

XAVIER UNIVERSITY OF LOUISIANA

LONG-RANGE PLANNING DOCUMENT

August 2003

PROGRESS REPORT AND PLANS

Goal 1. To provide an appropriate academic setting to ensure a liberal and professional education for Xavier's graduates

Subgoal A. To offer academic programs that effectively prepare students for roles of leadership

Subgoal B. To make appropriate pedagogical use of information technology

Subgoal C. To strengthen and enhance the training of the professional educator, counselor, and administrator

Subgoal D. To use planning and assessment to ensure that academic programs are successfully preparing students

Xavier is primarily a teaching institution that prepares African American students for roles of service and leadership. In order to do this, Xavier provides a learning environment that includes classroom experiences, research, co-curricular opportunities, and community service.

Progress Reports

- *To offer academic programs that effectively prepare students for roles of leadership*

Xavier's mission emphasizes the importance of leadership. Leadership skills are reinforced throughout the university, both in the classroom and through extracurricular activities. *Newsweek* recognized Xavier as being a school that "celebrates accomplishment instead of denigrating it."¹

¹ *Newsweek*, January 28, 2002, p. 54

All undergraduates complete required courses in oral and written communication skills, and these skills are emphasized in upper-level courses. In order to assess the proficiency of students in fundamental academic areas, sophomores are required to complete competency examinations in writing, reading, mathematics, critical thinking, and speech. Freshmen are administered a computer competency test, which includes word processing, e-mail and the Internet. This year, a review will be conducted to determine whether *all* students must pass these tests and, if the tests are discontinued, to develop a plan to assess SACS-required student competencies.

The Center for Intercultural and International Programs (CIIP) responds to the need to educate students for leadership roles in a multi-cultural environment. The CIIP coordinates the Study Abroad Program at Xavier. Although the war in Iraq and SARS have made foreign travel more difficult, CIIP anticipates a total of 30 students studying abroad during 2002-03, an increase of 25% over last year. CIIP encourages faculty development through funding mini-grants to develop international content for courses. Seven faculty members will be studying abroad in the summer 2003; their courses will be enriched as a result of the experience.

Selected Objective

By 8/1/2008: The percentage of Xavier undergraduates who are studying abroad will reach 3%, the rate in the United States as a whole.
Person responsible is Ambassador Charles Baquet.
Person responsible for verification is Dr. Kenneth Boutte.

▪ To make appropriate pedagogical use of information technology

Xavier faculty have dramatically increased the use of information technology in their classes. They require students to use e-mail, the Internet, WebBoard Conference, and Blackboard; they use specialized software, databases and simulations that are integral to the work of their discipline; they have developed CD-ROMS with course-specific content. Support for faculty use of technology resources comes principally through the Center for the Advancement of Teaching (CAT).

The Office of Technology Administration (OTA) is responsible for providing technology infrastructure. In the past year, six classrooms were converted to an

electronic format in order to accommodate a growing demand; this brings the total number of electronic classrooms to 14. In addition to permanently installing equipment in classrooms, three mobile media carts have been purchased to allow use of technology in classrooms on an as-needed basis.

In the spring 2002 and fall 2003, the Division of Education taught graduate distance education classes in The Workshop Way[®]. The classes were team taught; consultants at each of three sites coordinated activities. Another graduate distance education course, Special Problems in Research for Administrators, used an instructor in Columbia, South Carolina. This summer, the Division of Education is collaborating with the University of the Western Cape in Cape Town, South Africa, on a graduate distance education course in curriculum, instruction, and leadership.

Selected Objective

By 8/31/05: At least 75% of all classrooms will have multi-media and Internet capability.

Persons responsible are OTA staff.

Person responsible for verification is Dr. Elizabeth Barron.

▪ To strengthen and enhance the training of the professional educator, counselor, and administrator

Xavier was initially founded as a normal school to prepare students to be school teachers. Now Xavier's commitment has expanded to the training of the professional educator, counselor, and administrator. Xavier was the first private university in Louisiana to receive accreditation from the National Council for Accreditation of Teacher Education (NCATE); it received a positive NCATE/state continuing accreditation visit in the spring 2003. The university plans to apply for CACREP (Council for Accreditation of Counseling and Related Educational Programs) accreditation in the spring 2004.

