



# Provost and Vice President *for* Academic Affairs



University of San Diego®



## I THE OPPORTUNITY

The University of San Diego (USD) seeks a Provost and Vice President for Academic Affairs who is an innovative, visionary, collaborative, and student-centered leader. Working in close partnership with President James T. Harris III, USD's next Provost and VPAA will lead this unique, highly entrepreneurial, and mission-driven institution to its next level of academic excellence and student success. In addition, the Provost and VPAA will be a visible leader on campus and in the community, modeling USD's mission, vision and values.



# UNIVERSITY OF SAN DIEGO

## I OVERVIEW

Informed by its core mission and values, and dedicated to the ongoing legacy of its founders, USD is committed to confronting humanity's urgent challenges and empowering its students to live fulfilling lives as responsible, global citizens. USD's community of scholars are committed to educating the whole person—intellectually, physically, spiritually, emotionally, socially and culturally. The university provides a character-building education that fosters independent thought, innovation, integrity, analytical thinking, and an open-minded and collaborative world-view.

## I MISSION STATEMENT

*We are a contemporary Catholic university, grounded in the liberal arts and anchored along an international border, advancing academic excellence to create a more inclusive, sustainable and hopeful world.*

## I VISION

*Strengthened by the Catholic intellectual tradition, the University of San Diego confronts humanity's challenges by fostering peace, working for justice and leading with love.*

See more about our mission, vision, and core values [here](#).

## I WHY USD?

### A NATIONAL REPUTATION

#### Wall Street Journal / College Plus

#47 in the 2025 edition of the 500 Best Colleges in the U.S.

#### The Princeton Review

#1 most beautiful campus  
#3 best quality of life  
#10 Green Matters  
#13 in privates for Top 20 Best Schools for Making an Impact  
#18 best-run college

#### U.S. News & World Report

#53 best-value school  
#56 for undergraduate teaching  
#70 best college for veterans

#### Washington Monthly

#5 for promoting public service

See the full list of USD's rankings and national recognition [here](#).

## I ACADEMIC EXCELLENCE

- Colleges and Schools
  - College of Arts and Sciences
  - Division of Professional and Continuing Education
  - Hahn School of Nursing and Health Science
  - Joan B. Kroc School of Peace Studies
  - Knauss School of Business
  - School of Law
  - School of Leadership and Education Sciences
  - Shiley-Marcos School of Engineering
- Undergraduate Programs
  - 52 bachelor's degrees with many concentrations
  - 57 minors
- Graduate Programs
  - 37 master's degrees
  - Juris Doctorate (JD)
  - Five LLM degrees
  - Six doctoral degrees
  - Several dual degree programs
- Faculty: 1,012 total
  - 499 full-time
  - 513 part-time
- Carnegie classification of Doctoral University: High Research Activity
- Average class size of 22 students
- 15:1 student-to-faculty ratio
- Fully accredited by the WASC Senior College and University Commission
- Specialized accreditation can be found [here](#).

## I MISSION-FOCUSED FACULTY

The University of San Diego, with its college and six schools, distinctive academic centers and institutes, proximity to Latin America, and commitment to Catholic traditions, offers students a unique educational experience. A USD education is characterized by academic rigor in its undergraduate and graduate programs offering transformative opportunities through student/faculty research, global experiences, community-engaged scholarship and internships that develop the knowledge, values and skills needed to serve the global, civic and faith communities.

A University of San Diego education is founded on an unwavering principle: the pursuit of academic excellence. USD's faculty members are nationally and internationally renowned scholars who are deeply committed to: student engagement and success; exceptional teaching and research; and service to both USD and the broader community. Students benefit from close relationships with faculty members across departments and programs. Faculty research, scholarship and creative activity complement their teaching and is nurtured by a culture of intellectual inquiry. Faculty members and students (undergraduate and graduate) often collaborate on research and other creative activities.

## I CHANGEMAKING AND COMMUNITY ENGAGEMENT

As a self-described “anchor institution”, the University of San Diego embraces its Catholic, moral and social traditions by aligning rigorous academic requirements with a campus culture that encourages students to use their natural talents to be engaged, compassionate citizens. USD is among only 42 universities worldwide to earn the Ashoka U designation as a Changemaker campus. Entering the 13<sup>th</sup> anniversary of being designated a Changemaker campus, USD continues to empower our campus community to develop knowledge and take action to confront humanity's challenges.

