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Overview

Description

Xavier University is the sixth-oldest Catholic and fourth-oldest Jesuit university in the United States. Undergraduate enrollment is 4,572 students and graduate enrollment is 1,713.

Vision

“Xavier men and women become people of learning and reflection, integrity and achievement, in solidarity for and with others.”

Accepted by the Xavier Board of Trustees on Sept. 28, 2012. Read more on the Vision Statement. “The Vision of the University” keynote is annually presented at the President’s Welcome For New Hires.

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 co-curricular 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.”

The Mission Statement was accepted by the Xavier Board of Trustees on Sept. 28, 2012. The statement is painted on the wall of Fenwick Hall near the Hoff Dining Commons, visible by students every day and by visitors on the Office of Admission’s campus tours.

Values

“Mission, Reflection, Discernment, Solidarity and Kinship, Service Rooted in Justice and Love, Magis, Cura Personalis”

The articulation of the University’s values through “The Gifts of Our Ignatian Heritage” was produced by Discernment Group I. Discernment Groups I (faculty and staff), II (administrators), and III (faculty) were charged in 2007, 2009 and 2009,
respectively, to explore the structure, expression, and integration of Xavier’s mission and identity through all roles on campus.

The Gifts are represented:
- As the foci of the Student Learning Outcomes of the revised Core Curriculum.
- As institutional goals in the Annual Performance Appraisal form for staff and administrators.
- In campus art, including the Hoff Dining Commons and on the interior entrance to the McDonald Library.
- On banners in campus ceremonies, i.e., Spirit Celebration, Baccalaureate Mass.

**University Strategic Plan**
Accepted by the Board of Trustees on Dec. 5, 2014, **The Xavier Way** is centered on four areas:

- Strengthening Our Jesuit Mission, Vision, and Values
- Adapting the Jesuit Educational Tradition and Strengthening the Cura Personalis of Our Students
- Promoting *Cura Apostolica*: The University's Financial and Organization Health
- Advancing Xavier's Identity and Brand

**Seeking Integration and Wisdom: The Xavier Way**

The purpose of the **Seeking Integration and Wisdom** document in capturing the University’s mission and identity is best stated in the opening paragraph:

“At Xavier University we are privileged to be part of an intellectual tradition that is both Jesuit and Catholic. This tradition is not a timeless and static storehouse of abstract ideas. It is a living history of persons and communities who have discovered God in the encounter with Jesus Christ through the power of the Holy Spirit. Catholic universities are rooted in this transformative encounter and live it in different ways. The purpose of the ‘Seeking Integration and Wisdom’ document is to articulate what it means for us—the particular community of persons that is Xavier University today—to be a Jesuit Catholic university rooted in the liberal arts tradition.” (para. 1)

On May 2, 2014, the Board of Trustees approved the document and determined “that it should be placed among the records of the University to inform and influence the University for years to come.”

Statements from this document are quoted at the beginning of relevant sections of this Self-Study.

**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.

Organizational structure

The Senior Executive Team is comprised of the CAO, CFO, CDO and Administrative Vice President. The President’s Cabinet includes the Senior Executive Team members and 20 area leaders, including the Chief Mission Officer who reports to the President. View the University organizational chart.

Brief history

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

Xavier’s largest and newest residence hall is named in honor of Bishop Fenwick, O.P.

Supporting information

- University Fact Book 2014-15
- Xavier University Self Study Resources and Documents

1. Leadership’s Commitment to the Mission
“From the Board of Trustees to faculty, staff, and students across every division, department, and office, each one of us is challenged to reflect upon the light of God's boundless love and the call for justice, to discover one's authentic gifts, and to share these gifts in an environment of mutual respect and common mission. Seeking to embody and immerse our students in the intellectual, imaginative, and spiritual depths of the Jesuit Catholic tradition, the Xavier Way cultivates the interior life while pressing us toward loving engagement in the world, with a faith that seeks solidarity and justice with and for all of God's people.” (Seeking Integration and Wisdom, para. 54)

Mission Articulation

When considering and articulating Xavier’s institutional identity, such as in foundational or planning documents, soliciting broad consultation across the University community is standard practice. A prime example is the President’s University Identity Committee that drafted a document describing Xavier’s Jesuit Catholic identity, titled “Seeking Integration and Wisdom.” In a prelude document, the diversity within the Committee was outlined to reflect the diversity across campus which unites to enliven the mission. They wrote: “Committee members came from a wide variety of backgrounds:

- Catholic, Jewish, Muslim, mainline Protestant, evangelical, and no faith tradition
- Three Catholic religious, including two members of the Society of Jesus
- Women and men
- Faculty and staff with a variety of responsibilities and concerns
- American-born and foreign-born, with deep commitments to communities abroad and here in Cincinnati
- Diversity of race and sexual orientation”

As is stated in the document’s introduction: “As a Jesuit institution of higher learning, we contribute to the life of both the Church and society by opening spaces for reflection on the most critical questions of our times. At the frontiers of faith, reason, and culture, we help our students to ponder these questions deeply through transformative encounters both in and beyond the classroom and to integrate their learning experiences creatively, analytically, and contemplatively through eyes of love. In all that we do we seek to create and celebrate what Pope Francis has called a ‘culture of encounter.’”

Readers are invited into deep personal reflection on (or encounter with) five “creative tensions” in Jesuit higher education:

- Specialization and Integration
- The Center and the Frontier
- Diversity and Identity
- Catholic Identity and Dialogue
- Achievement and Service

For instance, prompting questions posed for Specialization and Integration are:

- “Do I model for our students the integration of professional skills with critical thinking and care for the common good?
- How often do I have a conversation with staff and faculty outside of my division?”
• How do I ensure that my students integrate questions of meaning and transcendent value addressed by the core with the course I teach?
• Do I encourage students to become holistic, critical thinkers?”

Campus dialogues on the issues and meaning of the document have subsequently ensued (see a conversation tool).

Other University foundational documents that affirm the commitment to the Jesuit Catholic mission, and were created with campus community dialogue and input, include:

- The Xavier University Board of Trustees Code of Regulations
- The Strategic Plan
- Mission Statement
- Vision Statement
- Xavier's Values
- Academic Vision Statement and Values
- Student Commitment
- The Academic Plan 2014-2020
- Campus Master Plan
- Athletics Strategic Plan
- University Sustainability Plan

**Board of Trustees**

New members of the Board of Trustees are introduced to the University’s mission at a daylong *orientation session*. The program begins with a discussion with the President, Board chair, and Chief Mission Officer on the University’s mission and identity. Written materials include the Board of Trustee Code of Regulations, University Mission and Vision Statements, the AJCU’s “The Jesuit Catholic Mission of US Jesuit Universities” as well as information on spiritual leadership and Ignatian communal discernment.

All members serve on the Jesuit Identity Committee of the Board for their first two years. A two-year *continuing educational program* engaged in at each committee meeting was reinvigorated in 2010 to support trustees in the responsibility to “promote and maintain the commitment of the University to the Jesuit tradition.” Topics include:

- St. Ignatius Loyola: [The Founder of the Jesuits](#)
- Ignatian Spirituality: [The World is Charged with the Grandeur of God](#)
- Jesuit Core Values: [Whole Persons of Solidarity for the Real World](#)
- Jesuit Education: [Developing People of Competence and Compassion](#)
- The Jesuit Tradition in Today's World: [Gifts of our Ignatian Heritage](#)
- Xavier University: [An Historical Perspective](#)
- Seeking Integration and Wisdom: [The Xavier Way](#)
- Our Hope and Joys for Xavier University: [Gaudium et Spes](#)
- Religious Pluralism and the Campus Community: [The Lived Experience of Nostra Aetate](#)
- Leadership in the Ignatian Tradition: [Personal and Communal Discernment](#)
- Spiritual Leadership: [On Being a Contemplative in Action](#)
All committees of the Board engaged in the “Leadership in the Ignatian Tradition” seminar at some time between 2013 and 2015. One tangible outcome was the revision of all committee charters to include a clear articulation of the connection of the specific committee to the University’s Jesuit identity and an enhanced attention to the process of Ignatian communal discernment in the decision-making process (see the charters of Academic Affairs, Finance and Development committees as illustrations and the Conversations on Jesuit Higher Education article on Xavier trustees’ perceptions of the process).

The orientation seminar has been adapted for use at Marquette and Seattle universities and for Xavier’s faculty, staff and students. Moreover, it serves as a template for the national trustee orientation created by the Jesuit Secondary Education Association.

Trustees offer, and many write, the prayers that open the meetings of the full Board. Also, they receive a quarterly e-newsletter, Mission Matters, with timely information about Xavier’s mission as well as a note accompanying each issue of Conversations on Jesuit Higher Education magazine highlighting points that relate to the Xavier community.

Trustees also take part in the liturgical life of the University through the blessing and dedication of new buildings and an annual Advent Prayer Service.

Evidence of trustees’ support of—and commitment to—the mission can be found in the 2012 results of the AJCU’s Survey of Trustees. Xavier board members, in relation to their colleagues at peer institutions, are “very satisfied” that:

- Board members actively support the Jesuit mission of the college/university (85%-60%).
- Board policy decisions reflect the Jesuit mission of the college/university (85%-2%).
- The board ensures that the institutional policy and practices are consistent with Jesuit Catholic mission (70%-53%).
- Board members are familiar with the Jesuit mission of the college/university (61%-48%).

