

REFLECTED BEST SELF --STEP 1 REVISED

List 2-4 positive behaviors/contributions/descriptors each person offers the team – illustrating with a specific situation/example is useful.

Melissa Baumann

Tackles projects with positive optimistic energy

See challenges as problems to be solved

Walks the talk with regards to DEI efforts

Baker –not just of bread . . . always cooking up new ideas and programs.

Cura-personalis – always thinking of students, making sure no one is left behind.

Great at breaking complex problems into manageable parts; at her best is very good indeed at deep empathy with the real-life issues people confront; strong champion of the faculty and the faculty know it (although won't want to admit it); great at juggling multiple tasks.

Positive Attitude and Energy – Melissa always offers a positive vibe even when we are dealing with tough situations and making hard choices. During the most recent cutbacks her attitude was that this is hard but we are going to get through it the best we can.

Creative – Melissa often finds creative solutions to difficult problems. This has been especially evident this past year as she has found creative solutions to scheduling, staffing and classroom issues created by the pandemic.

- 1) Creative – Can think “out of the box”
- 2) Resilient – May lose a battle but keeps marching forward
- 3) Sympathetic – Shows great heart for individuals who have experienced difficult situations/losses

I appreciate Melissa's passion for our students – it's always clear she wants them to succeed. Melissa is also tough as Teflon – navigating a tough crowd with the faculty.

- Incredible level of energy. Brings enthusiasm and liveliness to every project she works on.
- Has a real interest in learning about functions across the University and an interest in helping solve University-wide challenges.
- Is very knowledgeable in the challenges of shared governance and the tenure-track faculty world. Has helped the University navigate many challenges with this expertise.

Melissa is creative in her thinking, and she is willing to give credit to others (for example, she readily recognizes the contributions of her Deans and Provost team).

- High energy with many ideas (in her words - “Tigger”)
- Passionate about teaching and learning
- Not afraid to speak out or speak up

Enthusiastic for work in her area.

Insightful

Inquisitive

Phil Chick

Engages in deep critical thinking on problems

Takes a holistic approach to problems – not solely focused on numbers, considers the institution, mission, personalities etc

He has a great attention to detail

He shows great commitment and passion for the success of Xavier

Balance – looks at financial responsibility with heart

Common sense – approaches complex budget issues with mostly common sense

deep appreciation for the Jesuit mission of the institutions—eagerness, even hunger, to learn more about it and have it make a difference to him—suggesting it matters to him on a personal level; great at translating arcane financial things into intelligible bits and pieces; understands that the money is there to serve the mission, not the other way around; good at thinking over the horizon.

Resilient – Phil has had to navigate some major obstacles in his relatively brief time of being a CBO. He shows great resilience in finding a path forward even though it typically involves many hard choices. The financial impact of the pandemic being the most recent and obvious example.

Focused but Flexible – As we work through the financial impact of the pandemic Phil has been able to establish, communicate and keep us focused on the key financial goals. However he has also shown flexibility when possible as we move through uncharted waters.

- 1) Frank and honest, even if he will be the contrarian
- 2) Willing to be vulnerable/take a risk
- 3) Open to new ideas and ways of operating

Phil is the most caring CFO I've ever been around. He's responsible for our numbers, but his focus is on our mission.

- Attention to detail in his work.
- Detailed knowledge of management of University finance, facilities, investments, etc.
- Sees University finance as a tool for achieving institutional goals rather than only balancing the budget.
- Passionate about Ignatian spirituality

Phil is collaborative and patient. He's willing to teach and able to explain in a way that's not condescending and makes his "pupil" feel like a partner.

Cautious

Collaborative

Detail Oriented

Greg Christopher

Conducts work with efficiency – can juggle a lot of balls at once

Moves teams/committees to timely resolution to tasks/problem-solving

He has a sense of fairness and is even-handed.

He is committed to the success of his group and to working with others. I enjoy collaborating with Greg.

Many hats – manages athletics, hr, marketing

Proactive and follows up – little cards/pen – always follows up

calm and unflappable; as principled as he is personable and competent—which is very; has grown enormously since becoming a DR—not only in terms of awareness of broader University and how parts and pieces need to fit together, but even more in his appropriation of key “cultural” issues like mission and diversity; inherently strategic in his outlook.

