

MISSION PRIORITY EXAMEN

Characteristics of Xavier University as a
Jesuit Catholic University

SELF-STUDY 2023

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Overview

Purpose Statement

Founded in 1831 as the sixth Catholic university and fourth Jesuit university in the United States, Xavier University forms students who change the world for the better.

Created in parallel with the strategic planning process, affirmed in Fall 2022

Vision Statement

Through individual attention, education of the whole person, and academic excellence grounded in the Jesuit Catholic tradition, Xavier will mark its 200th anniversary as one of the nation's premier doctoral/professional universities.

Created in parallel with the strategic planning process, affirmed in Fall 2022

Mission

"Xavier is a Jesuit Catholic university rooted in the liberal arts tradition. Our mission is to educate each student intellectually, morally, and spiritually. We create learning opportunities through rigorous academic and professional programs integrated with cocurricular engagement. In an inclusive environment of open and free inquiry, we prepare students for a world that is increasingly diverse, complex and interdependent. Driven by our commitment to the common good and to the education of the whole person, the Xavier community challenges and supports students as they cultivate lives of reflection, compassion and informed action."

Accepted by the Xavier Board of Trustees on December 1, 2017 and re-affirmed for a 5-year period on September 23, 2021

Values

Referred to as gifts of the Ignatian heritage at Xavier:

Reflection

invites us to pause and consider the world around us and our place within it.

Discernment

invites us to be open to God's spirit as we consider our feelings and rational thought in order to make decisions and take action that will contribute good to our lives and the world around us.

Solidarity and Kinship

invites us to walk alongside and learn from our companions, both local and afar, as we journey through life.

Service rooted in love and Justice

invites us to invest our lives into the well-being of our neighbors, particularly those who suffer injustice.

Cura Personalis

invites us to care for others recognizing the uniqueness and wholeness of each person.

Magis

invites us to ask, "Where is the more universal good?" when making decisions; it relates to the Jesuit motto, *For the Greater Glory of God*.

The Xavier Student Commitment

"We are Xavier Musketeers. We are unique individuals who come together in the spirit of St. Ignatius, to learn together, to serve together, and we will succeed in changing the world together. We act with integrity, justice and generosity. All for one and one for all.

The Commitment was written by students and accepted by the Board of Trustees in Spring 2014

Brief history

The school was founded in 1831 as a men's college in downtown Cincinnati, adjacent to St. Francis Xavier Church on Sycamore Street. The Athenaeum, as it was then called, was dedicated by the first bishop of the new Diocese of Cincinnati, Bishop Edward Fenwick, on Oct. 17, 1831. Upon Bishop John Baptist Purcell's request, the Society of Jesus took control of The Athenaeum in 1840, and the name was changed to St. Xavier College in honor of the Jesuit missionary. The College moved in 1912 to its current location. St. Xavier College and St. Xavier High School officially split in 1919, and the college became Xavier University in 1930.

Dr. Colleen Hanycz became the University's 35th president on July 1, 2021. The Inauguration theme was the Society of Jesus' "Ignatian Year" commemorating 500 years since St. Ignatius Loyola's spiritual conversion following his wounding by a cannonball. Graphics, a French flourish, reflected Sts. Ignatius Loyola's and Francis Xavier's connection at the University of Paris. The celebration included the following events from October 23-28:



National Day of Service and Solidarity

Theme: *St Ignatius Loyola*

On the 530th anniversary of the birth of St. Ignatius Loyola

Engaging alumni chapters, students, faculty, staff, and families at *Family Weekend*

President and Jesuit Community Continental Breakfast with Families

Theme: *A network of companions*

Event as a part of Family Weekend

Academic Showcase and Reception

Theme: *The Universal Apostolic Preferences*

Representative faculty spotlighted their engagement with the UAPs via video and live presentation

Campus Reception for Students

Theme: *From Profession to Purpose*

Students reflected on purpose through the Gifts of Our Ignatian Heritage

Missioning Mass and Reception with members of the Board of Trustees

Theme: *To See All Things New in Christ*

Provincial, Fr. Karl Kiser, presider and homilist with Jesuit community concelebrants

Installation Celebration and Reception

Missioning installation by representatives and Address by Dr. Hanycz

Signing of the Sustaining Agreement by the president, board chair, rector, and provincial.