Through initiatives like the Changemaker Hub, which includes the Changemaker Challenge and Design Lab, students are encouraged to apply their knowledge in the classroom to implement projects that transform our campus into a more equitable, inclusive and sustainable community. The Hub provides opportunities for students to develop innovative mindsets and skills to turn concepts into actionable solutions. The Changemaker Hub also incentivizes and channels faculty and student activity in teaching and research through the Changemaker Faculty Fellows and the Changemaking minor.

Equally important, USD is deeply committed to local community engagement and “placed-based” learning. USD works to ensure that communities — in San Diego and beyond — collaborate with the Hub and its partners on campus, such as the Karen and Tom Mulvaney Center for Community, Awareness, and Social Action, to address important social issues, such as homelessness, food insecurity and sustainability.

In collaboration with those community partners, students learn how to distill ideas and conduct research to advance meaningful social change. USD students gain practical skills in critical thinking, problem-solving, empathy and teamwork through a values-based education and an ecosystem for innovation.

## I STUDENT ENGAGEMENT AND SUCCESS

- Total Enrollment: 9,110 headcount (8,266 FTE)
  - 5,726 undergraduate
  - 3,384 graduate
- Demographics:
  - 57% female
  - 43% male
  - 43% minority students
  - 6% international students
- For eight consecutive years, each first-year class has been more diverse than the prior incoming first-year class
- Alumni: 77,143 living in all 50 states and 100 countries
- Residential Campus: 93% of first-year students and 43% of undergraduates live on campus in 10 separate living areas, with styles ranging from shared rooms to apartments
- Home to more than 180 clubs and organizations

The USD community is proud of the strong partnership between Academic Affairs and Student Affairs, borne of a shared commitment to leading edge and high-impact practices that engage and support students and contribute to their success. Examples of this commitment include:

- Living Learning Communities, in which 100% of USD’s first-year students participate;
- The School of Leadership and Education Sciences (SOLES) Assistantships program, in which USD graduate students are offered a variety of professional development and learning opportunities;
- The Torero Hub, a new non-academic advising initiative focused on student retention, connecting students to USD resources and opportunities; and
- The Thriving Student Model, which represents a holistic approach to student development, is grounded in inclusive excellence and respect for all identities and experiences.

## I A GLOBAL PERSPECTIVE

Throughout the university, no matter the major of study or the degree pursued, global themes permeate the curriculum. All undergraduate students are required to have a minimum competency of three semesters of a foreign language to enhance their cultural understanding of others. Our campus community is enriched by including students and scholars from more than 90 countries.

USD consistently ranks in the top five nationally for the percentage of undergraduates participating in a study abroad program and, in 2015, earned the prestigious Senator Paul Simon Award for Campus Internationalization. Typically, programs in more than 80 cities are offered worldwide.

USD offers undergraduate and graduate students the opportunity to study throughout the world. Historically, more than two-thirds of USD’s undergraduate students participate in a wide range of study-abroad programs that vary in duration, location and area of academic study. USD’s graduate and professional programs also offer extensive international opportunities for working professionals as well as full-time graduate students.

In addition, programs like the Mulvaney Center’s Border Immersion Program provide opportunities for students to dive deep into the vibrant culture and unique challenges of the Border Region with a core understanding of the interdependency that connects the U.S. and Mexico. Students learn about grassroots issues and organizations advancing social justice on the border, foster community engagement, nourish their personal development and promote global dialogue.

## I DIVERSITY AND INCLUSION

Diversity, equity and inclusion are at the core of USD’s mission, vision and values. The message of the Gospels is clear: all people are created by God and deserve to be treated with dignity, empathy, compassion and respect. When equality, social justice and solidarity are pursued inside and outside the classroom, we live out our mission.