University President and Cabinet

Xavier’s 34th Jesuit President, Michael J. Graham, S.J., has continually renewed Xavier’s appropriation of our Jesuit Catholic heritage and identity, beginning with his 2001 inaugural address, Scholars, Saints and Citizen-Servants. More recently, his Vision Statement reflects Ignatian ideals that he envisions for everyone connected with the University, namely, that “Xavier men and women become people of learning and reflection, integrity and achievement, in solidarity for and with others.”

President Graham certainly practices what he preaches when it comes to civic engagement and a life devoted to service. He has represented Xavier in several important and diverse capacities throughout our community, including:

- Chair, board of directors, United Way and Community Chest.
President Graham has also received awards reflecting his commitment, including the Islamic Center of Greater Cincinnati’s 2015 Diversity Award, the American Jewish Committee’s National Human Relations Award, 2012 and the Tree of Life award by the Jewish National Fund, 2009.

In a keynote address, offered at the annual meeting of the Association of Catholic Colleges and Universities on Feb. 2, 2015, President Graham outlined Foundations of a Mission & Identity Culture at Xavier University. He identified six key factors:

- Patience Over Time
- Leadership
- Programming
- Place
- The AJCU Network
- Trustees

President’s Cabinet
Members of the President’s Cabinet exhibit understanding and promotion of the mission through their own professional development as well as through their support of the identity throughout their functional areas, as appropriate and fitting. Nearly all veteran members of the Cabinet have served as mentors to new members, especially during a wave of new senior leadership in 2012-2013 (see The Mission Mentoring Program for New Senior Administrators). This mentor-mentee relationship included group meetings discussing Xavier’s mission and identity and monthly one-on-one sessions.

Every member of the President’s Cabinet, who have served more than six months, has taken part in an in-depth, mission-conscious professional development program (i.e.: ICP, AJCU Summer Leadership Seminar, Discernment Group, Mission Mentoring for New Senior Administrators, etc.). In addition, the Cabinet, as a group, engages in the trustee seminar at select meetings during the year.

Senior leaders are true to being men and women for others. The list below reflects the variety of regional nonprofit boards they have served on within the last three years, with many holding leadership positions within the board or on its committees:

- ArtsWave
Xavier’s CAO, CFO and CMO serve on the Peer Review Corp of the Higher Learning Commission, the accrediting body that evaluates all degree-granting colleges and universities in 19 states in the North Central region. The Corp is responsible for assuring that an institution is complying with the accreditation criteria as well as for helping an institution advance within the context of its own mission.

Xavier’s CMO is serving as a peer reviewer for the Association of Catholic Colleges and University’s developing trustee resource, Keepers of the Mission. The 5-part program includes Board Meeting Learning Modules, for orientation, formation, and education related to Catholic identity and university mission.

**Academic Deans**

As members of the President’s Cabinet, the academic deans ensure that the student experience and engagement reflects the University’s Jesuit Catholic tradition in their respective colleges. In fact, in 2015, Dan McDonald, S.J., Bi-Provincial Assistant for
Higher Education of the Wisconsin and Chicago-Detroit Provinces, described their contributions as follows:

“The Deans at Xavier consider themselves highly focused on Jesuit ethics and values. All believe that the Ignatian vision is primary. They understand the value of mentoring junior faculty and the value of developing graduate programs that are/will be considered of a high quality in respective fields. All hold to the desire to create opportunities for students and faculty and all believe in raising the bar for their areas. All see that student life and the engagement of students are the top priorities in the teaching and learning atmosphere they hope to establish.”

Other
In addition to Cabinet members, Xavier’s senior leaders provide service to the following nonprofit agency boards:

- American Accounting Association Accounting Program Leaders Group
- Astronomical League
- Bishop Fenwick High School Board
- Chase College of Law Alumni Association
- Cincinnati Flying Pig Marathon
- Cincinnati Sport Professionals Network
- Cincinnati-Hamilton County Community Action Agency
- Cincinnati Observatory Center
- Cincinnati Psychoanalytic Institute
- Cincinnati Sports Professionals Network
- Cincinnati United Way Agency Audit Committee
- Committee of Sponsoring Organizations for the Treadway Commission—global
- DePaul Cristo Rey High School
- Educational Foundation for Women in Accounting—national
- Forest Park Chamber of Commerce
- Good Samaritan College of Nursing and Health Advisory Board
- GRACE Foundation
- Hyde Park School
- Institute of Management Accountants—global
- Mason Schools Foundation
- Mercy Health Foundation Board of Trustees
- McCulough-Hyde Memorial Hospital
- National Association of Collegiate Marketing Administrators
- National Board of Examiners in Optometry
- Nativity of Our Lord PTA
- Notre Dame Academy
- Ohio Council of Teachers of Mathematics
- Ohio Department of Health Education Advisory Group
- Ohio Bursars Association
- Ohio Region of the American Accounting Association
- Ohio Society of CPAs
- Ohio Society of Radiologic Technologist
Feedback

In addressing the Seeking Integration and Wisdom document, Daniel McDonald, S.J., reflected:

“What is clear about discussions surrounding this document are the following:

• The Mission is well articulated.
• There is a greater depth of spirituality evidenced at the University which filters down to various levels of the institution.
• The President’s Central Administrative team expresses mission well.
• The new CORE curriculum is a way to articulate how Xavier values and mission engages the classroom activities/teaching/learning experiences.
• Hiring for Mission is a priority.
• New staff and faculty are brought into the Mission in structured ways that seem to have effects over time. There is a sense of a team.
• Catholic, Jesuit values are evidenced in students’ lives on campus...
• The practice of identity is played out in service...Xavier University is a ‘Cathedral of the Streets.’”

2. An Academic Life that Reflects the Catholic and Jesuit Mission

“We affirm that the liberal arts remain integral to the university's Mission and the Jesuit, humanist core curriculum, not in spite of but precisely because of the present environment. The transcendent questions posed by the liberal arts must be integrated within every discipline at the university. Not content merely to further those skills that will aid students in their quest to earn a living, a Jesuit education seeks to ensure that students' lives will be, ultimately, truly worth living. At the same time, we
value and support specialization and professionalization—not for their own sake, but to the extent that they prepare our students to meet today's challenges with disciplinary expertise, creativity, and imagination.” (Seeking Integration and Wisdom, para. 26)

The Academic Vision and Values Statements

“Xavier University, a comprehensive university in the Jesuit tradition, excels at educating students intellectually, morally and spiritually by challenging them to become men and women of integrity and compassion. We inspire one another to achieve our full potential and to engage in society as competent, thoughtful, and responsible global citizens. We value academic rigor, research, reflection, and the integration of knowledge and action that works toward the betterment of society.

“Xavier is committed to:

**Academic Excellence** — A rigorous, analytical and reflective learning community led by accomplished faculty engaged in creative scholarly activity.

**Ignatian tradition** — Education of the whole person intellectually, morally and spiritually through lives of solidarity and service, with sensitivity to issues of social and environmental justice.

**Integrity** — A climate of academic freedom, professionalism, collegiality, and mutual respect throughout a diverse University community operating according to our principles of shared governance.”

Both were accepted by the faculty in Spring 2011.

Core Curriculum

The University’s distinctive integration of Jesuit, Catholic and liberal arts traditions is best communicated to its undergraduates through the newly revised Core Curriculum. The curricular revisions align the Student Learning Objectives and Goals with the Ignatian core values of Magis, Reflection, Discernment, Whole Person, Solidarity and Kinship, and Service Rooted in Justice and Love.

All undergraduate students beginning in the fall of 2015 will be engaged in:

**First-Year Seminar**, which provides entering students with an opportunity to work with faculty to explore important and challenging issues.

**Goa (CORE 101)**, a zero-credit hour course that meets every other week throughout the year helping students successfully navigate through university life. Students are challenged to answer two important questions:
• Who am I in this new environment?
• What do I want to accomplish at Xavier?

Of the more than 10 focus areas in the first year, some topics include:

• How decisions can impact individuals and the community
• Living the Jesuit values
• Identifying next steps for personal and career development
• Individual values and the greater community

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 with unique methods. In 2014-2015, the ERS provided a series of 13 seminars on the topic, Is there a Jesuit Ethics?, while this year’s seminar theme is Imagining the Good: Community, Equality, Environment. The excellence of this focus has received recognition from the National Endowment for the Humanities, the McGregor Fund and the John Templeton Foundation.

See the Core Overview and Video Introduction to the Core, as well as:
The Vision for the Core
Parts Around and Within the Core Explained
Core Classes Explained for Students
First-Year Structure Explained to Students

Faculty Support and Policies in Teaching, Research and Service

Faculty-specific professional development on Jesuit education and Ignatian pedagogy is offered in the Ruth and Robert Conway Institute for Jesuit Education housed within the Center for Mission and Identity. Peer assistance is offered by a Director of Faculty Programs in Mission and Identity, a three-year, half-time position. Endowed noteworthy opportunities offered through the Conway Institute include:

• The Ignatian Mentoring Program for Faculty, originally supported with a grant from the Lilly Fellows Program in the Humanities and Arts, and now by the
Cincinnati Jesuit Community, has the goal of “affirming excellence in teaching, scholarship and mission consciousness.” The pedagogy of the early career participants is available in book form: Teaching to The Mission and web-based resource format by discipline. The effectiveness of the program led to two additional grants from Lilly for Taking Time to Think: Ignatian Principles at Work (2009) and the Mission Academy (2012).

