

# MISSION PRIORITY EXAMEN

Xavier University

SELF-STUDY  
2023



# 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 in 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*

*\* It continues to be recited at every meeting of the Student Government Association*

## Brief history

The school was founded in 1831 as a men's college in downtown Cincinnati, adjacent to St. Francis Xavier Church. 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 35<sup>th</sup> president on July 1, 2021. The Inauguration theme was the Society of Jesus-sponsored “Ignatian Year,” commemorating 500 years since St. Ignatius Loyola's spiritual conversion following his wounding by a cannonball. Inauguration branding included a French flourish reflecting St. Ignatius Loyola's and St. Francis Xavier's connection to the University of Paris. The celebration included the following events from October 23 to 28, 2021:



### National Day of Service and Solidarity

Theme: *St. Ignatius Loyola*

On the 530<sup>th</sup> 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, S.J., 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 vice presidents for: Academic Affairs, Audit and Risk Management, Development, Diversity, Equity and Inclusion, Enrollment and Student Success, Financial Administration, Institutional Strategy, Mission and Ministry, and Student Affairs, as well as the General Counsel, and University Chaplain.

## 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; see the Appendix.

*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 of 12 key performance indicators(KPIs)

### Financial Health

*Net tuition revenue*

*Endowment market value per student*

*Composite Financial Index*

### Enrollment Growth

*Undergraduate headcount*

*Retention rate*

*Graduate credit hours*

### Academic Excellence

*Graduation rate*

*High-impact learning opportunities*

### Faculty & Staff Flourishing

*Employee retention/recruit*

*Colleagues of color*

### Leadership in Jesuit Mission and Identity

*Province Ignatian Educators of Distinction*

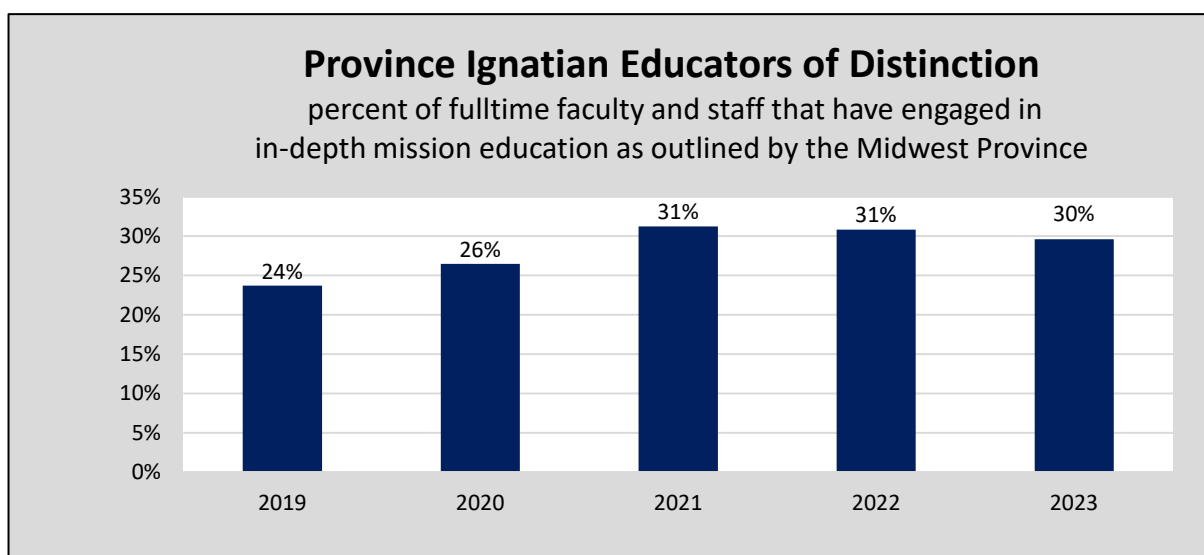
*Making intellectual-spiritual life connections*

### 2031 strategic goal

33%

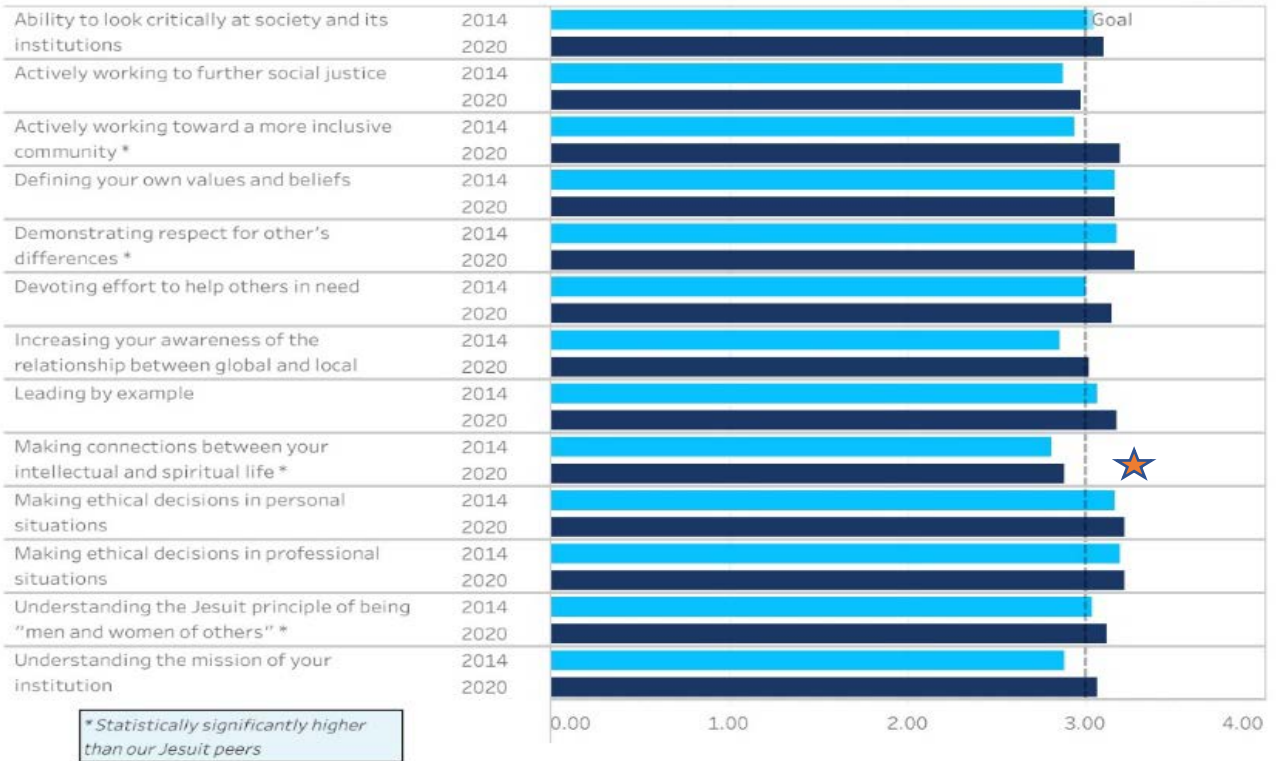
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- Performance on mission KPIs shown graphically:

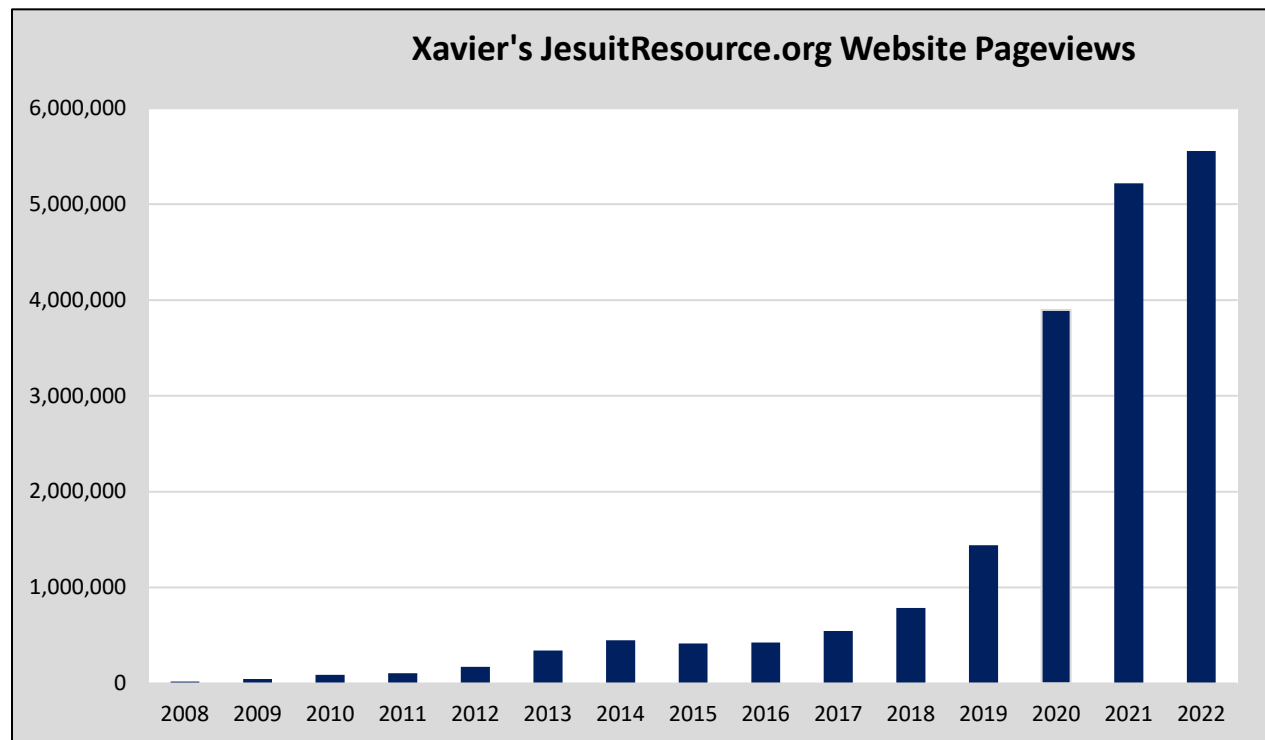


*Individuals are listed at [xavier.edu/province](http://xavier.edu/province)*

## Avg Responses from Seniors to Jesuit NSSE Questions



A secondary KPI for Mission Leadership; 2031 strategic goal is >7.5 million views



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



# 1. Leadership and Public Commitment

Xavier University has established clear and effective processes to engage its constituents and leverages its organizational structure to carry out its mission and identity...

Higher Learning Commission Peer Review Report, 2021

Xavier ensures that the Mission is understood and operationalized throughout the institution.

## Leadership

### Board of Trustees

Board members ensure that they fulfill their responsibility as outlined in the Code of Regulations to “Promote and maintain the commitment of the University to the Jesuit tradition” in a myriad of ways, beginning with their rich understanding of the Jesuit Catholic tradition:

- All trustees serve on the Jesuit Mission and Identity Committee and the Diversity and Equity Committee in the first year of their tenure.
- New board members begin their formal service with a day-long orientation which includes mission.
- New board members attend the AJCU Board orientation retreat.
  - Xavier’s Board chair regularly shares his insights on the mission-focused hiring process of a university president at the retreat.
- All meetings of the Jesuit Mission and Identity Committee include mission education appropriate to the governance of the overall direction of the University; this focus complements the standing agenda item at each meeting of the full Board dedicated to ‘Mission Reflection’ and education: most recently Laudato Si’, the life of St. Francis Xavier, and Ignatian freedom. Note that the Reflections, most via video, are narrated by lay and Jesuit trustees.
  - The University Mission Statement is listed on the Agenda of every meeting of the Jesuit Mission and Identity Committee meeting.
  - Banners of the Universal Apostolic Preferences flank the screen and podium of the full Board meeting.
- Members of the Jesuit Mission and Identity Committee share in the opportunity to offer the opening prayer at each full Board meeting.
- Each committee charter addresses the responsibilities of that specific committee in relation to the Jesuit Catholic mission of the University.
- Trustees outlined “Our Way of Proceeding in Spirit, Heart and Practice,” defining their mission governance commitments in 2022, see the Appendix. The commitments are on a card along with the steps of Ignatian Communal Discernment and an opening prayer used at the meetings are included in every packet of meeting materials for reference.

