

**TO:** Rev. Karl Kiser, S.J.  
**FROM:** Dan McDonald and Rita Dollard O'Malley  
**DATE:** March 11, 2022  
**SUBJECT:** Annual Report on Mission and Identity at Xavier University (XU)

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## **Two Introductory Comments**

*At Xavier, Mission continues to be secure and there is a growing interest in articulating the universal **Catholic** nature of Xavier's Jesuit Catholic identity. In addition, '**Belonging**' in the theological perspective of Pope Francis is also a deepening sense at Xavier through hospitality, companionship, care for each other and the students with intentionality.*

An examination of the curriculum and course offerings over the past eight years shows a clear commitment to the Catholic Intellectual Tradition, the Catholic Imagination and the Social Teachings of the Church. Collectively, these are addressed with a consciousness from the past and about contemporary. All of this movement is witnessed by mission in action through the Gospel call to the Corporal and Spiritual works of Mercy for a new generation of students.

## **Summary of the Visit**

Our visit took place from February 21–26. This year we were invited to arrange the visit during the winter BOT meeting. During the week we were scheduled by the Mission and Identity Office to meet with the BOT chair, the President, cabinet, administrators, Mission Office, Campus Ministry and students. We were able to attend the Xavier Mission Committee of the BOT and during the visit we were asked to attend the full Friday meeting of the BOT. As usual, the meetings were very helpful and inspiring. Helpful to receive a deeper dive into the mission of Xavier and inspiring to experience a board that is highly interactive and generative with ideas and commentary on important items under consideration. One experiences the active engagement of board members at Xavier and it remains a model for a mission centric and mission driven BOT.

What was particularly refreshing were the meetings with the new President, Dr. Colleen Hanycz, PhD and the newly appointed Provost, Dr. Rachel Chrastil, PhD. While the visits will be detailed later in this report, it is quite clear that the transition to the new presidency has been seamless and the placement of the new Provost an inspired choice. Both blend well with the cabinet and the rest of the institution. While there is always a sense of a honeymoon period with a new administration, we do not

sense that is the reason for these good transitions. Rather, there is a spirit of listening and paying attention to what people say alongside highly reflective and informed responses. This will stand the university on solid ground as it moves forward with new leadership.

Overall, the visit confirms that the institution continues to build on the talent and gifts of the whole. Respect for the thinking and contributions of everyone is noticed and applied. Xavier continues to inspire in its application and implementation of the mission.

We found that there is a general sigh of relief that the grip of COVID has become more manageable and people are deeply concerned about the welfare of the students and colleagues. There is a sense that people have grown in their relationships and trust of each other while at the same time they have discovered a sense of belonging. As is the case in most academic institutions, the sense of belonging is being rediscovered and institutions are discovering new ways to address this.

Like the other four institutions visited so far this academic year, what has surfaced is the notion of inquiry into what it means to be Catholic at Xavier. While we remain surprised that this has surfaced in each of the UMI universities this particular year, we are also not clear as to why this has emerged. Several possibilities immediately come to mind. Perhaps in part it has to do with the ways people have spent time in reflection on the idea of meanings during the pandemic; perhaps some of it has been occasioned by wondering about the institution, where they work and asking deeper questions; perhaps it has occurred because of the ways people have wondered about many institutions and how these have pivoted during the pandemic. While history might contribute to the reasons this has surfaced, what seems important to us is that this is happening. We have a sense that one of the background reasons might be that the AJCU institutions have done a terrific job of defining Jesuit, the tenants of Ignatian Spirituality and their mission statements. In doing this, over time they have clarified and expanded on the meanings of those words and phrases. These were somewhat mysterious ideas in the past but the good energy spent in teaching the lexicons and creating experiences allowing the mission and identity to live have reaped some significant rewards through the application of these 'words' into the lived attitudes and animation of people at Xavier. What we suspect is that people are now asking for the same work to be done on explaining and defining the meaning of Catholic in an academic institution. This is not an easy task because it means explaining meanings while at the same time engaging the spirit of a genuine Catholic imagination in an academic setting. But that is part of the meaning of a Catholic university, isn't it? Such inquiry that opens up the Catholic Intellectual tradition to explore truth.

