* – microphones, PowerPoint, overhead, screens, sound system etc. Cost? Will internet access be available within the presentation room?
- Five to six smaller break-out rooms* with tables and flexible design for small groups, located in proximity to one another and to the principle meeting area.
- Flexible chapel space* for participants – OR a room other than a chapel that can be set up as such throughout the conference as a chapel is possible.
- Would the college be willing to provide space (and materials) for socials?
- Kitchen access?
- Ability to play music without disturbing others?

Other Site Considerations

- Recreation facilities open to participants?
- Access to computers and printers for participants?
- Photocopying access? Cost?
- Minimum number of participants necessary to meet quoted costs?

FJLI Campus Ministry Orientation
June 7-12, 2009

Appendix C

Sunday, June 7

Afternoon Arrival

1:00-4:00 pm	Check into O'Neill Hall
2:00 and 3:00	Campus Tours beginning out of O'Neill Hall
4:00-5:00 pm	Informal gathering time and welcome to Institute Coleman-Morse Lounge
5:00 pm	Breakout by like Colleges and Universities
6:00 pm	Cocktails and Dinner – Oak Room – South Dining Hall (SDH)
7:30-8:30 pm	Opening Keynote Address – South Dining Hall
9:00 pm	Eucharistic Liturgy – Basilica of the Sacred Heart Student Mass with the Sumer Folk Choir

Monday, June 8

7:30-8:45 am	Breakfast – South Dining Hall
9:00 am	Morning Prayer – Dillon Hall Chapel (DHC)
9:30 am	Presentation – Forming Christian Conscience
11:00 am	Break
11:30 am	Workshop – Spiritual Direction/Pastoral Counseling
12:30 pm	Lunch – (SDH)
2:00 pm	Presentation – Student Leadership
3:30 pm	Break
4:00 pm	Workshop – Small Communities/Immersion Trips
5:15 pm	Eucharistic Liturgy – (DHC)
6:00 pm	Dinner - (SDH)
7:30 pm	Break-out Groups – Coleman-Morse Center
8:30 pm	Fellowship

Tuesday, June 9

7:30 – 8:45 am	Breakfast – (SDH)
9:00 am	Morning Prayer – (DHC)
9:30 am	Presentation – Catechesis/Appropriating the Faith
11:00 am	Break
11:30 am	Continuing Education and Professional Development
12:30 pm	Lunch – (SDH)
2:00 pm	Presentation – Boundaries
3:30 pm	Break (optional tours of Notre Dame Stadium or Snite Museum of Art)
5:15 pm	Eucharistic Liturgy – (DHC)
6:00 pm	Dinner – (SDH)
7:30 pm	Workshop – Engaging other Departments/Partners in Ministry
9:00 pm	Night Prayer – Grotto
9:30 pm	Fellowship – Coleman-Morse Lounge

Wednesday, June 10

7:30-8:45 am	Breakfast – (SDH)
9:00 am	Morning Prayer – (DHC)
9:30 am	Presentation – Diversity
11:00 am	Break
11:30 am	Workshop – Bible Study
12:30 pm	Lunch – (SDH)
2:00 pm	Workshops – Worship Planning/Leading Prayer/Retreat
3:00 pm	Break
3:30 pm	Presentation – Social Justice
5:00 pm	Break
5:15 pm	Eucharistic Liturgy – (DHC)
6:00 pm	Dinner
7:30 pm	Break-out Groups – Coleman –Morse
9:00 pm	Fellowship – Ice Cream Social

Thursday, June 11

7:30-8:45 am	Breakfast – (SDH)
9:00 am	Morning Prayer – (DHC)
9:30 am	Presentation – Community
11:00 am	Break
11:30 am	Workshop – Helping Students with Discernment
12:30 pm	Lunch – (SDH)
2:00 pm	Presentation – Sexuality/Relationships
3:30 pm	Free time – Optional Basilica Tour
5:15 pm	Eucharistic Liturgy – (DHC)
6:00 pm	Dinner – (SDH)
7:30-8:00 pm	CCMA and Certification
8:00-8:45 pm	Lingering Question/Pass out certificates
9:00 pm	Optional Night Out