The USD community actively works to ensure that the campus environment is reflective of and represents the beauty and diversity of the human experience. Evidence of that work includes:

- USD’s designation as an Emerging Hispanic-Serving Institution (HSI) and its commitment to ensuring that all members of the USD community are lifted and celebrated;
- The Horizon Project, which is designed to move USD into the forefront of Catholic higher education by following Pope Francis’ guidance that as a Catholic community we must be more “open, expansive, and welcoming.” By the fall of 2026, USD will:
  - Be recognized as a Hispanic-Serving Institution;
  - Be one of the 100 most diverse private, independent universities in the country;
  - Be a leader among Catholic universities for percentage of students of color enrolled; percentage of Black students enrolled; and retention and graduation rates of students of color; and
  - Increase the number of full-time faculty of color across the university.
- The Center for Inclusion and Diversity (CID), supports the USD community by advancing inclusive excellence across the campus through research, programming and teaching as well as by providing leadership for collaboration and campus engagement. CID’s initiatives include:
  - Co-development (with Student Affairs) of the three-part Thriving@USD leadership development workshop series;
  - Implementation of the Strategic Plan for Diversity and Inclusive Excellence;
  - Oversight of the Horizon Project goals;
  - Administration of the USD Diversity and Inclusion Impact Awards;
  - Dissemination of learning from the Institutional Effectiveness and Strategic Initiatives grants; and
  - Facilitating leadership and professional development for students, faculty members, administrators and staff.

The CID, inclusive of the Office of the Tribal Liaison, actively partners with academic and co-curricular divisions, schools, campus departments and student organizations, and collaborates with local and national partners to transform USD into an institution where everyone thrives despite their differences. USD believes that diversity is excellence and is committed to fostering a campus environment where people from diverse backgrounds, viewpoints and perspectives can work and collaborate together towards a more just, humane and sustainable world.

## I CATHOLIC IDENTITY

As a contemporary Catholic institution, the University of San Diego offers a values-based, service-oriented, holistic education, helping students develop intellectually, emotionally and spiritually so that they are prepared to live inspired and meaningful lives. Grounded in the liberal arts, USD is committed to the compatibility of faith and reason and the pursuit of truth in a community characterized by appreciative inquiry, academic freedom and respect. The university pursues academic excellence to create a more inclusive, sustainable and hopeful world.

Named one of the top 10 Catholic colleges and universities by Niche.com, the university is dedicated to creating a diverse and inclusive community comprised of individuals from a multitude of faith traditions, as well as those who do not identify with a particular religion. Inspired by the Second Vatican Council, USD strives to foster faith, engage the world with hope, promote interfaith community and work in solidarity to create justice and peace.

## I SUSTAINABILITY

At USD, Pope Francis' encyclical *Laudato Si* inspires community members to care for our common home. Student-led sustainability initiatives help provide solutions to the environmental challenges that define our times, fueled by nearly 350 courses containing sustainability concepts taught by faculty members who also involve themselves in sustainability initiatives outside the classroom. For example, USD is home to the San Diego Regional Climate Collaborative, an organization working throughout the San Diego region to share expertise, leverage resources and advance solutions to facilitate integrated climate change planning.

Since 2010, USD's Office of Sustainability has led initiatives to reduce the university's energy consumption by 35%, water consumption by 22%, and greenhouse gas emissions by 17%. Notably, more than 5,000 solar panels generate 7% of the university's electricity needs, making the system one of the largest on-site solar energy systems at a private college in the U.S.

In 2021, USD further demonstrated its commitment to ensuring a healthy environment for future generations by debuting its Energy Master Plan, designed to provide a roadmap to continue reducing energy use on campus in an effort to achieve USD's goal of achieving carbon neutrality by 2035. That same year, the university formally amended its investment policy to be more sustainably focused; since 2016, USD has reduced its exposure to fossil fuel investments by approximately 60% and will continue to seek alternatives to eliminate that exposure by 2035.

## I ATHLETIC SUCCESS

A member of NCAA Division I Athletics and the West Coast Conference (WCC) since 1979, the university's mascot is the Torero, the Spanish word for bullfighters. Team colors are Torero blue, navy blue and white.

The University of San Diego has a long history of athletic success, including winning 63 conference championships and making it to the NCAA tournament 113 times across its 17 intercollegiate programs. But winning at USD is more than winning on the playing field. It means winning in the classroom with a 91% graduation rate. It also represents winning in the community by contributing thousands of volunteer service hours.