- **The Conway Faculty Fellowship**, offered in collaboration with the CTE Faculty Fellows program, offers a half-year of released time from teaching responsibilities to advance a project that “makes a significant mission-related impact on the educational endeavor at Xavier and beyond.” Similarly, a Jesuit Fellowship is offered through Xavier’s Faculty Development Committee and Office of the Associate Provost for Academic Affairs for scholarly work on mission-relevant issues.

The Xavier philosophy of engaging faculty in mission includes:

- Offering a variety of opportunities throughout the career span.
- Peer mentoring.
- A value on the physical place and space.

*The Faculty Handbook* clearly outlines University policies. For details see the Association of Catholic Colleges and Universities UPDATE article.

**Centers and Institutes**

Other campus centers and institutes which animate the University’s Jesuit identity include the:

- Edward B. Bruggeman Center for Dialogue
- Office of Diversity and Inclusion
- Center for Interfaith Community Engagement
- Center for Mission and Identity
- Center for Teaching Excellence
- Cintas Institute for Business Ethics
- Community Building Institute
- Dorothy Day Center for Faith and Justice
- Eigel Center for Community Learning
- Institute for Spirituality and Social Justice
- Office of Sustainability
- Sedler Family Center for Experiential Learning in Business

**Other Catholic Initiatives**

- **Catholicism and Culture** is a minor composed of courses on Catholicism and its various embodiments throughout time and the world.
- **Peace Studies** is a minor with courses on peace and conflict, social justice and ecological sustainability.
• **The Center for Catholic Education** assists regional Catholic schools in the transmission of the faith and the development of Catholic education, including a Master of Education Degree Program for Catholic school educators.

• **The Annual Pope Francis Presentation** is held in March to honor the anniversary of his election and is open to the regional community.

**Professional Schools and Graduate Programs**

Graduate enrollment at Xavier in 2015-2016 is 1,905 students:

- 1173—College of Professional Sciences
- 498—Williams College of Business
- 42—College of Arts and Sciences

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 must occur 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. At Xavier, this mission integration manifests itself in several broad themes. Many graduate programs participate in many of these themes; some participate in only one or two. Very few do nothing at all.

**Faculty recruitment, hiring and training:** Because Xavier does not have a graduate faculty—faculty members may teach both undergraduate and graduate courses—we are able to take a consistent approach in our faculty hiring practices. In short, we hire for a fit to the mission as articulated in our mission and vision statements, as well as individual program and department mission statements. The majority of new faculty members participate in our Manresa Program for New Faculty and Staff where they learn about our Jesuit history and mission.

**Explicit inclusion of Jesuit mission-related content:** Many programs have built into their student experiences explicit opportunities to introduce and discuss Jesuit mission-related themes such as Reflection, Discernment, Social Justice, Service Rooted in Justice and Love, Solidarity and Kinship, and Magis. Mission integration is led by faculty in a variety of ways: in a specific program context; with materials from the Center for Mission and Identity; facilitated by staff in the Center for Mission and Identity. Mission-related integration is delivered by:

- A specific student orientation module, either stand-alone or distributed within a single introductory course or across several courses.
- A specific course, such as a capstone course, designed to address curricular elements through the lens of our Jesuit mission.
- Modules or content distributed across the entire curriculum.
- Program concentration areas that directly relate to our Jesuit mission.
- Mission-related service learning opportunities embedded within internships and practicums, service opportunities in community that put their skills into practice, explicitly mission-related travel opportunities nationally and abroad.
Implicit inclusion of Jesuit mission-related content: Many of our programs involve subject areas that are inherently mission-centric—Nursing, Counseling, Psychology, Criminal Justice and Theology, for example. Rather than rely on this “built-in” mission relationship, nearly all of these programs intentionally infuse Jesuit language, pedagogy and practice into their entire curriculum. This manifests itself in many ways, such as:

- Reflection requirements built into required practicum and internships.
- Program service and practicum requirements that emphasize social justice and solidarity.
- The incorporation of Jesuit writing, philosophy, history and scholarship as a focus for experiential practices.
- The design of the program electives and concentrations to align with Jesuit social concerns.

College Mission Statements

Xavier’s three colleges affirm the University’s Jesuit Catholic tradition in their Mission Statements:

The College of Arts and Sciences challenges students to develop an integrated understanding of humanity, the world, and God by pursuing the questions raised in Xavier's core and departmental curricula.

- Do human beings have an enduring nature?
- How have we conceived of the good and tried to implement it over the course of history?
- Is there a best form of government or society?
- How do we communicate in words, numbers, melodies, and images?
- Can we grasp the structure of reality through mathematics, theory, and experiment?
- Is there a God who cares for us, and how have human beings responded to God’s love?

Through such core questions and through its programs of study in the liberal arts, the College aspires to liberate students by enabling them to broaden their minds, to seek the truth, and to meet the challenges of their time.

The Williams College of Business educates students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.

The College of Professional Sciences prepares undergraduate and graduate students in the Catholic Jesuit tradition intellectually, morally, and spiritually for careers and professions of service by:

- Challenging students to strive for academic excellence and life-long learning,
- Providing applied experiences grounded in theoretical foundations,
- Promoting collaboration and community partnerships,
- Incorporating research, scholarship, and innovation,
- Integrating ethical behavior and a respect for individual differences and diversity.
The programs in the College of Professional Sciences have a special focus on society in the areas of education, health, community services, and more. The college houses a wide variety of departments that include undergraduate programs, Master's degree programs and Doctoral programs in psychology, nursing and educational leadership.

**Supporting information**

See seven goals outlined in [The Xavier University 2014-2020 Academic Plan](#).

### 3. A Jesuit Catholic Campus Culture

“*At Xavier we affirm that ‘diversity’ is not a pretext for remaining in one's comfort zone, safe within one's unexamined assumptions. For us diversity means that all are welcome to the table and all must prepare to be challenged and transformed by the encounter with one another. We respond by opening contemplative spaces for genuine*
dialogue and critical inquiry across differences in our classrooms and work environments.” (Seeking Integration and Wisdom, para. 34)

University Ministry and Liturgical Life

Because Bellarmine Chapel is in the unique position as both the on-campus chapel and a parish in the Archdiocese of Cincinnati, a variety of programs and opportunities are available. Each Sunday during the academic year there are five Masses offered; three are parish Masses and two (4:00 p.m. and 10:00 p.m.) are student-oriented Masses organized by The Dorothy Day Center for Faith and Justice. Masses are also available three times a day during the week. In addition to worship opportunities, Bellarmine offers programs open to students as well as parishioners. These include the RCIA process, guest speakers and various service programs. Students may participate in the parish religious education program in the role of teachers and teacher aides.

In addition to liturgy and events provided by Bellarmine Chapel, there are many activities offered by the University:

- Mass of the Holy Spirit, called Spirit Celebration at Xavier. Classes are suspended and offices closed for this September mid-day Mass and social marking the beginning of the academic year.
- Baccalaureate Mass on the evening before Commencement for the graduating students and guests.
- St. Francis Xavier Day, Dec. 3 actively involves Alpha Sigma Nu, the Jesuit Honor Society, in the Mass and Cincinnati Jesuit Community Open House.
- Sacrament of Reconciliation Service for the campus community is offered twice during the academic year and upon request.
- Monthly exposition of the Blessed Sacrament.
- Yearly Mass and dinner for retired faculty and staff in December.
- A proposed Memorial Garden—conducive for quiet reflection and prayer to honor members of the campus community who have died.

The Dorothy Day Center for Faith and Justice provides pastoral care and spiritual companionship in addition to student companion groups that reflect on faith from a variety of perspectives. Like most Jesuit Catholic universities, Xavier offers a comprehensive retreat program and service opportunities for students of all faith traditions. The Center actively engages community partners, faculty and staff in supporting and participating in service.

In addition to its wide variety of options for Catholic students, the Center offers student organizations and activities specifically for Protestant, Muslim, Jewish and students of other faith traditions. It also offers programs for Xavier alumni through its Magis Society including evenings of reflection and alumni retreats.

Building a Culture Committed to Relationality and Responsibility

Beginning with Manresa New Student Orientation, the University helps to foster a culture for students that nurtures their actions as stewards for themselves, each other and the campus property through a number of supportive measures:
• The Office of the Dean of Students, which includes an Assistant Director for Student Integrity and Care Management and Coordinator, guides the University's student conduct processes. The Dean also oversees the McGrath Health, Wellness and Psychological Services Centers.

• The Office of the Title IX Coordinator was established to be directly accessible to students and respond to concerns of faculty and staff. In September 2015, Kate Lawson, Xavier’s Title IX coordinator, was appointed co-chair of the Cincinnati task force to reduce gender-based violence, a group convened by Cincinnati City Council member P.G. Sittenfeld.

• A variety of spiritual retreat opportunities are available for students through the The Dorothy Day Center for Faith and Justice. Financial support is offered when needed to enable student participation.

• The community education model of Campus Safety.

And for specific populations:

• The Center for Diversity and Inclusion
• The Crawford Student Athlete Academic Center
• The Center for Veterans Affairs
• Disability Services
• International Student Services
• The Learning Assistance Center

The process used to develop the student honor code is a remarkable example of the actualization of Xavier’s self-care model. In Spring 2014, President Graham asked a group of students to create a statement that would reflect the University culture of honor and integrity. It resulted in The Student Commitment’s message of tradition and inclusion. Students learn about it and its meaning through:

• The Road to Xavier, an internal orientation portal where students can pledge their support online and watch “It’s on Us” video as an example of students living the commitment.

• Manresa Orientation for New Students, when first-year students receive a magnet in their packets with “See Something, Say Something” and sign the Commitment banners during a campus scavenger hunt activity. It is recited at the President’s Welcome Convocation.