Comprehensive View – Greg often helps the group to frame discussions with a broader view on the impact, pros, cons, etc. Recent examples include the choices we had to make on RIFs and salary/benefit cuts.

Problem Solver – Greg often helps to identify and define problems and then work through the best solutions.

- 1) A straight shooter – Does not look through colored lens or sugarcoat
- 2) Courageous and confident – Willing to take a stand even when it is not popular
- 3) Thoughtful/caring – Has reached out behind the scenes to make personal comments or to check on
 - Calming presence – even keeled and keeps conversations professional. No drama.
 - High degree of interest in partnering outside his area of responsibility.
 - Straightforward and direct in dealing with others.

Greg is clear eyed and action oriented. Over the summer, when it was clear that RIFs were necessary, his resolve to act was very important to making sure that project ran smoothly from start to finish.

- Strategic thinker – sees the whole; begins with the end in mind
- Analytical and fact-based in his thinking and decision-making
- Calls it like he sees it; no “bs;” a good “sounding board” and counselor

Deliberate

Thoughtful

Creative

Jeff Coleman

Engages serious problems and projects (COVID task force) with calming competence
Is optimistic, positive, hopeful through challenges and problem solving

He has a great sense of humor.

He respects other people.

Humble – has provided humble leadership with task force

Persistent – had to persevere through the pandemic with changing rules and parameters

the Swiss army knife of the group with a total “can do” attitude; relates well to a wide-range of people; really embodies “servant leader” mentality—it is never about him, always about getting the work done; it is clear that the mission reflections we do mean a very great deal to him.

- 1) Good sense of humor typically under wraps
- 2) Unpretentious/down-to-earth
- 3) Disciplined and organized – Leading the Task Force is impressive
- 4) Calm and respectful

Steady. Unflappable. Jeff has been the perfect person to lead our Covid response.

- Even keeled and professional approach to working with others – no drama.
- Very open to feedback in how to work with others – actively solicits feedback.
- Always willing to talk and help if he can.
- Has an understanding of all areas including those outside his area of responsibility – sees it as a responsibility of his job managing risk. Has taken the time to learn.

Jeff is humble and collaborative, which traits are exemplified every day in the tremendous task force work that he does. He’s able to lead a cross-disciplinary group that frequently wrestles with questions to which he, and they, don’t know the answer.

- Rational
- Organized
- No drama, no spotlight – just get it done - quietly working behind the scenes

Collaborative

Well-prepared

Good leadership, especially shown with COVID and ERM

Becky Cull

Insightful contributions to communal discernment and problem-solving

Approachable and competent

She offers her thoughts even when they're not in the majority—she's brave.

She is committed to the safety of our campus and students and is a person of faith.

Competent – always prepared and thoughtful

Balanced – counselor/ Mom and family

cool, calm and collected; brains to burn and deep sense of moral/spiritual connection to our mission here; has a kind of ease and even serenity with difficult situations—it's almost hard to imagine her losing her cool, as if the more tense situations become, the calmer she gets; learning to see the bigger picture of the University and how

Positive Attitude and Energy – In her role Becky has to always consider the risks and exposures of our decisions. Even when the answers are not what we want to hear Becky is able to deliver the information in a good way.

Empathetic – A rare quality indeed for an attorney! Even when Becky doesn't agree with other's views or positions she demonstrates a genuine willingness to understand their perspective.

- 1) Open-minded – Thinks objectively and considers different points of view
- 2) Self-aware – Willing to recognize her tendencies/biases when opportunities present themselves and take respond to that learning
- 3) Good communicator – Excellent writing and speaking skills; composes deep and thoughtful reflections
- 4) Agile learner

Becky is thoughtful – always even-handed and drama-free. She looks at issues from all angles and offers insights and options that lead to better decisions.

- One of the smartest people I work with – can think through a problem including those across the University/outside her area. Sees problems others don't.
- Hard working – I don't know a time when Becky plate isn't full.
- Optimistic – approaches her work with an intentionally positive outlook. This requires commitment to this way of proceeding.

- Does not allow the legal answer to become the only answer – respects the practical aspects of the work
- Excellent listener and “distiller” of information – makes me think about alternative solutions and “other” options

Dedicated to Xavier and colleagues

Thoughtful

Considerate

Broad perspective

Collaborative

Determined

Joe Feldhaus

Truly cares about Xavier (– not just working *for* X); takes a long-term perspective

Trustworthy

Excellent communicator

He never hesitates to offer his opinion or share his personal thoughts. This encourages others to speak up.