## I LEADERSHIP

### PRESIDENT

**James T. "Jim" Harris III, DEd**, became the University of San Diego's fourth president on August 3, 2015. During his time as president, USD has been recognized as one of the top schools nationally for being a "best run college" and having the "best quality of life" by The Princeton Review, a top five program nationally for promoting public service by Washington Monthly, and has received additional recognition for its sustainability efforts and work to enhance diversity and inclusion.

Under Dr. Harris's leadership, USD completed a series of essential campus infrastructural upgrades through an initiative known as the Renaissance Plan and launched the Horizon Project, a five-year initiative designed to move USD to the forefront on being more "open, inclusive and welcoming."

Dr. Harris's full biography can be found [here](#).

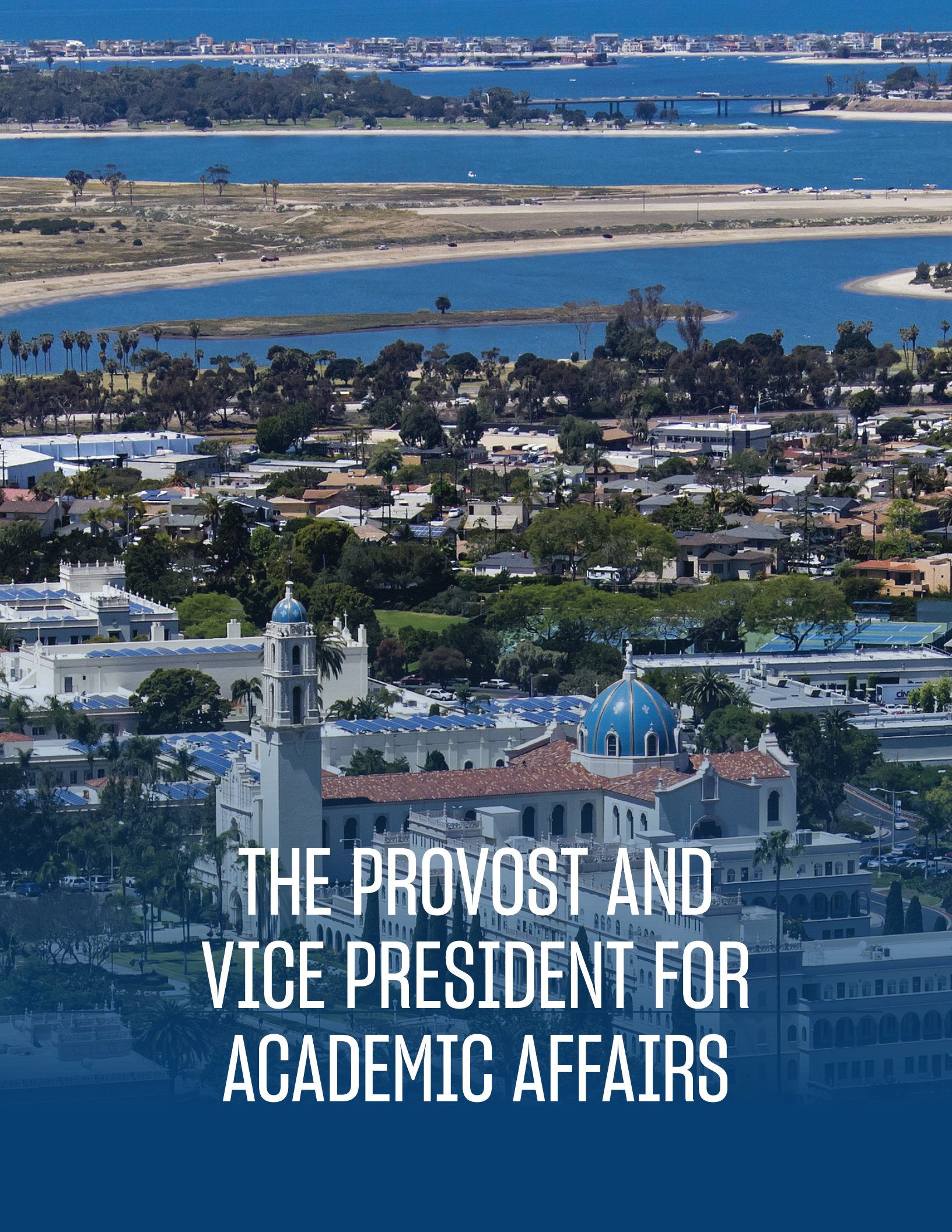
### SENIOR VICE PRESIDENT AND PROVOST

**Dr. Gail F. Baker, Senior Vice President & Provost and Professor of Communication**, will step down from her administrative duties in the spring of 2025, after nearly eight years of exceptional service to the USD community. After a well-deserved sabbatical, she will return to teaching.

