



Offered by Rev. Brian F. Linnane, S.J, the 24th President of Loyola University Maryland.

from *The Cure at Troy* by Seamus Heaney

Human beings suffer, they torture one another, they get hurt and get hard. No poem or play or song can fully right a wrong inflicted or endured.

The innocent in goals beat their bars together.
A hunger-striker's father stands in the graveyard dumb.
The police widow in veils faints at the funeral home.

History says, Don't hope On this side of the grave. But then, once in a lifetime the longed for tidal wave of justice can rise up, and hope and history rhyme. So hope for a great sea-change on the far side of revenge.
Believe that a further shore is reachable from here.
Believe in miracles and cures and healing wells.

Call the miracle self-healing:
The utter self-revealing
double-take of feeling.
If there's fire on the mountain
Or lightening and storm
And god speaks from the sky

That means someone is hearing the outcry and the birth-cry of new life at its term

### Greetings:

Loyola University Maryland cares about each of you. We look forward to getting to know you and seeing the ways in which you will influence and contribute to this University.

Prayer and reflection are vital aspects of the Loyola Experience and regardless of your faith perspective, I encourage you to give some time for prayer and reflection in your busy lives. This prayer book is filled with prayers and reflections used in various programs and retreats. Many are used in spiritual and faith inspired programs and we have invited members of our community to share their own special or personal prayers with you.

As a student at Loyola, I was encouraged to deepen my faith and "choose what better leads to God's deepening life in me." As a leader in the administration, I am inspired by the generosity of the faculty and staff who give so deeply of themselves to champion the hopes and dreams of the students and the community. Together, the faculty, staff, administrators and students pray and work in a spirit that seeks justice for all of God's creation and engages in a "faith that does justice."

By living, learning and working at Loyola, you will be prepared for anything and you will be prepared for everything! Our support of you is unparalleled and your spiritual growth matters. We look forward to accompanying you as your companion on this exciting journey.

On behalf of our President and the entire Mission Group, welcome to Loyola!

Robert D. Kelly, Ph.D.

Vice President & Special Assistant to the President



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#### Mission

Loyola University Maryland is a Jesuit, Catholic university committed to the educational and spiritual traditions of the Society of Jesus and to the ideals of liberal education and the development of the whole person. Accordingly, the University will inspire students to learn, lead, and serve in a diverse and changing world.

### Core Values

From the time of their founding nearly 500 years ago, the Jesuits have had a distinctive way of looking at life. The Ignatian worldview emphasizes openness and enthusiasm toward the whole of God's richly diverse creation and for the human person as its crowning glory; hopefulness and pragmatism in seeking graced solutions to life's challenges, tempered by realism and compassion about the reality of human weakness; sustained critical attention to motivations and choices based on the conviction that individuals, through the exercise of their freedom, exert a real influence on their world and one another; and commitment to a life of growing integrity and increasing service to God and to others.



As a Jesuit, Catholic university with a 165-year history, Loyola University Maryland adopts and adapts these characteristic emphases of the Ignatian heritage, and reflects them in its life and work by encouraging all of its constituents to cultivate and to live by certain core values.

Academic Excellence

Focus on the Whole Person

Integrity & Honesty

**Diversity** 

Community

Justice

Service

Leadership

Discernment

Constant Challenge to Improve



#### Academic Excellence

The Jesuit motto *Ad majorem Dei gloriam* means "for the greater glory of God," and nowhere has the pursuit of greater heights of human achievement been better or more consistently exemplified in the Jesuit educational tradition than in the pursuit of academic excellence. The preeminence and consistency of this value in Jesuit schools no doubt explain why academic excellence is the hallmark most often associated with a Jesuit education

At Loyola, the pursuit of academic excellence includes promoting a love for learning, discovery, and integration across a wide range of disciplines and interests. The ideal of integration, in particular, represents one expression of Loyola's Catholic character: The University seeks that "higher synthesis of knowledge, in which alone lies the possibility of satisfying that thirst for truth which is profoundly inscribed on the heart of the human person." Loyola also situates itself within the Jesuit tradition of openness to a wide range of ideas by fostering and protecting academic freedom. It seeks to inculcate habits of thinking which are both critical and creative. It seeks to provide state-of-the-art facilities and to employ methodologies that



foster active personal engagement as well as collaboration. It strives in various ways to foster, recognize, and reward high standards of professionalism and excellence in learning, teaching, and scholarship. It also seeks to promote high levels of expectation and accountability across its constituencies, which naturally includes a commitment to academic honesty as expressed in its honor code and attendant policies. Loyola pursues academic excellence by preserving the intellectual heritage of the past while at the same time boldly advancing to embrace the future. This value thus contributes to a sense of Loyola's mission and identity as Catholic insofar as the University "assists in the protection and advancement of human dignity and of a cultural heritage" of humanism broadly construed. Loyola also joins itself to a long and venerable Jesuit tradition of encouraging education which is unapologetically open to faith and values, and which strives to integrate intellect with faith and with action for justice.

Here again, Loyola embodies its Catholic heritage which encourages it "to promote dialogue between faith and reason, so that it can be seen more profoundly how faith and reason bear harmonious witness to the unity of all truth." Lastly, Loyola seeks to instill a love for learning in its constituent members which will create in them lifelong habits of ongoing learning and growth. In all this, Loyola seeks to enhance a growing sense of school pride within the institution, as well as a growing reputation for excellence outside it.

"...magis is that... inner longing, that restlessness for that which is always out of our reach, but that which beckons us and allures us, and entices us to reach beyond where we are now."

—Fr. Bryan Massingale

### Prayer for Preparation to Study

Lord, I know you are with me and love me.

Give me peace of mind as I prepare for this time of study.

Help me to focus on my books and notes,

keep me from all distractions so that I will make the best use
of this time that is available to me

Give me insight that I might understand what I am studying, and help me to remember it when the time comes. Above all, I thank you for the ability to be able to study and for the many gifts and talents you have given me. Help me always to use them in such a way that they honour you and do justice to myself. Amen



Father,

Be with me as I take this exam.

Keep my mind alert and my memory sharp.

Calm my nerves and help me concentrate.

I know that you walk with me,

Guiding my path and inspiring my heart.

I pray that I would feel you with me,

And that your friendship would soften the pressure I feel.

I pray that I would pass this exam and go on to new things with you.

Thank you for your peace and your love in my life.

Thank you for your kindness and care for me.

Amen

-Prayer from Salesians of Don Bosco Ireland

God, bless our students:

Bless them with curiosity

to pursue the questions of their hearts and minds,

Bless them with imagination, ingenuity and rigor

to excel in their studies,

Bless them with community and relationships

to support and nurture them,

Bless them with freedom

to follow where God is calling them and

Bless them with courage and compassion

to work for a more just and humane world.

Amen

—Seán Bray, Director of Campus Ministry

My God, enable me to trust in the good outcome of the test I am about to take; help me to contribute my own share of optimism and confidence.

With your grace, my God, I hope to crown my efforts with success. Keep far from me at this moment any presumption that it all depends exclusively on me.

You are next to me, my God, the necessary and welcome presence in all the moments of my life. I will take this test, my God, because it is important for my personal development.

My God, be the source of my inspiration in my doubts and uncertainties, supporting me with your blessing.

Amen

-Unknown



# Prayer of Solomon for Wisdom

God of my ancestors, Lord of mercy, you who have made all things by your word And in your wisdom have established humankind to rule the creatures produced by you, And to govern the world in holiness and righteousness, and to render judgment in integrity of heart; Give me Wisdom, the consort at your throne, and do not reject me from among your children; For I am your servant, the child of your maidservant, a man weak and short-lived and lacking in comprehension of judgment and of laws. Now with you is Wisdom, who knows your works and was present when you made the world; Who understands what is pleasing in your eyes and what is conformable with your commands. Send her forth from your holy heavens and from your glorious throne dispatch her That she may be with me and work with me. that I may know what is pleasing to you. For she knows and understands all things, and will guide me prudently in my affairs and safeguard me by her glory. -Wisdom 9:1-6, 9-11



### Mission Story

loyola.edu/mission/krahel John Peter Krahel, Ph.D., Associate Professor of Accounting shares his mission story

#### Focus on the Whole Person

In the Jesuit tradition, human beings are understood to be spiritual at their deepest level. This conception of human nature traces its roots to the biblical account of creation, which portrays human beings as created "in God's image and likeness." Jesuits, who take their name and identity from Jesus, see the human condition as further ennobled by that union of divinity and humanity which they believe to have taken place in the life and person of Jesus Christ. These beliefs, as well as their historical roots in the Christian humanism of the Renaissance. help to explain why Jesuits have long sought to revere, celebrate, and care for all that is best about human beings and their existence. As a result, Jesuit institutions are known for respecting and responding to the unique needs of individual persons, as well as for helping them to identify and develop the full range and variety of their particular gifts and talents, especially with an eye toward service and leadership.

Loyola manifests its effort to honor, care for, and educate the whole person by encouraging its constituents to strive after intellectual, physical, psychological, social, and spiritual health and well-being. It does this in its curricula by emphasizing the formative potential of the study of the liberal arts. Loyola seeks to encourage holistic growth outside the academic context by providing members of its community with a wide variety of resources and opportunities, and by encouraging them to appreciate the value and importance of well-integrated, restorative leisure.

For instance, Loyola's commitment to the classical ideal of "a sound mind in a sound body" is reflected in its state-of-the-art Fitness and Aquatic Center and the variety of programs and opportunities the facility offers to members of the University's extended family. The University also seeks to provide varied

and innovative cultural and recreational programming that fosters community and engages and develops minds beyond the classroom. Loyola offers a variety of retreat opportunities, as well as ecumenical and interfaith opportunities for prayer and meditation, to foster growth of the spirit within its members. Lastly, through its policies and procedures, Loyola seeks to call forth the best in its constituents, and to challenge them when they neglect or endanger their own well-being or that of others.

