



January 10, 2022

Dear Colleagues:

As we welcome our students back into the classroom and campus life today, my very best wishes to each of you and my thanks for all that you do to make Xavier a remarkable community of Ignatian educators and learners.

Today marks a shift in the work of our campus in developing our next Strategic Plan. Since August, we have been working together in a quiet phase of this process. I have been engaged with constituencies around campus, in our communities, and with our alumni, listening carefully for those Spires of Excellence that you have described. I am deeply appreciative of the work of Carol Turchick and the Xavier Leadership Center in facilitating the many campus listening sessions that have taken place since the early fall. In countless cases, those sessions, and the conversations that have continued, have highlighted some extraordinary opportunities that lie ahead for Xavier, even at a time of significant external barriers and challenging trends. It is clear to me that Xavier has much to be proud of, not the least of which is the solid foundation from which we will launch the work of this Strategic Plan.

I'm pleased to announce that the transition to the next 'louder' phase of this planning will be co-chaired by Rashmi Assudani, Rachel Chrastil, and Becky Cull, who will have the assistance of Gary Lewandowski as their process coach. Over the course of the Strategic Planning Process, members of our Xavier community will have many opportunities to shape and lead this plan. The listening sessions will continue for several more weeks. With this letter, [I am sharing a survey](#), which invites each of you to offer your greatest aspiration for Xavier, building on the information that I have been gathering during this quiet phase. Also, you are encouraged, in this survey, to raise your hand if you are interested in joining this work today, or as the process evolves. The survey will allow you to identify particular strengths that you might bring to this project, recognizing that different strengths and skills will be required at different stages of the process, a process that is laid out with a timeline on the [strategic plan webpage](#). I hope that you will each take a moment to complete the survey: share your aspirations with us, offer your expertise and energy to participate, or nominate a capable colleague to join this effort.

The quiet phase of this project has built a rich data set that will form the foundation for the shift in this process from 'input' toward 'framework'. The very early weeks of this next phase will continue to focus on information gathering through [the survey linked here](#), through additional conversations with our community and our alumni, and through scans of our external environment, as examples. But quickly, we will transition toward building out a sketch of those great aspirations for Xavier which we want to pursue over the next five years.

Already, I am energized and enthusiastic about the changes that this plan will bring about for our tremendous Jesuit Catholic university. Building on a rich legacy of almost two centuries, Xavier sits at a crossroads, poised to position itself for tremendous impact in this next chapter.

January 10, 2022

Page Two

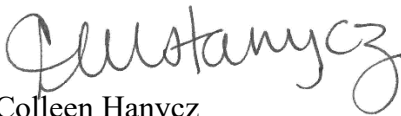
In order to take full benefit of this moment, each one of us needs to think about our role in shaping that bright future. As I have said since I was appointed to this presidency almost exactly one year ago, this plan will belong to each of us. It will be *our* shared blueprint for Xavier's future and, done well, we will all look back on this with pride and the conviction that we have come together, again, to advance Xavier across all fronts.

I am deeply grateful to our colleagues who have agreed to lead this process, to each of you who has taken the time already to participate in the countless listening sessions that have been held, and to all of you, colleagues, who will discern the best way for us to engage, as a community, in this next phase of our planning.

When I reflect upon the *magis*...our Ignatian commitment to the better, the greater, the more...I cannot help but see this as our opportunity to define that gift for this community, at this moment. How will we, as Xavier, do more, be better and aspire to greater heights as we look to continue our impact upon the students who we serve, upon one another, and upon the broader world beyond our campus borders? It is my hope that this next strategic plan will form our collective answer to that pressing question.

My prayer for each of you, even as Covid continues its relentless impact, is that this new year will be one of good health, happiness and impact, across all that you do as men and women, for and with others.

Warmly,

A handwritten signature in cursive script that reads "Colleen Hanycz". The signature is fluid and elegant, with a large initial 'C' and a long, sweeping tail on the 'z'.

Colleen Hanycz