During her tenure as Senior Vice President and Provost, Dr. Baker has:

- Attracted and retained an outstanding team of academic deans and overseen the growth of the tenure-track faculty;
- Advocated for enhancing academic excellence at USD, resulting in the university now having the highest number of tenure-track faculty in its history and its academic reputation has grown due to their outstanding scholarship and teaching;
- Championed the creation of a faculty compensation plan, which the university completed two years ahead of schedule; and
- Co-chaired the university's strategic planning efforts, resulting in the creation of four cornerstone commitments that will serve as the foundation for USD's upcoming strategic plan.

Dr. Baker's full biography can be found [here](#).



# THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

## I OVERVIEW

The Provost and Vice President for Academic Affairs is the chief academic officer of the university, providing academic leadership to its college and schools and promoting excellence in all of the university's academic programs and initiatives, in order to educate ethical and compassionate leaders.

In addition to working closely with Dr. Harris, the Provost and VPAA is a key member of the President's Strategic Leadership Team (SLT), which is high-functioning and places a high value on collaboration. The SLT looks forward to serving with the next Provost and VPAA in the same spirit of collegiality and teamwork with which they collaborated with Dr. Baker.

The Provost and VPAA will also have the opportunity to work with a strong and engaged Board of Trustees that is deeply committed to the strategic direction of the university. The Trustees value their connections to USD and their efforts to support the university's successes, now and in the future, and is a key factor in USD's positive trajectory of sustainable growth.

Direct reports to the Provost and VPAA include:

- Vice Provost for Diversity, Equity and Inclusion
- Vice Provost for Enrollment Management
- Vice Provost for Research and Administration
- Vice Provost for Strategic Communication and Innovation
- Assistant Vice President for Academic Administration and Operations
- Chief Information Officer
- Dean of:
  - College of Arts and Sciences
  - Helen K. and James S. Copley Library
  - Joan B. Kroc School of Peace Studies
  - Knauss School of Business
  - School of Law
  - School of Leadership and Education Sciences
  - Shiley-Marcos School of Engineering
  - Hahn School of Nursing and Health Science
- Senior Director of Development for Academic Affairs
- Executive Assistant to the Provost and Vice President for Academic Affairs



# STRATEGIC OPPORTUNITIES

## KEY STRATEGIC OPPORTUNITIES FOR THE NEXT PROVOST INCLUDE:

### I MISSION FOCUSED

- Ensuring USD's mission as a Contemporary Catholic institution with a liberal arts foundation remain central to the institution's academic excellence and culture of care.

### I CREATING BALANCE

- Working to identify and create the proper institutional balance between:
  - The liberal arts and sciences and professional/pre-professional programs;
  - Undergraduate and graduate education;
  - In-person and online teaching modalities; and
  - Teaching and research at an institution with a Research 2 Carnegie Classification.

### I LEADERSHIP AND COLLABORATION

- As both the primary faculty advocate and a key member of the Strategic Leadership Team:
  - Being a servant leader for a team of deans who are highly collegial and committed to the ongoing success of their peers, USD and its students, faculty and staff;
  - Engaging collaboratively with the President and other members of the Strategic Leadership Team to ensure continuous improvement and sustainable growth;
  - Understanding and demonstrating a commitment to the value of community engagement and community engaged scholarship, key to USD's identity as an anchor institution;
  - Continuing to create synergies and support collaboration both within the college, schools, and library and across the broader USD community; and
  - Creating new opportunities for collaboration to best serve students, faculty and staff.