Fall 2023 Enrollment

Undergraduate enrollment is ~4,572 students and graduate enrollment is ~1,713.

Organizational senior leadership structure

The Senior Leadership Team is comprised of the President's direct reports, including the Chief of Staff....xxx

The Strategic Plan *Xavier 200: The Good, The More, The Better*

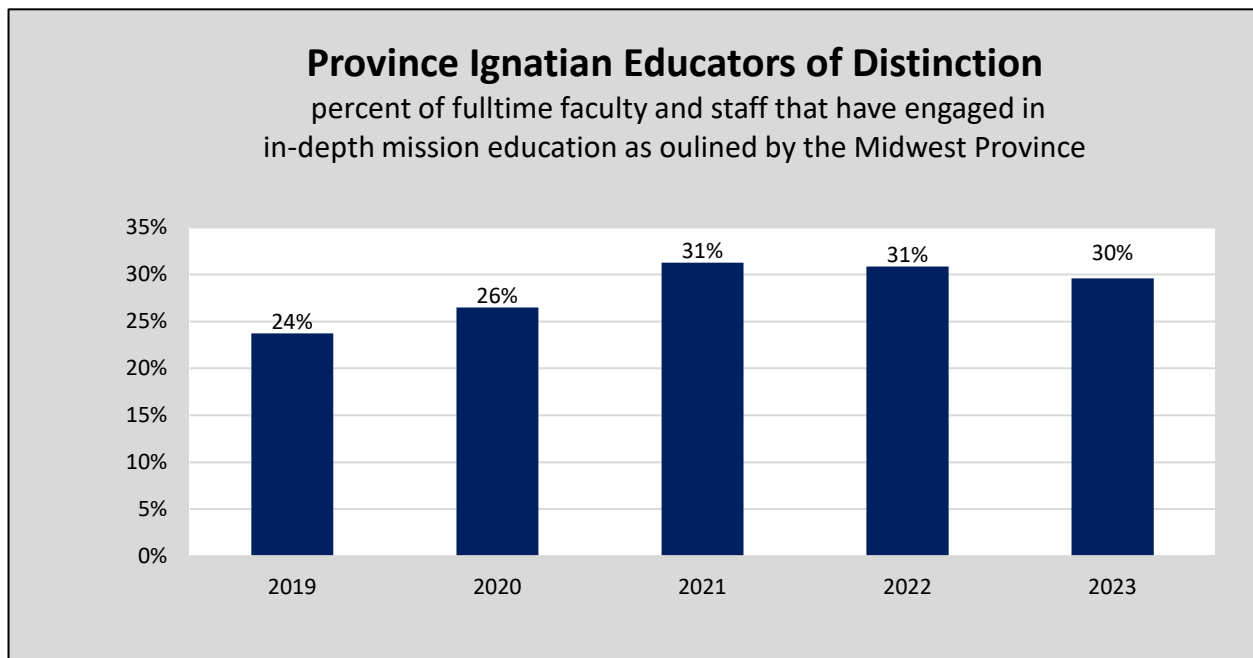
Approved by the Board of Trustees on September 30, 2022, the Plan identifies 16 initiatives within 4 themes:

- Cura Studiorum* – care for the plan of studies, academic
- Cura Personalis* – care for the whole unique person, interpersonal
- Cura Propria* – care for oneself, intrapersonal
- Cura Apostolica* – care for the organization, institutional