### Senior Leadership Council (SLC)

Both the Vice President for Mission and Ministry/CMO and the Associate Vice President/University Chaplain are members of the SLC.

Similar to the Board, the SLC reflects regularly on the mission as a standing agenda item and has created an “Our First Team’s Way of Proceeding in Spirit, Heart and

Practice” defining its communal mission leadership. Professional growth is supported continually with the annual performance appraisals by the President including evaluation on “mission alignment/promotion” as a Leadership Competency. Additionally, SLC members annual goals include ‘community leadership’ expectations; underscoring how serving as *people for others* extends beyond the campus and contributes to the public good.

### **Xavier University Council (formerly referred to as the President’s Cabinet)**

Mission Reflections are standing items on the agenda of these quarterly gatherings; topics in the past year include the Universal Apostolic Preferences and responding to the Provincial’s questions for this MPE process. New XUC members are prioritized for mission programs earning *Province Ignatian Educators of Distinction* given their influence within the University.

### **Unique Mission-centric Structures and Roles**

Extra-ordinary positions in support of Xavier’s Jesuit mission, in order of creation, are:

#### [Director of Faculty Programs in Mission and Identity, 2008](#)

This half-time, 3-year position was created in 2008 to further promote the tradition of Ignatian pedagogical excellence through the expertise, experience, and ingenuity of Xavier’s faculty.

#### [Jesuit Scholars, 2017](#)

This title recognizes the exemplary contributions and wisdom of Jesuits serving in the Center for Mission and Identity.

#### [ABSN Mission Coordinators, 2020](#)

Three faculty representing each of the sites of the Accelerated Bachelor of Science degree in Nursing (Columbus, Cleveland, Downtown Cincinnati) support colleagues in mission alignment.

#### [Chaplain for Athletics, 2022](#)

The spiritual, personal, and leadership formation of student-athletes, coaches, and staff is fostered by a member of the Society of Jesus.

#### [University Chaplain, 2023](#)

Overseeing the University’s sacramental and ministerial activities and the CFJ, the Associate Vice President for Mission and Ministry/University Chaplain attends to the spiritual development and justice formation of Xavier students.

#### [University Sustainability Coordinator, 2023](#)

The first and only Chief Sustainability Officer in the AJCU with a ‘home’ in the Division of Mission and Identity, the Associate Director of Mission and Identity/University Sustainability Coordinator guides the work of the University in fulfilling the President’s commitment to being a “*Laudato Si*” University.”



## Public Expression

As outlined in the Overview, Xavier's mission, vision, values and purpose permeate campus documents, with the most recent being the structure of the University Strategic Plan around 4 cares/curas and the new brand image of +X, meaning "more at Xavier."

The mission is publicly expressed throughout the physicality of the campus. In addition to the two campus chapels, examples include:

- The Gifts of the Ignatian Heritage are posted in many of the residence halls near elevators and in lounges and hallways and form backdrops on the Commencement stage. A quilt metaphorically depicting the Gifts, designed by professor and associate dean Dr. Stephen Yandell, hangs on the wall between the Library and the Conaton Learning Commons
- The Seal of the Society of Jesus on Bellarmine Chapel is visible from the east entrance to the campus and it decorates the Hoff Dining Hall, the main dining facility
- Campus statues of Saints Ignatius Loyola, Francis Xavier, Francis of Assisi, Robert Bellarmine, Mother Teresa and the Shrine of Our Lady of Victory
- Banners of the Student Commitment hang on both sides of Justice Hall.
- Crosses created by local artist David Camelle hang in each classroom
- *The Adsum* collection of original paintings on the Life of Ignatius Loyola by alumna Holly Schapker '92 adorn the Center for Mission and Identity

These and other sites are listed, with reflection prompts, in our "Mission Mile" walking path on the *Buildings, Statues and Beauty* webpage; see both at [xavier.edu/missionmile](http://xavier.edu/missionmile).

In addition to physicality, Xavier's JesuitResource.org and associated e-newsletter expresses the mission across the international network.



## Strengths

The philosophy of mission activation at Xavier is this: Everyone contributes to the culture of the University; thus, everyone contributes to the culture of the Jesuit mission and identity. All members - faculty, staff, students, trustees, alumni both lay and Jesuit - activate the mission in ways fitting their personhood.

Evaluation results to underscore this point: “I understand how my job contributes to the institution’s mission” received the highest positivity rating (88%) of all items on the *Great Colleges to Work For* survey from Xavier respondents. The rate on this item from Black/African American identifying employees and those completing the survey from the College of Nursing and the College of Professional Science was 100%.

The mission commitments of the Board of Trustees, the Senior Leadership Council and the Division of Mission and Ministry have been outlined through a communal process resulting in an “Our Way of Proceeding in Spirit, Heart and Practice” document that guides the specific groups.

## Next Step

With a wave of new senior administrators beginning in FY24, focused attention on their mission formation as leaders and supervisors and earning the honor of *Province Ignatian Educator of Distinction* (a Key Performance Index) is a priority.



*Xavier's model of radical care forms the Strategic Plan*

## 2. The Academic Life

The [general education core curriculum] learning outcomes are thoughtful, rooted in the institution's Jesuit sponsoring heritage and the Catholic Intellectual tradition...The institution's Jesuit and Catholic framework was well demonstrated within the evidence pertaining to teaching and learning. The team found this to be a particular strength.

Higher Learning Commission Peer Review Report, 2021

The heart of our mission was, is now, and will always be to educate, a goal to which we dedicate all the talents and resources at our disposal. The effort to educate is guided by the four Curas (curae) – Cura Propria, Cura Personalis, Cura Studiorum, and Cura Apostolica. It demands of us as well that we strive to educate each student "intellectually, morally, and spiritually." In this manner our mission directs us comprehensively to the humanity of each student, not merely to the training of one small part.

Being a Jesuit Catholic university gives us the freedom as well as the duty to attend to the moral and spiritual education of our students. Being in the liberal arts tradition commits us to helping our students to wrestle with what morality and spirituality mean - indeed, with what moral code each of our students may adopt and how they will explore their own spiritual lives within their own traditions, as well as in encounters they have with those from other traditions. Xavier's commitment is to guide students as they form - not merely inform - themselves.

### Core Curriculum

The University's distinctive integration of Jesuit Catholic traditions is best communicated to its undergraduates through the Core Curriculum. Xavier's core is designed to ground the student in humanistic intellectual traditions that equip them to reflect on the significant questions of a life of faith and reason. It liberates and humanizes by deepening students' understanding, developing their abilities, and promoting openness and respect. Xavier's core develops students for others and is committed to six distinctive Jesuit values: Magis, Reflection, Discernment, Cura Personalis, Solidarity and Kinship, and Service Rooted in Justice and Love.

Xavier's undergraduate core curriculum introduces students to academic life through Cura Personalis (care for the unique person) and Cura Propria (care for oneself). The core curriculum includes:

**First-Year Seminar** engages entering students with important and interesting intellectual questions on a topic providing a perspective on "the Greater Good." The seminar-style course provides students a faculty mentor who guides their integration into the community of scholars. (Cura Personalis)

**Goa** courses meet each semester of the first year to assist students in successfully navigating university life with intentionality and fostering an inclusive culture of belonging. (Cura Propria)

**The Ethics/Religion and Society** sequence of courses provides a basis for critical reflection on ethical and religious questions of social significance from the perspective

of multiple disciplines. These courses incorporate the four Curae, exposing students to a comprehensive understanding of what it means for a University to be Jesuit Catholic.

**Liberal Arts Perspective and elective courses** call our students to continually frame and reframe their own views of the world. These courses provide students broad exposure to ways of knowing across multiple fields. Understanding the differences and similarities in how knowledge is made and organized provides perspective for wise and sensitive action in the world. Perspectives studied include creative, historical, humanities, mathematical, scientific, philosophical, social science, and theological.

**Cultural Understanding** courses help students develop an ability to think analytically about culture in its many forms, essential for responsible participation in modern society, both locally and globally. Cultural understanding courses include a second language and a diversity course examining some aspect of the social, economic, political, psychological, and cultural experiences and positions of individuals and groups characterized by differing gender, race, sexual orientation, ethnicity, socioeconomic class, age, religion, and physical/mental abilities.

**Skill** courses ensure students are ready to communicate effectively through an emphasis on quantitative reasoning, oral communication, and writing.

### **Cura Studiorum**

Our commitment to Cura Studiorum invites us to prioritize academic excellence through our core curriculum, and also through student engagement in campus centers, majors, minors, and experiences that animate the University Jesuit identity. Opportunities for students to engage in the traditions and experiences at Xavier are vast including those offered through the Dorothy Day Center for Faith and Justice, the Eigel Center for Community-Engaged Learning, and Brueggeman Center for Dialogue. Majors and minors that focus on theology and catholic social teaching include Catholicism and Culture, Peace Studies, Spirituality and Solidarity, Health, Ethics and Spirituality, Religious Education, and Environmental Studies. Students approach the question of who they are called to be by engaging in study abroad; undergraduate research; internship opportunities; clinical, field, and practical placements; community-engaged learning across the curriculum, and capstone projects within academic majors.

### **Professional Schools and Graduate Programs**

Graduate education at Xavier aims to create mastery over a specific subject matter and/or area of practice. Consequently, integrating Xavier's Jesuit Catholic mission into its graduate programs occurs within the specific context of the program focus and in ways that are appropriate to the field of study. This integration of the mission within specific graduate disciplines is accomplished at both the college/departmental level as well as the individual course level. *Lighting the Way For Graduate Students*, is a resource written by graduate students for graduate students reflecting on Jesuit values.

Student experiences in many programs provide explicit opportunities to introduce and discuss the Gifts of Ignatian Heritage. Specifically, Jesuit graduate education invites deep reflection on vocational discernment and asks graduate students to reflect on questions such as: "What gifts and talents do I bring to my studies? to my fellow graduate students?" and "If I think beyond my professional goals to my professional purpose – in what ways am I called to serve?"

Consistent with Xavier's commitment to *Cura Studiorum*, *Cura Personalis*, and the common good, the University's Board of Trustees unanimously voted to establish the first Jesuit college of osteopathic medicine to train physicians in the care of the whole person.

### **Faculty Teaching, Research and Service**

The Xavier philosophy for engaging faculty in mission is illuminated through various programs offered and supported by the Center for Mission and Identity. Supporting faculty teaching, research, and service leads to curricular, co-curricular, and scholarship opportunities framed within our Ignatian heritage. Faculty-specific professional development on Jesuit education and Ignatian pedagogy is offered through the **Ruth and Robert Conway Institute for Jesuit Education** housed within the Center for Mission and Identity. Specific programs offered through the Center, Institute and the Center for Teaching Excellence are outlined in Characteristic 4 and 7, respectively.

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### **Strengths**

Xavier's mission and identity provides a distinctive grounding and motivation for all of the work accomplished on campus; the Core Curriculum's Student Learning Outcomes being mapped onto the Ignatian values is a stellar academic illustration of the grounding.

Governance ensuring the effective establishment of Xavier's College of Osteopathic Medicine, the first in the Jesuit network, is provided by a 14-member *Advisory Working Group* of the Board. It is chaired by a vice chair of the Board and meets monthly.