"Prayer is then not just a formula of words, or a series of desires springing from the heart—it is the orientation of our whole body, mind and spirit to God in silence."

-Thomas Merton



### Mission Story

loyola.edu/mission/akre Mary Beth Akre, Professor of Fine Arts shares her mission story



### Suscipe

Take, Lord, and receive all my liberty, my memory, my understanding, and my entire will,

All I have and call my own.

You have given all to me.

To you, Lord, I return it.

Everything is yours; do with it what you will.

Give me only your love and your grace,

that is enough for me.

-Ignatius of Loyola

Lord, I believe. Help my unbelief.

Give me today the freedom to trust in you;

To resist the temptation of anxiety;

To overcome the lure of busy-ness and its numbing effects.

Open my ears to hear your still, small voice.

Remind me to greet every person that crosses the threshold of my office as I would greet you.

Help me to check my words so that all that I say is true and edifying.

Keep me ever mindful of the hope you have secured for us in the world to come.

And Lord, keep me firmly grounded in your assurance that all shall be well

-Claire Mathews McGinnis, Ph.D., Professor and Chair of the Department of Theology

God of the story,

You are in and out of the stories we read

Calling us into them

And calling us out of them.

Give us courage to listen to our own curiosities

As we read old stories.

Dare us to ask the questions

Hidden in the heart of the text.

I ead us to mine-with heart and mind

And desire and desperation-

The many meanings

In the one story.

Because this is where we find you

Where you find us.

Amen

-Padraig O'Tuama

# Prayer of St. Teresa of Avila

Christ has no body but yours,

No hands, no feet on earth but yours,

Yours are the eyes with which he looks

Compassion on this world,

Yours are the feet with which he walks to do good,

Yours are the hands, with which he blesses all the world.

Yours are the hands, yours are the feet,

Yours are the eyes, you are his body.

Christ has no body now but yours,

No hands, no feet on earth but yours,

Yours are the eyes with which he looks compassion on this world.

Christ has no body now on earth but yours.

#### The Invitation

It doesn't interest me what you do for a living. I want to know what you ache for and if you dare to dream of meeting your heart's longing.

It doesn't interest me how old you are. I want to know if you will risk looking like a fool for love, for your dream, for the adventure of being alive.

It doesn't interest me what planets are squaring your moon. I want to know if you have touched the centre of your own sorrow, if you have been opened by life's betrayals or have become shriveled and closed from fear of further pain. I want to know if you can sit with pain, mine or your own, without moving to hide it, or fade it, or fix it.

I want to know if you can be with joy, mine or your own; if you can dance with wildness and let the ecstasy fill you to the tips of your fingers and toes without cautioning us to be careful, be realistic, remember the limitations of being human.

It doesn't interest me if the story you are telling me is true. I want to know if you can disappoint another to be true to yourself.

If you can bear the accusation of betrayal and not betray your own soul.

If you can be faithless and therefore trustworthy.

I want to know if you can see Beauty even when it is not pretty every day. And if you can source your own life from its presence. I want to know if you can live with failure, yours and mine, and still stand at the edge of the lake and shout to the silver of the full moon. 'Yes.'

It doesn't interest me to know where you live or how much money you have.

I want to know if you can get up after the night of grief and despair, weary and bruised to the bone and do what needs to be done to feed the children It doesn't interest me who you know or how you came to be here.

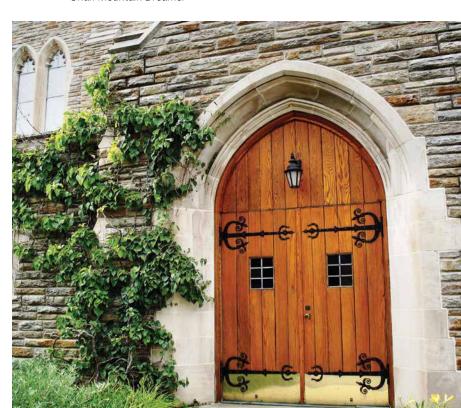
I want to know if you will stand in the centre of the fire with me and not shrink back.

It doesn't interest me where or what or with whom you have studied.

I want to know what sustains you from the inside when all else falls away.

I want to know if you can be alone with yourself and if you truly like the company you keep in the empty moments.

-Oriah Mountain Dreamer



### Integrity & Honesty

In the Jesuit tradition, living truthfully and integrally is one important way of imitating Jesus Christ, who Jesuits regard as "the Way, the Truth, and the Life." Beyond that, however, insistence on integrity and honesty has been seen in Jesuit education as a vital element in caring for and educating the whole person. These virtues are regarded as essential both for full realization of individual potential and for promotion of trust and harmony between persons.

At Loyola, the commitment to integrity and honesty is manifested in an atmosphere of open, civil discourse and careful, respectful listening where freedom of thought and expression are valued and protected. The University also supports honesty and integrity by striving in various ways to foster respect for oneself and one's own work, as well as respect for others and for their work and their basic human rights.

The Honor Code and the Honor Council are two specific means through which Loyola educates students about and encourages the practice of academic and intellectual honesty. The Code and the Council serve to support the University's presuppositions that "students who are truthful on all academic matters and



who submit academic work that is the product of their own minds demonstrate respect for themselves and the community in which they study, as well as a commitment to Jesuit education."

Loyola also hopes to instill in all members of its community a sense of balance, perspective, and personal satisfaction in trying hard and doing their best. Indeed, Loyola expects all of its constituent members to embrace, abide by, and help to enforce personal and professional standards of ethics—which represents one of many reasons for including the teaching and learning of ethics in the University's curricula. Loyola also strives to foster habits, standards, and structures of accountability which are consistently and fairly applied. All of the preceding helps to define the mindset which undergirds and comes to expression in Loyola's honor code, its personnel policies, and its other ways of proceeding.

"By choosing integrity, I become more whole, but wholeness does not mean perfection. It means becoming more real by acknowledging the whole of who I am."

-Parker J. Palmer



# Mission Story

loyola.edu/mission/flores-koulish Stephanie Flores Koulish, Ph.D., Associate Professor of Education shares her mission story

### A Prayer for Integrity

O Lord,

grant me a hunger for truth, the wisdom to recognize it.

the courage to live it.

the desire to spread it,

the compassion to advocate for it,

and the faith to embrace it.

especially when it is challenging.

Give me the ears to hear it.

the voice to speak it.

and the conviction to carry it with me

today and tomorrow.

Amen

-Rita Buettner, Director of University Communications

# Blessing of Hope

So may we know the hope that is not just for someday but for this day—

here, now, in this moment

that opens to us:

hope not made of wishes

but of substance,

hope made of sinew and muscle and bone,

hope that has breath and a beating heart,

hope that will not keep quiet and be polite,

hope that knows how to holler when it is called for,

hope that knows how to sing when there seems little cause,

hope that raises us from the dead-

not someday but this day, every day,

again and again and Again.

-Jan Richardson, from The Cure for Sorrow

I pray that nothing will draw me away from fulfilling the plan You have for me. May I never stray from what You have called me to be and do. Give me a vision for my life and strong sense of purpose. I put my identity in You and my destiny in Your hands. Show me if what I am doing now is what I am supposed to be doing. I want what You are building in my life to last for eternity. I don't want to waste time going after things that are not what You have for me. Help me to be content where I am, knowing you won't leave me there forever.

Lord, I know that "all things work together for good" to those who love You and are called according to Your purpose (Romans 8:28). I don't want to presume that I know what that purpose is. Nor do I want to spend a lifetime trying to figure out what I am supposed to be doing and miss the mark. So I pray that You would show me clearly what the gifts and talents are that You have placed in me. Lead me in the way I should go as I grow in them. Enable me to use them according to Your will and for Your glory.

Adopted from "The Power of a Praying Woman" by Stormie Omartian

Lord.

I am here taking a stand for what I believe is right.

But now I am afraid.

The people are looking to me for leadership, and if I stand before them without strength and courage, they too will falter. I am at the end of my powers.

I have nothing left.

I've come to the point where I can't face it alone.

Amen

-Rev. Dr. Martin Luther King, Jr.

#### Create in Me a Clean Heart

Create in me a clean heart, O God, and put a new and right spirit within me — Psalm 51:10

Create in me a clean heart, open and receptive, so that I may embrace the many was you choose to visit my life.

Create in me a clean heart, cleared of the refuse of old battles within others and deadly opposition within myself.

Create in me a clean heart, purified through the daily disruptions and the life encounters that take me beyond my grasping control and ego-centeredness.

Create in me a clean heart, freed from the clutter of cultural enticements, so that I can enjoy the beauty of life's simple things and relish the gifts I easily take for granted.

Create in me a clean heart, bathed from harsh thoughts, shame, and perfectionistic tendencies, warmly welcoming others with the embrace of nonjudgement.

Create in me a clean heart, brush free of frantic busyness, so that I will have time to dwell with you in the listening space of solitude and silence

Create in me a clean heart, rinsed of the residue of false messages about my identity, enabling my inner goodness and light to shine through all I am and do.

Create in me a clean heart, cleansed of anxiety and lack of trust, restoring in me enduring faith in your abiding presence and unconditional love.

Create in me a clean heart, scrubbed of racism and prejudice, drawing me toward all as my sisters and brothers.

Create in me a clean heart, washed with your mercy and strengthened by your love, helping me move beyond whatever keeps me from union with you.