Friday, June 12

7:30-8:45 am	Breakfast – (SDH)
9:00 am	Morning Prayer – (DHC)
9:30 am	Presentation – Personal Development
11:00 am	Wrap up and Evaluations
11:30 am	Closing Eucharistic Celebration – (DHC)
12:30	Lunch (SDH)

FJLI Timeline for Campus Ministry Orientation

Appendix D

Summer:

- Secure dates and site contract (if it has not yet been completed).
- Notify USCCB of dates and site.

August/September:

- Select FJLI staff.
- Arrange timeline for advertising, mailing, etc.
- Get advertising deadlines from Crossroads, NCSC, etc. Add these deadlines to timeline here.
- Announce summer date in Crossroads, CCMA-L, CCMA website, etc.

October/November:

- Hold fall FJLI planning meeting, select spring meeting date.
- Arrange FJLI planning meeting.
- Design and send postcard advertisements to CCMA Campus Minister list.
- Design full registration pamphlet and brochure.
- Respond to registration inquiries.

January

- Respond to registration inquiries.
- Mail full registration pamphlet to Diocesan Directors and to Campus Ministers.
- Arrange protocol for registration/response for web registration and response.
- Recruit participants at national and regional gatherings (CCMA, NCSC, etc.)
- Be sure USCCB has enough brochures to distribute through its channels.

February

- Respond to registration inquiries.
- Plan spring FJLI staff meeting on institute site.
- Distribute preliminary study and site information materials 3 weeks before meeting.

March

- Hold spring planning meeting.
- Determine site deadlines for room use, AV equipment, meal/banquet planning, etc. Add these to timeline below.
- Design participant materials.
- Recruit campus ministers.

April/May

- Continue with recruitment.
- Consult with institute staff on individual responsibilities if necessary.
- Prepare institute materials.

4 Weeks before the Institute

- Send all participants final directions, site/institute information, etc.
- Arrange for nametags, rosters, staff stipend checks and certificates.
- Arrange for certificates to be signed by USCCB official.
- Organize all registration information (e.g., volunteers for socials, worship, room assignment preferences, nametags, certificates, rosters, stipend checks, etc.).
- Submit needed information to university (AV and room requests, final count, housing list, etc.).
- Photocopy and prepare all institute materials (binders).
- Purchase conference supplies if not already done.

3 Months following Institute

- Submit evaluation and final financial report to USCCB.

FJLI Budget for June 2009

Appendix E

Income

United States Conference of Catholic Bishops	20,000.00	
Participant Fees (37 @ \$750 each) *	27,750.00	
	Total Income	\$47,750.00

Expenses

Administrative Expenses - CCE, Credit Card Charges	943.75	
Admin. Salaries, Social Security, Graduate Stipends **	7,632.00	
Books Requested by Presenters	602.75	
Entertainment, Receptions, "Night Out" ***	348.00	
Ground, Air Transportation for Presenters, Staff, Consultants, Attendees (buses)	6,504.00	
Lecturers, Workshop Directors	7,500.00	
Opening Banquet, Food, Socials	14,470.08	
Printing, Postage, Supplies	2,572.93	
Travel for Presenters	4,251.71	\$44,825.23
229 Guest Nights @ \$47	10,763.00	
	Total Expenses	\$55,588.23

From USCCB when expenses, report and evaluations are approved.		\$5,000.00
Campus Ministry Cash Contribution		\$2,838.23

* Usual Attendance each year is 55. This year there were 37 participants.

** Largest Charge: \$3,500 for director of program.

*** Instead of a reception, participants were treated to a "night out" at a local South Bend Irish pub.