### **Next steps**

Further animate the student experience through additional high-impact experiential learning opportunities and engagement in vocational discernment.

Review and update the Core Curriculum in 2025.



### 3. The Pursuit of Faith, Justice and Reconciliation

In alignment with its Jesuit focus on social justice, Xavier's process and activities demonstrate a strong commitment to inclusive and equitable treatment of diverse populations....The fact that there is a Trustee Committee on Diversity and Inclusion and a cabinet-level Vice President for Institutional Diversity and Inclusion operationalizes that commitment in Xavier's organizational structure.

*Higher Learning Commission Peer Review Report, 2021*

As noted by the HLC Peer Reviewer Team, Xavier has robust and effective structures and strategic initiatives to promote social justice through its focus on inclusion, diversity, equity, accessibility, and social justice.

#### **The Diversity and Inclusion Committee of the Board of Trustee**

All new trustees serve on the Committee, along with the Jesuit Mission and Identity Committee. Additionally, all Board committees have a D&I representative that sits on the D&I Committee. This composition ensures institutional governance pertaining to diversity, equity, inclusion, accessibility and belonging (DEIAB) factors.

#### **Vice President for Institutional Diversity and Inclusion (CDIO)**

The CDIO, honored with the Diverse Education's "Top 25 Innovative & Dynamic Women in Higher Education" recognition in February 2022, is a member of the Senior Leadership Council and oversees the Office of Institutional Diversity and Inclusion (OIDI) and the Center for Diversity and Inclusion.

#### **Office of Institutional Diversity and Inclusion**

The mission of the OIDI is to provide university-wide leadership to promote and support the development and success of inclusion, diversity, equity, accessibility, and social justice (I.D.E.A.S) that lead to greater belonging for all campus stakeholders. The OIDI realizes its mission through student support offices such as the Center for Diversity and Inclusion and Accessibility & Disability Resources as well as faculty & staff professional development and education programs. The Office also supports the campus through:

- Student, Faculty, and Staff Advisory Boards: Three new advisory boards were unveiled on campus this year to advise the CDIO on issues of belonging impacting the campus community. The student, faculty, and staff advisory boards advise on issues ranging from policy development, accessibility, and programming throughout the academic year.
- Affinity Groups include Connecting Administrative Professionals for Excellence, International Campus Colleagues, Aspiring Anti-racist Allies Caucus, ProudXU, Shades of X, and the Xavier Veteran Employee Team. The Affinity Group Leadership Council which consists of the Presidents of the affinity groups meets monthly with the Vice President to advise and collaborate across groups.
- Bias Education and Advocacy Support space for students, faculty, and staff to seek education, resources and support on issues impacting our campus climate such as bias and behavior which is not aligned with our institutional anti-discriminatory values.
- Accessibility Compliance and Support through partnerships with information solutions, general counsel, and human resources, the department manages



institutional compliance with Section 504, Americans with Disabilities Act, and WCAG regulatory compliance.

### **The Center for Diversity and Inclusion**

The CDI creates a diverse, inclusive, and equitable campus for all students especially for students of color, LGBTQAI + students, first-generation college attendees, and women. CDI annually hosts the Smooth Transitions summer pre-orientation and mentoring program which supports more than 150 first-year students transition successfully to college and their unique Musketeer experience.

### **Accessibility & Disability Resources (ADR)**

ADR offers equal and integrated educational experiences, services, and enrichment opportunities to students with disabilities to allow full access and participation in the Xavier community. One example is Xavier's grant supported X-Path Program that provides individualized support for students on the autism spectrum or with related disorders. Support and coaching are tailored to the needs of each participating student to promote the development of academic competence, social integration, and self-advocacy. Through its various initiatives, the ADR office annually supports more than 300 students.

### **Diversity Strategic Planning**

In December 2022, the inaugural five-year institutional D&I Strategic Plan closed with a 90% of the 88 strategies in 'completed' or 'progressing' status. The Affirm Mentoring program for new diverse faculty, Diversity & Inclusion Teaching Academy, and the Equity Advisor training required for all hiring committees further embedded inclusive practices into our institutional culture. The new strategic plan launching this fall "More I.D.E.A.S. for Greater Ignatian Belonging" centers this work around our Catholic faith and Jesuit traditions. The pillars of the strategic plan are: inclusion, diversity, equity, accessibility, and social justice which creates a unique Xavier culture of Ignatian Belonging. The goals of the new plan include building upon successful initiatives from the inaugural strategic plan, creating student success opportunities which increase retention and graduation, and increased retention and recruitment of diverse employees.

### **Ignatian Belonging**

Actualizing our pursuit of faith, justice, and reconciliation in a global, political context requires a unique triangulation of Catholic Social Thought, Jesuit Traditions, and Belonging to create our community of 'Ignatian Belonging'. In this framework, the pillars of Ignatian Belonging – inclusion, diversity, equity, accessibility, and social justice (I.D.E.A.S.) combine to advance respect for human dignity, concern for the common good, care for creation, solidarity, and subsidiarity which advances our mission of reconciliation and justice. Embedding Ignatian Belonging into our student life and curriculum, as we embrace reconciliation as the foundation of a new humanity, seeks to develop graduates who will serve to shift the imbalance of societal injustice towards faith, hope, justice, equality, equity, and belonging for all creation.

## DEIAB Notables

- Xavier received a *Higher Education Excellence in Diversity Award* in 2020 from “Insight into Diversity”
- Centered around the Jesuit ideal of racial justice and reconciliation, Fenwick Hall was renamed Justice Hall in 2020
- Hiring practices ensure fair and just consideration of diverse candidates with all committees having an identified ‘equity advisor’ (described in Characteristic 7)
- The Diversity & Inclusion Teaching Academy provides teaching models and pedagogy to support effective learning. Over 450 faculty participants to date through Spring 2023
- MLK Spirit Celebration honors the rich faith traditions of Dr. King’s legacy in partnership with Bellarmine Chapel, the National PanHellenic Council, and our local communities
- Xavier’s Black Lives Lost Memorial Bench honors Black lives tragically lost due to systemic racial violence and oppression. The bench is believed to be the first of its kind on a major university campus
- The ‘Xavier in Ghana’ experience provides students, faculty, and staff an opportunity to share Ignatian Belonging in Ghana. During the inaugural trip in June 2023, Xavier donated supplies to a local Ghana school while sharing the heart of our Jesuit Catholic values with leaders in Kumasi and Accra

The Office of Institutional Diversity and Inclusion enables individuals to reach their full potential as they learn, serve and achieve together. Complementing this attention to Cura Personalis is educating for an upright citizenry.

## Ignatian Civic Engagement

Launched in January 2020, the Take It On Initiative is part of a larger effort on the part of the University to set the national collegiate standard for Ignatian Civic Engagement. As part of our strategic plan (Cura Studiorum), Xavier is working to provide opportunities for students, staff, and faculty to “encounter views, ideas, and perspectives, including those that cause discomfort, that flow from a diversity of lived experiences.”

Take It On is Xavier’s non-partisan, values-centered initiative to build capacity for constructive dialogue and promote robust, peaceful engagement in politics. In 2022, the initiative added a student leadership component, giving a group of 20 student ambassadors the opportunity to take the lead to plan, promote, and implement Take It On programs, including: a partnership with the Seasongood Foundation for Good Government, the Greater Cincinnati Voter Collaborative, Xavier Athletics and Recreational Sports to host voter education and registration events in the weeks leading up to the fall elections; a partnership with the Jewish Federation of Cincinnati and the Archdiocese of Cincinnati to promote interfaith dialogue and training for students to lean into difficult civic issues and navigate our complex media environment to be effective listeners and leaders.

Take It On has hosted campus conversations on challenging public issues, such as the Supreme Court’s verdict in *Dobbs v. Jackson*, the appointment of Justice In-Residence

Joe Deters, and affirmative action in college admissions. Take It On has partnered with a number of campus organizations, including the Brueggeman Center for Dialogue, the Department of Political Science, the Smith Center, Xavier Police, and the Department of Modern Languages, among others, to publicize and support speakers, panels, dialogues, and reading groups engaging public issues and challenges facing the world of higher education.

### **Edward B. Brueggeman, S.J., Center for Dialogue**

The Brueggeman Center serves the region connecting as an authentic ‘town-gown’ body advancing effective conversation and understanding. It was founded in 2000 following the passing of theology professor Fr. Brueggeman who was an early pioneer in interfaith dialogue; in fact, he hosted “Dialogue,” a show on local Cincinnati TV which was one of the first television shows featuring interfaith dialogue in the United States. The Center and the Brueggeman student Fellows work in partnership with community organizations —regionally, nationally, and globally—to collaborate in the essential work of deepening interfaith understanding and promoting systemic change on issues of social and environmental justice.

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### **Strengths**

Xavier has robust institutional structures to support DEIAB

DEIAB and civic engagement initiatives are grounded in an Ignatian context, Ignatian belonging and Ignatian dialogue, respectively.

### **Next Steps**

Roll-out and advance on the DEIAB Strategic Plan

Given national socio-political realities, Xavier is committed to continued educational attention on race, justice and reconciliation issues within an Ignatian, Jesuit Catholic perspective.

## 4. Promoting an Ignatian Campus Culture

In Open Meetings with students, staff, and faculty, all were able to speak to the mission and how it is lived out in their daily lives at Xavier.

Higher Learning Commission Peer Review Report, 2021

### **Philosophy Around Mission**

Xavier University continues to follow the spirit and philosophy of Fr. George Traub, S.J., the founder of the university's mission and identity work, to "form leaders in the mission." By this, Fr. Traub sought to help each member of Xavier's faculty and staff to not only be able to articulate – but also integrate – the mission into their work and personal lives in a way that enables everyone, regardless of their role on campus, to fully support students in the spirit of St. Ignatius. Likewise, all students through curricular and co-curricular opportunities are not only exposed to Xavier's mission but also are invited to become leaders in faith and service as they cultivate lives of reflection, compassion, and informed action. This mission pervasiveness is a hallmark of the Xavier campus culture.

### **Organizational Structure of Xavier's Mission and Ministry**

With a principal focus on further ensuring the lived mission, on April 1, 2023, Xavier reconstituted the Division of Mission and Ministry headed by the Vice President/Chief Mission Officer. The Division re-combines the faculty/staff-focused Center for Mission and Identity with the student-focused Dorothy Day Center for Faith and Justice (CFJ). The Division, in particular the CFJ, is supported by the University's first-time position of University Jesuit Chaplain/Associate Vice President for Mission and Ministry.

### **Campus Ministry**

The Dorothy Day Center for Faith and Justice, Xavier's student ministry office, office, has staff from Catholic, Protestant, and Muslim faith traditions who provide pastoral care, spiritual direction and a full-range of other opportunities and programs for students of all faith traditions.

Highlights among these programs include CFJ's numerous retreats and opportunities for service. Community Action Days, Xavier's largest service experience, draws hundreds of students, faculty and staff together to provide direct service to local community partners followed by meaningful reflection. The CFJ has an alumni association entitled "The Magis Society," who apply through an assessment survey that gives the CFJ an idea of how effective their programming has been over the past several years. The Magis Society supports CFJ activities, serves as a network, and advisory board for both current students and CFJ staff.

A pinnacle Jesuit educational offering in "the service of faith and the promotion of social justice" is the CFJ's Summer Service Internships. Supported through a generous donor gift, it offers 15-25 students the opportunity to serve full-time at local community-based non-profit organizations genuinely being 'people for and with others' and live together in community.