—Joyce Rupp, from Out of the Ordinary: Prayers, Poems and Reflections for Every Season



### Mission Story

loyola.edu/mission/frey Tracey Frey, Program Director for Academic Assessment and Effectiveness shares her mission story



# Diversity

Ignatius Loyola and his Jesuits have seen the world, in the phrase of the great Jesuit poet, Gerard Manley Hopkins, as "charged with the grandeur of God." This means that they regard the rich diversity of life and creation to be inherently good—even holy—insofar as that diversity shows forth countless reflections of the Creator's own inexhaustibly rich nature. Ignatius also conceived of his Jesuits from their inception as a global order at the service of the worldwide Church; and the Jesuit educational tradition, as a humanistic ideal conceived in the "age of exploration," has from the outset regarded greater breadth of knowledge and a more comprehensively global perspective as hallmarks of heightened excellence.

Indeed, throughout their history, Jesuits have been noted for their openness to and close observation of cultures other their own, as well as for their efforts at mutually enriching intercultural dialogue. Many have distinguished themselves, for instance, by the careful study of indigenous languages in their adopted countries and cultures. Hence, it seems unsurprising that Jesuit schools have traditionally fostered openness toward and special interest in peoples, experiences, and ideas that are new, different, and diverse. The Jesuit educational tradition has sought to celebrate differences, while at the same time seeking out and highlighting fundamental human qualities which are shared across diverse cultures.

Beyond its Jesuit heritage, Loyola has its own tradition and history of religious diversity. When the University was founded in 1852, one of its seven original students was non-Christian; and perhaps as a consequence, chapel attendance was never mandatory at Loyola. The current and ongoing commitment of the Jesuits to such diversity is expressed in the documents

of their most recent General Congregation: "The signs of the times give stark proof of the fact that a faith doing justice must necessarily lead to ecumenical and interreligious dialogue and cooperation."

Seeking to increase its own diverse nature, Loyola encourages openness to new discoveries, ideas, methods, and perspectives, and it actively encourages and celebrates diversity in all forms. This includes promoting "awareness of and sensitivity toward differences of race, gender, ethnicity, national origin, culture, sexual orientation, gender identity, religion, age, and ability" as articulated in the University's undergraduate and graduate catalogs.

Indeed, Loyola sees diversity as an inherent source of richness and a necessary opportunity for learning and growth. In this, it accepts the contemporary challenge of the Catholic Church that universities "must become more attentive to the cultures of the world of today, and to the various cultural traditions existing within the Church in a way that will promote a continuous and profitable dialogue between the Gospel and modern society." Loyola also seeks to encourage all of its constituents to respect, value, and welcome "the inherent value and dignity of each person" as a gifted contributor to the community as a whole. The University is therefore committed to challenging and repudiating prejudice in all its forms, and to encouraging global and international awareness, both within and outside its curricula.

"We should all know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color."

-Maya Angelou

Almighty God, through your Holy Spirit you created unity in the midst of diversity:

We acknowledge that human diversity is an expression of your manifold love for your creation;

We confess that in our brokenness as human beings we turn diversity into a source of alienation, injustice, oppression, and wounding.

Empower us to recognize and celebrate differences as your great gift to the human family.

Enable us to be the architects of understanding, of respect and love:

Through the Lord, the ground of all unity, we pray.

-Unknown

### O God,

you created all people in your image.
We thank you for the astonishing variety
of races and cultures in this world.
Enrich our lives by ever-widening circles of friendship,
and show us your presence
in those who differ most from us,
until our knowledge of your love is made perfect
in our love for all your children;
through your Son, Jesus Christ our Lord.
Amen

-from the Lutheran Book of Worship: Minister's Desk Edition



### An Islamic Prayer for Peace

In the Name of Allah, the beneficent, the merciful: Praise be to the Lord of the Universe who has created us and made us into tribes and nations that we may know each other, not that we may despise each other. If the enemy incline towards peace, do thou also incline towards peace, and trust in God, for the Lord is one that hears and knows all things. And the servants of God Most Gracious are those who walk on the Earth in humility, and when we address them, we say, "Peace."

#### To Hear One Another

The ringing of a bell calls us to worship.

The pounding of a drum calls us to war.

The popping of a cork calls us to celebration.

What is the sound that calls us to her one another?

Listen... listen carefully...

The beating of our own hearts calls us to ourselves;

Calls us to be our true selves;

Calls us to be our best selves;

Calls us to be what we might become.

Listen... There is another sound...

The breath of our neighbor calls us outside ourselves;

Calls us to be companions;

Calls us to be allies:

Calls us to be partners.

Listen... We must heed the hall of our own hearts,

Where love and truth, caring and justice, are born.

Listen... we must heed the call of others.

To gather together for some great purpose,

Where passion and fidelity, compassion and equity, are nourished.

The hammering silence calls us together

That we may do the work we cannot do alone.

Let us heed the calls that come in the silence.

That we may be well,

And do good,

In this world together. Amen

-L. Annie Foerster

### Community

Ignatius Loyola and his first Jesuit companions—in keeping with the values of Jesus who came "that all might be one" (John 17:21), and who urged his followers to love their neighbors as themselves—decided early on to bind themselves together as a community of "friends in the Lord" founded on shared faith, values, and mission. In so doing, they complemented their reverence for individual persons with a conviction that humans are social by nature—i.e., created for relationship—and that love is "a more excellent way" (I Corinthians 12:31). Having united themselves to one another, the early Jesuits then sought to include others in their faith vision and to "help souls" by whatever means came to hand. Imitating their example, Jesuit institutions historically have made community a high priority.

As a Jesuit institution committed to the value of community, Loyola strives to define its goals and values clearly so as to ensure unity of purpose and to encourage shared ownership for the University's mission and vision. Loyola also seeks to foster a spirit of trust, hopefulness, collegiality, and dialogue by providing members of its community with structures that encourage open sharing of ideas and values, and which encourage collaboration within and across institutional divisions and constituencies.

Here Loyola joins with other Catholic institutions of learning in encouraging community "animated by a spirit of freedom and charity... [and] characterized by mutual respect, sincere dialogue, and protection of the rights of individuals." In its ongoing commitment to hospitality and conviviality, which it expresses in many and various ways, Loyola recognizes a particular contribution of its Mercy heritage, the legacy of Mount Saint Agnes College.

Lastly, the University reminds its members of the practical wisdom of St. Ignatius, who encouraged people to give each other the benefit of the doubt—i.e., to be generous in spirit, and more ready to put a good interpretation than a negative one on each other's words, actions, and intentions.

"I am of the opinion that my life belongs to the community, and as long as I live, it is my privilege to do for it whatever I can." -George Bernard Shaw



### Mission Story

loyola.edu/mission/grover Rachel Grover, Ph.D., Full Professor of Psychology shares her mission story



Loving God,
You have led us to this place,
Not to shield us from heartache
And the pain of human life,
But to heal us and inspire us,
To gently redirect us,
Till we see the world as you do
And love it with your love.
—Iona Community

Community is like a large mosaic. Each little piece seems so insignificant. One piece is bright red, another cold blue or dull green, another warm purple, another sharp yellow, another shining gold. Some look precious, others ordinary. Some look valuable, others worthless. Some look gaudy, others delicate. As individual stones, we can do little with them except compare them and judge their beauty and value. When, however, all these little stones are brought together in one big mosaic portraying the face of Christ, who would ever question the importance of any one of them? If one of them, even the least spectacular one, is missing, the face is incomplete. Together in the one mosaic, each little stone is indispensable and makes a unique contribution to the glory of God. That's community, a fellowship of little people who together make God visible in the world. —Henri Nouwen, from Can You Drink the Cup?



### Prayer

Father, Mother, God,
Thank you for your presence
during the hard and mean days.
For then we have you to lean upon.

Thank you for your presence during the bright and sunny days, for then we can share that which we have with those who have less

And thank you for your presence during the Holy Days, for then we are able to celebrate you and our families and our friends.

For those who have no voice, we ask you to speak.
For those who feel unworthy, we ask you to pour your love out in waterfalls of tenderness

For those who live in pain, we ask you to bathe them in the river of your healing.

For those who are lonely, we ask you to keep them company. For those who are depressed, we ask you to shower upon them the light of hope.

Dear Creator, You, the borderless sea of substance, we ask you to give to all the world that which we need most—Peace.

—Maya Angelou

# Litany of Listeners

Dearest Lord, companion on the road,
Voice in the night, here we are, gathered to listen.
Open your ears, our whole being,
That we may become a listening presence to each other,
That we may enjoy the gift of our shared ministry.

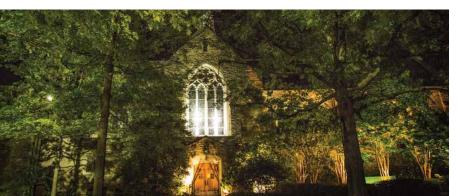
Give us the generosity to listen with openness The wisdom to understand what is heard The strength to be changed by what is shared The listening that never judges The curiosity of a child

Increase in us the peace to forgive and be forgiven The reverence to honor both gift and loss The acceptance that allows failure to be shared The prudence to know when not to speak The surrender that treasures silence after word

Enliven in us the freedom to let mystery be
The joy to celebrate new discovery
The readiness for laughter when it arises
The grace to listen with humble love
The awe to hear you speaking in us.

—Michael Hansen, S.J.; from

"The First Spiritual Exercises: Four Guided Retreats"



We pray for the gathering of humanity in gracious and loving spaces as we celebrate one another in spirit and in truth

We give thanks for the blessings of our global community, as we share a common dream of peace, justice, freedom and equality

We pray that our homes, our school and our faith communities our neighborhoods will thrive. We pray for Baltimore City and the residents therein. A city with unique stories and a rich history full of diverse cultures, ethnicities, religions, and sisters and brothers with varied identities who although different in many ways, also share in many commonalities.

We pray for the marginalized, who are in need of our mercy and accompaniment to ensure that all who must endure persecution will find peace and freedom.