• Goa, when first-year students discuss the Student Commitment and the concept of bystander intervention during their first meeting.

• The Student Government Association, which this year has chosen to focus on its commitment to inclusivity. They are forming a student committee, tentatively named Variable X, to address initiatives and programs that help every Xavier student feel like they fully belong as a member of the community.

• The Student Wellness Advocacy Group, which delivers the Bystander Intervention program, Live the Commitment, addressing community expectations in the context of the Student Commitment. This program has been delivered several times since the start of the Spring semester, and three additional events are scheduled for Sexual Assault Awareness Month.

• Fenwick Hall, where a three-story banner of the Commitment hangs over the entrance of the hall, home to sophomore residents and the campus dining facility.
Commencement, when undergraduate students recite the Commitment at graduation.

Athletics

The recently adopted strategic plan for Xavier Athletics, titled “MAGIS,” incorporates the Jesuit ideal of promoting continuous growth and improvement. Similarly, Xavier Athletics must always strive for continuous growth and improvement, to do more and do better, for our student-athletes, for the University, for our alumni, for our community and for the Jesuit tradition that we represent. Examples of Xavier Athletics and Xavier’s Jesuit values include:

- Xavier’s nearly 300 student-athletes, covering all 18 sports, combined for nearly 2,000 hours of volunteer service in the Cincinnati area last year.
- Xavier Athletics partnered with Mount St. Joseph University to hold MSJ’s women’s basketball game that supported Lauren Hill, the MSJ player with an inoperable brain tumor. More recently, Xavier and MSJ have combined efforts to launch the Lauren Hill Tipoff Classic, a long-term basketball partnership that will raise money and awareness for pediatric brain cancer research.
- Sr. Rose Ann Fleming, founder of the Student-Athlete Academic Support Services Program, serves as the Faculty Athletic Representative for Xavier Athletics. Sr. Fleming’s nearly three decades of service to Xavier student-athletes has helped 96 men’s basketball players to graduate, the longest such streak in NCAA Division 1 basketball.
- The Xavier’s men’s basketball team folded service and mission into its international trip to Brazil last year. The team staged youth clinics and volunteered in a Rio de Janeiro favela.
- At least 100 student-athletes and roughly a dozen coaches and staff are active in Xavier’s Athletes-in-Action faith-based initiatives. This includes weekly Bible studies and various pre-game chapels.
- Xavier originated and led student-athlete and student efforts around a “Day of Service” in New York at the Big East Tournament.
- The Xavier’s women’s basketball team conducts a youth day in conjunction with its larger literacy initiative and reading program, touching nearly 2,500 Cincinnati children.
- As part of the overall renovation of the Cintas Center, the initial areas of priority are the spaces that focus on the development of our student-athletes, such as a new student-athlete academic center that opened this summer.
- Lighting The Way For Student Athletes is a publication for student athletes for reflection on Ignatian values.
- A Jesuit holds the position of “Chaplain of Athletics”.

Community Characterized by Diversity of Thought

Within the campus community, there is an atmosphere of respect for 15+ faith and cultural traditions that are represented. The University focuses on religious diversity in a variety of ways:

- Inclusion of ordained ministers of faith traditions other than Catholic during Blessing Rite at the conclusion of the annual Mass of the Holy Spirit along with
the inclusion of individuals of various cultures and traditions as readers, leaders of prayer and song, etc., as well as various texts for community worship services.

- The Interfaith Chapel in Husman Residence Hall is available on campus and is accessible 24 hours a day.
- Within the Catholic community, Life After Sunday, a student group with a Jesuit moderator, is available for individuals who are more comfortable with traditional Catholic expressions of faith.

Public conferences are offered through the Brueggeman Center for Dialogue. Examples of recent programs co-sponsored by the center include:

- Michael Sandel, Harvard University: What is the Right Thing to Do?
- Food For All: Rev. David Beckmann, President, Bread for the World.
- The Cooperative Economy: A Panel on How Cooperatives Are Shaping The New Economy.
- The Center for Interfaith Engagement is directed by Rabbi Abie Ingber.
- A protestant minister, the Rev. Abby King Kaiser, serves as the Ecumenical and Multifaith Director in the Dorothy Day for Center Faith and Justice.
- Faculty, staff and administrators of all faith traditions, and those of no faith tradition, are invited to take part in all of the programs offered by the Center for Mission and Identity.
- A University-Wide Diversity and Inclusion Initiatives Summary was compiled in September 2015.

Vocational Discernment

Vocational Discernment Experiences: The Center for Faith and Justice offers an array of experiences aimed at providing students practical discernment tools as they finish their time at Xavier and begin thinking about promoting good in their personal lives and the world around them and their choice of careers and lifestyles after graduation. These experiences are co-created through collaboration between the CFJ and particular academic departments or programs such as the Philosophy, Politics and the Public Honors program, Occupational Therapy and Nursing.

Office of Career Development: A variety of sessions and programs that include outside speakers are offered to help students determine their future careers and goals. Student employment may be matched with pre-professional/vocational interests.

Discussion Group for Religious Vocations: Students interested in discerning a vocation to religious life have access to a discussion group, led by members of the Jesuit community at Xavier, in collaboration with the Center for Faith and Justice.

Goa: The new first-year seminar program includes sessions where students are encouraged to think about their futures and career possibilities. Through presentations and small group meetings, students initially engage in discussions on what they want to accomplish at Xavier. They move forward to consider and reflect on their vocation in terms of their desires, talents, and aspirations to contribute to the world. They are
encouraged to create, in a general way, their own individual plan for the years to come after graduation.

**Student Athletes and Mission:** The Center for Faith and Justice and the Center for Diversity and Inclusion offer retreat experiences for student-athletes focused on developing self-awareness and spirituality, as well as improving sense of community amongst teams. Highlights include a 24-hour retreat for the Men’s Basketball team, an evening of reflection for the Women’s Swimming Team, and a day retreat offered to all athletes in conjunction with the Student Athlete Advisory Council.

**Church Calendar/Academic Calendar**

*A Multi Faith Calendar of Religious Holy Days* is available online at the Center for Mission and Identity Jesuit Resource. The calendar highlights work-restricted holy days so that faculty and staff supervisors may affirm and support the faiths of all members of the Xavier community. The University has a *Religious Accommodation Policy* that students are made aware of through *The Student Handbook*.

Yearly campus events include:

- **Spirit Celebration/Mass of the Holy Spirit**—Classes are suspended and University offices closed.
- **Kristallnacht—Night of the Broken Glass**—is remembered on Nov. 9.
- St. Francis Xavier Day Mass is held on Dec. 3.
- **Advent Lessons & Carols**
- **“A Xavier Xmas”** is an annual celebration for grade schoolers.
- “Holi,” the Hindu Festival of Colors celebrating spring, is held in March.
- Shabbat Dinner, a traditional Sabbath meal, is held in December and May.
- Renovated classroom buildings and other structures are blessed, most recently *Alter Hall*.
- Baccalaureate Mass is held for graduating seniors.
- Prayer services and ceremonies are held as the need arises, such as recognitions, deaths, world crises, etc.

A Jesuit, Br. Darrell Burns, S.J., is a member of the University Calendar Committee.

**Alumni**

Alumni Relations has recently created the ALL FOR ONE and ONE FOR ALL program focusing on a Community for Life theme for students and alumni. Specific examples include:

- Naples Mass and Dinner.
- 1831 Society Mass and Dinner to recognize and thank Annual Fund donors.
- Xavier on the Road events in conjunction with Academics, Admission, Athletics, Career Development and University Relations.
- Communion Sunday Mass at all Alumni Chapters.
- Alumni and Friends Mass celebrated at Big East Basketball Tournament in New York.
- Alumni and Student Habitat for Humanity service projects.
• Community Action Day with students and alumni in collaboration with the Center for Faith and Justice.
• Collaborating with Career Development to promote Hire-A-Muskie to alumni in order to recruit mentors and internship opportunities for students.
• Enrollment Ambassador program to assist Admissions with recruiting prospective students.
• Student Sendoff in every alumni chapter to foster family atmosphere,
• Quarterly electronic newsletters sent to alumni and friends with updates and happenings,
• Fresh communications through use of alumni website.
• Reunion Weekend celebrating all class years with emphasis on 25th and 50th reunion years.
• Xavier magazine published two times per year.

Brand and University Communications

The recently developed Marketing and Branding platform highlights four main brand pillars which serve as the foundation for all university communications, especially those directed to prospective students, alumni, the community and more. The four brand pillars for Xavier University include:

  • Jesuit ethics and values
  • Personal attention
  • The Community of X
  • Successful student outcomes

The pillar of Jesuit ethics and values helps to differentiate the Xavier brand from many other colleges and universities. While plenty of faith-based institutions exist, the opportunity to leverage the Jesuit philosophy is something that is recognized as both a successful educational enterprise, but also one rooted in faith, service and ministry. Some examples of branding and communications with a Jesuit focus include:

  • The Center for Mission & Identity’s web presence focusing on mission, vision and values.
  • The focus on Jesuit ethics and values throughout the Xavier web experience directed at prospective students including areas about Faith and Service and Jesuit 101.
  • Through videos that highlight the Xavier experience including The Student Commitment, the medical mission trip to Guatemala, Alternative Breaks trips and more.
  • Through videos that support messaging about our Catholic tradition including this Xavier Alumni Christmas message, this Xavier Easter message, and a message from students in the Dorothy Day Center for Faith and Justice about what Easter means to them.