**The Road Through Xavier** continues to grow and expand, now receiving more focused attention. What started several years ago with a handful of people is now a burgeoning committee with lots of talent. As you might recall, Rita and I believe that this program will return the *Ratio Studiorum* in a new contemporary idiom and will accomplish for the university what 'grad ad grad' has accomplished in articulating an educational practice and goal for Jesuit secondary education. Xavier is moving carefully with this and the replacement of Wendt by Zurcher will insure that the Society of Jesus along with Xavier will have a hand in shaping the future of this program. I have attached an appendix for you to see how much this program has developed. There is also a short form accordion flyer attached.

### **Mission Priority Examen**

While we did not have an opportunity to discuss this during our visit, Xavier continues to move far beyond their MPE set priorities and are always growing new 'pieces' of their written priorities. One item of note is that their priority to hire a diversity and inclusion officer surfaced again when Dr. Janice Walker, PhD reached a second marker for retiring and did. She was instrumental in setting the tone and practice for that office. She did this through real listening and a prophetic approach which people found compelling. What was also accomplished was the hope/strong suggestion of Fr. General Nicolas that the office of Mission and Identity be clearly identified and connected with the Diversity and Inclusion Officer. This 'marriage' had many unique contours at Xavier. One example was the strong working relationship which emerged between Drs. Mooney and Walker. There was a robust sense of collaboration based on mutual respect and the creative use of ideas and programs which integrated mission into whatever was done; whatever was accomplished. Our sense was that this strong affiliation was noticed throughout the university and appreciated as it brought meaning to a deeper sense of social justice united to the mission of the university.

The good news is that there has been a new Chief Diversity and Inclusion Officer hired, Ivy Banks, JD. She has come to Xavier from Phoenix and promises to be an important figure at Xavier. Xavier should be complimented for moving this MPE priority forward by creating this department, **effectively** staffing it and advancing on its 5-year strategic plan for diversity.

The university provided these updates on the MPE Priorities:

- 1. Successfully launch and develop the Institute for Spirituality and Social Justice through the Department of Theology.**

Done (2019) - this was a re-structure to the masters program in theology. The restructure has been relatively successful (more part-time students although the overall credit hours has remained the same and stopped a decline).

Update: New co-directors are instituting a “certificates” program in four areas: Biblical Studies, Ethics, Pastoral Care and Spirituality.

**2. Endow an Institute for Ignatian Spirituality and Leadership through the Center for Mission and Identity.**

Obtained endowments to cover almost all operating expenses rather than an “Institute.” Specifically:

AFMIX is now fully endowed (it had originally been supported by a lump-sum gift but a few years later, the benefactor added to the contribution to make it an endowment).

Obtained the “Maydonovitch Family Jesuit/Ignatian Scholar” estate gift.

The Henretta Murray gift supports a small mission program beginning in 2026 – the conference room in Center for Mission & Identity is now the “Henretta-Murray” room; the paintings of Ignatius’ life events in the Center are fully owned by the University.

**3. Devise fresh ways to integrate mission and identity into staff and faculty hiring, development and evaluation.**

Done (2019) – (e.g. updated prospective employee website, modified evaluation procedure [kept mission intact], added “hiring for mission” as a responsibility in the Charter of the Board’s Jesuit Mission and Identity Committee, etc.).

**4. More intentionally connect such sectors of university work as diversity, sustainability, community engagement, interfaith dialogue, local and global solidarity, etc., to the core Jesuit mission of the university.**

Done (2019) – Internal grants supported campus-wide mission integration programming over the past 5 years.

Update: There has been a merging of the Centers – Eigel, Community Building, Brueggeman to enhance collaboration and networking.

**5. Hire a Chief Diversity and Inclusion Officer, constitute the President’s Diversity Advisory and Action Council, and create a strategic plan for diversity and inclusion that proceeds from our Jesuit identity and supports the Xavier Way.**

Done (2019) – Dr. Janice Walker’s work has been exemplary. A strategic plan for diversity has been outlined; an annual advanced accomplished as planned.

Update: Completed the Plan; Hired Dr. Walker's successor – **Ivy Banks JD**. Ivy was featured in the February 28 issue of *Diverse: Issues in Higher Education* on the list of "25 innovative and dynamic women leaders who are paving the way for others in higher education;" coincidentally, this was announced during our visit.