We pray for an economy where no one is expendable, a beloved community where all have access to the equal opportunity and a productive life. Where all are free to be and to live out their purpose in the world without judgment or persecution.

We pray that our deepest hopes will come to pass, that we esteem others more highly than self, and to be empathic vessels of healing to a hurting world.

We pray that all will carry forth a message of love and the promise of hope as we collectively press towards the mark of justice, righteousness and peace as we hope to usher in a new day that is marked by love.

Shalom and Amen

-Rev. Scott Adams, Assistant Director Campus Ministry

#### Justice

Jesuits who practice openness to and appreciation for the rich diversity of God's creation are also concerned for its proper ordering and responsible use. In the "First Principle and Foundation" of his Spiritual Exercises, St. Ignatius presents the attainment of this sense of order and responsible use of creation—of wholeness, holiness, and the right ordering of relationships according to God's primordial plan—as the primary purpose for human existence. This sense of wholeness, holiness, and right relationships is also what the Bible means by the term "justice."

Belief in the importance of this practical, guiding value has thus naturally predisposed educators in the Jesuit tradition to a committed pursuit of justice as an inseparable correlate to an authentic life of faith. The pursuit of justice continues to inform and shape both the educational mission and daily dealings of life in Jesuit institutions, including colleges and universities.

Loyola's commitment to justice begins at home with creation of an environment where individuals are valued and attended to, can live safely, and can express themselves honestly. The University seeks to be sensitive to and supportive of individuals in their particular needs situations, and it also seeks by all available means—including fair and competitive wages and equitable application of policies and procedures—to provide for all its members a lived experience of consistency and fair play.

Educationally, Loyola strives to foster global awareness, as well as a sense of solidarity with and care for all who struggle for justice. In particular, the University strives to foster awareness and understanding of first-world privilege, and of its attendant responsibilities for leadership and for advocacy of social and structural change. In advocating both actual and spiritual

solidarity with and direct service of the materially poor, Loyola expresses a characteristic note of the spiritual heritage of Catherine McAuley and her Mercy Sisters, which came with Loyola's merger with Mount Saint Agnes College.

Loyola also seeks to infuse its curricula and its day-to-day practices with justice-related themes and issues, such as critical examination of unjust social, economic, and political structures, awareness of how personal and national choices contribute to the conditions of society, conservation of the global environment, and minimization of needless consumption.

"What then does a university do, immersed in this reality? Transform it? Yes. Do everything possible so that liberty is victorious over oppression, justice over injustice, love over hate? Yes. Without this overall commitment, we would not be a university, and even less so would we be a Catholic university." —Ignacio Ellacuría, S.J.



# Mission Story

loyola.edu/mission/moore-thomas Cheryl Moore-Thomas, Ph.D. Associate Professor of Education in the School Counseling Program shares her mission story



# The Colloguy

What have I done for Christ?
What am I doing for Christ?
What ought I do for Christ?
—Ignatius of Loyola, Spiritual Exercises

# A Prayer for Dismantling Racism

Dear God

In our efforts to dismantle racism, we understand that we struggle not merely against flesh and blood but against powers and principalities – those institutions and systems that keep racism alive by perpetuating the lie that some members of the family are inferior and others superior.

Create in us a new mind and heart that will enable us to see brothers and sisters in the faces of those divided by racial categories.

Give us the grace and strength to rid ourselves of racial stereotypes that oppress some of us while providing entitlements to others.

Help us to create a church and a nation that embraces the hopes and fears of oppressed people of color where we live, as well as those around the world.

Heal your family God, and make us one with you, in union with our brother Jesus, and empowered by your Holy Spirit.

-Pax Christi Anti-Racism Team

# A Prayer for the Earth

All-powerful God, you are present in the whole universe and in the smallest of your creatures.

You embrace with your tenderness all that exists. Pour out upon us the power of your love, that we may protect life and beauty.

Fill us with peace, that we may live as brothers and sisters, harming no one.

O God of the poor,

help us to rescue the abandoned and forgotten of this earth, so precious in your eyes.

Bring healing to our lives, that we may protect the world and not prey on it, that we may sow beauty, not pollution and destruction.

Touch the hearts of those who look only for gain at the expense of the poor and the earth.

Teach us to discover the worth of each thing, to be filled with awe and contemplation, to recognize that we are profoundly united with every creature as we journey towards your infinite light.

We thank you for being with us each day.

Encourage us, we pray, in our struggle for justice, love and peace.

—Pope Francis, from Laudato Si

# Prayer Of The Farm Workers' Struggle

Show me the suffering of the most miserable;

So I will know my people's plight.

Free me to pray for others; For you are present in every person.

Help me take responsibility for my own life; So that I can be free at last.

Grant me courage to serve others;

For in service there is" true life.

Give me honesty and patience;

So that I can work with other workers. Bring forth song and celebration:

So that the Spirit will be alive among us.

Let the Spirit flourish anti grow;

So that we will never tire of the struggle.

Let us remember those who have died for justice;

For they have given us life. Help us love even those who hate us;

So we can change the world.

Amen

-Cesar F. Chavez

# A Benediction of St. Francis

May God bless you with Discomfort...

At easy answers, half truths and superficial relationships

So that you may live Deep Within Your Heart.

May God bless you with Anger...

At Injustice, Oppression, and Exploitation of People

So that you may work for Justice, Freedom, and Peace.

May God bless you with Tears...

To shed for those who suffer from Pain, Rejection,

Starvation, and War,

So that you may reach your Hand to Comfort them and to turn their Pain into Joy.

And may God bless you with enough Foolishness...

To believe that YOU can make a difference in this world,
So that you can Do what others claim cannot be Done.

Amen

Mary, mother of the poor:

Help us bear peace to the world.

Laboring mother at the bolted door:

Help us bear peace to the world.

Mother who fled to safety with her child:

Help us bear peace to the world.

Mother who saw death of holy innocents;

Help us bear peace to the world.

Bearer of Christ:

Help us bear peace to the world.

Bearer of immense responsibility:

Help us bear peace to the world.

Bearer of the light of possibility:

Help us bear peace to the world.

Bearer of the good news:

Help us bear peace to the world.

Woman who said yes to the divine:

Help us bear peace to the world.

Woman who pondered miracles in her heart:

Help us bear peace to the world.

Woman who arrayed with confidence:

Help us bear peace to the world.

Woman clothed in undying faith:

Help us bear peace to the world.

-Catholic Relief Services USA, from

"Prayer without Boarders, Celebrating Global Wisdom"

#### Service

Jesuits were the first religious order in the Church to liberate themselves completely from the constraints of the cloister in favor of full engagement with and activity "in the world." (It is interesting to note in this connection that the Religious Sisters of Mercy, whose tradition of service lives on at Loyola as a result of its joining with Mount Saint Agnes College in 1971, were the first order of religious women to establish similar freedom from the cloister.) The new and somewhat radical founding vision of Ignatius Loyola foresaw from the outset that his Jesuit companions should be "men on the move," "contemplatives in action," whose lives were completely devoted to "reading the signs of the times" and responding creatively and concretely to the pressing needs of their world.

In the Jesuit educational tradition, this "apostolic" or action-oriented focus has translated into a tradition of forming "men and women for and with others" who are committed to generous service that aims to create a more just world for all. This "institutional commitment to the service of the people of God and of the human family in their pilgrimage to the transcendent goal which gives meaning to life" also marks Loyola as a Catholic institution of higher learning.

In keeping with this Jesuit tradition of commitment to service, Loyola offers to all of its constituent members a rich variety of opportunities for solidarity and service both within and beyond the institution and our local Baltimore community to the wider national and international communities.

Loyola also seeks to encourage habits of caring, engagement, and civic responsibility by incorporating its own particular approach to service learning into its curricula, by reflecting a service orientation in its research interests, and by emphasizing

and encouraging the connection between excellence, leadership, service, and development for the professions.

"The measure of your compassion lies not in your service of those on the margins, but in your willingness to see yourselves in kinship with them, connected to them—to move beyond the service of the other, to a solidarity, where your heart is in the right place—and, now finally, to a place of kinship, where your feet are in the right place."



-Greg Boyle, S.J.

### Mission Story

loyola.edu/mission/okeefe Erin O'Keefe, Director of the Center for Community Service and Justice and the York Road Initiative shares her mission story



# **Prayer for Generosity**

Eternal Word, Only begotten Son of God, Teach me true generosity. Teach me to serve as you deserve, To give without counting the cost, To fight heedless of wounds, To labor without seeking rest, To sacrifice myself without thought of any reward Save the knowledge that I have done your will. Amen

-Attributed to St. Ignatius of Loyola

Teach us, good Lord, to serve You as You deserve; To give and not to count the cost; to fight and not to heed the wounds; to toil and not to seek for rest: To labor and not to ask for any reward, Save that of knowing that we do your will. -Ignatius of Loyola



loyola.edu/mission/kelly Robert Kelly, Ph.D., Vice President and Special Assistant to the President, shares his mission story

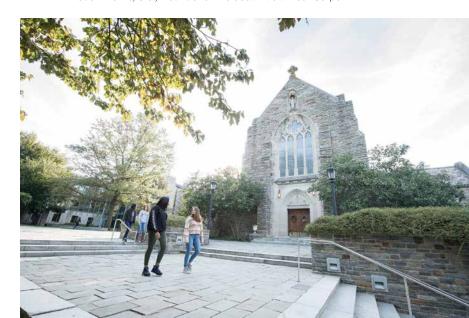
#### God Bless the World

Mighty God, Father of all, Compassionate God, Mother of all, bless every person I have met. every face I have seen, every voice I have heard, especially those most dear; bless every city, town, and street that I have known. bless every sight I have seen, every sound I have heard, every object I have touched. In some mysterious way these have all fashioned my life; all that I am.