He remains highly committed to Xavier and the success of Becky.

Perspective – has great historical viewpoint

Sense of humor – not afraid to laugh at self

tremendous ability to see the big picture and the interplay of parts; clearly committed to institutional mission in a way that you can tell he has a personal stake in it; a great perceiver of group dynamics; has a hard-earned wisdom from his work over the years that he draw from in an easy-going well; great sense of humor and doesn't take himself too seriously; fierce personal sense of integrity.

Supportive – Joe has always been incredibly supportive of others. Even as his role has changed over the past year he has continued to go out of his way to support the other members of the team.

Humble – Joe has a very humble attitude and approaches projects with the greater good in mind.

- 1) Supportive and selfless – Helps each person be successful, shine brighter, etc. (whether for a presentation or writing a letter or report). Does not want or seek credit for himself even when it is much warranted.
- 2) Justice-oriented – Not hesitant to speak out or act at critical times
- 3) Good communicator – Able to identify and present the underlying core issue(s)

Joe is our Yoda, our teacher. Everyone says their piece, and then Joe chimes in. Always selfless, Joe's advice is insightful and rooted in our mission.

- Incredibly wise (not old) and knowledgeable about working with people and how to navigate the working styles of others.
- Sees beyond the law – can see elements of issues and challenges that others don't.
- A pleasure to be around – positive and optimistic about where we are going and what we can do as an institution.

Joe is grounded in the mission of the University and endlessly dedicated to XU, most recently demonstrated by his willingness to upend his part-time, Senior Counsel role, and take on a larger leadership position when asked.

Joe is also an excellent mediator and facilitator. He is able to clearly see the many facets of a single problem and help the rest of us see those facets too.

- Collaborative problem-solver
- Never lets the burden or complexities of the problem get in the way of the work needed to reach a solution – rational and practical with a great sense of humor

Mike Graham

Expects and sets a culture of companionship and respect for the team and its effective functioning

Values and respects the contributions, opinions and qualities of each person

He shows great commitment to Xavier University.

He is a visionary thinker and a great leader.

CEO – but priestly and pastoral

Servant leader – ideal example

Decisive – One of Mike’s strong leadership qualities is his ability to make a difficult decision after gathering all of the information, clearly communicate the reasoning behind the decision, and then stick to it when the going gets tough. This has certainly been evident over the past year as he was often faced with difficult decisions.

Supportive – Mike is incredibly supportive of his team. He has a high bar in all areas of our work, but if we are doing our job the right way we know that he will have our back. This means a great deal and has a tremendous impact on our team dynamics.

- 1) Curious
- 2) Agile learner
- 3) Strategic thinker
- 4) Decisive
- 5) Active listener
- 6) Caring/empathetic
- 7) Generous assistance and advice

Mike is incredibly gifted as a motivator. He encourages and galvanizes those around him through his words.

- A demanding boss (that’s a compliment) and developmental in his approach to us as Direct Reports. Asks questions to get to another level of detail. Asks ‘What have you learned’, ‘what do you need to spend your time on’ to get to our thinking, rather than just telling us what he thinks.
- Takes time to know our personal stories.
- Is deeply loyal to those who are passionate about and loyal to Xavier and the work. Rewards those who are committed and loyal.

Mike brings a tremendous sense of purpose and intentionality to his role, and when Mike is at his best, that feeling of purpose – of being intentionally “placed” here to do this exact work – can be contagious and fortifying.

Mike is at his best self when he is able to serve as a spiritual leader at the same time as a business leader, when his work and his approach to that work call equally on those strengths.

Mike is a good discussion leader, respectfully allowing time and space for people to offer thoughts and opinions, listening well and drawing out themes and ideas. He is also able to recognize the end of productive discussion.

- A quick study, but patient and discerning when making important decisions; exhibits a prudent balance between decision-making and buy-in – he likely knows the answer (the solution or decision) right away, but allows time for others to reach the same conclusion
- Servant leader – rarely makes “executive decisions” but rather, “executes decisions” that are informed by and in consultation with others
- He does not let the “power” of the collar (being a priest) or the role (being president) prevent him from walking among and working with the entire community – his access and approachability are strengths for the office and the university

(Mike Graham – cont)

Leader

Smart/prepared

Collaborative

Inspirational

Good moral compass

Gary Massa

Is deeply and genuinely loyal to family, friends, and coworkers

Is appreciative and thankful

He is very thoughtful and considerate of the little things.