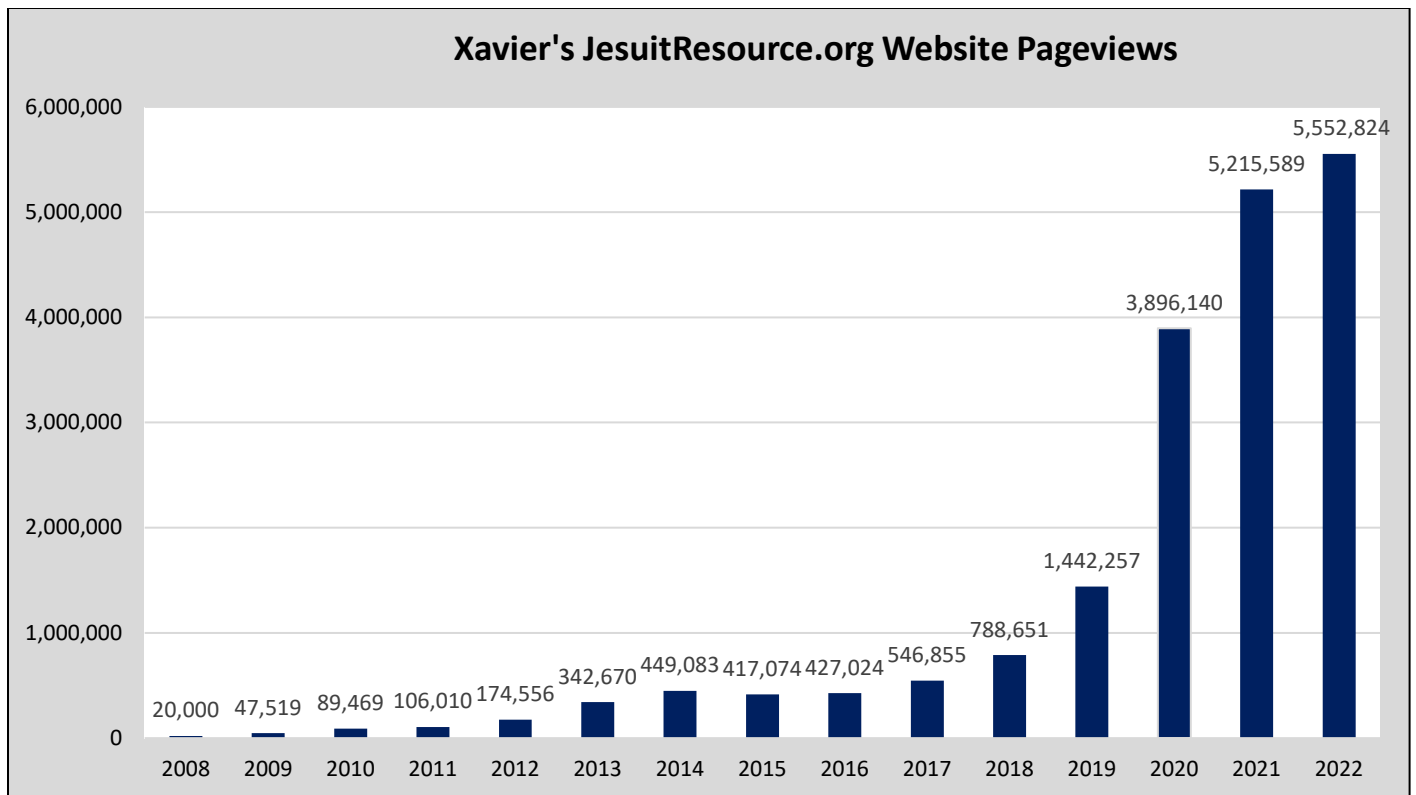
Institutional health is evaluated in 5 categories, each with key performance indicators

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|---|--------------------------------|
| Financial Health | Enrollment Growth |
| <i>Net tuition revenue</i> | <i>Undergraduate headcount</i> |
| <i>Endowment market value per student</i> | <i>Retention rate</i> |
| <i>Composite Financial Index</i> | <i>Graduate credit hours</i> |
| Academic Excellence | Faculty & Staff Flourishing |
| <i>Graduation rate</i> | <i>Employee turnover rate</i> |
| <i>Graduating class career outcomes</i> | <i>Staff compensation rate</i> |
| <i>High-impact learning opportunities</i> | <i>Colleagues of color</i> |
| <i>Pell Grant graduation rates</i> | |
| Leadership in Jesuit Mission & Identity | <u>2031 strategic goal</u> |
| <i>Province Ignatian Educators of Distinction</i> | 33% |
| <i>Jesuit Resource website pageviews</i> | 9 million |
| <i>Making intellectual-spiritual life connections</i> | >3.0 |