### I STRATEGIC PLANNING

- With *Envisioning 2024* (the current strategic plan) coming to completion – and *Lighting the Way to 2030* (the next strategic plan) in the final approval stages – implementing the plan's key goals and milestones;
- Working collaboratively with key stakeholders to develop strategic priorities for the Division of Academic Affairs in the context of *Lighting the Way to 2030*;



## I A GLOBAL PERSPECTIVE

- Continuing to ensure that USD makes a positive global impact and “develops global citizens who embrace the interconnectedness of all members of humanity;”
- Passionately promoting cross-border engagement, articulating the value of USD’s role as an anchor institution located in a multicultural city near an international border; and
- Enhancing the University’s strengths in international partnerships and exchange programs to provide students, faculty and staff opportunities for cross-cultural learning experiences.

## I LIFTING UP DIVERSITY AND INCLUSION

- Recognizing and embracing demographic shifts in both the region and broader national higher education market as that shift impacts enrollment, student support and success, and approaches to teaching and learning;
- Ensuring that current and future academic programs are aligned with the economic needs of the region and emerging market demand;
- Enhancing curricular emphases on the diversity of human experience; and
- Being a key institutional leader in ensuring the success of USD’s Horizon Project and goal of being designated an HSI.

## I SUPPORTING FACULTY

- Providing the transparent and communicative leadership, vision, and advocacy necessary to continually enhance the quality of the University’s outstanding and student-focused faculty and rigorous academic programs;
- Working effectively with the University Faculty Senate as the key forum for faculty input on matters of significance to USD; and
- Working to address key faculty issues, including the appropriate balance of teaching, research and service; compensation and work/life balance; and professional development opportunities.

## I ACADEMIC EXCELLENCE

- Upholding USD’s value proposition as an exemplar in undergraduate, liberal arts education and its deep commitment to High Impact Practices;
- Promoting USD’s reputation for its growing and well-regarded graduate and professional programs;
- Exploring the opportunities to extend these programs both nationally and internationally; and
- Supporting Copley Library in advancing USD’s academic mission by providing students and faculty with access to information, instruction, research guidance, library collections and innovative technology.

## I TEACHING AND RESEARCH

- Capitalizing on the faculty’s passion and creativity to foster the development of innovative academic programs and identify and support faculty teaching and research projects;
- Ensuring USD’s diverse array of centers and institutes, along with its community partnerships, continue to offer faculty and students unique learning and research opportunities and provide direct benefits and services to USD, San Diego, the nation and on a global scale; and
- Enhancing USD’s culture of student/faculty research at both the undergraduate and graduate levels.

## I TECHNOLOGY

- Continuing USD’s recent momentum with improvements in advancing information technology, including instructional and academic technology as well as infrastructure to support faculty, student and staff success.

## I ENROLLMENT MANAGEMENT

- Ensuring that Enrollment Management is an integral part of USD’s planning efforts, particularly given that USD is highly tuition-driven;
- Reconciling long-term enrollment targets with those planning efforts;
- Being a strategic leader in future decisions regarding the size of the student body, the diversity and geographic goals for prospective student pools, the contemporary branding of the institution’s profile, and the type of financial aid program; and
- Reviewing of the operation, organization, resources, and understanding of current best practices of Enrollment Management.