In an effort to increase enrollment, enhance curriculum, and support retention of education graduates, the Division of Education has created two new organizations. In the summer 2002, 15 high school juniors attended a program sponsored by Xavier Minority Access to Teacher Education (XMATE); the program will continue this summer. A group of Education alumni, Xavier University Teacher Alumni Network (XUTAN) will

assist new professionals and coordinate professional development and fund raising activities for the Division.

In collaboration with State Farm Insurance Company, the Division of Education is in the process of creating the TECCC (Technology, Education, Counseling Community Center) at a site several miles from the campus. Permits for renovations to the building have been approved by the city.

Selected Objectives

By 5/15/04: The application process for CACREP accreditation will be completed.

Person responsible is Sr. Faith Okerson.

Person responsible for verification is Dr. Rosalind Hale.

By 5/15/04: The TECCC facility will be renovated and in use.

Persons responsible are Dr. John Fulwiler and Sr. Faith Okerson.

Person responsible for verification is Dr. Rosalind Hale.

▪ To use planning and assessment to ensure that academic programs are successfully preparing students

All academic departments at Xavier submit annual planning documents in October and assess the achievement of student learning outcomes in May. In the 2000-01 academic year, the university initiated rotating reviews of academic programs, with the goal of program improvement. Departments are reviewed on a five-year cycle, concurrent with external professional accreditation reviews where possible. Program reviews for the 2002-03 academic year were scheduled for Mathematics, English, Computer Sciences and Computer Engineering, and Education. The College of Pharmacy review was slated to span the spring of 2002 and the fall 2003 to be concurrent with the Accrediting Council for Pharmacy Education. An added benefit of the Review process is the opportunity for the VPAA's office to interact directly with faculty in the department, following the written review and departmental response. In some cases, simple solutions to problems have been implemented through VPAA intervention. In several instances, Title III funds have been used to meet needs that surface through the program review process.

Selected Objective

By 4/01/04: The Planning Council for Academic Affairs will oversee completion of program reviews of Art, Dual Degree Engineering Programs, History, and the Institute for Black Catholic Studies.

Persons responsible are members of the Planning Council for Academic Affairs.

Persons responsible for verification are Dr. Deidre Labat and Dr. Elizabeth Barron.

Goal 2. To manage the size and composition of Xavier's student body and to encourage attendance at graduate/professional school

Subgoal A. To manage enrollment to ensure the optimum student body for the university's capabilities and resources

Subgoal B. To increase the retention and graduation rates

Subgoal C. To increase the number of students who enter and successfully complete graduate/professional school

Subgoal D. To ensure that all graduates are prepared to enter the workforce.

▪ **To manage enrollment to ensure the optimum student body for the university's capabilities and resources**

Xavier endeavors to balance its enrollment by gender and by academic disciplines. The university envisions a male enrollment of 50%, with 10% of its undergraduate enrollment in Business, 20% in Humanities, 50% in Natural Sciences, and 20% in Social Sciences and Education.

The university realizes that it will reach its enrollment vision incrementally, and has set freshman enrollment goals accordingly. Xavier seeks to achieve a freshman male enrollment of 30% by the fall of 2008. However, the freshman male enrollment has been dropping; the fall 2002 freshman male enrollment was 22%, as opposed to 25% in the fall 1997.

Fall 2008 freshman enrollment goals by academic discipline have been set at 10% in the Arts and Humanities; 10% in Business; 60% in Natural Sciences and Mathematics; and 20% in Social Sciences and Education. In the fall 2002, freshman enrollment in the Arts and Humanities was 5%; in Business, 6%; in the Natural Sciences and Mathematics, 76%; and in the Social Sciences and Education, 11%. Two percent of the freshmen class

was “Undecided.” The University Planning Council reviewed recruitment goals and recommended that Xavier’s scholarship policy be amended so that it can help the university achieve its enrollment goals. Achievement of the enrollment plans will not inhibit growth in any discipline, given the resources and capabilities available.

The College of Pharmacy has established a target enrollment of 480 based on space limitations and the current availability of experiential sites. The fall 2002 enrollment was 485, up from 473 in 2001. With the large demand for pharmacists, Xavier is considering capital improvements to support a future increase in enrollment; efforts are underway to increase clinical experiential sites to accommodate an increase in enrollment in the College. The timeline for any increase is dependent upon an analysis of the facility expansion needed and upon funding. Applications for the P1 (first-year) class have increased dramatically; the P1 enrollment will be increased to 140 for fall 2003.