- Performance to-date shown graphically:

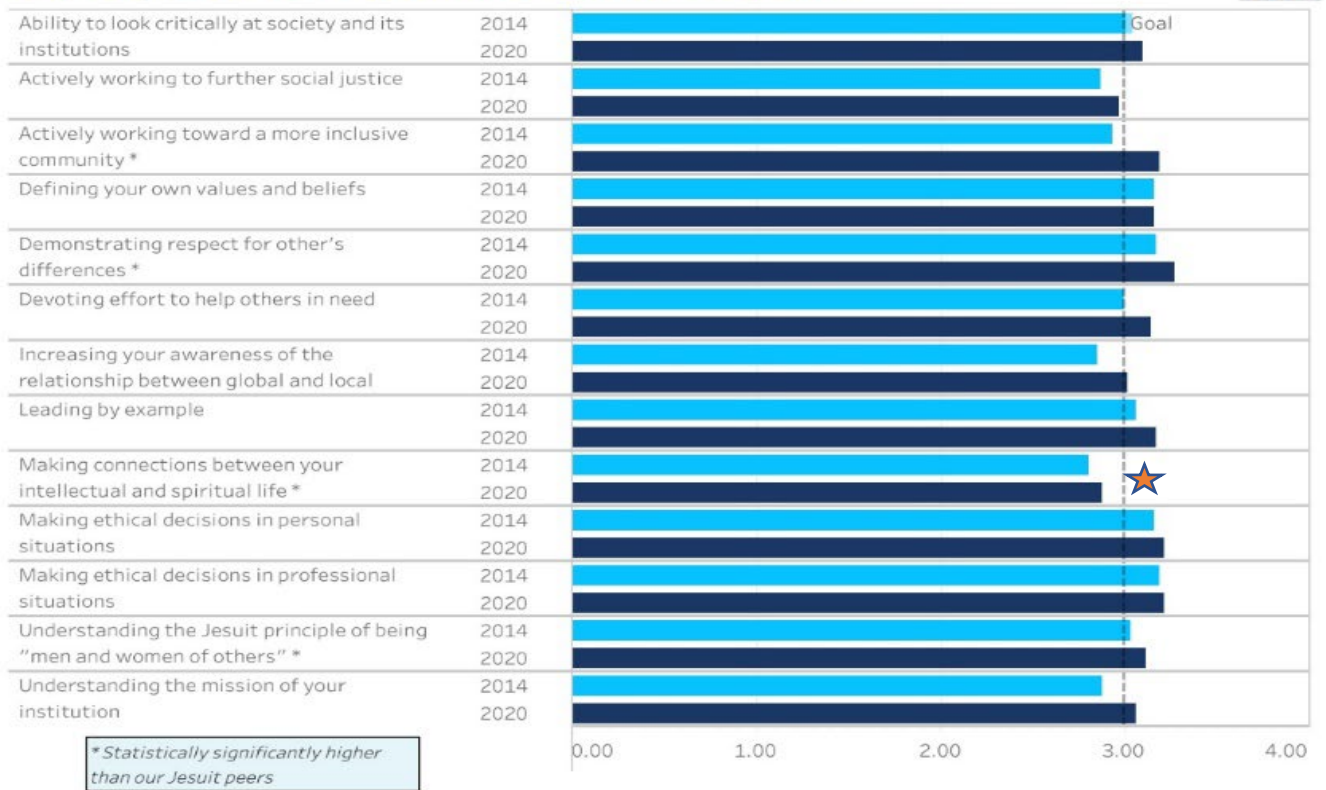


Individuals are listed at www.xavier.edu/province



The most viewed web section on Xavier's site – ahead of Index, Students, Employees and Admissions.