Students may choose from a wide variety of retreat options ranging from introductory opportunities to Summer pilgrimages including:

- **Approach Retreat** - An introductory retreat calling students to a greater awareness of God in the world around them and the importance of reflection in one's everyday approach to life.
- **Discernment Mini-Retreat: How will you Give Glory to God?** - A mini-retreat with guest Jesuit directors where students listen, pray, share and move forward knowing that God is calling them.
- **Emmaus Retreat** - A Catholic retreat, rooted in the Scripture story of the Walk to Emmaus, challenging students to further expand their spiritual lives. Students are invited to explore Christ's role in their lives through prayer and reflection.
- **Encounter Retreat** - A next step after the Approach Retreat, this retreat calls students to deepen their spiritual lives. Rooted in Ignatian Spirituality students are invited to intentionally explore and develop a personal relationship with God through individual reflection, small group sharing and communal prayer.

Through the CFJ, student leaders organize all aspects of liturgy, devotional prayer, and a variety of ministries through Student Mass Committees, Catholic Ministry Team, Life After Sunday, Together in Christ, Lenten Soup and Speaker Series, Common Ground Christian Worship, Gospel Choir, and Exalt.

In their mission to help students find their place in the world as they become whole persons of solidarity and service, the CFJ offers programs including Vocational Discernment Retreats, Lunch with the Jesuits, Companion Groups, Dorothy Day Immersions, Alternative Breaks, Summer Service Internships, X-Change Weekly Service, and Christian Action Team. These programs help students to become people for and with others and to build a more just and human world.

The CFJ expands students' global horizons as they grow in their faith by joining others for World Youth Day with Pope Francis, the Magis global Jesuit student retreat, the annual Ignatian Family Teach-in, the Camino Ignaciano in Spain, and pilgrimages to Israel.

The Interfaith Prayer Chapel and CFJ Reflection Room provide a place for students, faculty, and staff of all faith traditions to meditate and pray. The Muslim Student Association and Muslim Chaplain coordinate Jumma prayer each Friday and organize an annual Iftar dinner. Likewise, the CFJ connects students with each other and helps expand their appreciation of diversity through programs, such as Dine Better Together, Interfaith Leadership Institute, Bagels and Beyond and Veg-Outs.

### **Liturgy as Central to Campus Life**

Located in the heart of campus, Bellarmine Chapel holds a unique position as both the on-campus chapel and a parish in the Archdiocese of Cincinnati, offering a variety of internships and programs including Religious Education, RCIA, and sustainability. During the academic year five Sunday Masses are offered: three parish Masses and two organized by students. Weekday Masses are offered twice a day. Masses are available through livestreaming. CFJ additionally organizes annual Masses focusing on bilingual/Latino, ASL, and African American communities. Unique student liturgies include Taizé prayer services and outdoor Masses.

Four Signature University-wide Masses are held annually:

- Welcome Mass at Manresa with new students and families
- Mass of the Holy Spirit
- Mass on the Feast Day of St. Francis Xavier
- Baccalaureate Mass

### **The Center for Mission and Identity**

The Center for Mission and Identity engages faculty, staff and administrators in understanding the Jesuit Catholic educational tradition as the foundation of the University's mission of forming students intellectually, morally and spiritually. Within the Center is the Ruth J. and Robert A. Conway Institute for Jesuit Education with a specific focus on supporting faculty in appropriating Ignatian pedagogy and spirituality into their classrooms and research. The distinctive activities of the Institute and the project of the annual Conway Faculty Fellow reach beyond the Xavier campus with pedagogical innovations communicated locally, nationally and internationally.

The Center has a number of unique roles including a Director of Faculty Programs in Mission and Identity, a newly established Associate Director for Mission and Identity/University Sustainability Coordinator, and two Jesuit Scholars.

To further its outreach beyond Xavier, the Center's internationally recognized website, has recently begun a podcast series focused on Jesuit values expressed through the Gifts of Our Ignatian Heritage. The Center was awarded a grant from the Lilly Fellows Program for the production of a video on the Ignatian Pedagogical Paradigm ([xavier.edu/ironignatian](http://xavier.edu/ironignatian).) As a member of the Catholic Media Associate, the Center's recent video on St. Francis Xavier received 3<sup>rd</sup> place as an awardee of the St. Juan Diego Student Media competition.

The Center provides a breadth of opportunities to help faculty and staff understand and integrate Xavier's Jesuit Catholic mission into their work including:

- **Monthly Onboarding** to Xavier's mission and identity for new employees.
- **Presidential Luncheon for New Faculty and Staff** provides all new employees with the opportunity to hear the President's vision for the university.
- **Manresa for New Faculty and Staff** is offered as an overnight experience and luncheon series option that orients new employees to Ignatian spirituality and Jesuit pedagogy.
- **AFMIX** (Assuring the Future Mission and Identity of Xavier) is a two-year program that meets weekly during the academic year to provide an in-depth understanding and engagement with Xavier's Jesuit Catholic mission and identity. During the program, participants spend a semester experiencing the Spiritual Exercises in small group format. The first cohort began in 1999; now endowed by the Phil and Beth Gasiewicz Family, the 14<sup>th</sup> cohort of Xavier's foundational mission program began in Fall of 2023.



- **Xavier's Leadership Seminar** is a new program that helps faculty and staff engage principles of Ignatian leadership within their role on campus.
- **Bible Study** is offered weekly during the Advent/Christmas and Lent/Easter seasons.
- **Annual Pope Francis Presentation** celebrates aspects of Pope Francis' leadership.
- **The Spiritual Exercises** and spiritual direction are offered on campus. Currently, five staff members are being training as Ignatian guides to expand the availability for one-on-one spiritual direction.

### **Ruth J. and Robert A. Conway Institute for Jesuit Education**

The following offerings specifically support faculty throughout their career and are outlined in the *Faculty Handbook*. Noteworthy opportunities endowed through the Conway Institute include:

- **The Ignatian Mentoring Program** for faculty affirming excellence in teaching, scholarship and mission consciousness. Projects are shared in ***Teaching to The Mission*** publication. The IMP began in 2004 with a grant from the Lilly Fellows Program in the Humanities and Arts and is now endowed by the Cincinnati Jesuit Community.
- **WISE – Wisdom and Integration through the Spiritual Exercises**, a yearlong program for faculty to assist finding deeper meaning and purpose in their vocation and Xavier's understanding of its Jesuit Catholic educational identity through the Spiritual Exercises.
- **Ignatian Retreat for Faculty Research and Writing** is a new offering that provides four days of spiritual refreshment for faculty to focus on their research and writing.
- **The Conway Faculty Fellowship** advances a project that makes a mission-related impact on an educational endeavor at Xavier and beyond.

### **Faculty/Staff Participation in Regional and National Mission Opportunities**

The Center for Mission and Identity and its Conway Institute fully support participation in Ignatian spirituality and Jesuit education formation opportunities offered across the mission networks. These include the AJCU Leadership Institute, Collegium, the Ignatian Pilgrimage sponsored by the College of the Holy Cross, the Lilly Fellows Programs' conferences, the AJCU Justice Conference, Midwest Province Ignatian Leadership Institute, Midwest Province Seminars in Ignatian Formation, and spiritual retreats. Xavier has supported a campus cohort to the AJCU Ignatian Colleagues Program every year since the founding of the Program.

### **Center for Teaching Excellence**

Offerings through the Conway Institute amplify the mission of the CTE which “supports Xavier faculty in creating inclusive, collaborative learning environments that challenge our students intellectually, morally, and spiritually to become engaged scholars and citizens” and “reinforces the culture of teaching and learning as central to Xavier's mission.” Specifics include a ***Jesuit Fellowship*** offered annually for scholarly work on

mission-relevant issues, various faculty learning communities (e.g., The Xavier Brand: Integrating Jesuit Values in Online Education), panel sessions (e.g., “What does it mean to teach at a Jesuit university?”), the Persistence Project (pedagogy targeted to first-year student success) and the Diversity and Inclusion Teaching Academy.

### **Student Affairs**

As of July 1, 2023 the new position of Vice President for Student Affairs, with membership on the President’s Senior Leadership Council, ensures that the Jesuit educational tradition is infused in all campus co-curricular experiences as promised in the University Mission Statement. Dr. Kimberly Moore brings a wealth of experience to the CSAO role with expertise in mission integration, and student success and retention best practices.

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### **Strengths**

Xavier provides a wide-range of pastoral, spiritual, retreat, service and justice opportunities for students of all faith traditions throughout their four years.

The work of the Center for Mission and Identity is nearly fully endowed further assuring Xavier’s immersive, multi-level experience of Jesuit pedagogy and Ignatian Spirituality for faculty and staff.

### **Next Step**

To continue to prioritize and advance the mission-driven efforts of the new Division of Mission and Ministry, specifically to fully staff the CFJ through effective hiring practices for talented professionals for the open positions.



## 5. Service to the Catholic Church

Xavier University is a Jesuit Catholic University sponsored by the Society of Jesus...[whose] primary purpose is "to encourage and assist its members to seek and value truth, to preserve and disseminate it, and to follow the dictates of wisdom in their lives." Xavier serves the public good in this educational role.

*Higher Learning Commission Peer Review Report, 2021*

### **Cura Studiorum**

Xavier's core curriculum, rooted in the liberal arts tradition, provides students with a broad exposure to various disciplines and perspectives, but it is its Ethics/Religion and Society sequence of courses that formulates the basis of the mission's claim to educate students intellectually, morally, and spiritually. This sequence of courses includes theology, philosophy, literature, and electives. First year students engage in a special seminar that invites them to respond to a call to the greater good, going beyond preparation for a job or career but focusing on discernment of their vocation.

Xavier offers a robust theology program with over twenty courses with a distinctive Catholic focus, including a course regularly taught by the Archdiocese of Cincinnati's Director of Mission, and offers a special minor in *Catholicism and Culture* that explores the spiritual, intellectual, artistic, and literary dimensions of the Catholic tradition. Another minor offered by the theology department is *Peace and Justice Studies*; this interdisciplinary program examines contemporary social justice issues drawing heavily on Catholic Social Teaching. A graduate level program in theology is offered through the Institute for Spirituality and Social Justice with a number of distinct Catholic courses. Discounted tuition rates for graduate level theology courses are offered to Catholic school teachers and those working in pastoral ministry settings.

Included in the array of faculty programs supported by the Center for Mission and Identity (in Characteristic 4) is the Association of Catholic Colleges and Universities' *Collegium*. Every summer, Xavier supports a pair of faculty members in attending the pedagogical retreat that deepens their understanding of the mission of Catholic higher education and prepares them to advance the academic mission in creative ways.

The Center for Catholic Education, housed in the College of Professional Sciences, provides outreach and support for the area's Catholic educators. The Initiative for Catholic Schools, a joint collaboration with the Archdiocese of Cincinnati Catholic Schools Office and Xavier's School of Education, provides support with professional development, grant acquisition, school consultations, mentoring, and collaborations. Among the Center's professional development programs is the formation of professional learning communities that strengthen and develop leadership in Catholic schools that implement student-oriented pedagogy focused on learning and retention. The center also facilitates the Ann Buenger Catholic Speaker Series, and the selection of the Catholic Teacher of the Year Award. The School of Education also offers a significant discount on graduate level tuition for Catholic school teachers.

### **Presidential Leadership**

President Dr. Colleen Hanycz currently serves on the:

\* Higher Education Working Group of the Education Subcommittee of the United States

Conference of Catholic Bishops.

\* Steering Committee for the annual meeting of the Association of Catholic Colleges and Universities; she has been in this position since 2019.

Additionally, she co-chairs a panel at the ACCU's *New Presidents Institute* on mission leadership.

### **Faith Formation**

Xavier provides opportunities for faith formation primarily through the two centers in the Division of Mission and Ministry. The CFJ helps students recognize meaning, discover purpose, and work for a better world. In a Jesuit Catholic university this means developing students to encounter God, grow in spirituality, and promote social justice through the support of campus ministers that develop programming in worship, retreats, pastoral care, service, and immersion experiences.