He is faith-filled and loves his family and Xavier Nation.

adept at balancing being results-driven with being relationship-oriented—indeed, understands that his results flow directly from relationships; clearly approaches what he does through the lens of his vocation as a Roman Catholic layman; wears his faith on his sleeve in an attractive way that isn't at all off-putting and has grown in his ability to see the multiple shades of gray in life; would walk through fire for his people—and they know it.

Passionate – Gary demonstrates a genuine passion for his work and for the University. This is very evident as he provides updates on his area and input on key decisions facing the group.

Supportive – Gary has always been incredibly supportive of others. Even if a project or issue doesn't directly affect his area he often reaches out to offer his support. This means a great deal and certainly helps to strengthen our team.

- 1) Guided by a deep faith
- 2) Love for and loyalty to family and friends – They are blessings and treasures
- 3) Dedicated/mission-driven
- 4) Grateful/appreciative of what he possesses and what others do

I appreciate Gary's calm demeanor and measured approach. Incredibly connected with our alumni and has important relationships.

- Passionate about and dedicated to Xavier. I don't know anyone who loves Xavier more than Gary does (he may be tied with Doug Ruschman).
- Dedicated and loyal to his team. The folks in his area will run through a wall for him and for good reason – he is a great advocate for them and supports them.
- Has been a good and wise mentor to many – offers sage advice. Challenges you to see the other side of the issue from the one you may find yourself on and to put yourself in the position of others.

Gary is a very thoughtful, people-minded leader. It's clear that he values the people who work with him.

Gary is also one of the most sincerely faithful people I have the pleasure of working with.

- Grounded and realistic
- Family is paramount – his family, his XU family (his division), and the entire XU family
- Respected leader and team builder – collaborative and supportive
- "Walks the talk" – a man for others

Hard working

Organized

Dedicated

Collaborative

Aaron Meis

Is effective in supporting and skillfully advocating for (enrollment) area needs/interests

Is both approachable – and approaches (reaches out); actively works to make effective connections

He is enthusiastic about his mission and team.

He is a man of great faith and a good father.

Team builder – has surrounded himself with talent and good people

Knowledgeable – really knows enrollment

: his overall sense of clarity seems to come from a mastery of details in his area; relentless commitment to getting better; takes feedback well; understands the relationship between what he does and welfare of overall University but can also take the wider perspective of the University and see his own area in light of the whole.

Innovative/Visionary – Aaron seems to be out in front of things and usually finds new and innovative ways to approach challenges, especially in the last year. This has allowed us to experience continued success for new enrollment, retention, etc.

Enthusiastic – Aaron demonstrates great enthusiasm for his work and the University. This is very evident as he provides updates on the enrollment numbers, suggests new strategies, and provides input on key decisions facing the group.

- 1) Open-minded and forward-thinking – Considers and adopts, when appropriate, new ways of operating, advising, recruiting, etc.
- 2) Friendly/approachable/collegial – Easy to relate to/pleasant to have a conversation with
- 3) Encouraging/optimistic – Sees the positive side/silver lining in situations

Aaron is methodic in his approach – a clear thinker who is focused on our students' success.

Aaron is responsive – he can react well and quickly to changes that occur around him.

Aaron is a driven competitor.

- “Juggler” – keeps many balls in the air
- Converts “news from the front” into actionable strategies – work we did last year during early pandemic to recruit and retain students
- Not stuck in the “old ways” and pushing to get more creative in how we recruit and retain students

Well organized

Collaborative

Committed

Debra Mooney

She is one of the kindest people on campus and one of the hardest working.
She is one of the most trusting and trustworthy people on campus and very genuine.

Kind hearted – comments are always thoughtful, caring and intended to help those who need it
Has an ability to draw personal things out of others

wonderfully synthetic, listens to the ideas all around her and intuits how they can fit together and produce a greater whole; opportunistic in the best sense of the word as she spots possibilities and figures out ways to move them forward; remarkably invitational in how she goes about her work; quiet and remarkable competence; her years of doing her work so well have worked a remarkable change in the University I know, but I also have the sense they've worked a remarkable change in her; embodies the Gifts of the Ignatian Heritage well—but especially Reflection and Discernment.