These are just some examples in which Xavier’s Jesuit mission and identity are shared with Xavier constituents. From admission presentations to literature and flyers, websites
and videos, Xavier’s Jesuit identity plays out as a key theme at many points in the communications and marketing cycles.

Other avenues exist that might not be typical as well. For instance, in late September and in anticipation for the visit from Pope Francis, the City of Cincinnati and the Mayor proclaimed the week as Jesuit Education Week throughout the city highlighting Xavier and St. Xavier High School’s community connections and Jesuit philosophy, a certain highlight for each institution. During that same time frame, Xavier marketing professionals worked with the AJCU and the other 27 Jesuit colleges and universities to promote the Pope’s visit and the spirit of Jesuit education throughout the country.

Commendation

Xavier is one of 15 schools nationwide awarded a $100,000 grant in 2012 from the American Council on Education and the Alfred P. Sloan Foundation for its innovative work in preparing faculty for the later stages of their careers and for retirement through programs such as The Second Fifty, Taking Time to Reflect/An Ignatian Pilgrimage, and the Faculty Learning Community and Fellowship on Legacy Projects. In selecting Xavier, the American Council on Education was impressed with the integration of institutional mission into efforts that support faculty. Programs were commended for enacting the value of cura personalis integral to its Jesuit mission. Read a description of Xavier’s array of offerings in Working Within Your Institutional Mission, by Mary Kochlelf, PhD, Executive Director for Academic Organizational Development and Online Learning in Grant Services, in Faculty Retirement: Best Practices for Navigating the Transition (2015).

4. Service

“We believe that faith, knowledge, and service are not three independent aspects of education. Rather they form a triad in which each part is intrinsically related to the others. We affirm that community-based service at local, regional, and global levels is integral to the learning experience and central to Xavier's mission. We affirm that experiences of encounter and solidarity with the poor as well as careful structural analysis of poverty and other forms of social evil and systemic injustice are not add-ons but integral to the Jesuit mission that seeks both personal and social transformation.” (Seeking Integration and Wisdom, para. 47)

Solidarity
The University fosters a community of respect and hospitality felt by both internal and external constituencies. Some examples are:

- **Smooth Transitions program**: First-year student summer pre-orientation and year-long peer mentoring program that seeks to support underrepresented students including first generation, low-income students of any racial background, multi-racial students and students of color.
- Twenty percent of the entering class is composed of first-generation college students.
- Xavier’s [Center for Diversity and Inclusion](#) offers a broad spectrum of student [cultural identity and advocacy groups](#).
- [X-Link](#) Partners with Neighborhoods of Opportunity.
- On-campus art exhibits, theatre productions, musical offerings, guest speakers, etc. are available to the local community.
- Bi-Annual [Community Action Day of Service](#) led by the Center for Faith and Justice.
- Annual [Interfaith Guatemala Medical Service Trip](#).
- Center for International Education [Solidarity Semester: Nicaragua](#) and **Faculty-led** Study Abroad programs were offered in 13 countries.
- [Community Engaged Fellowship](#). Established in 1989, the Fellowship recruits incoming freshmen who excel in service and choose engagement as part of their undergraduate experience. Recipients of the scholarship are required to perform 10 hours of service each week during their college careers while serving as role models for other students and promoting Jesuit ideals on campus.
- Service opportunities offered for faculty and staff through the Office of Human Resources, the Center for Mission and Identity, and the Office of the Provost.

In 2013-14, [Xavier Students contributed 62,648 hours to community service and service learning engagement](#) (President’s Honor Roll). Various student service program opportunities that meet on a regular basis throughout the academic year are available through the Center for Faith and Justice, Center for Interfaith Community Engagement, and the Eigel Center for Community Engaged Learning. These programs include the [Alternative Breaks](#) program, which provides opportunities for students, faculty and staff to participate; group and private reflection is part of the experience.

**Ignatian Pedagogical Paradigm**

Support for faculty in understanding the Ignatian model comes from a variety of sources including:

- The [Conway Institute for Jesuit Education](#), which assists faculty in transforming students intellectually, morally and spiritually in the Jesuit Catholic tradition while appropriating Ignatian pedagogy and spirituality.
- Administered by the Center for Mission and Identity, [Educating for Justice](#), a gift-supported opportunity for faculty to integrate the promotion of social justice and service into the curriculum through direct student contact with the marginalized, has funded 13 faculty projects involving students and community partners since its inception in 2009, including nine initiatives during 2012-2013.
Now in its seventh year, the Academy for Community-Engaged Faculty has previously supported Xavier faculty making a significant revision to a chosen course or in creating a new course incorporating principles and practices of community engagement. Engaged courses foster a learning environment that brings faculty, students and community members together and connects academic and community knowledge and resources. Such partnerships develop the capacity of University and community participants to learn, serve and lead together. Sample classes include ECON 390, Economics of Poverty, and COMM 479, a service-learning capstone course for senior public relations students.

Experiences for students include:

- **Brueggeman Fellows Program**—Fellows have traveled to Africa, South America, Europe and Asia.
- In 2013-2014, 2,741 students took one of 50+ service-learning courses offered by faculty during the academic year.
- All Occupational Therapy majors complete a **domestic or international service-learning course** as part of their major.
- A variety of regular service programs are offered through the **Dorothy Day Center for Faith and Justice**, including the Summer Service Internship, a 10-week summer immersion where students work full time in community agencies that address homelessness, hunger, immigration, health, disabilities and community development. The program educates students through service and reflection on social justice issues.
- The Nursing program is directly involved with local hospitals and medical centers.
- The Department of Education has strong ties with local public, private and Catholic schools.
- Xavier’s **Montessori Institute and Lab School** is internationally known with teacher preparation programs throughout the United States, South Korea and China.
- Through its Center for International Education, Xavier incorporates reflection as a major component of its study abroad programs such as the **Academic Service Learning Semesters** which include the **Solidarity Semester in Nicaragua**.

**Community Outreach**

Community engagement and outreach are hallmarks of the University. For example:

- **The Community Building Institute**, a partnership between Xavier and United Way since 1995, has worked successfully in many different communities throughout Southwest Ohio, Northern Kentucky and Southeast Indiana. It maintains an ongoing collaborative relationship with the neighborhoods of Evanston and Norwood, most recently sharing an Americorps Public Ally that works on housing and neighborhood development strategies. CBI helps communities organize their own redevelopment by tapping into the passion of their residents and identifying the physical assets of their neighborhoods. The goal of CBI is to develop a coordinated plan of improvement that incorporates all the major elements a community needs to thrive: housing, schools, health care, transportation, jobs and business. **See a list of past projects** including **EVANSTON NOW!**, Strive, Hamilton County Clusters, The Do Right Campaign, Northside

- The **Eigel Center for Community Engaged Learning** encourages faculty, students, administrators and staff to partner with those beyond the University to promote student learning and community well-being. It is the hub for this learning network and enables all involved to discover the mutual benefits of community engagement.

- The **Center for Catholic Education** offers a professional development program for Catholic educators in Cincinnati/Northern Kentucky that involves a yearlong series of workshops around a topic that enhances teaching in schools.

- The **Department of Health Services Administration** has a long-term collaboration with the Cincinnati Health Department to improve the health of the community. Student projects have included Neighborhood Mortality Database Health and Mortality Data in Cincinnati Neighborhoods, asthma care in children, Improving Asthma Care: Identifying Barriers to Asthma Control in Cincinnati Public School Children, Dental Care in Cincinnati, Food Safety Study, and designing systems for meaningful use of electronic medical records data.

- As part of a Health Services Administration capstone course, students take part in a **philanthropic semester-long experience** to learn the art of grant writing, as well as the challenges of making funding decisions. The program awards $4,000 each year as part of this project. Students are organized into groups to identify health and social needs in the Cincinnati community and look for charitable organizations focused on the following groups: the medically underserved, aging, children, developmental disabilities and mental health. Since 2008, the program has awarded 12 organizations over $24,000.

- **Xavier's Community Service Jobs Program** is an ongoing partnership with Federal Work Study. Coordinated out of the Office of Career Development, this program engages 25 service sites in neighborhoods surrounding campus, providing them with a paid Work Study student. More than 40 students contributed over 20 hours or more of impactful service totaling over 6,000 hours in 2012-2013.

- MuskieTigers and UpSwing Buddies (formerly ZooMates) are two long-standing mentoring programs that respectively target high-school students from refugee families and elementary students experiencing homelessness. Student-led groups provide tutoring and mentoring while exposing the students to the idea of college.

- **Xavier Urban Farm**, emphasizing sustainability through food production, makes fresh vegetables and produce available to the community at reasonable cost.

- Outdoor playing areas are made available for use by the community through the University’s Recreational Sports department.

- **Campus Police** is available to support and assist local municipal police.

- Accountancy majors and faculty assist neighborhood residents each year with filing their income tax forms, especially elderly and lower-income residents.

- Establishing the **University Station complex** involved developing University property to offer residential and commercial opportunities to the community.
Commendations: In 2011, Xavier received a commendation for commitment to community service and engagement by the Higher Learning Commission, the University’s accrediting body.

In 2009 the Carnegie Foundation for the Advancement of Teaching, an independent policy and research center at Stanford, recognized Xavier specifically for its success in both Curricular Engagement, and Outreach and Partnerships. Xavier was among 10 institutions in Ohio and 149 nationwide to be honored by the foundation. “The requirements, when met, describe an institution deeply engaged with its community,” the Carnegie Foundation report stated. That same year Xavier was named to the President’s Higher Education Community Service Honor Roll for its various outreach programs.