Avg Responses from Seniors to Jesuit NSSE Questions



Xavier's 2016 MPE: A Brief Review

Mission enhancements identified in the 2016 Self Study Report - excerpts *with updates*

In the last decade, Xavier University has moved to the forefront of Jesuit higher education as a university where faculty, staff and students are knowledgeable about and act in light of the fundamental animating spirit at the heart of the University. Now, Xavier is poised to become even better recognized as a mission-driven organization acting upon and embodying its fundamental Jesuit identity—and enabling others to act upon Jesuit values as well. We will:

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

Accomplished— This was a restructure to the master's program in theology. The recent addition of a synchronous online option along with the in-person option has contributed to an increase in enrollment. The curriculum of the program has been revised, offering concentrations in theological studies, ethics and spirituality, and pastoral and social ministry. Certificate programs are also available in biblical studies, ethics, pastoral care, and spirituality.

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

Outcome of goal accomplished - Rather than founding a second institute within Mission and Identity, 3 significant gifts and endowments now cover almost all operating expenses.

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

Accomplished – Examples: updated prospective employee website, modified evaluation procedure [kept mission intact], and added “hiring for mission” as a responsibility in the Charter of the Board’s Jesuit Mission and Identity Committee.

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.

Accomplished – Area representatives, called ‘Mission Animators, met regularly to support activities associated with an annual theme. The custom resulted in internal grants, funded by gifts, for faculty, staff and student engagement. Topics were:

2021: Truth, Racial Healing and Justice

2019-20: Take It On 2020/Civic election engagement (suspended due to COVID)

2018-19: Women (Celebrating 50 years of women students at Xavier)

2017-18: Economic Justice

2016-17: Immigration and Refugees

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.

Accomplished - Dr. Janice Walker, formerly the dean of the College of Arts and Sciences and professor of mathematics, founded and served in the role for 5 years. During her tenure an advisory board was constituted and a strategic plan was created and goals met. The strength of this accomplished is evident in the robust and smooth transition to the next vice president, Ivy Banks, JD. As Fr. Dan McDonald noted, “She

[Ivy] 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.”

Verbatim “Introduction” statement in the 2016 Peer Team report

*“Xavier University has successfully modeled its 2016 Mission Examen self-study with the AJCU document *Some Characteristics of a Jesuit Catholic University: A Self-Assessment Instrument*. They provided compelling examples of the leadership’s decided commitment to mission; an academic life and campus culture that reflect the Jesuit Catholic mission committed to a faith that does justice through service to the local church, the region, and to the world; a supportive Jesuit community; and deep institutional integrity. After a careful review of the self-study and an extended visit on February 17-18, 2016, the visiting team is pleased to affirm most enthusiastically the mission strengths, priorities and planned enhancements of Xavier University.*

As indicated [in the body of the report], a strong, innovative commitment to Jesuit mission permeates the campus, community, and culture of the university. This commitment is the result of past, present, and future mission priorities that are squarely rooted in Ignatian spirituality and aligned with the priorities of the Society of Jesus. Among the most noteworthy of Xavier’s achievements are the wide array of innovative, effective formation programs that enable students, staff, faculty, and trustees to understand and advance the university’s mission. The fecundity of these programs goes beyond the walls of the university, enhancing the mission capacities of other schools within and beyond the network, as evidenced in the development and growth of online resource, www.jesuitsource.org.”

University Feedback from the Province in 2016

At the September 2016 Board meeting, a letter was shared from the Jesuit Provincial regarding Xavier’s Mission Examen. The letter noted that the Superior General, Fr. Adolfo Nicolas SJ, affirmed Xavier’s commitment to the Jesuit Catholic identity. He spotlighted the University’s unique attention to the identity by way of the Seeking Integration and Wisdom document and commented on two ‘important movements’ in the process, (1) the frank campus dialogue on the University’s Catholic and Jesuit Identity, and (2) that the visiting team “most enthusiastically” affirmed the strengths and enhancements. Fr. General also identified programs that were “worth sharing with other Jesuit universities”- A.F.M.I.X. (Assuring the Future Mission and Identity at Xavier), the Dorothy Day Center for Faith and Justice, the Brueggeman Center for Dialogue, and the partnerships promoted with urban Catholic schools.