# QUALIFICATIONS

## I PROFESSIONAL SKILLS AND EXPERIENCE

- Holds an earned doctorate and is eligible for the rank of full professor (preferably in a discipline represented in the University of San Diego's degree programs); has progressed through the faculty ranks, including significant experience in teaching, scholarship and service;
- Brings a proven, long-term track record of success in academic administration at tuition-driven, comprehensive institutions with undergraduate and graduate offerings;
- Articulates a deep understanding of and commitment to shared governance; demonstrated collaboration with faculty members, staff, students, and other community members to support the institution's strategic plan and key initiatives, including academic programmatic development at both the undergraduate and graduate level;
- Displays a demonstrated knowledge of the principles of sound fiscal management and an ability to develop and manage significant budgets in consultation with key constituents;
- Brings a demonstrated commitment to "advancing pluralism, equity and mutuality at USD in the broadest sense [and] providing the catalyst, collaboration and accountability necessary to cultivate and sustain a diverse and inclusive community;"
- Exhibits an understanding of the holistic nature of education rooted in the liberal arts and sciences along with appreciation of the requirements of professional programs at both the undergraduate and graduate levels, including accreditation and clinical based education;
- Is an advocate for teaching excellence, having spent significant time in the classroom; brings a commitment to intentionally support faculty and staff professional growth and development in this work;
- Articulates an understanding of the impact of the evolving significant trends and issues impacting higher education both broadly and specifically for tuition-driven, comprehensive universities;
- Has a demonstrated record of collaboration across the institution, particularly with peers and colleagues from other functional areas, to promote a holistic approach to academic leadership and ensure student success;
- Brings evidence of success in enrollment management strategy and a demonstrated understanding of current best practices in the operation, organization, and resources for effective enrollment services;
- A record of effectively representing the institution to external constituencies, including community leaders, current and prospective academic partners, donors, governmental and non-profit entities, and grant-awarding agencies; and
- A record of accomplishment in the effective incorporation of technology in teaching and learning as well as experience with creating forward-looking learning environments, including innovative online programs.

## I PERSONAL ATTRIBUTES AND LEADERSHIP SKILLS

- A passion for the value and opportunities inherent in contemporary Catholic higher education along with an unwavering commitment to the University's mission and values;
- The ability to articulate the relevance of that value to the student educational experience to the Board of Trustees, faculty, and staff members who must address them;
- Excellent communication and interpersonal skills; the ability to serve as a key ambassador and advocate for USD to a broad range of internal and external constituencies;
- A highly collaborative, communicative and transparent leadership style that fosters team building and demonstrates a commitment to the importance of community;
- The ability to serve as a strategic thought partner with the President and USD's Strategic Leadership Team to advance its mission to serve both students and the larger USD community;
- The ability to work with a diverse group of constituencies who have differing opinions and build consensus toward shared academic goals;
- An accomplished problem solver and decision maker who is skilled at gathering input and building consensus through open, respectful and empathetic discourse with the goal of identifying the ideas and opportunities that will best serve the broader USD community;
- A transformational, inclusive, collaborative, and equitable approach to leadership that is inspiring to others;
- Passionate about student success with demonstrated success in leading student-centered initiatives that enhance the entirety of the student experience;
- Personable, approachable and accessible;
- Demonstrates a high level of enthusiasm and energy in the challenging and complex work of higher education leadership; and
- Exhibits transparency and personal integrity, with a sense of humility and a sense of humor.

## I APPLICATION AND NOMINATION PROCESS

The Provost and Vice President for Academic Affairs Search Committee will begin the review of applications immediately and continue work until an appointment is made. To assure full consideration, applications should be received by Friday, December 6, 2024 and must include:

- A letter of interest addressing the strategic objectives and qualifications identified in the profile;
- A current curriculum vitae; and
- The contact information (email and phone) for five professional references, including their relationship to the candidate.

The University of San Diego is being assisted by AGB Search. Application materials should be submitted through the AGB Search portal system here: [USD Provost Portal](#).

Please direct nominations and expressions of interest or any questions regarding the application process to: [USDProvost@agbsearch.com](mailto:USDProvost@agbsearch.com) or:

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# I UNIVERSITY OF SAN DIEGO EMPLOYMENT POLICY

*The University of San Diego (USD) is dedicated to advancing academic excellence and creating a diverse and inclusive community. As an institution with a Catholic identity, the university is committed to creating and maintaining a work and educational environment that recognizes the dignity of each university community member.*

*USD is an equal opportunity employer. All employment-related decisions, including but not limited to decisions relating to recruitment, hiring, promotion, transfers, benefits and any other terms and conditions of employment, will be made without regard to the employee's or applicant's race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, medical condition, covered veteran status, genetic information or other characteristic protected by federal or state law, unless a particular characteristic is a bona fide requirement of the position. Reasonable accommodations will be made for qualified individuals with disabilities, unless the accommodation would create an undue hardship for the university.*

*USD may take affirmative steps in a manner consistent with applicable law to advance its mission and to promote equal opportunities for its students, faculty, staff and applicants. The university does not by this equal opportunity statement disclaim any right it might otherwise lawfully have to maintain its commitment to its Catholic identity or the teachings of the Catholic Church.*