5. Service to the Local Church

“We believe that a vibrant Catholic religious identity is fostered through experiences of the cultural and theological diversity within Catholicism itself as well as through deep personal engagement with perennial questions across the whole range of human experience and global religious traditions. The core requirements in theology and philosophy introduce students of every background to the breadth of the Catholic intellectual and spiritual tradition, and engage our Catholic students in a rigorous exploration of their faith and spirituality. We affirm with the Spiritual Exercises of Ignatius Loyola that one of the most important aims of a Jesuit education is "to praise, reverence, and serve God." (Seeking Integration and Wisdom, para. 40)
Programs and Resources

Bellarmine Chapel: The on-campus chapel serves as an active parish within the Archdiocese.

Catholic Schools: As a Catholic institution of higher education, Xavier highly values its relationships with area Catholic K-12 schools. In addition to recruiting students from local Catholic schools and having agreements with these schools to place education students there for field experiences, the University has undertaken several initiatives that speak to this commitment:

- In 2003, with funding from the Clement and Ann Buenger Foundation and in partnership with the Archdiocese of Cincinnati, Xavier launched an initiative to develop leadership and strengthen science and mathematics programs at local Catholic elementary schools. This highly successful program, The Initiative for Catholic Schools, has provided administrators and teachers at over 100 Catholic schools in Cincinnati and Covington, Ky., with the training and tools they need to lead their institutions and teach their students more effectively.

- In 2007, Xavier created the Center for Catholic Education as an expansion of the Initiative for Catholic Schools. The Center acts as a catalyst for change in local Catholic schools, focusing on helping diocesan schools assess needs, plan strategically for the future, market effectively, professionally develop their teachers and administrators, and implement changes that ensure long-term stability and growth. The Center’s goal is to reach every school in the Archdiocese as well as the Diocese of Covington, strengthening the development of Catholic education locally.

- In 2008, Xavier started a Master of Education program that offers scholarships for teachers and administrators at Catholic schools to take graduate education courses focusing on Catholic Education.

Parishes: Theology department faculty are frequently invited to present lectures, retreats and workshops in their areas of expertise at diocesan parishes ranging from greater Cincinnati to Dayton and well beyond the local diocese to church communities and diocesan initiatives out-of-state. For instance, Theology Professor Chris Pramuk, PhD, offered a day-long workshop on race for the Archdiocese of Chicago.

Likewise a number of theology department classes, both undergraduate and graduate, involve immersion and/or service trips into parishes of the Archdiocese of Cincinnati, building relational bridges between faculty and students and ordinary Catholics and their pastoral leaders in the community.

In addition, the newly launched Institute for Spirituality and Social Justice offers numerous classes, workshops and opportunities for continuing education (including CPE) for teachers, lay ministers and other pastoral staff in Cincinnati. The institute is continuously building relationships with grassroots churches and outreach workers in hopes of offering programs to serve these communities, especially the poor and marginalized. Likewise, classes and workshops are offered with an explicitly interfaith and ecumenical perspective, seeking to build relationships of friendship and collaboration across Christian denominations as well as non-Christian religious traditions.
Events in 2015-2016 that reflect Xavier’s commitment to community education and outreach include:

- Celebrating the 50th anniversary of Nostra Aetate.
- The Blessing Exhibit in Rome.
- Why We Stay: The Changing Role of Women in Faith Communities, panel presentation of editors of the newly published, Faithfully Feminist: Jewish, Christian, and Muslim Feminists on Why We Stay.
- The Interfaith Initiative: 50 Years—50 Service Projects.
- A Graced Moment: Awakening to Ecological Conversion with Pope Francis.
- Annual Presentation on the Anniversary of the Election of Pope Francis.
- U.S. Catholic Mission Association’s Annual Conference.
- What Is It Like To Be A Refugee?—Dr. Ana Julieta Calvo of the United Nations High Commission for Refugees.
- The Annual Ann Bueng er Catholic Speaker Series—The Power of Pause.

Relationship with the Local Ordinary

By virtue of the open lines of communication that exist, President Graham has regular communication and, at least, an annual meeting with the Archbishop. On occasion, the theology department has dinner with the Archbishop to discuss various topics.

Also, Xavier invites the Archbishop to take part in various on-campus activities throughout the year, including student events such as presiding annually at the “Holy Power Hour” Exposition of the Blessed Sacrament with Benediction. Xavier provides support and collaboration on programs with the Archdiocese during the Year of Faith and Year of Mercy. And the University supports the Archdiocesan fundraising campaign gathering sessions.

Xavier has served as a leader in the collaboration between the Archdiocese and other faiths, and has hosted several national and Archdiocesan conferences and celebrations including:

- The Archdiocesan Catholic Youth Conference in 2014.
- The Archdiocese Celebrates March on Washington Celebration in 2013.
- The Archdiocese Celebrates Pacem In Terris for high school students in 2013.

In support of the ministerial and liturgical life of the Archdiocese, Jesuits at Xavier, including President Graham, are actively involved with local parishes on a regular basis to preside at Sunday Masses and sacramental ministry. In addition, Jesuits regularly assist local parishes with reconciliation services and provide regular sacramental care for local retirement homes.

Preparation of Next Generation of Catholic Intellectual Leaders
The Department of **Theology** offers a strong undergraduate curriculum for students. It offers a **Religious Education Minor** to prepare theology majors to meet the Archdiocese of Cincinnati's professional requirements for Catholic High School Religion Teacher Certification. Moreover, it supports the curriculum of the **Catholicism and Culture Minor** and other areas of high specificity to Catholic social teaching such as the **Peace Studies minor**, and graduate and undergraduate **majors and minors** in environmental sustainability.

**Exemplary Service to the Catholic Church**

An internationally acclaimed exhibit, *A Blessing to One Another: Pope John Paul II and the Jewish People*, was created in 2005 at Xavier University. It includes photos, video footage, documents and artifacts recording the contributions of Pope John Paul II to relations between the Catholic and Jewish faiths. Visitors experience the 20th century through the eyes and experiences of the pope including his childhood in Wadowice, Poland, his experience of World War II and the Holocaust, his years as a young priest in Krakow, and his papacy. After its inaugural run in Cincinnati, honoring the 40th anniversary of *Nostra Aetate*, the exhibit moved to the Pope John Paul II Cultural Center in Washington, D.C., now The Saint John Paul II National Shrine, where it was on display until 2006. From there it moved to the Museum of Jewish Heritage in New York City. It has since toured the United States for 10 years exhibiting at venues equally divided between Catholic and Jewish institutions. The exhibit has been visited by more than 1 million people. It opened at the **Vatican Museum** on July 28, 2015, honoring the 50th anniversary of *Nostra Aetate*, and included a new piece on his canonization. In Rome, it was announced that the exhibit would be permanently housed in the John Paul II Center in Krakow, Poland.

Xavier has served as convener of community partners on a number of additional events honoring *Nostra Aetate* (see 5: Programs and Events) that include representatives and supporters from:

- The American Jewish Committee
- The Islamic Center of Greater Cincinnati
- Hebrew Union College—Jewish Institute of Religion
- The Islamic Mosque of Clifton
- The Center for Holocaust and Humanity Education
- The Archdiocese of Cincinnati
- The Jewish Community Relations Council
- Bellarmine Chapel
- Catholic Studies at the University of Cincinnati
- Xavier’s Institute for Spirituality and Social Justice
- The Ethics/Religion and Society Concentration
- The Center for Diversity and Inclusion
- The Dorothy Day Center for Faith and Justice
- Gender and Diversity Studies
- Mission and Identity
- Theology Department
- Women of Excellence
6. Jesuit Presence

“We foster lay formation and collaboration with the Society of Jesus through strong programs in Mission and Identity such as the Ignatian Mentoring Program and AFMIX: Assuring the Future Mission and Identity of Xavier. At the same time, we continue to rely on ‘the corporate investment of the Society of Jesus’ and seek to ‘maintain and augment a strong Jesuit presence’ on campus. We look to the Society's leadership structures to help ensure that the Xavier Way remains rooted firmly in the Ignatian spirit and the liberal arts tradition of Jesuit education.” (Seeking Integration and Wisdom, para. 44)

Jesuits Active in the University

The Cincinnati Jesuit Community resides on campus. This is a central community composed of Jesuits involved with St. Xavier Church in downtown Cincinnati and Bellarmine Parish on campus, and retired and semi-retired Jesuits, as well as those
directly involved with the University. The presence of the Jesuit Residence on campus is a visible sign of support and confirmation of the Society of Jesus to the identity and mission of the university. The Jesuit Community engages with and supports the wider campus community in a variety of direct and indirect ways:

- The Community extends hospitality to the wider community, enabling students, staff and faculty to meet and interact with Jesuits in the casual atmosphere of their home. The Community invites the baseball and soccer teams to cookouts during their seasons. Also, the Community hosts a yearly dinner for faculty and students in the Honors Bachelor of Arts program. In addition to these specific groups, the Community holds an Open House and lunch on the Feast of St. Francis Xavier, Dec. 3, for the entire campus community. This is preceded by a concelebrated Mass in the campus chapel.

- The Rector of the Cincinnati Jesuit Community serves on the University Board of Trustees (ex officio).

- Four Jesuits are teaching full-time, two are on the staff of the Center for Mission and Identity, one serves as the University’s archivist, and one is on staff in the Dorothy Day Center for Faith and Justice.

- Four Jesuits live in the student residence halls, while others serve as Chaplain for ROTC and other on-campus student groups.