Catholic specific programming offered to students out of the CFJ includes: weekly adoration and reconciliation, faith sharing companion groups, Catholic Worker Dorothy Day Immersions, praise and worship Exalt nights, the Ignatian Family Teach-in for Justice, a simple soup supper and Lenten speaker series, spiritual direction and pastoral care, RCIA, volunteering with the local St. Vincent de Paul conference, community building Together in Christ fun nights, and volunteering with liturgical ministries and choirs.

There are a number of clubs and organizations to support the faith formation of Catholic students, such as the *Catholic Ministry Team* focused on outreach and community building, the *Christian Action Team* engaged in weekly service followed by prayer and reflection, the Mass committees that plan and coordinate the various liturgical ministries, and *Life After Sunday*, which guides students further integrating the Catholic faith into everyday life through exploration of various aspects of the rich tradition.

### **Public Presentations**

Pope Francis is annually honored at Xavier with a community presentation on a theme relevant to his papacy, the following topics have been presented each March:

- 2023 - Honoring 10 Years of Pope Francis' Papacy
- 2022 - A Look at His Leadership Through Thick and Thin
- 2021 - Whole Earth Living: Reconnecting Earth, History, Body & Mind
- 2020 - How We Build the Culture of Encounter
- 2019 - Women's Ignatian Leadership
- 2018 - Reflections on the Pope
- 2017 - An Ignatian Discussion on Immigration
- 2016 - The 'Culture of Encounter' at Xavier
- 2015 - His Commitment to the Environment
- 2014 - The Jesuit and Franciscan Legacy



The 2023 presentation was extraordinary and is timeless. It is a professionally created video tribute highlighting the values the first Jesuit pope has exemplified touching the hearts of people around the world as shared by dozens of Xavier students, faculty, and staff. Topics cover mercy, a culture of encounter, social fraternity, environmental justice, and prayer. The video, designed to be viewed across the global Catholic educational network, is narrated by President Dr. Colleen Hanycz with Fr. Jim McCann, S.J., sharing his experience being in Rome at the time of the election on March 13, 2013; see it at: [xavier.edu/pope](http://xavier.edu/pope).

## Mission Media Production

In 2022, the Center for Mission and Identity and staff became active members of the **Catholic Media Association** through its work on JesuitResource.org (see page Characteristic 6) and Podcast Resources.



The podcast series on “The Gifts of the Jesuit Catholic Ignatian Heritage” includes topics such as spirituality, discernment, solidarity, and earth care presented by faculty, staff, alumni, community partners and Province staff; listen at: [xavier.edu/jesuitpodcasts](http://xavier.edu/jesuitpodcasts).

## Media Notables

\* *St. Francis Xavier and the Crab* - a lighthearted video released in 2022 to celebrate the Feast Day of St Francis Xavier. It was co-authored, animated, and directed by Zack Brossart '23, student employee and co-authored and narrated by Fr. Ed Schmidt, S.J., Jesuit Scholar both in the Center for Mission and Identity. The video received 3<sup>rd</sup> place honors from the Catholic Media Association in the collegiate category of “Best Use of Multimedia and short storytelling.” Watch it at: [xavier.edu/jesuitresource/crab](http://xavier.edu/jesuitresource/crab).

\* For each of the last two years, Xavier has published ‘Catholic Life at Xavier’ for prospective students and families. The 27-page booklet outlines integral campus experiences into 4 sections: academics, student experience, faculty and staff experience, and community programs. Similarly, “Jesuit Education at Xavier” is a resource available for faculty to link to their course syllabi; it opens with a note from the College dean.

\* The most popular page on the JesuitResource.org site is ‘Catholic prayers.’

## Integral Ecology

### Xavier University is a Laudato Si’ University

President Hanycz committed the University in late 2021 to participate in Pope Francis’ Laudato Si’ Action Platform (LSAP) to boldly advance each of its seven goals. In 2022, Xavier formed its 19-member President’s Laudato Si’ Steering Committee which included broad representation from the campus community and working groups involving more than 40 additional students, faculty, and staff. A draft Laudato Si’ Action Plan has been outlined which focuses the work of Xavier’s environmental sustainability on the themes of the Pope’s encyclical.

*Response to the cry of the earth*

*Ecological education*

*Response to the cry of the poor*

*Ecological spirituality*

*Ecological economics,*

*Community resilience and empowerment*

*Adoption of sustainable lifestyle*

Xavier’s current plan, reviewed annually, is at: [xavier.edu/green](http://xavier.edu/green).

### University Sustainability Coordinator and Mission Officer

To support the University in its commitment, a new position has been created at the University, Associate Director of Mission and Identity/University Sustainability



Coordinator. Indicating the importance of caring for our common home in the very identity of the Jesuit Catholic university, Xavier is the first AJCU school to house its sustainability efforts in its mission office.

### **Student Engagement**

Xavier sponsors a student club, Xavier Student Sustainability, which promotes sustainability while fostering an environment where students can explore, learn, and engage in discussion. Students are represented on the LSAP committee.

### **Connections with the Archdiocese of Cincinnati**

Both the Chief Mission Officer and the University Sustainability Coordinator have served on Archdiocese of Cincinnati-wide sustainability committees in the form of the Laudato Si' Action Platform Implementation Committee and the Care for Creation Task Force. This commitment resulted in the planning and cosponsoring (with the University of Dayton, another local Catholic university) of the Archdiocese's first "Care for God's Creation: The Laudato Si' Action Platform Conference." Xavier professors also spoke on panels and led breakout sessions, staff members assisted with prayer services, and students spoke on panels and led breakout sessions.

As a result of campus achievements in sustainability and the continued efforts for environmental justice, Xavier University applied to be considered as a **Laudato Si' Community** by the Archdiocese and will be recognized as such on October 4, 2023 – on Laudato Si' Day, which coincides with the Feast Day of St. Francis of Assisi, the patron saint of ecology.

### **NEXUS Garden**

Xavier's N.E.X.U.S. (Norwood, Evanston, Xavier University, Sustainability) Community Garden and Urban Farm is a joint venture between the University, Bellarmine Parish, and community partner Brick Gardens. The garden builds relationships with the neighboring communities while addressing food insecurity and providing education on urban agriculture and sustainability. Approximately one thousand pounds of fresh produce are grown and donated to local food pantries from the gardens each year.



## Notables:

\* Students can obtain a Bachelor of Science in **Environmental Science** in two ways. The first is a traditional undergraduate four-year degree; the second is through Xavier's Environmental Science with a concentration in Environmental Management Program, where students attend Xavier and Duke University to obtain both their Bachelor of Science and graduate degree in a 5-year period.

\* **Xavier Expeditions**, founded by theology teaching professor, Dr. Leon Chartrand, offers immersion programs to all 7 continents for credit. Students learn and experience "our most basic role within the life-earth-universe story" to "facilitate self-discovery of earth as our primary reality, healer and teacher."

\* *Our Lady of Peace Chapel* is Xavier's first **geothermal powered building**.

\* Alter Hall and the Health United Building/Recreation Center, the most recent building projects, are designed and constructed to meet or exceed the US Green Building Council's LEED (**Leadership in Energy and Environmental Design**) gold star standards. The Conaton Learning Commons, Smith Hall, Justice Hall, and the Central Utility Plant are built to LEED silver. LEED standard is the aim for the College of Medicine.

\* The Hoff Dining Hall is adorned with symbols and communications associated with the Gifts of the Ignatian Heritage, the Seal of the Society of Jesus, and **waste-climate** messaging. Also on display is a five level vertical **hydroponic grow system** producing bok choy, basil, mint, kale, lettuce, micro greens, and edible flowers that are used in student meals and campus catering.

\* For nearly a decade, Dr. Kathleen Smythe, professor of history, has served as coordinator of the **AJCU Ecology Educators** since its founding. Xavier hosts a website that supports the work of the group.

\* The Arbor Day Foundation has recognized Xavier as a **Tree Campus** due to its effective forest management and engagement in conservation efforts; the University has continued these efforts as it works towards official arboretum status.

\* A new position starting July 1, 2023 of **Associate Director of Mission and Identity** includes 50% time in University sustainability coordination, thus, emphasizing earth care as foundational to the Jesuit Catholic educational mission.

\* Since 2013, Xavier has been a member of the *Greater Cincinnati Green Business Council* (with organizations including Cintas, Duke Energy, Fifth Third Bank, Kroger, LPK, Macy's, Madtree, P&G, Scripps) sharing social, economic and environmental best practices for **collective green action in the region**.

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## Strengths

Curricular and co-curricular offerings as well as community outreach support the regional Catholic education network.

As a recent example, in the summer of 2023 a delegation of Xavier students traveled to Portugal and attended Magis, a services event gathering the global Jesuit family and culminating in a mass celebrated by Pope Francis at World Youth Day, the largest gathering of Catholic youth. Xavier's student delegation of 14 was the second largest of the AJCU schools.

Xavier's Laudato Si' Action Platform committee is structured with working groups for each of the seven goals of Pope Francis' LSAP. Each working group - composed of students, faculty and staff - has drafted preliminary goals that will be reviewed and updated annually. Xavier's approach was praised for the structure and for significant student engagement by Dr. Nancy Tuchman, founding dean of Loyola University Chicago's School of Environmental Sustainability.

For instance, per a recommendation from the Ecology Education subcommittee, the development of an attribute for environmental sustainability courses is progressing through academic governance processes; the attribute and internal grant incentives to develop courses with the attribute will make it easier for students to seek out the courses and more likely students encounter courses integrating this topic while taking other core courses.

## Next steps

Continue to deepen connections, collaborations and networking with global, national, and local Catholic education and faith communities.

Sustain campus-wide understanding of the Jesuit Catholic context of environmental sustainability and its connection to Laudato Si', integral ecology, the Universal Apostolic Preferences of the Society of Jesus, and Catholic Social Thought. (An integral ecology seminar that would recognize staff as a *Province Ignatian Educator of Distinction* will be developed).

Conduct an asset inventory to identify and gather practices, scholarship, and innovations in campus ecology and sustainability activities.



*Logo designed by Professor Jonathon Gibson's art class in 2014*

## 6. Relationship to the Society of Jesus

Because of its overall mission, Xavier places a great emphasis on engaging students to grow their critical thinking skills in order to become informed citizens around local, regional, national, and international issues...In addition to preparing students to become informed citizens, Xavier places high priority on its students having successful careers.

Higher Learning Commission Peer Review Report, 2021

### Jesuit Presence at Xavier

A flourishing presence of members of the Society of Jesus at Xavier is a priority. Xavier values the presence of Jesuits and their varied roles as Catholic priests and spiritual guides, teachers and scholars, colleagues and mentors, and wisdom figures and co-learners. Six Jesuits are currently active in the Xavier educational campus community –

<b>Fr. Bob Hurd, S.J.</b>	Instructor, Biology and Philosophy
<b>Fr. James McCann, S.J.</b>	Jesuit Scholar and Instructor, Political Science
<b>Fr. Bill Murphy, S.J.</b>	Chaplain for Xavier Athletics
<b>Fr. Ed Schmidt, S.J.</b>	Jesuit Scholar
<b>Fr. Eric Sundrup, S.J.</b>	Associate VP for Mission and Ministry/University Chaplain
<b>Mr. Matthew Zurcher, S.J.</b>	Campus Minister/Regent

The Cincinnati Jesuit Community resides on campus. This is a central community of Jesuits involved with Xavier University, St. Xavier Church, Bellarmine Parish, Xavier Jesuit Academy, and St. Xavier High School. The Community includes retired and semi-retired Jesuits. The presence of the Jesuit Residence on campus is a visible sign of support and commitment of the Society of Jesus to the identity and mission of the University. The Rector of the Cincinnati Jesuit Community serves ex officio on the University Board of Trustees.