## **Tone and Spirit at Xavier**

Throughout our visit, we encountered only support and high praise for the transitions at the presidential and provost level. There is a lot of good energy surrounding these offices and the ways the two principals are interacting across the university.

The Senior Leadership Team, Mission Coordinators, Deans, M&I Staff, Staff Advisory Committee, The Dorothy Day Center for Faith and Justice – all of these groups are energized by their emergence from COVID restrictions and they are engaged with the university on three levels:

1. Continued commitment to the mission and identity of Xavier.
2. Not fearful of changes which might be ahead, but they want to engage the future.
3. Are behind the new leadership and have a deep sense that they are being listened to and have a positive disposition to their leadership.

There was no voiced lamenting Mike Graham's leaving Xavier. While it is clear that people continue to have a strong sense of gratitude for Mike's long commitment to Xavier and its people, we did not hear anything which emerged as a 'when Mike/Fr. Graham was here we did things \_\_\_\_ way'. This underscores the sense of a seamless transition we experienced.

Vince Caponi, the BOT chair, continues to create a spirit of confidence about and for the University. Vince brings a lot of smarts to the table and is an effective leader of the BOT. The Mission Committee of the BOT, chaired by John Maydonovitch, is clearly supportive of and engaged in the work of the Office of Mission and Identity. I will comment on these further in a later section.

## **The Visit**

As usual, Debra Mooney's Office did a more than terrific job of bringing together a great group of people for the visit. The schedule was:

**Fr. Daniel C. McDonald, S.J.**  
 Provincial Assistant for Jesuit Higher Education  
**Dr. Rita O'Malley, D.Min.**  
 Associate Provincial Assistant for Ignatian Spirituality  
**Visit to Xavier University**  
 February 21 – 25, 2022

**MONDAY, FEBRUARY 21**

<b>9:00 a.m. - 10:30 a.m.</b>	<b>Dr. Debra Mooney</b> , Vice President/CMO	<b>Sullivan Board Room; Schmidt Hall</b>
<b>11:00 a.m. – 12:00 p.m.</b>	<b>Dr. Colleen Hanycz</b> , President	<b>President's Office; Schmidt Hall</b>
<b>12:15 p.m. – 2:00 p.m.</b>	<b>Senior Leadership Team Lunch</b> , *	<b>Sullivan Board Room; Schmidt Hall</b>
<b>2:00 p.m. – 3:00 p.m.</b>	<b>President's Cabinet</b> , **	<b>Sullivan Board Room; Schmidt Hall</b>

**TUESDAY, FEBRUARY 22**

<b>10:00 a.m. – 11:00 a.m.</b>	<b>ABSN Mission Coordinators</b> Stacy Barnhouse, MSN Deborah Knapp, DNP Helen Tagliaferro, MSN	<b>Conway Library; Justice Hall via Zoom</b>
<b>11:00 a.m. – 12:00 p.m.</b>	<b>Deans</b> Dr. Cynthia Geer, College of Prof Sciences Dr. Judith Lewis, Interim, College of Nursing Dr. Thomas Hayes, Williams College of Business Dr. David Mengel, College of Arts and Sciences Dr. Russell Lacey, Graduate School	<b>Conway Library; Justice Hall</b>
<b>12:00 p.m. – 1:30 p.m.</b>	<i>Province Leadership Planning</i>	<i>Conway Library; Justice Hall via Zoom</i>
<b>1:30 p.m. – 3:00 p.m.</b>	<b>M&amp;I Staff</b> Dr. Debra Mooney, Vice President/CMO Joe Shadle, Director, Center for Mission and Identity Dr. Tom Strunk, Director of Faculty Programs Fr. Ed Schmidt, S.J., Jesuit Scholar Fr. Jim McCann, S.J., Jesuit Scholar Dr. Teresa Young, incoming Director of Faculty Programs Tim Sundrup, Admin Asst	<b>Conway Library; Justice Hall</b>
<b>3:00 p.m. – 4:00 p.m.</b>	<b>Dr. Rachel Chrastil</b> , Provost and Chief Academic Officer	<b>Conway Library; Justice Hall</b>