- Some Jesuits are available to provide spiritual direction and also serve as a guide for the 19th Annotation style Spiritual Exercises.

- Jesuit priests are available to provide sacramental ministry, such as the Eucharist and Reconciliation, for student retreats.

- Jesuits serve as presiders and planners with student committees for the two Sunday student-focused Masses offered weekly. Additionally, Jesuits preside, on a rotating schedule, at the three Masses available each weekday.

**Relationship with Society of Jesus**

Many University offices and individuals actively participate in the various national and international programs and conferences sponsored by the Association of Jesuit Colleges and Universities of the Society of Jesus.

For one, President Graham is the current AJCU Board chair. Also, Xavier is a co-sponsor of the Ignatian Family Teaching-In For Justice.

And the Center for Mission and Identity, and its Conway Institute for Jesuit Education, maintain a comprehensive collection of digital and print resources on Jesuit education and Ignatian spirituality, further supporting the global work of the Society of Jesus. These resources, found on the Center’s website www.JesuitResource.org, annually received nearly 500,000 page views from people in 200+ countries and territories, the top countries including the U.S., the Philippines, Canada, India, the United Kingdom, Australia and South Africa.
The website includes:

- An online encyclopedia of Jesuit and Ignatian terms.
- Ignatian pedagogical examples by academic discipline.
- 150+ videos.
- 800+ quotes.
- 500+ prayers for various faith traditions and seasons/events.
- 100+ free printable prayer cards and posters.
- Multi-faith calendar of religious holy days.
- Daily reflections.
- Several online seminars.
- Resources in Spanish.
- Foundational documents on Jesuit Catholic Education.

The Center’s print resources on Jesuit education and Ignatian spirituality include the popular Do You Speak Ignatian, Daily Examen Prayer Cards, Ignatian Journal and Ignatian resources for unique populations such as student-athletes, leaders and graduate students. These materials are requested by institutions across the globe including universities, high schools, parishes, hospitals and retreat centers. Complete digital versions of these print resources are also available free online as part of the Center’s sustainability and outreach efforts, making these materials easily accessible for online courses including those taught by Jesuit Commons: Higher Education at the Margins.

In addition, the student employees of the Center are developing an Ignatian prayer mobile application that will provide easier mobile access to the Center’s rich prayer index.

A bi-monthly newsletter is sent to more than 10,000 people around the world interested in Jesuit education and Ignatian spirituality. Recent newsletter themes include: Ignatian Pedagogy and Education, Pope Francis, Advent and Christmas Resources, Catholic Identity and Education, Celebrating 50 Years of Gaudium Et Spes, Lent and Easter Resources.

To learn more, see “Vocational Discernment” in section 3 above.

Province

The Socius of the Chicago-Detroit Province, Walter Deye, S.J., is a member of Xavier’s Board of Trustees.

Xavier actively supports the collaborative initiatives of the pending Upper Midwest Province. The Chief Mission Officer serves as one of three CMO’s on the “Think Tank” of the Bi-Provincial Assistant for Higher Education. Additionally, this past summer, the first Women’s Ignatian Leadership Salon was held at Xavier for 25 women of the seven Jesuit province universities and Canada. Read the news brief from the Jesuit Conference to learn more. An interactive presentation of the Salon as A Women’s Mission Conscious
Leadership Seminar Boosting Institutional Effectiveness will be offered at the annual meeting of the Higher Learning Commission in Chicago IL in April 2015.

Province Feedback
Daniel McDonald, S.J., visited the six universities of the Midwest Province in order to assist the Provincial in understanding “the important ministry of the Province.” His impressions were based on his visit to Xavier from Oct. 22-Oct. 25, and Nov. 3-Nov. 5, 2014, as well as the other five universities. During his Xavier visit, he met with groups of faculty, staff and students as well as the President Graham, the Board Chair, Chief Mission Officer, Jesuit Rector and central administration. While his report was written for the Provincial and is not intended for wide circulation, the excerpts below indicate what might be “worth affirming:”

- **The New Xavier:** “If you have a chance while you are visiting Xavier, ask for a campus tour by Bob Sheeran. It will be well worth your time to have a sense of the ‘new’ Xavier. The new buildings clearly portray an institution of substance.”

- **The Ignatian Gifts:** “One enters the Hoff Dining hall and immediately sees the ‘Ignatian Gifts’ on the wall. The dining room is further divided into five areas which call attention to these themes. This idea might be well advised for the other Jesuit universities. Perhaps a different adaptation, but the idea seems important.”

- **Animating The Mission Statement:** "Over and over again, the Mission and Identity is evident and lived, not only in words but also in deeds. Everyone I visited with at Xavier seems to be striving to engage the Mission Statement and the Catholic/Jesuit identity of the University. A lot of energy around the Mission Statement is noteworthy, and it is immediately clear that much is done with what seems to be a sufficient allotment of resources to these endeavors. The human capital engaged in the mission is also quite substantial and impressive.”

- **Jesuit Identity Vocabulary:** "There is acknowledged Jesuit identity vocabulary at every level of discourse. Further, people constantly reference ideas like service, service learning, reflection, leadership and justice.”

- **University Service Programs:** "The students at Xavier help with many of the corporal and spiritual works of mercy. Given the number of students involved in these works in Cincinnati, it seems this has a significant effect on the local Church.”

- **The Core Curriculum Process:** "The approach to the CORE process at Xavier is unique. I think it would be good to offer this reflection to the other Jesuit schools as a possible approach. They used some unique variables which allowed them to move ahead.”

- **The Environment:** "People are thankful that they work in an environment which values ethics, service, reflection and leadership. The students are proud to be known as young people who are living what Pope Francis has challenged them to live and work with the marginalized seems a value for them. They were highly enthusiastic about almost everything Xavier and were thankful for the opportunity to live and be part of this exciting school.”

- **Leadership:** "People are dedicated to the University and love working there. They respect the Jesuits and that tradition. They see the mission and the vision as important and want to be part of all movements that are value-centric. Some go as far as to indicate that they consider their life of work at Xavier a vocation and that Debra Mooney (CMO) has helped them understand this in the Mission
programs…. I would like a nod to move ahead with her to share some of her programs and insights with the other schools.”

- **Assuring the Future Mission and Identity at Xavier:** ”The AFMIX program is held in high regard—it is a two-year program and is quite successful. This might be considered by other Jesuit universities for its impact and possible adaptation.”

- **The Mission Animators:** ”The program (a collaborative engagement among campus leaders from the offices of Dialogue, Diversity, Ethics/Religion and Society, Community Building, Community Engagement, Faith and Justice, First-year Experience, Interfaith Community Engagement, Mission and Identity, Sustainability and Theology) might be worth examining for other Jesuit institutions. It is unique and it seems to have a far-reaching effect because the committee people are risk-takers. Modeling this group might be suggested at the other Upper Midwest Schools.”

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**7. Integrity**

“Clarity about our identity and mission moving forward is crucial as the Society of Jesus increasingly depends on the laity to ‘assist in leadership roles that will preserve the identity and mission of the institution as Jesuit.’ One of the great strengths of our formational programs is their inclusiveness and catholicity…Once again our unity within our diversity is our strength. Inspired by St. Ignatius, the Xavier Way is a dynamic spirit of critical inquiry and loving openness seeking encounter, integration, and wisdom in all that we do together.” (Seeking Integration and Wisdom, para. 50)

**HR Policies that Demonstrate a Commitment to Mission**

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.”

In 2013, a [compensation and classification system](#) was implemented following a two-year
process of review and analysis. The University utilizes a merit-based system for salary increases. Fairness in compensation, benefits and promotion practices is ensured.

Similar to Xavier’s Student Learning Outcomes in the revised Core Curriculum, the Annual Performance Form used by staff includes a section on the Institutional Values of magis, cura personalis, discernment, reflection, service and solidarity. As stated on the form, “At Xavier, we celebrate a passion for mission and incorporate those values into one’s performance.”

A University Benefits Committee of faculty and staff meets regularly to review and advise the Office of Human Resources on the University’s fringe benefit offerings.

**Formation for Mission and Leadership**

A variety of programs and activities offered through the Center for Mission and Identity includes those that are both exclusive to Xavier and those that are coordinated in collaboration with networks such as AJCU, ACCU, etc). Daniel McDonald, S.J., stated in his report, “The programs [at Xavier] are plentiful and the people interviewed were more than excited about these programs.”

Two Xavier offerings that are particularly noteworthy are:

- **The Manresa Orientation Program for New Faculty and Staff**, which begins with lunch with the President where he provides his vision of Xavier as a Jesuit Catholic institution to all new employees. The program offers either an off-campus overnight retreat or three on-campus lunch sessions. The sole focus of the Manresa program is Xavier’s Jesuit identity and how it is animated through the University’s mission.

- **Assuring the Future Mission and Identity at Xavier (AFMIX)**, a two-year program for faculty and staff that meets weekly. Participants learn about and discuss Jesuit/Ignatian history, spirituality, education and its contemporary application on both an institutional and personal level. The program includes a semester-long, small group experience of the Spiritual Exercises of St. Ignatius. Now in its 16th year, the program’s current cohort has 30 participants representing every division and college of the University. In total, over 200 members of the campus community are AFMIX graduates.

**Hiring Practices that Demonstrate Commitment to Mission**

The Office of Human Resources’ career website assures that prospective hires become familiar with the University’s Jesuit tradition. It includes a brief history of the Institution and narratives by faculty and staff describing their connection with University values, interfaith engagement and “the unique benefits of working for a Jesuit University.”