I have received.

Great God, bless the world.

-Jack Morris, S.J., Founder of the Jesuit Volunteer Corps



#### The Benediction

Today I choose to pray for others. But how shall I impart to them the gift of peace and love if my own heart is still unloving and I have no peace of mind myself?

So I start with my heart:
I hold before the Lord
each feeling of resentment, anger, bitterness
that may still be lurking there,
asking that his grace
will make it yield to love someday
if not right now.

#### Then I seek peace:

I list the worries that disturb my peace of mind and imagine that I place them in God's hands in the hope that this will bring me respite from anxiety at least during this time of prayer.

Then I seek the depth that silence brings, for prayer that springs from silence is powerful and effective.

So I listen to the sounds around me or become aware of the feelings and sensations in my body or my breathing in and out.

First I pray for people whom I love.

Over each of them I say a blessing:
"May you be safe from harm and evil,"
imagining that my words create
a protective shield of grace around them.

Then I move on to people I dislike and people who dislike me.

Over each of them I say this prayer:

"May you and I be friends some day,"

imagining some future scene where this comes to pass.

I think of anxious people whom I know, people who are depressed. To each of them I say: "May you find peace and joy," imagining that my wish for them becomes reality.

I think of people who are handicapped, people who are in pain, and say: "May you find strength and courage," imagining that my words unleash resources within each of them.

I think of lonely people: people lacking love or separated from their loved ones, and to each of them I say: "May God's abiding company be yours.

I think of older people who with the passing of each day, must face the reality of approaching death, and to each of them I say: "May you find the grace to joyfully let go of life."

I think of the young and recite this prayer: "May the promise of your youth be met and your life be fruitful."

### The Benediction (cont'd)

Finally I say to each of my friends gathered today: "May my contact with you be a grace for both of us."

I come back to my heart now to rest awhile in the silence that I find there and in the loving feeling that has come alive in me as a consequence of my prayer for others.



I invite you to discover your vocation in downward mobility. It's a scary request... The world is obsessed with wealth and security and upward mobility and prestige. But let us teach solidarity, walking with the victims, serving and loving. I offer this for you to consider – downward mobility.

And I would say in this enterprise there is a great deal of hope. Have the courage to lose control.

Have the courage to feel useless.

Have the courage to listen.

Have the courage to receive.

Have the courage to let your heart be broken.

Have the courage to feel.

Have the courage to fall in love.

Have the courage to get ruined for life.

Have the courage to make a friend.

-Dean Brackley, S.J.



# Mission Story

loyola.edu/mission/heibler Charlie Heibler, Associate Director of the Office of Alumni Engagement shares his mission story

# Leadership

Very early on, Jesuits were recognized as innovators and leaders in educational methods, in approaches to foreign mission work, and in the giving of retreats and spiritual direction. Indeed, leadership would seem to flow naturally from a number of the other defining Jesuit values already enumerated here: openness and curiosity about all things new and different, commitment to the alleviation of human injustice and suffering, conviction that individuals can and should make a difference to their fellows, and commitment to bringing the best intellectual resources to bear on creative responses to problems and challenges. It was natural enough, therefore, that Jesuit educational institutions from their earliest beginnings should become renowned for training leaders who would go on to render effective service to their various human communities.

The Jesuit commitment to the particular form of service that is leadership continues to the present day. Loyola's commitment to this value includes identifying, developing, encouraging, and rewarding the exercise of gifts of leadership in all of its constituent members in all areas of their lives. The University likewise encourages in all of its members the regular practice of both leadership and "followership." In other words, it encourages its diverse constituents to think and act both as teachers and learners who lead by lived example, modeling the University's mission and values and contributing to the common good. Loyola hopes by all these means to continue shaping its graduates—as well as other members within its extended family—who can serve as leaders and exemplars in the University, in their communities, and in society at large.

"Love ought to manifest itself in deeds rather than in words."
—Ignatius of Loyola, Spiritual Exercises

# A Step Along the Way: Dedicated to Archbishop Oscar Romero

It helps, now and then, to step back and take a long view. The kingdom is not only beyond our efforts, it is even beyond our vision.

We accomplish in our lifetime only a tiny fraction of the magnificent enterprise that is God's work.

Nothing we do is complete, which is a way of saying that the Kingdom always lies beyond us.

No statement says all that could be said.

No prayer fully expresses our faith.

No confession brings perfection.

No pastoral visit brings wholeness.

No program accomplishes the Church's mission.

No set of goals and objectives includes everything.

This is what we are about.

We plant the seeds that one day will grow.

We water seeds already planted, knowing that they hold future promise.

We lay foundations that will need further development.

We provide yeast that produces far beyond our capabilities.

We cannot do everything, and there is a sense of liberation in realizing that.

This enables us to do something, and to do it very well.

It may be incomplete, but it is a beginning, a step along the way, an opportunity for the Lord's grace to enter and do the rest.

We may never see the end results, but that is the difference between the master builder and the worker

We are workers, not master builders; ministers, not messiahs.

We are prophets of a future not our own.

—Bishop Ken Untener

### A Prayer for Leadership

Loving Creator, we thank you
For your gracious invitation
To co-labor with you,
As Ignatian Citizens for and with others.

Beloved God, you called each of us by name,
To bring the gifts and talents that you placed within us
To Loyola University Maryland to enliven our Jesuit education
mission –

As we learn, lead, and serve in this diverse and changing world.

Wise and loving God teach us your ways, Lead us and guide us along the way – As we discover more deeply what we have to offer To the Loyola community, to our Baltimore partners and neighbors, to the world.

Just God, help us to continually discern where and in what ways Our unique gifts and talents are most needed. Give us the courage to use our voices and to act On insights that you give us to help dismantle systems of oppression and injustice.

Faithful God, we rejoice together!

We know that you are always re-creating and working In our lives and in the life of this university, Continually inviting, directing, guiding, and drawing us closer to you and into your mission.

Beloved Creator, in your name we pray, Amen
—Donelda A. Cook, Ph.D, Vice President for Student Development

#### For A Leader

May you have the grace and wisdom to act kindly, learning to distinguish between what is personal and what is not. May you be hospitable to criticism. May you never put yourself at the center of things. May you act not from arrogance but out of service. May you work on yourself, building up and refining the ways of your mind. May those who work for you know you see and respect them. May you learn to cultivate the art of presence in order to engage with those who meet you. When someone fails or disappoints you, may the graciousness with which you engage be their stairway to renewal and refinement. May you treasure the gifts of the mind through reading and creative thinking so that you continue as a servant of the frontier Where the new will draw its enrichment from the old. and you never become a functionary. May you know the wisdom of deep listening, the healing of wholesome words, the encouragement of the appreciative gaze, the decorum of held dignity,

the springtime edge of the bleak question. May you have a mind that loves frontiers so that you can evoke the bright fields

that lie beyond the view of the regular eye.

May you have good friends to mirror your blind spots.

May leadership be for you a true adventure of growth.

-John O'Donohue, from "To Bless the Space Between Us"

#### Discernment

At the heart of Ignatian spirituality is the practice of discernment—an art St. Ignatius learned through sustained careful attention to and reflection on his own experience. Discernment is based on several presuppositions: humans have freedom and their choices have consequences; some choices are better—and freer—than others; human choices are not only between good and evil, but are often between lesser goods and greater goods; and it is possible through attending to motivations, feelings, and patterns of decision-making to improve the freedom, goodness, and authenticity of one's choices

The early Jesuits also discovered the art of "communal discernment," whereby they were able to make corporate choices for their future as an apostolic body through shared deliberations. For St. Ignatius and his Jesuits, discernment involved prayer and the enlightenment of grace; they sometimes referred to their own practice of ongoing discernment as "seeking God's will for their lives." As they trained others in the practice of discernment, however, the art became practical as well as spiritual. Thus, Jesuit institutions have been known over the centuries for teaching people—regardless of their individual faith convictions—to think critically, to inform their consciences, and to cultivate habits of ongoing reflection and self-evaluation.

Loyola's commitment to carry on the tradition of discernment includes encouraging the practice of regular reflection and self-examination which foster awareness of personal freedom (or lack thereof), a sense of personal responsibility for choices and actions, and a balance between enlightened self-interest and promotion of the common ("greater") good. The University encourages this habit of reflection and self-examination by

introducing its constituents to the Jesuit practice of the examen (a daily self-review) in a variety of venues—e.g., through its Messina courses, and through various projects of the Jesuit-Lay Committee.

Loyola likewise encourages critical thinking and reflection by including the study of ethics in its curricula, and by offering seminars and employing pedagogies (such as debate) that foster both the expression and critical refinement of opinions. Loyola seeks in general to foster open expression and careful consideration of a wide range of viewpoints and positions, cultivating in its constituents an awareness that argument or difference of opinion can be accommodated without compromising mutual respect.

In service of this core value of discernment, the University continues to recruit qualified Jesuit faculty and administrators who can share their particular expertise in discernment within the Ignatian tradition. In addition, Loyola offers all of its constituents a variety of supports, resources, and opportunities—including Ignatian retreats—to enhance their efforts at making freer and more well-informed choices.

"Vocation does not come from a voice 'out there' calling me to become something I am not. It comes from a voice 'in here' calling me to be the person I was born to be, to fulfill the original selfhood given me at birth by God."

-Parker Palmer

# Nothing Is More Practical Than Finding God

Nothing is more practical than finding God , than falling in Love

In a quite absolute and final way.

What you are in love with,

What seizes your imagination, will affect everything.

It will decide what will get you out of bed in the morning,

What you do with your evenings,

How you spend your weekends,

What you read, whom you know,

What breaks your heart,

And what amazes you with joy and gratitude. Fall in love,

And it will decide everything.

-Pedro Arrupe, S.J.