Report Structure

Sections of the 2016 self-study began with a quote from the 2014 *Seeking Integration and Wisdom* document outlining “what it means for us...to be a Jesuit Catholic university rooted in the liberal arts tradition.”

Each section of this 2023 self-study report begins with a quote from the Higher Learning Commission’s Peer Review Team accreditation report of 2021; see a summary of the Points of Pride in the Appendix).

Mission Strengths *

1. Xavier's Jesuit Catholic identity **pervades the culture and educational experience** as evidenced through the:

- curriculum
- community's shared recognition of purpose
- organizational structure
- social and environmental justice initiatives
- brand identity
- foundational documents and commitments
- campus' art and physicality

2. The University successfully orients students, faculty, staff and administrators to the mission, and it continues to support the mission diligently through **numerous curricular and co-curricular programs, positions, and initiatives**.

3. The processes by which the tradition is expressed throughout the campus community are **inclusive and broad**. Everyone is invited into the mission and valued for their personal and professional appropriation of the University's Jesuit Catholic identity.

4. **Community service and civic engagement** are core commitments deeply embedded in the University's ethos as demonstrated through the various academic and co-curricular opportunities as well as the mutually beneficial partnerships with neighboring communities, civic organizations, local schools and regional affiliates.

5. Xavier's allocated **resources** effectively support the orientation, understanding and animation of the University's Jesuit Catholic identity.

6. The University adheres to a culture of **continuous improvement** and mission evaluation and assessment, as Fr. Dan McDonald SJ, noted: *Xavier is never content to leave things at "good."*

* 1-5 are updated and re-affirmed from the 2015 Self Study

Mission Priorities and Enhancements*

In addition to the 'next steps' identified in each section, Xavier commits to the following:

1. The establishment, support, and execution of **the first Jesuit College of Osteopathic Medicine** will align with and boost the Jesuit Catholic mission of the University. As Dr. Hanycz stated in the announcement, "*This college will sit squarely at the intersection of community need, Xavier's established academic strengths and a remarkable Jesuit Catholic mission that emphasizes service that is rooted in justice and love.*"

2. The re-organized **Division of Mission and Ministry** will achieve its purpose to:

- enhance the animation of the University's Jesuit Catholic educational identity and activation of the Universal Apostolic Preferences
- provide greater support for student ministry and faith formation
- deepen the faculty/staff understanding of Jesuit education through engagement with Ignatian spirituality
- strengthen connections to networks, especially the Midwest Jesuit Province, the Archdiocese of Cincinnati, and the Cincinnati Jesuit Family
- increase the presence of- and pastoral engagement with campus Jesuits

As part of this Priority, the 2023 establishment of the Fr. Michael J. Graham, S.J. Endowment to Sustain Jesuits and other gifts will be advanced to fully endow all campus Jesuits and all operations of the Division by 2031, thus, in perpetuity.

3. The goals of the campus' Laudato Si 'Action Plan will be outlined and advanced to fulfill Xavier's **commitment to being a *Laudato Si'* university.**

4. Develop and implement a model of **Ignatian vocational discernment** for second year students.

5. Actions and initiatives to advance on the **three key performance indices** of institutional health for *Leadership in Mission and Identity* will be undertaken.

Province Ignatian Educators of Distinction

goal: 33% of Xavier's actively working full-time faculty and staff will have received the distinction. To achieve this, we need to keep up with retirements and departures and incrementally engage more people in mission education and formation; the current rate is 30%.

Jesuit Resource website pageviews

goal: page views will annually increase by ~6.4% to 9 million by the year 2031
currently: 5,552,824

Making intellectual-spiritual life connections

goal: the mean score for senior students on this mission question will be greater than or equal to 3.0 to align with the other 12 mission questions asked as part of the National Survey of Student Engagement administration.
currently -at the most recent administration in 2020: 2.88 (Jesuit peers = 2.72)

* as a best practice, these Priorities are from the University Strategic Plan