### WEDNESDAY, FEBRUARY 23

9:00 a.m. – 10:00 a.m.	Staff Advisory Committee, ***	Sullivan Board Room; Schmidt Hall
10:00 a.m. – 11:00 p.m.	Faculty Advisory Committee, ****	Sullivan Board Room; Schmidt Hall
12:00 p.m. – 1:15 p.m.	Rev. Abby King-Kaiser, Director, Dorothy Day Center for Faith and Justice	Dorothy Day Center; Gallagher Student Center
1:30 p.m. – 2:30 p.m.	<b>The Road Through Xavier,</b> Dr. Rashmi Assudani, Associate Provost Sean Rhiney, JD, Director Eigel Center Dr. Diane Ceo-Francesco, Faculty Director Eigel Center Abby King-Kaiser, Director, Dorothy Day Center for Faith and Justice	Sullivan Board Room; Schmidt Hall
3:00 p.m. – 4:00 p.m.	Mr. Vince Caponi, Chairman Board of Trustees	Sullivan Board Room; Schmidt Hall

### THURSDAY, FEBRUARY 24

10:00 a.m. – 12:00 p.m.	BOT Jesuit Mission & Identity Committee	Sullivan Board Room; Schmidt Hall
12:10 p.m. – 12:50 p.m.	Mr. John Maydonovitch, JMI Board Committee chair	Sullivan Board Room; Schmidt Hall
1:00 p.m. – 2:00 p.m.	<i>Fr. Mc Donald Personal Meeting</i>	Sullivan Board Room; Schmidt Hall
<i>Specific time period TBD</i>	<i>Midwest Province Ignatian Leadership Institute Planning</i>	<i>Sullivan Board Room; Schmidt Hall - tentative</i>

### FRIDAY, FEBRUARY 25

5:00 p.m.	Exit Dinner, <i>Dr. Debra Mooney</i> <i>Dr. Rita O'Malley, Pending</i>	Seasons 52
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\*Senior Leadership Team – Phil Chick (VP for Finance Administration and CBO); Dr. Rachel Chrastil (Provost and Chief Academic Officer); Greg Christopher (VP for Administration and Director of Athletics); Jeff Coleman (VP for Risk Management); Becky Cull (General Counsel); Gary Massa (VP for University Relations); Aaron Meis (VP and Chief Enrollment and Student Success Officer); Ivy Banks (VP for Institutional Diversity and Inclusion); Dr. Debra Mooney (VP for Mission and Identity and Chief Mission Officer)

\*\*President’s Cabinet – Jenni Dramis (Assoc VP and Chief Human Resources Officer); Jeff Edwards (Assoc Provost and CIO); Jean Griffin (Dean of Students); Dr. David Johnson (Assoc Provost and Chief Student Affairs Officer); Katherine Miefert (Assoc General Counsel); Dr. Douglas Olberding (Graduate Sport Administration); Kelly Pokrywka (Assoc VP for Enrollment Management and Student Success); Dr. Doug Ruschman (Assoc VP for Marketing and Communications); Shawn Schuler (Assoc VP for Financial Planning and Budgets); Robert Sheeran (VP for Facilities)

**\*\*\*Staff Advisory Committee - Dr. Molly Dugan** (Chair, Director of Integrity, Dean of Students Office); **David Cutchin** (Project Manager, Planning and Project Management Office); **Leslie Dulle** (Director, Recreational Sports); **Shannon Hughes** (Senior Assistant Director, Dorothy Day Center for Faith and Justice); **Dora Jefferson-Gaynor** (Administrative Specialist, Office of the Provost and Chief Academic Officer); **Nadia Logan** (Senior Assistant Director of Employer Relations, Career Development Office) **Jade Martinez** (Communication Specialist, College of Arts and Sciences); **Talia Mason** (Title IX and Interpersonal Violence Response Program Director, Title IX and Interpersonal Violence Response Office); **Karen McCabe** (Horticultural Specialist, Office of Physical Plant); **Alison Morgan** (Chair-Elect, Assistant Director of Public Services, University Library); **Jason Nahrgang** (Assistant Director, Student Veterans Center); **Cara Pickett** (Administrative Director, Center for Teaching Excellence); **Danny Rodriguez** (Maintenance Technician, Office of Physical Plant); **Christopher Roschke** (Assistant Registrar, Office of the Registrar); **Eric Thompson** (Annual Giving Officer, Office of Alumni Relations/ Annual Fund); **Jenn Thornton** (Payroll Specialist, Office of the Controller)