The Jesuit Community engages with and supports the wider campus community in a variety of direct and indirect ways:

- Presiding at Sunday and weekday campus Masses and the four *Signature* University Masses: Welcome Mass at Manresa, Mass of the Holy Spirit, Mass on the Feast Day of St. Francis Xavier, Baccalaureate Mass
- Providing spiritual direction and serving as a guide for the 19th Annotation style of the Spiritual Exercises
- Offering sacramental ministry, such as the Eucharist and Reconciliation, for student retreats and in the residence halls

The Xavier Jesuit Community has annually offered significant financial support for major initiatives through each of the University's capital campaigns, including The Xavier Way, To See Great Wonders, The Century Campaign, and The Corner Stone Campaign. The most recent contributions were offered to support the Fr. Michael J. Graham, S.J., Endowment to Support Campus Jesuits and Their Works and the Campus Foodbank. Over the years, Jesuit Community contributions have supported centers (Mission and Identity Endowment, the Brueggeman Center, Ignatian Programs), activities (XU Faculty Fellows Program, 175th Anniversary - Jesuit Higher Education seminar, Instructional Technology, Mission and Ministry Retreat Programs, the Ignatian Mentoring Program) and a variety of scholarships (e.g., Tom Savage, S.J., Scholarship, Al Bischoff, S.J.,

Scholarship, Fr. Benjamin Urmston, S.J., Peace Studies Scholarship, Joseph and Constance LaRocca Scholarship, Mary Flaspohler Memorial Scholarship, Pedro Arrupe SJ Scholarship Fund, James and Lydia Hoff Scholarship).

### **Honors and Recognitions**

University awards honoring remarkable Jesuits who have served the University include:

- Fr. John A. Elet, S.J., Award - named for the first president of the University, honors the graduating senior selected to offer the commencement address
- Fr. Francis J. Finn, S.J., Award - named for the pastor of St. Xavier Church and Trustee in the 1920's, the award honors a member of the graduating class for their: strong spiritual values, leadership, and breadth of interests
- Fr. Paul L. O'Connor, S.J., Award - recognizes an individual who has served Xavier in extraordinary ways, and whose life and work exemplifies the lived Ignatian spiritual style of Fr. O'Connor of humanism, pragmatism, and service
- Fr. George W. Traub, S.J., Award - named for the founder of *Ignatian Programs*, now the Center for Mission and Identity, the award honors a staff or faculty member who has provided exemplary voluntary service to mission and identity

Campus buildings and structures have been named to recognize distinguished Jesuits, including Fr. John A. Elet, S.J., Hall (Psychology), the Fr. James E. Hoff, S.J. Dining Hall (and within it the 'Fr. B. Bakery'), the Fr. Paul L. O'Connor, S.J., Sports Complex, and the Fr. Michael J. Graham, S.J., Legacy Labyrinth.

### **Supporting Activities and Networks – a sample of relationships**

#### **JesuitResource.org and print resources**

Xavier furthers the Society of Jesus's spiritual and educational ministry of the Society of Jesus by supporting an understanding of the Jesuit educational tradition through electronic and print resources. Traffic to the website has been increasing over time and has exceeded 5 million views this year (chart on page 5). The reach is global – 44% of the views come the USA, 17% the Philippines, 8% India, 5% Nigeria, 4% Canada and the United Kingdom. The most popular pages are, specifically Catholic, healing, studying, thanksgiving, and evening prayers.

Print resources are also sought globally by colleges, schools, provinces, retreat centers, associations, churches, and others. All publications are fully available in digital form at no cost.

#### **Cincinnati Family of the Jesuit Works**

As the university in the group of 6 Jesuit institutions in the region, along with Bellarmine Chapel, Saint Xavier Church, Jesuit Spiritual Center at Milford, Xavier Jesuit Academy, and St Xavier High School, Xavier supports the collaboration in many ways, including hosting large events, such as a viewing of Pope Francis' 'The Letter' and the Mass on the Feast Day of St Ignatius Loyola, and contributing specific supports, such as marketing and branding expertise and office space for the developing Xavier Jesuit Academy – which will offer its first classes in August 2024. Also, Xavier serves the Family as communication central, see [xavier.edu/jesuitfamily](http://xavier.edu/jesuitfamily). The directors of the Jesuit works meet regularly to coordinate collaborations.

## **Midwest Province**

Xavier actively supports initiatives of the Province. These include taking the design, creative and logistical lead on the “Province Ignatian Educator of Distinction” honor, supporting the pilot “Province Leadership Institute” in FY23 and in the Province’s “Seminars in Ignatian Formation,” and in developing a video resource on Go Forth - the Province’s Goals for 2020-2023.

## **Jesuit Schools Network** - 89 pre/secondary schools in North America

Addressing ‘cura propria,’ the CMO was a panelist at the Network’s Ignatian Inquiry After School Virtual Symposium, *The Power of Women in Jesuit Education*, in 2022 and will be a presenter at the annual Principals’ Conference in November at a gathering of new principals.

## **The Ignatian Spirituality Project**

Supports have been recently initiated with this national network that brings “the graces of the Spiritual Exercises to homeless people, most of whom struggle with addiction,” specifically by soliciting Xavier alumni to serve as volunteers and to inform the campus community of the Project and its ministry.

## **Association of Jesuit Colleges and Universities**

Administrators and faculty are active participants in their respective conferences. Xavier values being thought leaders and contributions to *Conversations on Jesuit Higher Education*; recent examples:

*Title IX: It’s Not About Compliance, It’s the Jesuit Mission*

*More Ignatian Care for Educational Excellence: “Cura Studiorum” and “Cura Propria”*

*Cura Propria: A New Ignatian Virtue Necessary for Promoting Justice*

The Executive Director of the Center for Mission and Identity has been the Online Workshop Coordinator of the AJCU’s Ignatian Colleagues Program for nine years.

As part of a collaboration with Seattle University, Xavier maintains the logistical process for use of the AJCU gonfalons/banners for network events, especially presidential inaugurations.

## **International Association of Jesuit Universities**

A link to the JesuitResource.org sits on the homepage of the IAJU website; see it at [iaju.org](http://iaju.org). Two contributions related to the workings at Xavier were selected for the 2021 inaugural edition of the Association’s global e-magazine on ‘*Best Practices in Jesuit Higher Education*’ and associated international webinars:

1. ‘A concrete way of redefining Jesuit Pedagogy for the modern age’ -The Road Through Xavier: A Comprehensive Ignatian Course of Study for Student Formation.

Authored by the CAO and CMO, it describes Xavier’s Core Curriculum

2. Virtual Dual Immersion Program: Educators Collaborate across the Jesuit Network to Transform Student Learning

Co-authored by a Xavier professor of Modern Languages, it describes a global collaborative program involving 37,457 students and 250 educators from 29 Jesuit universities across the Americas who participated during 29 semesters of study.

## Strengths

Collaborating with the Midwest Province, Xavier has consistently maintained the presence of Jesuits at 3.5-5.5 FTE over the past 5 years. Currently it is 5.5 FTE with all 6 Jesuits directly serving students (in the classroom or through the CFJ and athletics) and faculty/staff (through the Center for Mission and Identity).

Reflecting the University's value on Jesuit presence, in the spring of 2023, gifts to the University were pooled to create *The Fr. Michael J. Graham, S.J. Endowment to Sustain Jesuits and Their Works at Xavier* (additional to the non-pooled companion gift for The Maydonovitch Family Jesuit/Ignatian Scholar). The first to receive support from the recent endowment is Fr. Sundrup, S.J., in the new position of Associate Vice President for Mission and Ministry/University Jesuit Chaplain.

## Next steps

Continue connections and collaborations with Jesuit network organizations for impactful Jesuit ministry.

Grow the Fr. Michael J. Graham, S.J., Endowment to Support Jesuits and their Works.



*Kara Lynch '24 praying the Fr. Graham Legacy Labyrinth*



*Fr. Murphy is the Jesuit Chaplain for Athletics*



*Jesuits at the Inaugural Missioning Mass on Oct. 27, 2021*



## 7. Institutional Integrity

From the Board of Trustees to administration, faculty, staff, and students, a clear commitment to acting with integrity in alignment with the University's mission was demonstrated.

*Higher Learning Commission Peer Review Report, 2021*

Xavier University's core values, expressed as the Gifts of Our Ignatian Heritage, are deeply embedded throughout the Xavier experience through the onboarding, orientation, professional development, evaluation of staff, the GOA program (required for all first-year students), Xavier's core curriculum design, and course evaluations. Likewise, Xavier's Strategic Plan is rooted in a radical ethic of care through the four Curas.

In support of the Universal Apostolic Preferences, Xavier has progressively advanced on its 'plan for the decade' which resulted from a discernment process, originating from the collaborations and workings of the 2019 XU UAP Discernment Group with subsequent input from the campus community through 2020. (This process of identifying campus best practices, next steps, and aspirational advances was published in *Jesuit Higher Education: A Journal*, "Deepening the Universal Apostolic Preferences through Discernment at Xavier University," Strunk & Mooney 2021). Advances include increasing the number of spiritual directors on campus by supporting faculty and staff participation in the Province's *Seminars in Ignatian Formation* to train guides and by developing new positions of Associate Provost for Academic Engagement/Vocational Discernment, Associate Vice President for Mission and Ministry, and Associate Director for Mission and Identity/University Sustainability Coordinator.

### **Commitment to Integrity through Assessment and Continuous Improvement**

Continuous quality improvement is a characteristic spirit of Xavier's processes. This is accomplished through evaluation and assessment. As the HLC Accreditation Report noted, "[There is a] collaborative, dynamic, forward-looking culture of Assessment at Xavier." Xavier conducts evaluation of Mission at the University at the programmatic and individual levels.

#### Students

For two decades, as part of the National Survey of Student Engagement, Xavier includes the 13 mission questions identified by the AJCU institutional research officers in student surveys to assess mission engagement. Results from the most recent administration in 2020 showed that senior student mean scores increased on 12 of 13 mission engagements from 2014 and were higher than pooled mean score of fifteen Jesuit universities for 12 of 13 (4 were statistically significant). Specifically, to the question:

**To what extent has your experience at this institution contributed to your knowledge of the following?**

Highest scores were on:

*Demonstrating respect for others' differences*  
*Making ethical decisions in personal situations*  
*Making ethical decisions in professional situations*

Most Improved since 2014

*Actively working towards a more inclusive society*  
*Making connections between your intellectual and spiritual life\**

Highest compared to the pooled Jesuit mean (statistically significant)

*Actively working towards a more inclusive community*  
*Making connections between your intellectual and spiritual life\**  
*Understanding the Jesuit principle of being men and women for others*  
*Demonstrating respect for others' differences*

With a robust response rate of 33%, the results of this evaluation are used as the Key Performance Indices (KPI) for Institutional Health, specifically Mission Leadership as described on page 5.

\* Note that "*Making connections between your intellectual and spiritual life\**" showed meaningful improvement over time. However, it is the lowest of the 13 items at Xavier (and the Jesuit network) with a mean score less than 3.0 (2.88; Jesuit mean = 2.72) on a 4.0 scale. Also, below 3.0 is "*Actively working to further social justice*" at 2.97 (Jesuit mean = 2.91). Thus, Xavier's KPI goal for senior student mission outcome is a mean score above 3.0 on all 13 items.

