Direct Reports – Results

Mission Effectiveness at Xavier  
List *best structures, policies and practices in the service of mission effectiveness on 5 levels: BOT, administration, faculty, staff, students. Another way of framing this is: What are your greatest successes? What are your greatest challenges?*

**Board of Trustees**  
Successes:

* Mission is in the Strategic Plan with academics
* That all BOT members go through an intentional orientation process that acclimates them to our mission and that they initially serve on the Mission and Identity Committee.
* Initial 2-year term on Jesuit Mission and Identity Committee ( and Diversity and Inclusion); Mission Moments; Willingness to try new things
* Commitment; qualified Trustees – experienced and polished in many diverse areas; generous benefactors; recognize line between governance and management
* Committee dedicated to mission effectiveness; General understanding and high regard for mission and Xavier’s role as a Jesuit, Catholic institution

Challenges:

* Many BOT members come from corporate backgrounds which makes it difficult to understand the dynamics of an academic environment.
* we engage them once every 3 months.
* being informed of Higher Ed. topics so as to provide relevant advice; diversity of race and nationalities and religion
* Ensuring that the work of other committees and Board as a whole is aligned with and working in support of Mission
* demonstrating mission in online

**Administration**

Successes:

* Online, ABSN
* Mission and Identity office is an example of the commitment made to our mission university wide; Mission Moments @ Cabinet and Direct reports; Manresa for all faculty and staff (AFMIX, etc.)
* Mission Moments; multiple on-ramps for “advanced” M&I appropriation. Ignatian Pilgrimage, ICP, etc.
* Smart people; committed people; good blend of long-term and shorter term brings diverse perspectives/fresh ideas.
* 1. Center for mission and Identity – integrated in day-to-day life of institution and appears to be a playing a lead role among Jesuit institutions;   
  2. VP role – “seat at the table” among senior leaders; ensures that mission and values are considered when administrative decisions are made;   
  3. General recognition of our mission by each leader and by the group as a whole – central to everything we do; we take it seriously.

Challenges:

* Online, ABSN
* While our efforts are significant and noteworthy to have our Jesuit Identity live through the laity, it remains difficult to replace actual Jesuits on campus.
* Resourcing – time and people; actual Jesuit presence
* time to get work done; time for strategic thinking/work; successful planning; time for collaboration
* Ensuring that our Jesuit/Ignatian spirituality and values (reflection, discernment, cura personalis, solidarity and kinship, service, magis) are integrated into our leadership culture and how we manage on a day-to-day basis;   
  2. Institutionalizing our Mission through comprehensive training, development and immersion programs so that XU leaders are always “walking the talk.”  
   3. We cannot be effective in Mission without students, so, as Administrators, we must continue to find ways to convey the value of a Jesuit, Catholic education, and the unique value of the Xavier version of that education  
   4. What is our most “successful series”?;   
  5. Maintaining Jesuit “influence” or direction with lay leadership and changes in other leadership positions over the next 5-10 years. What can we do not to prepare for this?

**Faculty**

Successes:

* APH (academic program health) and Mission
* I’m sure like any University we have caring faculty who make incredible impacts on our students (IMP/ Eigel Center)
* Ignatian Mentoring Program; Modeling of senior faculty; High-impact engagement, (ICP/Pilgrimage, etc.)
* care for students; quality
* Principles of shared governance (structure); Core Curriculum (Structure); Committed talented who infuse mission into teaching, scholarship and service.
* Engaged in/embrace Xavier Way, Jesuit Identity; desire to “see the big picture”
* Highly supportive of enrollment and retention/ low income student and diversity & inclusion students

Challenges:

* Specialization and limits seeing big picture, interdisciplinarity; specialization is rewarded/respected, sometimes far more than integration and service
* Are we teaching for today’s diverse students across the board? Are faculty willing to rethink syllabi etc. to meet the needs of those students
* Online and ABSN, lack of attendance at Spirit Mass, graduation, etc.
* And not unlike other universities we have faculty who may teach their opinion which may or may not be factual or actual.
* inherent skepticism; competing professional demands – real and imagined – and how activities are recognized and rewarded in Rank ant Tenure process
* management of departments, tenure, etc.
* Ensuring ongoing commitment to the Ignatian/Jesuit pedagogy as pressure on higher education to “get jobs for my kid” increases; Balancing the pressure of conveying knowledge with conveying an understanding/appreciation of why our Mission and our Values are relevant to what happens in the classroom and a students’ education. How do we elevate student’ thinking beyond “technical” learning to understanding “the greater good” and linking the role of a strong values system with technical learning or a degree. Said another way… “Why is this important to me as an Accounting, Chemistry, Nursing, etc. major?”

**Staff**

Successes:

* CFJ, Budget, IT training, Manresa, Nathan Wendt, Manresa, GOA, online
* There are multiple opportunities for service and faith formation; caring/flexibility, service days
* multiple, ongoing opportunities to engage; strong cultural buy-in and support
* dedicated; caring; talented; smart
* SAC; Integration of mission and work; helped by AFMIX, Manresa for employees, etc.
* Many of same as noted for Administration
* Staff are committed to Xavier – energy and putting in extra hours, interest in AFMIX etc.

Challenges:

* feeling distant/separate from faculty not feeling the cura personalis
* Replacing Jesuits – obviously difficult hiring for mission – critical presence of Jesuits.
* Resourcing; Presence of Jesuits
* too much work; untrained in management; salaries personal issue
* Lack of diversity (race, ethnicity and gender) especially in positions of high authority
* Many of the same as noted for Administration
* Customer services across the University

**Students**

Successes

* Multiple opportunities to serve and discover justice in the real world
* Diversity in CFJ staff; CFJ’s fusion of faith and justice; potential – immersion learning initiative. vocational discernment initiative
* Smart; dedicated; understanding growing of place in the world
* Student Commitment (structure); More open to change/exploring
* Immersive (Eigel Center) learning experiences tied to Ignatian spirituality and pedagogy; Student Commitment – short yet meaningful – sums up what we expect of ourselves and our students; we are all in this together
* Student employees – dedicated to giving back and supporting the educational mission. Commitment to service

Challenges

* Resourcing
* mental health; housing; caring for one-another
* I believe in our noble attempt to open our students eyes and ears to other cultures and religions we compromise and potentially confuse faith.
* Do not leveraged power of student diversity;   
  Lack of structure that promote/incentivize/motivate working across difference (clubs and organizations)
* Mental Health issues; better/ensure integration of students of color, LGBTQ, supporting Pell students