**\*\*\*\*Faculty Advisory Committee - Dr. Cam Cockrell** (Accountancy); **Dr. Gabe Gottlieb** (Philosophy); **Dr. Debora Kuchey** (Childhood Education and Literacy); **Dr. Justin Link** (Physics); **Dr. Dustin Thorn** (Sport Management and Marketing); **Dr. Kimberly Toole** (Nursing); **Dr. Thomas Wagner** (Communication); **Dr. David Yi** (Economics) - *Not able to attend: Patricia McMahon (Nursing)*

## **Meeting with the President**

We met with Dr. Hanycz on February 21 at 9:00 a.m. All formality soon disappeared, and our sense was that we were talking with an old friend. The meeting was easy and without any awkwardness for us; we covered many areas including the Inauguration, the Sustaining Agreement and the new Strategic Plan for the University.

The strategic plan is particularly exciting because it is being created out of generative discussions with the input of everyone who wishes to attend listening sessions. As we moved throughout the University over the next week, people affirmed the value of this and are excited to feel part of the planning and execution of the final document. As we know, there is always more buy-in when people feel part of the process. This will reap rewards into the future as people experience that they are listened to.

There is a very healthy relationship of respect and admiration emerging in the relationship between Colleen and Walter Deye. This relationship seems in part due to the good personalities of the president and the rector, but there is clearly intentionality to this relationship, and it is reinforced by the chair of the board. We sensed a great deal of transparency in their relationship.

Colleen has taken pains to attend to the Jesuit Community, hosting a Mass and meal at her new home close to the University. Spoiler alert: you will see the very positive

response of the Jesuit Community to this gesture of hospitality. Our understanding is that this was the first formal event at the president's home.

Colleen underscored her commitment to a Jesuit presence at Xavier and asked to be kept informed of any Jesuit available. She wants Xavier to be a place where Jesuits feel welcome. She feels more and more interested in learning about the Society and its commitment to higher education. She was asked to join the BOD of the International Association of Jesuit Universities (IAJU). This will make her voice even more important at the AJCU meetings. Bridging these two important entities will go some distance in sustaining a working relationship between the two groups; one with a longer history (AJCU) and one a relative newcomer to the Jesuit world.

Our experience with Colleen is that she can work easily with compound-complex issues. Smarts added to a good sense of practical applications rounds out the picture of a new president clearly blessed with leadership and a deep sense of the mission and identity of Xavier. She is also focused on sorting out what the meaning of Xavier as a Catholic university, in the midst of an increasingly complex modern world, is and what it should be. Her focus is clearly on the students, their welfare and continuing to create a deep sense on the part of the Xavier community to seek the welfare of these young people who are being shaped into the leaders for our next decades.

### **Chief Mission Officer**

Debra Mooney continues to set the pace for mission at Xavier and beyond. Her work is regularly acknowledged and applauded for getting people from every sector of the university to deepen their understanding of and commitment to the mission and its identity. Mission develops organically at Xavier because of the approach to not only communicate the tenants of the mission but that people are always invited to personalize the mission from their own personality, vision, spirituality, care for their area at Xavier and their ongoing expression of the mission through their voice and actions. What is most noteworthy to us is that people articulate the mission without hesitation; people speak about it with ease; people find themselves inspired by it; people find their commitment to the mission gives them life and direction in their work.

The long-term effects of creating the importance of mission moments and mission reflections in meetings seems clearly one of the experiences which gives guidance to meetings. What emerges are some fairly deep reflections on what people speak about. I would attribute this to the amount of time given to these moments of spiritual growth. Unlike a perfunctory prayer at the beginning of a meeting, at Xavier time is actually taken for serious reflections. This has created a spirit of collaboration, understanding and respect for each other. Discussions seem to easily flow out of these moments.

People referred to Debra's smarts and creativity and humble leadership as what provided people to see how the mission is active and engaged in their areas. Her work with everyone at the University has led them to believe that decisions flow out of reflection and the growing ability to see discernment in their meetings and decisions.

Debra continues to lead her area and the esteem which the Mission Office has for her is noted. The whole staff is welcoming, attentive and clearly connected to each other. There is a special effect which the two Jesuits have in her area. She has created their presence as wisdom figures and that seems to have emerged around the university from people who have met these two. In particular, Jim McCann is having a growing presence on the campus and is well-respected.