### Alumni

Xavier is the only AJCU school to include the mission questions in alumni surveys to assess integration of the mission over time after graduation. At the last administration in 2017, with responses were received from 575 5-year and 525 10-year alums, the highest three responses to the prompt 'To what extent has your experience at this institution contributed to your development of ...were to: "*Making ethical decisions in professional situations,*" "*Making ethical decisions in personal situations,*" "*Demonstrating respect for others' differences.*" Most Improved from 2015 to 2017 was on the item, "*Devoting effort to help others in need.*"

The same cohort on the national *Higher Education Data Consortium Alumni Survey* was compared to a group of alumni from 59 small-to-medium private colleges and universities. Xavier's means were higher than the grand mean in all categories:

- Engagement to Community Service (89% vs 82%)
- Ethical Reasoning (82% vs 75%)
- Social and Civic Engagement (61% vs 56%)
- Interpersonal relationships and family living (67% vs 59%)
- Responsibilities of post-undergraduate life (38% vs 33%)
- Satisfied with undergraduate education (92% vs 91%)
- Connection to {Xavier} (90% vs 89%)

### Faculty and Staff

Xavier led an assessment of faculty and staff, funded by a grant from the Association of Catholic Colleges and Universities, for AJCU schools in 2013 and 2017 using the 13

questions plus 7 additional mission-related outcomes. On all 20 questions in the survey instrument, Xavier had higher mean scores in the 2017 survey results as compared to 2013; the greatest increase in mean scores was noted on “Actively working toward a more inclusive community,” “Pursuing peace,” “Working for the common good and well-being of all,” and “Advancing human rights.”

In 2022 Xavier participated in the national Great Colleges to Work For survey program. The highest positivity rating, by category, was on the Supervisor/Department Chair Effectiveness (70%), Mission and Pride (69%), Diversity, Inclusion and Belonging (68%), Faculty and Staff Well-Being (68%), and Job Satisfaction and Support (63%); the highest item was “I understand how my job contributes to this institution’s mission” (88%).

### Program Evaluation

In addition to macro assessment, program evaluation is routine and utilized within the two centers of the Division of Mission and Ministry. The CFJ’s Associate Director heads a team of 2-3 staff to annually evaluate programs and capstones per the area Student Learning Outcomes and across years. The CMI annually updates the foundational programs, i.e. Manresa, A.F.M.I.X. As a practice aligning with the Ignatian Pedagogical Paradigm, Provincial Assistant Fr. Dan McDonald, S.J., notes that “the most basic approach in the [Division] is to ‘refresh’ everything they do, in large measure this is what keeps their programs and activities alive and dynamic.”

In summary, Xavier continues to review, refresh, and create opportunities to further instill its mission and identity into the work, study, and lives of its employees and students.

### **Commitment to Mission Integrity in Human Resources Practices and Policies**

Xavier has continued to build on its 2016 MPE Enhancement to “devise fresh ways to integrate mission and identity into staff and faculty hiring, development and evaluation.” Among these new initiatives are a monthly onboarding program to Xavier’s mission and identity for all new faculty and staff, the training and inclusion of DEIAB equity advisors on each search committee for new faculty and staff, and refreshing mission and identity content on the HR website for prospective employees.

*Xavier's Total Compensation Philosophy begins, "As an expression of its Jesuit Catholic mission, Xavier University maintains a comprehensive compensation program which recognizes the dignity of each person and is directed at attracting, retaining and rewarding an accomplished and diverse faculty and staff."*

Each hiring committee is required to have a Xavier DEIAB equity advisor on their committee who has been trained in hiring for inclusive excellence. As an active member of the search committee, the equity advisor makes recommendations for advertising the position to ensure a broadly diverse pool of candidates, independently reviews the hiring pool to ensure that all candidates have been considered equitably, and assists in the resume review and interviews of candidates to ensure equity throughout the hiring process.

## **Commitment to Mission Integrity through Community Engagement and Learning**

Established in 2008, the James & Delrose Eigel Center for Community-Engaged Learning was founded to leverage the assets of the University to address racial and economic disparity in the community. The Center now guides the development and integration of meaningful immersive and service-learning courses that bridge classrooms to communities while providing a mutually beneficial exchange of knowledge and resources. It accomplishes this by

- building external partnerships that extend Xavier's academic footprint into the community
- working with Programs and Academic Departments to design and support curriculum that integrates community-engaged learning into faculty teaching and research
- acting as a primary resource in advancing and coordinating institutional resources that support community-engaged learning for all students, faculty, and staff
- directing the Community Engaged Fellows Scholarship Program
- supporting the promotion and growth of Engaged Learning into all areas of Xavier's academic teaching and learning endeavors, including the Community Engaged Teaching Academy.

The impacts of the Eigel Center, the Brueggeman Center for Dialogue (described in Characteristic 3), the CFJ (described in 4) and the Center for Catholic Education (described in 5) are major contributing factors in Xavier's achieving a *Carnegie Foundation Community Elective Classification* for

**Community Engagement** recognizing *"the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good."*



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## **Strengths**

Jesuit Catholic values, expressed through the Gifts of Our Ignatian Heritage, are deeply embedded throughout the university's culture, structures, processes, practices, and community relations.

Xavier's hiring processes include mission and equity components that seek to ensure hiring and institutional excellence.

## **Next steps**

Continue to nurture the effective collaborations of Mission and Identity and Human Resources to support new and veteran faculty and staff throughout their vocational career.

Support and promote initiatives of the new positions of the

- Associate Provost for Academic Engagement, including responsibilities for Ignatian vocational discernment, immersive learning, and career development
- Associate Director for Mission and Identity/University Sustainability Coordinator

## Responses to the Provincial of the Midwest Province

In a letter from the Provincial, Fr. Karl Kiser, S.J., to Dr. Hanycz on November 10, 2022, he requested comment on two items, stating, *“Both of these have a focus I am interested in and I’m seeking an articulation which will, by extension, help our other schools.”*

### **(1) Why has Xavier been so successful with so many of its mission initiatives and why they seem accessible from the students up to the Board of Trustees?**

This question was posed to the groups impacted; the following themes emerged; some quotes are listed for illumination.

#### Students

In response to how do students first learn about the Jesuit identity of the University, students state Manresa Orientation, Goa, programs of the CFJ including Masses, end-of-semester course evaluations etc. Approximately, 50% of the informally surveyed students have connected with the CFJ; the following themes emerge associated with their success and attraction:

#### **Highly welcoming – open door**

*You don’t have to be involved you can just drop in*

*Accepting – no pressure*

*They (Veg Out attendees) were on The Lawn, I was walking by – it was interesting*

*There are events for people not very involved – an intro. I think that is a really big deal. They hope you enjoy it and come back – and I did (for X-Change, Summer Service Internship.*

#### **Facilitating social connection**

*My friends enjoy the activities*

*I found my home*

#### **“The people” (staff)**

*They are authentic – they act the same with people off campus as they do on campus*

*They ask us to dig deeper*

#### Faculty and staff

#### **Pervasive in culture**

*Mission initiatives are presented immediately at a first-year level. Jesuit values are introduced early on and it’s normal to talk about reflection and discernment. We are encouraged to see the mission and it makes a desire to participate.*

*It is accessible because it is part of the curriculum, job description/position/evaluation and engrained in our daily life. Starting with Manresa your first year and then learning every other year.*

#### **Supervisor and benefactor support**

*The support you get from administration/supervisors to attend.*

*We appreciate the financial support that makes it happen.*

*Managers encourage employees to participate in volunteer opportunities.*

*Someone who donated had this vision to begin AFMIX and we followed it and made it happen*



## **Quality**

*I feel like Xavier actively seeks to answer “What do you like?” Making sure the right fit is there for each person for each position.*

## **XU Council (formerly ‘President’s Cabinet’)**

### **Leadership and resource support**

*Success in mission starts at the top. Mission and Identity received strong support from Fr. Graham and continues with Dr. Hanycz.*

*I think we do a great job of investing in the resources necessary to have an effective mission team and organization who provides wonderful outlets to spread the Jesuit philosophy to our students and trustees alike*

*Leadership- VP and her team do a very effective job of creating opportunities for engagement and make them appealing to all. We are also committed as an institution to take time to discuss and reflect on our mission.*

### **A culture of linking of values/mission with practices/activities**

*Consistency in our approach and thoughtfully embedding mission into university operations. We have, rightly so, kept the mission at the forefront of our meetings and discussions*

### **Use and Articulation**

*Repetition- Xavier integrates its mission work in large and small ways all across campus, repeating exposure to and engagement with the mission on a regular basis. By repeating this work, reliance on mission becomes second nature*

### **Engagement and opportunities**

*One reason is we’re committed to a culture that allows for true initiatives to take place during work hours. Everyone can participate*

## **Trustees**

### **Leadership**

*I think that our University leadership has made mission a priority for students, faculty, staff, leadership, and Trustees. We have an active and engaged Mission Committee that all Trustees serve on in their first two years on the Board. Each Board meeting has a mission component the first educates Trustees on mission issues and then challenges Trustees with thoughtful reflection*

*Well thought out and connected initiatives with purpose. An emphasis on integrating mission into everyday activities and culture. Leadership from Fr. Graham (former president), Dr. Hanycz, Debra Mooney and John Maydonovitch (Committee chair) has been open, inspiring to the entire campus. Integration into various elements of the campus, getting things done through others. The initiatives have been developed or tested for all constituents from students, staff, faculty, Board*

*Good News = good content. We have a fantastic, inviting irresistible mission. Our life as Catholics is a joy. Great leadership – CMO is an artist at orchestrating the talents, resources, and opportunities at hand. She is creative and follows, evolves, good ideas to the finished sharable product. Irresistible web site! Both content and usability of [jesuitresources.org](http://jesuitresources.org) is top*

*notch. Leads to great communications. Debra/department is generous and her work/department work is held as a priority. Mission is intentionally embedded into all things Xavier. All leadership is intentional—Presidents, Board leadership at all levels*

*The commitment of the University Leadership—President and the Board Chair stand out in Their Commitment. This is reflected in:*

- 1. Having all new Trustees Be with the JM&I Committee*
- 2. Having a mission reflection at each board meeting*
- 3. The placement of the Mission office at the center of campus. Commitment to add more Jesuits on campus, and finally the commitment, initiated by Fr Michael Graham, to weave JM&I into the fabric of the University*

## **Engagement and Integration**

*I believe the mission initiatives are very well published and reinforced throughout the time you are at Xavier. Great communication then constant reinforcement are the keys to success. There is tremendous alignment and integration of the Jesuit/Catholic mission and identity in all aspects of University life with intentionality to communicate this throughout campus*

*There is tremendous alignment and integration of the Jesuit/Catholic mission and identity in all aspects of University life with intentionality to communicate this throughout campus. There is open access to faculty, staff, Board members who can clearly articulate these missions in a constant manner that forms the foundation for campus-wide understanding of why we are here. There are opportunities to practice and “live out” Xavier’s mission initiatives in academic and social environments*

## **Initiatives**

*Xavier’s mission initiatives are what initiatives should be, they are action-oriented, executed & embedded in much of what students, staff, and the Board experience, see, and are called to participate in all of the time. As a board member, I learn core knowledge through the Jesuit Mission & Identity Comm., I get to experience it through discernment exercises at Board meetings, I get to see it at Board/Committee meetings*

*These initiatives speak to certain fundamental truths that resonate in most human hearts, regardless of faith. Moreover, even those within the Catholic Faith are seeking further exploration and understanding and these initiatives help address such ongoing needs. These initiatives also reinforce community initiatives*

## **Mission is in everything and everywhere**

*Thoughtful, prayerful leadership in the Mission Office, AND the work of many decades of building a network of cohorts of Faculty and Staff who see themselves as mission partners*

*From Manresa to each class and Daily life Xavier integrate Jesuit mission and identity into and around each student. For a student to not be immersed in our mission it would take a certain effort to avoid it. The is replicated at a faculty level with integration and opportunity for Jesuit retreats and training. The Board equally requires service on the Mission and Identity Committee for 2-years and every committee and plenary sessions is opened with a reflection to focus our minds and hearts on our mission. Essentially, Mission is baked in and fostered from each student, staff, to our leadership and Board in all our thoughts, practice and culture.*

*We articulate it. We live it from the President and the Board on down. Our mission is reflective in all aspects of campus life, in signage, communication and how Xavier interacts with the communities around us. (Communication. Campus Life. Communities.)*

As an additional response, as a panelist invited to describe the philosophy of the Xavier Trustee Mission governance program at ACCU and AJCU network conferences, the CMO uses the acronym of T.E.A.M.; programs should be:

- \* Time efficient – at every meeting, not extra-ordinary gatherings
- \* Empowering – equally supports both lay and Jesuit mission governance engagement
- \* Anxiety free – reflection prompts focus on the governance role of a trustee
- \* Memory makers – reflection prompts elicit (memorable) individual/personal experiences

## OVERALL

The qualities that cut across all groups are:

- Strong support from Leadership**
- Widespread use of mission vocabulary and communication**
- Welcoming opportunities to express and share the mission**
- A variety of mission programs and opportunities that start at orientation**
- An inviting Ignatian/pastoral approach of Mission and Ministry staff**



The signing of the Sustaining Agreement at the President's Inauguration, Oct. 28, 2021

**(2) [How do you] keep the spirit of the recently revised sustaining document we signed at your inauguration alive for a healthy engagement with the Province and within the University and its Jesuit Community.**

Responses follow each Commitment listed in the Sustaining Agreement, see the full document in the Appendix.