Good Listener – Debra always seems to be genuinely interested in others perspectives and is a great listener. This is evident by her observations and the follow-up questions she often asks during our conversations and the emails she sends following up on issues.

Reflective/Inquisitive – Debra often thinks of questions or angles as we are talking through things that would have never crossed my mind. This always adds a great deal to our conversations and has sometimes led us down better paths.

- 1) A beacon of virtue
 - a) caring and compassionate
 - b) honorable and trustworthy
 - c) recognizes and appreciates the good in others
 - d) selfless and inclusive
- 2) Creative and innovative – Able to find the right/perfect solution
- 3) Dependable and organized – Can count on to plan and complete on time
- 4) Emotionally intelligent – Reads and understands people/campus/situations

Always caring, and supportive, Debra has helped our group become a more cohesive team. And her comments on issues are perceptive, often bringing a distinctive perspective.

- Incredibly knowledgeable about Ignatian Spirituality – is a highly effective guide for our team as we navigate and develop our own knowledge of the University's Mission.
- Contributes to every conversation – not only as the representative of the University's Mission, but as a University executive who sees challenges from different angles and brings a new way of thinking to the solutions.
- Along with Joe and Becky, one of the smartest people at the table – thinks strategically about the work we do, about problems solving and about our initiatives.

Debra is a broad and deep thinker and is able to offer the 10,000 foot view of a problem (and a smart question from up there) during our discussions.

Debra is curious – she's interested in all aspects of the University, and the world around her, and her curiosity drives her to ask questions and make connections that wouldn't have occurred to others.

- Teacher and listener
- Her appreciation for what makes us "Jesuit" and her ability to convey that and animate it for us, particularly in an environment that prides itself on "independence of thought" (American higher education), is a testament to her work.
- She always makes us think beyond the day-to-day of our work.
- She is able to listen and convinces to me consider ideas or solutions that I haven't thought of before.

A true leader in achieving cohesion True expert in her field

- Very knowledgeable, and easily engages others in the mission

Janice Walker

A leader (glass ceiling breaker) by example – a ‘first’ many times over at Xavier
as first African American woman prof of math, dean, VP
Walks the talk – values courage and acts courageously
Skilled at managing campus ‘politics’

She thinks about people who are often invisible.
She has great faith and shows tremendous loyalty.

Calm approach on sensitive issues serves her very well
Authentic – willing to share very personal history to benefit group

you get the sense that she’s now doing work that her life has readied her to do her whole life long and she bring her whole self, and her very large and great soul to it, even though it is far from easy and costs her something—but she wouldn’t be the person she is, couldn’t be the person she is, unless she put herself “in harm’s way” that way; fierce, fierce sense of integrity and principle; her life has taught her much and much of it has been painful, and she draws from it as if from a deep and ultimately loving well, with a grace and sense of humor that leave you wondering if you would have the outlook she does if you had had the experiences she’s had.

Passionate – Janice has a real passion for her work and for the University. This is very evident as she provides updates on her area and input on key decisions facing the group.

Good Listener – Janice always seems to be genuinely interested in others perspectives and is a great listener. This is evident by her observations and the follow-up questions she often asks during our conversations.

Janice has a remarkable life story, which gives her perspective and depth that is valuable. I learn something new in virtually every conversation that I have with Janice.

- Incredibly knowledgeable about Xavier – understands the critical intersection of Diversity and Equity work, Academics and the University’s Jesuit Mission as few others are equipped to.
- Has been a wise mentor and offered good advice on navigating the politics of the University and on challenges regarding Diversity and Equity.
- Is committed to building relationships with others at the Direct Report table and across the University.

Janice is quietly convincing. Her work requires that she build support for it across the University, and she builds that support and earns from others a willingness to help.

Janice also serves as an emotional center for our DR group. She’s so willing to share what’s happening in her heart, and often that’s an invitation for others to share too.

- A humble trailblazer and a difference maker. Janice does not lord her life experiences over anyone, but her experience are powerful first-person reminders about our history, especially for those of us who suffer from “white male privilege,” that hopefully we can all learn from. (We may not realize it, but we have a giant in our midst.)
- Her humility is what allows her to engage with people, even when backgrounds are different or disagreements arise.

Leader

Transformational work the past 3-5 years as CDIO

Diligent in her work