I am attaching the minutes of the December BOT Jesuit Mission & Identity Committee as an example of the many initiatives and updates the committee discusses at just one of its quarterly meetings. If you wish, you can easily access my annual reports on Xavier where there are many elaborations about the activities of the Mission Office.

### **Board Chair**

Vince Caponi continues to be a delightful and engaging figure. He is warm, caring and wickedly observant. These attributes, connected with his natural smarts, are a wonderful combination for a chair.

Vince is deeply connected to the Society of Jesus and speaks easily about the many Jesuits he has known. What seems clear to us is that he has taken on the mantle of a Jesuit sense of the world from his many close relationships with Jesuits. All of these seem to be informed by his ability to ask probing questions which take conversation to the next level.

Vince and Colleen have quickly developed a deep respect for each other and are able to move agendas and ideas forward for the good of Xavier. This type of synchronicity will take the university forward and will make them a great force for the continuing mission of Xavier through its Strategic Plan.

### **Feedback**

#### Commendations

- Summarizing the above, Xavier should be commended for its continuing growth in its commitment to its mission and identity.
- The leadership team seems to have a collective way of focusing decisions out of mission, a respect for each other's ideas, a good sense of working together, and have an ease with each other.

- The Campus Ministry team seems unique at Xavier. They attend to an approach to their work to serve the whole person in his/her religious context. It is the only CM team we have interviewed who have a genuine outward facing attitude and practice and all of whom have worked with faculty to build relationships so that faculty feel good about recommending students to the Dorothy Day Center.
- The Inauguration for Dr. Hanycz was stellar. The **National Day of Service and Solidarity; Family Weekend Brunch w the President & Jesuit Community, the Academic Showcase, the Student Reception, Missioning Mass, Inauguration, and the Missioning & Installation** all combined to create an inclusive experience where the University was showcased in its approach to the *Go Forth* document, the Universal Apostolic Preferences, the reverence for the mission, the clear highlighting of the academic quest and the celebration of the Eucharist as a centerpiece of the whole.
- The student focus is sharply drawn and there is an emerging sense that this will continue to be a focused strength of Xavier.
- Continued commitment to the Road Through Xavier is impressive as is the direction of the developing program.
- The Jesuit Mission and Identity Committee of the BOT continues to be a group interested in a deep dive into what defines Xavier. Their ability to see the interconnectedness of the Xavier education for students is very impressive.
- The document of the Senior Leadership Council on Our Way of Proceeding and revisiting it recently is encouraging and inspiring.

### Suggestions

- Perhaps the item which received the most focus this year was the idea of what it means to be a Catholic university at Xavier. While I think that this is best done by becoming informed about what it means to be Catholic as an institution of higher education and research, Xavier might be well served to begin discussions on what it means; how it already engages Catholic by a focus on the Catholic intellectual tradition, the Catholic imagination as a spirit which informs truth, the Social Teachings of the Church and the corporal and spiritual works of mercy. So much is being done in these areas, but it seems to need some more intentional language, so it is more clearly recognized both inside of Xavier and outside the university where Xavier's footprint is not always easily identified as a Catholic institution of higher learning. This is not a seminary model; rather, a model as a vehicle to truth.
- More work with staff was indicated as a way of deepening mission across everyone at Xavier. We were not always sure what this meant, but release time for programs seems to be interpreted in different ways.
- When people were asked what big dreams they had for Xavier or their area, they came up with many good visions. Some of those were really big and some of them of the smaller scale. While we did not compile these, it might be a question

worth focusing on more often. Whenever people can be encouraged to dream, many good things follow.

- With regard to the Strategic Plan, we saw one institution make tremendous strides when they started their planning process with the foundational documents of their University and the Society's documents on higher education. It might be a helpful exercise.
- The COVID Task Force had a tremendous experience of living and deciding out of the mission and discerning conversations which emerged during their work together. The level of their enthusiasm might be further replicated in the University by examining how they discovered a way of proceeding and why it became such a meaningful experience for them.

## Appendix:



XU student  
feedback for BOT.pptx



XavierSynodalityRe  
portFacStaff.pdf



XavierSynodalityRe  
portStudents.pdf



McDonald visit Feb  
2022 Schedule.docx



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Proceeding 2021 - R



2022\_RoadThrough  
Xavier Advising Grid



XU Jesuit Mission  
Committee pre-meet