### Prayer to Know God's Will

May it please the supreme and divine Goodness to give us all abundant grace ever to know his most holy will and perfectly to fulfill it.

—St. Ignatius of Loyola



Mission Story

loyola.edu/mission/bray Seán Bray, Director of Campus Ministry shares his mission story

# Prayer of Discernment

Spirit of Guidance, I see before me numerous choices and a decision to be made.

There is division in my heart. Sometimes I want none of what I find. Sometimes I want it all. Sometimes I want to give up making decisions and wish that the future would go away.

I entrust my decision-making into your hands, ready to do my part but also knowing that I cannot do this without your help.

Lead me through all the unsure, unclear, doubtful, hesitant, and questioning moments that are mine as I search to find the right way in which to go.

Grant me the grace to choose freely, without being attached to the outcome. I trust that you will be with me as I make my decision prayerfully and with faith.

Assure me that your peace will rest deep within me as I make the decision that seems best for me at this time. I may continue to experience feelings of turmoil and confusion, but deep within I know that I can return to that settled place in me where you always dwell.

Guide and Director of my life, I place my life in your hands. Lead me to the path that will best deepen and strengthen my relationship with you.

-Joyce Rupp



I hope that you come to find that which gives life a deep meaning for you. Something worth living for — maybe event worth dying for, something that energize you, enthuses you, enables you to keep moving ahead. I can't tell you what it might be — that's for you to find, to choose, to love. I can just encourage you to start looking and support you in the search. — Ita Ford, M.M.

### The Inescapable God

O Lord, you have searched me and known me.

You know when I sit down and when I rise up; you discern my thoughts from far away.

You search out my path and my lying down, and are acquainted with all my ways.

Even before a word is on my tongue, O Lord, you know it completely.

You hem me in, behind and before, and lay your hand upon me.

Such knowledge is too wonderful for me; it is so high that I cannot attain it.

-Psalm 139: 1-6

# Constant Challenge to Improve

As noted at the outset, "for the greater glory of God" is one expression of the Jesuit ideal of the magis—that is, commitment to the "greater good" or the "better way." For Jesuits themselves, of course, this "better way" is the model of charity and self-sacrifice which they seek to emulate in the person of Jesus Christ. Within Jesuit institutions, this ideal—which presumes and builds upon the practice of discernment—can be seen in the broad-based commitment to ongoing evaluation and improvement at both the personal and structural levels. The ideal of the magis undergirds a certain restless pursuit of excellence across the board—a refusal to be satisfied with mediocrity, or to become easily contented with the status quo.

Loyola challenges itself and its constituents to strive for improvement on an ongoing basis by holding out an ideal of personal wholeness and integration as the ultimate horizon of growth, while simultaneously recognizing that development and growth require time and sustained effort. The University seeks to encourage its constituent members to think creatively and to challenge the status quo when appropriate. Loyola also seeks to foster habits of learning, inquiry, and personal and corporate self-examination that encourage ongoing growth and change in its members, even after they leave the University community. Lastly, Loyola seeks to recognize and reward the pursuit and achievement of excellence, and to continue attracting highquality students, faculty, administrators, and staff from a wide variety of backgrounds and religious traditions who will embrace, live out, and promote the Ignatian core values in their work and in their lives.

"How wonderful it is that nobody need wait a single movement before starting to improve the world."

-Anne Frank

The real measure of our Jesuit universities lies in who our students become...

Tomorrow's 'whole person'

cannot be whole without a well-educated solidarity.

We must therefore raise our Jesuit educational standard to educate the whole person of solidarity for the real world. Solidarity is learned through 'contact' rather than through 'concepts.'

When the heart is touched by direct experience, the mind may be challenged to change.

—Peter Hans-Kolvenbach, S. J., 29th Superior General of the Society of Jesus

The Thought Manifests as the word.
The word manifests as the deed.
The deed develops into the habit.
The habit into the character.
The character gives birth to the destiny.
So, watch your thoughts with care
And let them spring from love
Born out of respect for all beings...
—Venerable Maha Ghosananda

### Patient Trust

Above all, trust in the slow work of God.
We are quite naturally impatient in everything to reach the end without delay.
We should like to skip the intermediate stages.

We are impatient of being on the way to something unknown, something new.

And yet it is the law of all progress that it is made by passing through some stages of instability—
and that it may take a very long time.

And so I think it is with you; your ideas mature gradually—let them grow, let them shape themselves, without undue haste. Don't try to force them on, as though you could be today what time (that is to say, grace and circumstances acting on your own good will) will make of you tomorrow.

Only God could say what this new spirit gradually forming within you will be. Give Our Lord the benefit of believing that his hand is leading you, and accept the anxiety of feeling yourself in suspense and incomplete.

—Pierre Teilhard de Chardin, SJ

Dear God, I cannot love Thee the way I want to. You are the slim crescent of a moon that I see and myself is the earth's shadow that keeps me from seeing all the moon. The crescent is very beautiful and perhaps that is all one like I am should or could see; but what I am afraid of, dear God, is that myself shadow will grow so large that it blocks the whole moon, and that I will judge myself by the shadow that is nothing. I do not know you God because I am in the way. Please help me to push myself aside.

-Flannery O'Connor

Oh, Great Spirit,

whose voice I hear in the winds and whose breath gives life to all the world, hear me.

I am small and weak.

I need your strength and wisdom.

Let me walk in beauty and make my eyes ever behold the red and purple sunset.

Make my hands respect the things you have made and my ears sharp to hear your voice.

Make me wise so that I may understand

the things you have taught my people.

Let me learn the lessons you have hidden

in every leaf and rock.

I seek strength, not to be superior to my brother, but to fight my greatest enemy - myself.

Make me always ready to come to you with clean hands and straight eyes,

so when life fades, as the fading sunset,

my spirit will come to you

without shame.

-Chief Yellow Lark



# Mission Story

loyola.edu/mission/buettner Rita Buettner, Director of University Communications shares her mission story

# Additional Prayers & Wisdom

"Prayer invites God's presence to suffuse our spirits; God's will to prevail in our lives.

Prayer might not bring water to parched fields, nor mend a broken bridge, nor rebuild a ruined city.

But prayer can water an arid soul, mend a broken heart, rebuild a weakened will."

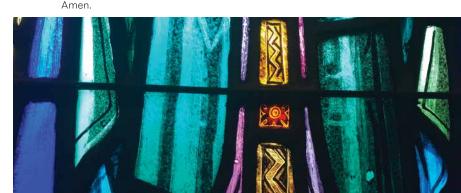
-Rahhi Ferdinand Isserman

### The Suscipe of Catherine McAuley

My God, I am yours for time and eternity.

Teach me to cast myself entirely into the arms of your loving Providence with a lively, unlimited confidence in your compassionate, tender pity.

Grant, O most merciful Redeemer,
That whatever you ordain or permit may be acceptable to me.
Take from my heart all painful anxiety;
let nothing sadden me but sin,
nothing delight me but the hope of coming to the possession of
You my God and my all, in your everlasting kingdom.



Prayer, then, becomes an attitude, an inner peace, as we attend to reality and listen to people, as we speak and share with them and make decisions together. It becomes a way of life, listening to the heart of God beating in all that surrounds us, in life, in ourselves, and in others —Jean Vanier



# Mission Story

loyola.edu/mission/malis Jonathan Malis, Assistant Professor of Fine Arts and Photography shares his mission story



# Expectant

Sitting, stilled,

Awaiting

The breath of God

To course through me-

Quickening my expectant soul

With new fresh grace-

Ah, so longed for!

Sitting breathing gently,

Steadily, correctly-

A fitting welcome

For divinity.

But, ah,

Where are you God?

Where the spinning rush

Of joy

Settling in the pit of my being-

Sure sign

Of favored presence?

Where the deep pulsating peace,

(born only of the Other)

That gentles my very essence?

Yet still I sit

Like an empty shell

Demanding fullness,

Longing for completion.

Ah, God,

Will you burst within me,

Unexpected,

And dizzy me with your presence?

Or must I sit,

Quietly broken

Forever longing-forever open,

Like a mother

Awaiting her term.

-Edwina Gateley

### The First Principle and Foundation

The goal of our life is to live with God forever.

God who loves us, gave us life. Our own response of love allows God's life to flow into us without limit. All the things in this world are gifts of God, presented to us so that we can know God more easily and make a return of love more readily. As a result, we appreciate and use all these gifts of God insofar as they help us develop as loving persons. But if any of these gifts become the center of our lives, they displace God and so hinder our growth toward our goal. In everyday life, then, we must hold ourselves in balance before all of these created gifts insofar as we have a choice and are not bound by some obligation. We should not fix our desires on health or sickness, wealth or poverty, success of failure, a long life or short one. For everything has the potential of calling forth in in us a deeper response to our life in God. Our only desire and our one choice should be this: I want and I choose what better leads to the deepening of God's life in me. -St. Ignatius as paraphrased by David L. Fleming, S.J., from the beginning of the Spiritual Exercises

God is love, and so we too love. God is mercy, and so we too are mercy. God is good, and so we too desire to be good.

If we do not love,
we really do not have anything to say.
Here we discover the root
and source of our identity and our mission.
—Adolfo Nicolás, S.J. Thirtieth Superior General of
the Society of Jesus

### Pray from Open Wide Our Hearts

Mary, friend and mother to all, through your Son, God has found a way to unite himself to every human being, called to be one people, sisters and brothers to each other.

We ask for your help in calling on your Son, seeking forgiveness for the times when we have failed to love and respect one another.

We ask for your help in obtaining from your Son the grace we need to overcome the evil of racism and to build a just society.

We ask for your help in following your Son, so that prejudice and animosity will no longer infect our minds or hearts but will be replaced with a love that respects the dignity of each person.