## **Commitments of the University**

The Board of Trustees of the University accepts the responsibility to maintain and promote the commitment of the University to the Jesuit tradition.

**(i)** In carrying out such responsibility, the University's Board of Trustees shall establish a permanent Jesuit Mission and Identity Committee which shall, among its other responsibilities, conduct a tri-annual review of the University's fulfillment of, and dedication to, the Jesuit tradition.

**Xavier's Jesuit Mission and Identity Committee, one of the oldest in the AJCU at 33 years, was the first to have all new trustees serve on it for their first year or two of Board membership.**

**(ii)** In substantive matters relating to the Jesuit tradition, the Board of Trustees and the President shall seek the advice and counsel of the Provincial or his designee and/or the Rector of the Jesuit Community.

**Occurs on regular basis, most notably on the selection of Jesuit membership on the Board of Trustees.**

**(iii)** The Board of Trustees, ordinarily through the President of the University, shall keep the Provincial and/or the Rector informed as to matters pertaining to the Jesuit identity of the University.

**This is accomplished via regular and formal communications, as well as the annual visit and Report of the Provincial Assistant for Higher Education and the Assistant Associate Provincial for Ignatian Spirituality.**

**(iv)** The University shall undertake to employ on its faculty or in its administration members of the Society who apply to the University for such positions but with the understanding that such employment shall be on the condition that such Jesuits possess qualifications for positions available at the University consistent with the standards and policies of the University.

**Xavier maintains an affirmative action policy for the prioritization of hiring competent and talented members of the Society of Jesus.**

**(v)** The President will meet regularly, but no less often than annually, in companionship with the Rector or his designee to experience Mission formation and receive spiritual guidance in matters relating to service as President and the administration of the University.

**In addition to numerous informal associations throughout the year and 6 annual gatherings of the directors of the Cincinnati Jesuit works, Dr. Hanycz formally meets with the Rector ~ 6-8 times a year.**

## 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 and global 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 2016 Self Study*



## Mission Priorities and Enhancements\*

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

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 four Universal Apostolic Preferences
- provide greater support for student ministry and faith formation
- further enhance the faculty/staff engagement with Xavier's Jesuit Catholic identity
- strengthen connections to networks, especially the Midwest Jesuit Province, the Archdiocese of Cincinnati, and the Cincinnati Jesuit Family
- sustain 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. Feasible goals of the campus' Laudato Si 'Action Plan will be identified 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 two **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; 2023 = 30%.

Making intellectual-spiritual life connections

goal: the mean score for senior students on the 13 mission questions will be  $\geq 3.0$  (from the administration of the National Survey of Student Engagement every three years); 2020 = 2.88 (Jesuit mean 2.72)

\* As a best practice, the 5 Priorities are goals and KPI's from the University Strategic Plan



# Appendix

## Xavier's 2016 MPE: A Brief Review

To provide context for this second MPE, a review of the previously identified mission enhancements **as described in the self-study** with updates and feedback from the Peer Team and Province follow.

### 2016 Enhancements and Update

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 restructuring of the master's program in theology. The recent addition of an asynchronous online option along with the in-person option has contributed to an increase in enrollment. The program's curriculum 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, three 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. An initiative of this connection was to offer internal grants, funded by gifts, for faculty, staff and student engagement. Topics were: Truth, Racial Healing and Justice (2021), Take It On 2020/Civic election engagement (suspended due to COVID), Women (Celebrating 50 years of women students at Xavier; 2018-19), Economic Justice (2017-18), and Immigration and Refugees (2016-17).*

#### **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 five years. During her tenure, an advisory board was constituted and a strategic plan was created with goals met. The strength of this accomplishment 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. 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](http://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, S.J., 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) the fact 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 of Xavier), the Dorothy Day Center for Faith and Justice (CFJ), the Brueggeman Center for Dialogue, and the partnerships promoted with urban Catholic schools.

# Xavier University Strategic Plan 2023



## Cura Studiorum

Striving for excellence in innovation and academics

- + Deepen our academic excellence through bold leadership in health and biomedical sciences.
- + Set the national collegiate standard for Ignatian Civic Engagement.
- + Expand our commitment to immersive, high-impact, experiential learning.
- + Redefine teaching excellence through inclusive pedagogy.



## Cura Apostolica

Operational strength and effective stewardship

- + Ensure that our Jesuit Catholic identity and character inform each of our endeavors, paying particular attention to the Universal Apostolic Preferences.
- + Infuse a commitment to continuous improvement across our campus, aligning our operational practices with leading sector approaches.
- + Animate our national identity to expand and diversify our institutional footprint.
- + Advance institutional thriving through a strengthened and diversified operational infrastructure, including seeking opportunities for external collaboration and partnerships.



## Cura Propria

Building a profound culture of belonging and inclusive excellence

- + Reimagine a radical model of integrated vocational discernment.
- + Prioritize the health, success and well-being of all Xavier colleagues.
- + Strengthen our culture of belonging through enhanced campus amenities and programming.
- + Enhance partnerships across our local communities, advancing the greater good in support of the shared goals of our partners.



## Cura Personalis

An unsurpassed campus experience that transforms the mind, body and spirit

- + Implement a comprehensive, transformative first year experience.
- + Set the national bar for innovative, holistic collegiate health.
- + Achieve excellence across DEIAB innovation, outcomes, and impact.
- + Deepen our strong culture of philanthropy, seeking better ways to serve our students and one another with a generosity of heart.

[xavier.edu/200](http://xavier.edu/200)

**XAVIER**



200



**The Greater.  
The Better.  
The More.**

## OUR WAY OF PROCEEDING AS GOVERNORS "IN SPIRIT, HEART AND PRACTICE"

*For our hopes and inspirations to be realized, we will:*

### Be Guided by our Mission and Vision.

- Live the vision and mission in our governance and inspire & empower others to do so.
- Be centered on Ignatian faith and principles.
- Always engage with our mission and heritage as a Catholic and Jesuit University.
- Be remembered as a Jesuit Catholic university in all that we do.

### Intentionally Use Ignatian Communal Discernment Processes.

- Always integrate rules for discernment, especially listening.
- Employ the methods of Ignatian discernment and spirituality.
- Actively advance the gifts of our Ignatian heritage using the tools that characterize Jesuit Catholic education.

### Employ Effective Governance Styles - In Addition to Ignatian Communal Discernment.

- Be bold in our vision; brave in our approach and unrelenting in expectations for excellence of execution.
- Employ the methods of the Association of Governing Boards of Universities and Colleges' Best Practices to build a distinctive board culture.
- Continue to ignite hope in our students, faculty, and board community.
- Work as a community with the utmost of integrity.
- Ask the tough questions.
- Hear what we need to hear not what we want to hear and act accordingly.

### Be Authentically Catholic.

- Continue to focus on our Catholic (Jesuit) values and beliefs.
- Be Jesuit Catholic, and just deepen our understanding and relationship as a Catholic institution, including with the Archdiocese.

### Be Innovative.

- Be anchored in the mission but free to think creatively, and consider new ways of being/doing
- Be open to growth and change.
- Read the signs of the times.
- Master innovation in the role of higher education.
- Try to think outside the box.
- Have the courage to fully embrace the drivers of our past success but not be limited by them.

### Engage with the Cincinnati Region.

- Be a model of leadership with our greater Cincinnati community.
- Continue to engage the off-campus community through internships and community service.
- Provide opportunities for the inner-city population to attend.
- Be a voice for the poor.

### Support University Leaders.

- Be a model for elevating new leadership, chief of staff, provost, deans, the Senior Leadership Team etc.
- Pray for Xavier, Dr. Henrycz, and each other daily.
- Be supportive to the Xavier leadership as they continue the important mission.
- Be intentional in our discernment to fully support the president, faculty, and staff to produce the next generation of students to be people for others and to see all people in the image and likeness of God.
- Offer constructive guidance and, where needed, criticism for the University's work.
- Grow and spread the great work of our Jesuit Catholic values and as a board, continue to support each other and the administration.

### Contribute to the Jesuit Catholic Network.

- Be a clear part of the network of Jesuit works and universal Catholic Church.
- Share our gifts with all of the Jesuit colleges and universities and, conversely, learn from them.
- Be mindful and faithful to our Catholic & Jesuit foundation.

### Be Student and Academically-Centered.

- Support a learning and spiritual environment that inspires and ignites.
- Listen to the students and their parents to better understand area of improvement.
- Make decisions that keep our students at the heart of our work.
- Provide student centric environment for personal growth/learning.
- Continue to focus on our students and their educational experience.
- Be seen as a University where students of all academic pursuits can be taken to the highest level and be prepared for their future as men and women for all.
- Assist students in their formation as leaders and women & men for others.
- Form men and women who lead with thought, compassion, intellect, and discernment.

### Focus on Financial Stability.

- Will balance the financial needs of the University with educational support to ensure that Xavier is sustainable over the long term.
- Be well financed, and to be able to make a Xavier education more affordable for those with financial needs, while maintaining a material standard of excellence.
- Have financial strength not budget to budget/year to year practices.
- Be good stewards of our resources to support our students, faculty, staff, alumni and other stakeholder communities.

### Concentrate on Some Specific Issues - In Addition to Financial Stability.

- Create a bright future for Xavier through our work on the strategic plan.
- Deepen and balance our expression of Jesuit Universal Apostolic Preferences, especially environmental justice.
- Focus on recruitment and retention of talent.
- Be deliberate in our hiring, review, and retention of our employees.

### Attend to Diversity, Equity, Belonging and Inclusion Issues.

- Govern as if all of our very own diverse children were coming here.
- Be the role model for inclusive ideas and positive thoughts.
- Be leaders in a divided world and deliver a sense of belonging.
- Be the most welcoming, hopeful place for students, donors, board members, faculty, staff, and leadership.
- Be a leader in promoting open dialogue and listening among people of diverse backgrounds and beliefs, all in a respectful way.

### Think Long Term and Reputationally.

- Use an Ignatian vision to look into the horizon.
- Be grounded in the best interest of our faculty, staff, and students and the best interest of Xavier's sustainable future for the next 100 years.
- Be known for developing young adults as people for others and open-minded.
- Be caring, respectful, and thoughtful to challenge ourselves to make Xavier be the leader in Jesuit education.

*Compiled by Xavier Trustees, May 5 & Sept. 15, 2022*