**Financial Management that Illustrates Commitment to Mission**

Financial management policies and practices are oriented toward support of the University’s mission together with strong fiduciary execution:
• Xavier operates with a strong emphasis on integrity. We consistently receive unqualified annual audit opinions from its independent accountants and clean annual reviews related to Xavier’s use of federal financial aid and compliance with NCAA financial rules.

• Numerous initiatives have been implemented to steward and improve the use of limited resources in support of the mission. A significant recent example is the major debt restructuring that reduced risk and saved millions of dollars.

• The University Planning and Resourcing Council meets regularly with the UPRC Advisory Committee in making resourcing recommendations to the President. The groups are structured to foster diversity and inclusion of thought and perspective and incorporate communal discernment in decision-making. The President’s Cabinet members, including the CMO, as well as faculty members, students and staff are represented. In addition, the CMO serves on the Space Subcommittee of UPRC.

• Resource allocation and reallocation choices between competing needs are typically made in the context of Xavier values and The Xavier Way priorities.

• Xavier has developed a strong practice of supporting women and minority businesses.

• Business services practices are carried out with an eye toward cura personalis and cura apostolica—caring for others and for the University. Examples of this can be found regularly in handling of student billing, payroll and other operational areas.

Physical Resource Management that Illustrates a Commitment to Mission

Xavier’s physical campus is exceptional in communicating the University’s commitment to the mission. The first planning principle of the Campus Master Plan is to “strengthen the identity of Xavier as a progressive community of inquiry rooted in the ethics and values that imprint a Xavier education as Jesuit and Catholic.”

The principles are evidenced through the integration of symbols and expressions of the Jesuit Catholic heritage in art, architecture and design. The robust collection is evident in its Buildings, Statues and Beauty. The more notable physical representations are:

• Renovation of Alter Hall, where classroom building sustainability initiatives meet Gold LEED requirements, including a rain garden. Completed in 2015.

• A Peace Garden and Jesuit Martyr Memorial, anticipated for fall 2015.

• The St. Ignatius Steps which incorporate a statue of St. Ignatius, the Prayer for Generosity, and the logo of the Society of Jesus.

• Statues of St. Francis of Assisi, Blessed Mother Theresa of Calcutta, James E. Hoff, S.J., and a statue of St. Francis Xavier greet visitors at the main entrance to campus.

• The establishment of a permanent home for the Center for Mission and Identity at the heart of campus with 17 original Ignatian inspired paintings by local professional artist and Xavier alumnae Holly Schapker.

• Large bronze sculpture of the Jesuit Seal on the front of the chapel.

• Sculpture of Quo Vadis in the residential mall encouraging students to reflect on their values.
Custom designed and created crosses by artist David Camele, in all classroom buildings.

The Cincinnati region’s Sustainability Heroes honored in wall art form in Fenwick Hall.

Perhaps one of the most notable aspects of the Xavier campus is its landscaping, which is intentionally designed to encourage reflection among its students, faculty, staff and visitors. Xavier considers itself a “university in a park” with quiet reflection areas throughout campus. This is reflected in several of the planning principles of the Master Plan including: “strengthen the historic core of the campus while developing new facilities that create human-scaled open spaces with distinct character” and “ensure that development of the campus fully embraces the open spaces and parklands that surround the campus; knits together the diverse campus environment and enhances the University’s contribution to the civic landscape of the community.”

**Environmental Sustainability:** Xavier has been named a “green” school by the *Princeton Review* every year since 2013. In fact, the newest building revision, Alter Hall, was updated with sustainability in mind throughout the process and meets Gold LEED standards. All buildings erected since 2008 meet LEED silver standards.

President Graham signed the American College and University Presidents Climate Commitment in 2007 and the Catholic Climate Covenant Pledge in 2014. In addition, Xavier is a member of the American Association for Sustainability in Higher Education. In care of the University commitment is a Campus Sustainability Plan as well as:

- An Office of Sustainability.
- Senior Administrative Fellow for Sustainability.
- Academic programs, including four undergraduate majors and a minor and two graduate degrees in the field of sustainability: Theology MA in Sustainability MA IN URBAN SUSTAINABILITY AND RESILIENCE and Theology MA in Solidarity in a Global Context.
- A Sustainability Ambassadors program for staff and faculty and sustainability student intern who work on campus projects to promote the Campus Sustainability Plan.
- A resource page on Sustainability, Ecology and Jesuit Identity.
- Professor Jonathan Gibson’s art class designed a logo used on the campus to represent sustainability initiatives. Sustainability Ambassadors have shirts with the logo on their sleeve.

**Commendations and comments on mission activities and programs**

In his feedback, Daniel McDonald, S.J., commented, “The strongest parts of the Mission and Identity… are the conversations and activities which indicate the primacy of the Mission. There is acknowledged Jesuit identity vocabulary at every level of discourse. Further, people constantly reference ideas like service, service learning, reflection, leadership and justice... It is also true to say that there is no lack of opportunities for understanding Jesuit, Catholic and Mission.”
Xavier’s programs in the Association of Catholic Colleges and Universities’ Promising Practices Inventory, which “serve as examples for leaders in Catholic higher education as they work to strengthen Catholic mission and identity” are:

- **Trustee Formation at a Jesuit Catholic University**
- **A Mission Mentoring Program for New Senior Administrators**
- **Online Prayer Index**
- **Ignatian Mentoring Program**
- **Assuring The Mission and Identity of Xavier**
- **Women’s Ignatian Leadership Salon**

Father Greg Lucey, in his final “Letter from the President” as AJCU president, wrote in the January 2013 edition of Connections: “…In response to a growing desire for more integrated, formational experiences among faculty, staff, and administrators, several schools have developed campus-based programs that include spiritual, educational, and service activities that span a semester or academic year. Several schools are starting to design programs that provide board members with opportunities to deepen their understanding and ownership of mission. A few examples of the exceptional programs that are in place include … the online trustee formation modules and AFMIIX at Xavier University,…”


With regards to the use of ‘Conversations on Jesuit Higher Education’ periodical, Pat Howell, S.J., chair of the National Seminar on Jesuit Higher Education, stated in his letter to officers in Jesuit Mission and Identity, “If you’re looking for ideas and vehicles for engaging your campus through Conversations, I suggest you contact your peers at Creighton, Xavier, or Spring Hill. They each seem to make extensive use of its multiple features.” This is in reference to the campus dialogue, each semester, on the theme of the current issue.

Xavier’s mission officers and other faculty and staff have added directly to the body of intellectual/scholarly knowledge on Jesuit identity, which includes articles in publications of the AJCU, ACCU, Loyola Press, Higher Learning Commission and more.
Mission Strengths

As detailed above, the following strengths of Xavier are re-affirmed commitments into the next decade:
1. Xavier’s Jesuit Catholic identity **pervades the culture** as evidenced through the curriculum, the community’s shared recognition of purpose, brand and identity, the foundational documents, and the 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** 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. This promise was articulated through the lens of Pope Francis’ call for a “culture of encounter” in *The Xavier Way: Seeking Integration and Wisdom* document.

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

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

Xavier is committed to deepening the Jesuit Catholic mission in the five ways outlined in Part 1 of the University Strategic Plan:

Strengthening Our Jesuit Mission, Vision, and Values

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.

   The Institute was formalized in academic year 2014-2015 to provide a university context for personal and social renewal, ethical analysis, a deeper social imagination, and the spiritual resources of our wisdom traditions to prepare people to contribute effectively to a more just, more humane world. The Institute offers Master’s degrees in theology with specializations in three tracks:
   • Ethics, Spirituality and Professional Practice,
   • Solidarity and Sustainability in a Global Context,
   • Applied Spirituality and Pastoral Care
   as well as Certificates and Programs, Workshops and Retreats.

2. Endow an Institute for Ignatian Spirituality and Leadership through the Center for Mission and Identity.
Seed funding from a quasi-endowment was designated by President Graham to begin advancing the goals and purposes of the proposed Institute modeled after the Conway Institute for Jesuit Education. Initial new activities include engaging the advisors to the Center for International Business in the Trustee Seminar, developing resources on Ignatian communal discernment and offering the Women’s Ignatian Leadership Salon, adapted for leaders in the Midwest Province, for Xavier faculty and staff, and for Xavier graduate students.

The overarching goal is to have a fully endowed operating budget for the Center to sustain, in perpetuity, the vital work that supports Xavier’s Jesuit Catholic charism.

3. **Devise fresh ways to integrate mission and identity into staff and faculty hiring, development and evaluation.**
   
   See *University’s 2015-2016 Goals* for first steps.

   Staff and administrators have been invited to identify activities that support “the appropriation of Xavier's Jesuit identity at the individual...level” when making this year’s performance goals to align with the University’s 2015-2016 Goals.

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.**
   
   See *University’s 2015-2016 Goals* for first steps.

   The “Mission Animators” are meeting regularly to identify collaborations and further the direct points of contact with the University’s Jesuit mission and identity.

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.**
   
   See *University’s 2015-2016 Goals* for first steps.

   In summer 2016, Dr. Janice Walker is completing a 17-year term as the Dean of the College of Arts and Sciences. At that time, she will assume the position of CDIO and join the work of the Mission Animators.

   At the beginning of this academic year, 14 representative members of the campus community were convened for the renewed “President’s Diversity and Inclusion Action & Advisory Council” which ‘will design, coordinate the implementation of, and assess the University’s diversity and inclusion strategy.” The Director of
the Center for Mission and Identity is serving as the convener through the year.”