Mother of the Church, the Spirit of your Son Jesus warms our hearts: pray for us.

—United States Catholic Conference of Bishops



Whenever I groan within myself and think how hard it is to keep writing about love in these times of tension and strife which may at any moment become for us all a time of terror, I think to myself, "What else is the world interested in?" What else do we all want, each one of us, except to love and be loved, in our families, in our work, in all our relationships.

God is Love.

I ove casts out fear.

Even the most ardent revolutionist, seeking to change the world, to overturn the tables of the money changers, is trying to make a world where it is easier for people to love, to stand in that relationship with each other of love.

We want with all our hearts to love, to be loved.

And not just in the family but to look upon all as our mothers, sisters, brothers, children.

It is when we love the most intensely and most humanly, that we can recognize how tepid is our love for others.

The keenness and intensity of love brings with it suffering, of course, but joy too because it is a foretaste of heaven.

—Dorothy Day

May our good and gracious God grant you
Joy for the journey
Courage for the Choices
Faith for the Freeing
Hope for the Healing and
Love for the Lasting.
—Rick Malloy, S.J.

May today there be peace within.

May you trust God that you are exactly where you are meant to be. May you not forget the infinite possibilities that are born of faith. May you use those gifts that you have received, and pass on the love that has been given to you May you be confident knowing you are a child of God. Let this presence settle into your bones, and allow your soul the freedom to sing, dance, praise and love. It is there for each and every one of us.

—St. Therese of Lisieux



# Mission Story

loyola.edu/mission/savard Fr. John Savard, S.J., Rector of Ignatius House & Visiting Affiliate Assistant Professor shares his mission story

### 99 Names of Allah

The All-Compassionate, the All-Merciful, the Absolute Ruler, the Pure One, the Source of Peace. The Inspirer of Faith. The Guardian, The Victorious, The Compeller, The Greatest. The Creator, The Maker of Order, The Shaper of Beauty, The Forgiving, The Subduer, The Giver of All, The Sustainer, The Opener, The Knower of All, The Constrictor, The Reliever, The Abaser, The Exalter, The Bestower of Honors, The Humiliator, The Hearer of All, The Seer of All, The Judge, The Just, The Subtle One. The All-Aware. The Forbearing. The Magnificent. The Forgiver and Hider of Faults, The Rewarder of Thankfulness, The Highest, The Greatest, The Preserver, The Nourisher, The Accounter, The Mighty, The Generous, The Watchful One, The Responder to Prayer, The All-Comprehending, The Perfectly Wise, The Loving One, The Majestic One, The Resurrector, The Witness, The Truth, The Trustee, The Possessor of All Strength, The Forceful One, The Governor, The Praised One, The Appraiser, The Originator, The Restorer, The Giver of Life, The Taker of Life. The Ever Living One. The Self-Existing One. The Finder, The Glorious, The Unique, The Single, The One, The Indivisible. The Satisfier of All Needs. The All Powerful. The Creator of All Power, The Expediter, The Delayer, The First, The Last, The Manifest One, The Hidden One, The Protecting Friend, The Supreme One, The Doer of Good, The Guide to Repentance, The Avenger, The Forgiver, The Clement, The Owner of All, The Lord of Majesty and Bounty, The Equitable One, The Gatherer, The Rich One. The Enricher, The Preventer of Harm, The Creator of The Harmful, The Creator of Good, The Light, The Guide. The Originator, The Everlasting One, The Inheritor of All, The Righteous Teacher, The Patient One.

#### Hear Our Voices

Hear our voice, God, have mercy on us.

Accept our prayer with compassion and kindness.

Help us to come back to You:

Renew our lives as when we were young.

Cast us not away from Your Presence;

Take not Your holy spirit from us.

Cast us not away in times of weakness;

When our strength is gone do not abandon us.

Do not abandon us. God: do not be far from us.

For You are our help and our comfort

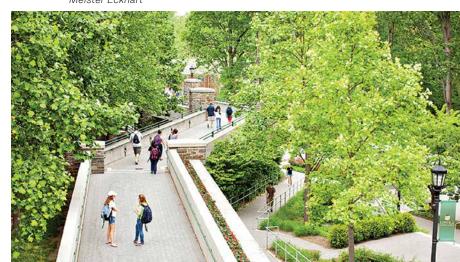
Hear our words. O God. and consider our innermost thoughts.

May the words of our mouth and the meditations of our heart Be acceptable to You, O God, Our Rock and our Redeemer.

-Rabbi Jennifer Feldman

If the only prayer you say in your life is "Thank you," that would be enough.

-Meister Eckhart



#### Because...

Because the world is beautiful, And because beauty is a tender thing, And we are stewards of creation, We need you, God. We need you God.

Because human knowledge seems endless And we do not know what we do not know, We need you, God. We need you God.

Because we cannot live without you And are free to go against you, And could worship your wisdom alone, We need you, God. We need you God.

Because you came among us,
And sat beside us,
And healed our pain and let us wound you,
And loved us to the end,
And triumphed over all our hatred,
We need you, God.
We need you God.
—Iona Community

## A Prayer in Time of Suffering

Until my healing comes, Lord, give me Your grace So that I may accept my suffering. Give me your strength so that I Will not despair. Give me your Love so that my suffering may bring me Closer to You, the origin and Source of all love. Amen

—Anonymous

#### The Lord's Prayer

Our Father, Who art in Heaven,
hallowed be Thy name;
Thy Kingdom come,
Thy will be done on earth as it is in Heaven.
Give us this day our daily bread;
and forgive us our trespasses
as we forgive those who trespass against us;
and lead us not into temptation,
but deliver us from evil.
Amen

#### Hail Mary

Hail Mary, full of grace, the Lord is with you. Blessed are you among women, and blessed is the fruit of your womb, Jesus. Holy Mary, Mother of God, pray for us sinners, now and at the hour of our death. Amen

## Doxology

Glory be to the Father, and to the Son, and to the Holy Spirit. As it was in the beginning, is now, and ever shall be, world without end. Amen

## Act of Contrition

My God,
I am sorry for my sins with all my heart.
In choosing to do wrong
and failing to do good,
I have sinned against you
whom I should love above all things.
I firmly intend, with your help,
to do penance,
to sin no more,
and to avoid whatever leads me to sin.
Our Savior Jesus Christ
suffered and died for us.
In his name, my God, have mercy.

#### Magnificat

My soul proclaims the greatness of the Lord, my spirit rejoices in God my Savior; for he has looked with favor on his lowly servant. From this day all generations will call me blessed: the Almighty has done great things for me, and holy is his Name.

He has mercy on those who fear him in every generation.

He has shown the strength of his arm, he has scattered the proud in their conceit.

He has cast down the mighty from their thrones, and has lifted up the lowly.

He has filled the hungry with good things, and the rich he has sent away empty.

He has come to the help of his servant Israel for he has remembered his promise of mercy, the promise he made to our fathers, to Abraham and his children forever.

Prayer to the Holy Spirit
Come, Holy Spirit, fill the hearts of your faithful.
And kindle in them the fire of your love.
Send forth your Spirit and they shall be created.
And you will renew the face of the earth.

I ord.

by the light of the Holy Spirit you have taught the hearts of your faithful. In the same Spirit help us to relish what is right and always rejoice in your consolation. We ask this through Christ our Lord. Amen

## St. Patrick's Breastplate (Shorter)

Christ be with me, Christ before me Christ behind me, Christ in me Christ beneath me, Christ above me Christ on my right, Christ on my left

Christ where I lie, Christ where I sit

Christ where I arise.

Christ in the heart of every one who thinks of me Christ in the mouth of every one who speaks of me

Christ in every eye that sees me,

Christ in every ear that hears me.

Salvation is of the Lord.

## Prayer for What I Want

Lord, Grant that I may see thee more clearly, Love thee more dearly, Follow more nearly. —Spiritual Exercises #104 (HOF)



## Mission Story

loyola.edu/mission/linnane Rev. Brian F. Linnane, S.J, the 24th President of Loyola University Maryland shares his mission story Solidarity is the conviction

that we are born into a fabric of human relationships, that our humanity ties us to others, that the gospel consecrates those ties and that the prophets tell us that those ties are the test by which our very holiness will be judged.

-Rev. J. Bryan Hehir

### Tourist or Pilgrim?

I stand on the edge of myself and wonder where is home? Oh, where is the place where beauty will last? When will I be safe? And where?

My tourist heart is wearing me out.
I am so tired of seeking for treasures that tarnish.
How much longer, Lord?
Oh, which way is home?
M luggage is heavy. It is weighing me down.
I am hungry for the holy ground of home.

Then suddenly, overpowering me with the truth, A voice within me gentles me, and says:

There is a power in you, a truth in you
That has not yet been tapped.
You are blinded with a blindness that is deep
For you've not loved the pilgrim in you yet.

There is a road that runs straight through your heart. Walk on it.

To be a pilgrim means to be on the move, slowly, To notice your luggage becoming lighter

#### Tourist or Pilgrim? (cont'd)

To be seeking for treasures that do not rust To be comfortable with your heart's questions To be moving toward the holy ground of home With empty hands and bare feet.

And yet, you cannot reach that home Until you've loved the pilgrim in you. One must be comfortable with pilgrimhood Before one's feet can touch the homeland.

Do you want to go home? There's a road that runs straight through your heart. Walk on it.

-Macrina Wiederkehr, O.S.B.

## Anima Christi (contemporary translation)

Jesus, may all that is you flow into me.
May your body and blood be my food and drink.
May your passion and death be my strength and life.
Jesus, with you by my side, enough has been given.
May the shelter I seek be the shadow of your cross.
Let me not run from the love which you offer,
But hold me safe from the forces of evil.
On each of my dyings shed your light and your love.
Keep calling me until that day comes, when, with your saints,
I may praise you forever. Amen



#### The Road Ahead

My Lord God, I have no idea where I am going. I do not see the road ahead of me.
I cannot know for certain where it will end
Nor do I really know myself,
And the fact that I think I am following your will
Does not mean that I am actually doing so.

