

Hopes and Inspirations for Our Council

8/19/21

- Continue practicing the Ignatian Communal Discernment process in our discussions and creating an environment where everyone feels comfortable expressing their opinions.
 - Continue to listen to each other, support each other, and to regularly show gratitude toward each other.
 - Look for opportunities to improve on our communications both within the DR group and as we pass key decisions to our teams.
 - Create more opportunities to get to know each other through social events outside of the office. This will help to further develop our relationships and strengthen our team.
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- Take a complete view of the University in our meetings and discussions, and seek engagement, input, and collaboration from this group, rather than silo-ing our work.
 - To the greatest extent possible, continue to seek input and perspective from individuals and areas not around the table with us.
 - To regularly assess whether our work detracts from, meets the needs of, or enhances our Mission.
 - To share the work of maintaining progress on issues of Diversity, Equity, and Inclusion.
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- That we can continue to be frank and direct, yet respectful, with one another in our conversations
 - That we can remain more focused on solutions than on control or a particular point of view – that we can approach one another with openness and to have our minds changed.
 - That we continue to think about how our decisions fit into the larger Xavier strategy that develops over the next year.
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- Work together/lean on each other to solve problems
 - Presume good intention on the part of others (*see through the other person's eyes*)
 - Solicit newness (go above and beyond being 'open to' newness/difference)
 - Continue to build upon our understanding of each other's work – continue to develop our birds eye view of the whole campus
 - Recognize stressors impacting all, show gratitude and support each other – be healing leaders and colleagues
 - Share a good laugh (appropriate use of humor)

- Acknowledge our “collective exhaustion.” The campus is tired, frustrated and still a little scared. Allow time for rest and know when we need to pause. Encourage and respect every person’s time away. Allow time for both personal and communal reflection.
 - Exhibit “critical leadership.” Challenge conventional thinking and be willing to share constructive criticism, but also be open to constructive challenges from others, including others not in this group.
 - Work with brutal honesty and transparency. Acknowledge that things will never be the same as they were in February 2020. COVID has changed how we work and also given us new opportunities to improve how we work. We also need to recognize that “winter is coming.” Recognize that some things will have to change in our institution in order to survive and thrive in the future. Support each other and our colleagues in dealing with this recognition; exhibit patience and understanding, but not inaction or complacency.
 - Continue to improve decision-making processes
 - Clarify the “right spot” where decisions should be made while respecting our shared governance model
 - Provide as much relevant data as possible
 - Differentiate between the urgent versus important – “Your poor planning is not my problem.”
 - Continue to use our formal communal discernment process. And also remember those attributes in dealing with each other, particularly the assumption of good intention and being an active listener.
 - Continue our meeting examen process to improve how we spend our time together.
 - Find ways to express gratitude and celebrate success together.
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- My hope is that our team will be grounded in trust.
 - My hope is that our team will be tethered to our mission – both in the processes we follow and in the outcomes we achieve.
 - My hope is that our team will be authentic – free of posturing and positioning.
 - My hope is that our team will hold the student who we serve at the very heart of everything that we do and every decision that we make.
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- Working together to insure this year of transition with Dr. Hanycz is successful for both her and the university.
 - Whether directly involved or supporting the efforts, work cohesively as part of Xavier’s strategic planning efforts – and then the eventual implementation of the new road map.
 - Effective integration of and collaboration with Norm (and his eventual successor to our DR group)

- Work as a team to identify sources of support and encouragement for students of color in the campus community
 - Support one another in our attempts to build a campus free of bias and harassment
 - Seek and support opportunities to increase underrepresented faculty & staff, and establish viable and effective retention programs for underrepresented staff
 - These overarching hopes represent many of the specific goals included in the Diversity and Inclusion Strategic Plan and the Work Plan for Antiracist Action. It is my hope that our cooperative leadership motivates the community to live out our Ignatian ideals.
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- Utilize Ignatian Communal Discernment and be mindful of our Way of Proceeding and encourage our respective staffs to do the same.
 - That we utilize Jesuit documents to guide our process including Go Forth! – Ten Guiding Principles from USA Midwest Jesuits and Contemplation and Political Action: An Ignatian Guide to Civic Engagement
 - That we approach issues with an intentional understanding of the political and cultural divide that exists in our country and with our alumni and donors.
 - That we continue to realize the importance of our work and keep our work connected to our Mission.
 - That we continue to do what's best for Xavier in the long term while standing boldly for our Jesuit Catholic Heritage – “not being everything to everybody”
 - Realizing the Whitewater ahead of us...making sure we're not afraid to make bold decisions. Own those decisions and take collective responsibility for them internally and externally.
 - That we lead with servant leadership, always positive, grateful and hopeful.

- A desire to continue our mission moments as we have built community together through these moments.
- A desire to more carefully consider individual responsibilities with the group's desire to contribute to every decision. It can seem arbitrary to have the group want to weigh in on an area where a great deal of thought and time has already been spent by the area team. We may not need to weigh in on Greg's seating prioritization for basketball games though may want to share comments about flex work. I trust Phil to choose the needed budgeting tool or make a recommendation around controlled sourcing while having the ability to contribute comments. I suppose I'm suggesting that we consider offering more commentary on perhaps more large decisions and at the same time respecting each area's ability to manage their area and take the comments into account when making a final call...perhaps this is a balanced or middle way that acknowledges the valued contributions of everyone while respecting the responsibility of the division head to make critical recommendations.
- A desire to continue the "how did we proceed" wrap up of our meetings.
- A desire to presume good intentions.

- That each of us hold a global view of the entire university, as opposed to the primacy of our individual areas.
- That we seek and obtain the input/advice/perspectives of others on campus when dealing with complex problems where we are not fully informed. Examples of recent: basketball courts should have focused not just on the safety/race issues (both of which are VERY important) but also on student experience, alternatives, etc. In recent months we have considered the COVID-19 Task Force and that's an example of what I mean. Stated another way: we are all smart, but we should be sure we are fully informed of all perspectives/facts/best practices before we decide how to proceed.
- Approach issues with an openness (Indifference) as opposed to an approach of selling/persuading others.
- Continue with a focus on Mission through the Mission Reflection, and by pointing out where each decision is influenced by Mission.
- That we practice transparency, sharing, proactive reporting of coming concerns/issues any of us sees in the University.