But I believe that the desire to please you does in fact please you.

And I hope I have that desire in all that I am doing.
I hope that I will never do anything apart from that desire.
And I know that if I do this you will led me by the right road,
Though I may know nothing about it.

Therefore I will trust you always though I may seem to be lost and in the shadow of death. I will not fear, for you are ever with me, And you will never leave me to face my perils alone.

—Thomas Merton, O.S.C.O.

### Tefilat Haderech - Prayer of the Path

May we be blessed as we go on our way
May we be guided in peace
May we be blessed with health and joy
May this our blessing, amen.
May we be sheltered by wings of peace
May we be kept in safety and in love
May grace and compassion find their
way to every heart
And may this be our blessing,
Amen

#### God's Grandeur

The world is charged with the grandeur of God.

It will flame out, like shining from shook foil;

It gathers to a greatness, like the ooze of oil

Crushed. Why do men then now not reck his rod?

Generations have trod, have trod, have trod;

And all is seared with trade; bleared, smeared with toil;

And wears man's smudge and shares man's smell: the soil Is bare now, nor can foot feel, being shod.

And for all this, nature is never spent;
There lives the dearest freshness deep down things;
And though the last lights off the black West went
Oh, morning, at the brown brink eastward, springs —
Because the Holy Ghost over the bent
World broods with warm breast and with ah! bright wings.
—Gerard Manley Hopkins, S.J.

I beg you, to have patience with everything unresolved in your heart and to try to love the questions themselves as if they were locked rooms or books written in a very foreign language. Don't search for the answers, which could not be given to you now, because you would not be able to live them. And the point is to live everything. Live the questions now.

Perhaps then, someday far in the future, you will gradually, without even noticing it, live your way into the answer. —Rainer Maria Rilke

## Prayer of St. Francis

Lord, make me an instrument of thy peace.
Where there is hatred, let me sow love;
Where there is injury, pardon;
Where there is doubt, faith;
Where there is despair, hope;
Where there is darkness, light;
And where there is sadness, joy.

O, Divine Master, grant that I may not so much seek
To be consoled, as to console,
To be understood, as to understand;
To be loved, as to love;
For it is in giving that we receive;
It is in pardoning that we are pardoned;
And it is in dying that we are born to eternal life.



#### A Baha'i Prayer for Peace

Be generous in prosperity and thankful in adversity.
Be fair in thy judgment and guarded in thy speech.
Be a lamp unto those who walk in darkness and a home to the stranger.
Be eyes to the blind and a guiding light unto the feet of the erring.
Be a breath of life to the body of humankind, a dew to the soil of the human heart, and a fruit upon the tree of humility.

Father, you created me
And put me on earth for a purpose.
Jesus, you died for me
And called me to complete your work.
Holy Spirit, you help me
To carry out the work
for which I was created and called.
In your presence and nameFather, Son, and Holy SpiritI begin my meditation.
May all my thoughts and inspirations
Have their origin in you
And be directed to your glory.
Amen
-Mark Link, S.J.

## Litany of the Saints and Blessed of the Society of Jesus

Lord, have mercy, Lord, have mercy. Christ, have mercy, Christ, have mercy. Lord, have mercy, Lord, have mercy. Christ, hear us, Christ, graciously hear us.

God, our Father in heaven, Have mercy on us.
God the Son, Redeemer of the World, Have mercy on us.
God the Holy Spirit, Have mercy on us.
Holy Trinity, one God, Have mercy on us.

Holy Mary, Mother of our Lord and Savior Jesus Christ, Pray for us. Holy Mary, Mother and Queen of our Society, Pray for us. Holy Virgin of Montserrat, Pray for us. Our Lady of the Way, Pray for us.

Holy Father Ignatius, Pray for us.

St. Francis Xavier, first companion and missionary, Pray for us.

St. Francis Borgia, model of renunciation, Pray for us.

St. Stanislaus Kostka, model and patron of novices, Pray for us.

Sts. Edmund Campion, Robert Southwell and companions, martyrs of Christ in England, Pray for us.

St. Aloysius Gonzaga and St. John Berchmans, models and patrons of our scholastics, Pray for us.

Sts. Paul Miki, James Kisai and John Soan de Goto, martyrs of Christ in Japan, Pray for us.

St. Peter Canisius and St. Robert Bellarmine, doctors of the church, Pray for us.

St. John Ogilvie, martyr of Christ in Scotland, Pray for us. Sts. Bernardine Realino, John Francis Regis and Francis Jerome, missioners to people in town and country, Pray for us.

St. Alphonsus Rodriguez, model and patron of our brothers, Pray for us.

Sts. Melchior Grodziecki and Stephen Pongrácz, martyrs of Christ in Košice. Pray for us.

## Litany of the Saints and Blessed of the Society of Jesus (cont'd.)

Sts. Roch Gonzalez, Alphonsus Rodriguez and John del Castillo, martyrs of Christ in Paraguay, Pray for us.

Sts. John de Brébeuf, Isaac Jogues and companions, martyrs of Christ in North America, Pray for us.

St. Peter Claver, defender of the slaves in South America, Pray for us.

St. Andrew Bobola, martyr of Christ in Poland, Pray for us.

St. John de Brito, martyr of Christ in India, Pray for us.

St. Claude La Columbière, faithful friend and apostle of the Sacred Heart, Pray for us.

St. Joseph Pignatelli, hallowed link of the old and the restored Society, Pray for us.

Sts. Leo Mangin and companions, martyrs of Christ in China, Pray for us.

St. Joseph Rubio, apostle of Madrid, Pray for us.

St. Peter Faber, first companion and apostle of the Spiritual Exercises, Pray for us.

St. Joseph de Anchieta, apostle of Brazil, Pray for us.

St. James Berthieu, martyr of Christ in Madagascar, Pray for us.

St. Alberto Hurtado, agent of social change in Chile, Pray for us.

All you Saints of the Society of Jesus, Pray for us.

Blessed Ignatius de Azevedo and companions, martyred while sailing for Brazil, Pray for us.

Bl. Thomas Woodhouse, Ralph Ashley and companions, martyrs of Christ in England, Pray for us.

BI. Rudolph Acquaviva, Francis Aranha and companions, martyrs of Christ in India, Pray for us.

Bl. James Salès and William Saultemouche, martyrs of the Eucharist in France, Pray for us.

Bl. Charles Spinola, Sebastian Kimura and companions, martyrs of Christ in Japan, Pray for us.

Bl. Dominic Collins, martyr of Christ in Ireland, Pray for us.

Bl. Diego Luis de San Vitores, martyr of Christ in Micronesia, Pray for us.

Bl. Julian Maunoir and Anthony Baldinucci, zealous preachers of God's Word, Pray for us.

BI. James Bonnaud and companions, martyrs of Christ in France. Pray for us.

Bl. John Beyzym, servant of Lepers in Madagascar, Pray for us.

Bl. Miguel Pro, martyr of Christ in Mexico, Pray for us.

Bl. Francis Garate, humble doorkeeper who found God in all things. Pray for us.

Bl. Rupert Mayer, apostle of Munich and fearless witness of truth, Pray for us.

Bl. Tomás Sitjar Fortiá and companions, martyrs of Christ in Valencia, Pray for us.

All you Blessed of the Society of Jesus, Pray for us.

Fathers and Brothers, Scholastics and Novices of the Society who have preceded us in the service of the Lord, Pray for us.



## Mission Story

loyola.edu/mission/brown
Fr. Timothy Brown, S.J. shares his mission story



#### Examen

The Examen is a method of prayer developed by St. Ignatius of Loyola and described in his Spiritual Exercises. The Examen is often called the quintessential Ignatian prayer. The daily Examen is a priceless tool of self-awareness and a crucial aid to discernment.

Ignatius was convinced that even a few minutes of prayerful reflection on the events of one's day could open our eyes to the action of God in our daily lives – and open our hearts to respond in humility and gratitude.

#### 1. Become Aware of God's Presence.

Quiet yourself.

Take a moment to become aware of God's presence.

#### Review Your Day with Gratitude.

What am I especially thankful for today?

#### 3. Pay Attention to Your Emotions and Thoughts.

What brought me joy today? What challenged me?

#### 4. Turn to God

Talk to God about what stands out for you.

What could I have done or said differently today?
Is there something or someone I?

#### Look Forward

In what spirit do I want to enter tomorrow?

## Review of the Day for Managers by Paul Brian Campbell, S.J.

# From your perspective as a manager, what was the high point of the day?

Why? Can you discern a pattern in what constitutes high points? What can you do to increase the number and duration of these high points?

#### "The low point of the day"... Again, look for reasons and patterns.

What would you do differently if you were given the chance for a "do over"? How can you decrease the likelihood of repeating the same kinds of low points?

#### When were you working at your best during the day?

Recall as many details as you can. What made it your best work? Were you working alone? With others? Who brings out the best (and worst) in you? Why?

#### When did you struggle to stay focused and engaged?

What were you doing that challenged your focus? Was this an isolated incident, or is this something you deal with a lot of the time?

#### How hectic was the day?

Do you prefer to be busy and on-the-go all the time, or would you rather have more time to pause and reflect? Why?

# Think about each of your direct reports. Imagine how he/she might have pictured interacting with you.

Do you think there might be a disconnect between his/her perceptions and reality? Why? What concrete things could you do to improve communication between you and your direct reports?

#### Look toward tomorrow.

Are you going to make any changes in your demeanor, communication styles, and attitudes? What are you going to do to help your direct reports work more effectively and with greater satisfaction?

## Reflections