Selected Objectives

By 08/01/08: Freshman enrollment goals in the College of Arts and Sciences will be realized.

Persons responsible are staff in the Admissions Office and faculty and staff of individual academic departments.

Person responsible for verification is Dr. Deidre Labat.

By 08/01/03: The College of Pharmacy will set a specific target enrollment for the year 2008.

Persons responsible are the members of the Pharmacy Strategic Planning Committee.

Persons responsible for verification are Dr. Wayne T. Harris and Dr. Deidre Labat

▪ To increase the retention and graduation rates

A strong retention rate flows from the entire university working together to support its students. This includes a strong academic support program, effective academic advising, personal support, and a fostering of students’ sense of connection to the university.

Academic Support Programs (ASP) continues to seek ways to attract more students. In fall 2002, ASP increased its visibility by distributing brochures to incoming freshmen and by placing an ad in Xavier’s 2002-2003 student planner. In the fall 2002, 42% of all students on probation visited at least one ASP area, while 24% of probationary

students sought assistance from the ASP director. The numbers increased in the spring 2003; 51% of the probationary students used at least one ASP area, and 30% sought assistance from the ASP director. Follow-up is needed to assess the effectiveness of the ASP area in assisting students to be removed from probationary status.

The Office of Student Services contributes to Xavier's retention rate in several ways. The Counseling Center coordinates the freshman orientation course, UNIV 1010/1020 and acts as the academic department for Deciding Majors. A special effort is made to give academic counseling assistance to students on probation. Other units within Student Services strengthen students' relationship to the University through co-curricular activities, such as the Commuter Student Network and programs for students living in the residence halls.

Selected Objective

By 5/31/04: Focus groups for commuter students will be held to further enhance and develop commuter student services.

Person responsible is Mrs. Kawana Navarre.

Person responsible for verification is Mrs. Nedra Alcorn.

▪ To increase the number of students who enter and successfully complete graduate/professional school

The percentage of students attending graduate/professional school immediately after graduation has been over 40% since 1997. Last year it reached a high of 48.8%. Maintaining and increasing this percentage requires constant encouragement and monitoring. The Office of Institutional Research tracks students who attend graduate/professional school immediately after graduation. However, information on students who enter graduate/professional school later, and information on students as they obtain their advanced degrees, has not been routinely collected. Next year, the University Planning Council will continue its discussion of the tracking of Xavier graduates through graduate/professional school and into the work force to determine how it can be improved.

A major component in the ability of Xavier's graduates to enter and successfully complete graduate school is the research experience. In the past several years there has been an increase in the number of undergraduates doing research under the mentorship of

Xavier faculty. This is primarily due to grants in the sciences, including MIE (Model Institutions for Excellence). It is anticipated that the new Center for Undergraduate Research (CUR) will inspire more science students to attend graduate school, but it is too soon to determine if that will be the case. XULAnEXUS, an Internet journal of Xavier student scholarship and creativity, is going into its third edition. The University has received a grant from the Andrew W. Mellon Foundation to establish a Student Research Center and to support the expansion of XULAnEXUS. The grant provides an opportunity to interest students in all fields in which research is a major part.

Selected Objective

By 5/01/04: The University Planning Council will make a recommendation to strengthen the tracking of Arts & Sciences graduates.
Persons responsible are members of the University Planning Council.
Persons responsible for verification are the Planning Director and Dr. Labat.

Subgoal D. To ensure that all graduates are prepared to enter the workforce.

The Office of Career Services (OCS) is dedicated to ensuring that all students, including those who plan to attend graduate school, are prepared to enter the work force. OCS offers assistance in learning job search techniques and interviewing skills through seminars and workshops. Career Services holds an on-campus job fair in the fall and participates in the Mardi Gras Invitational, a regional job fair, in the spring; it plans to expand its offerings to include on-line career guides.

Many Xavier students participate in co-ops and internships that are facilitated through their academic departments as well as through the Office of Career Services. These programs not only enhance students' learning, they offer employment opportunities and help students' transition to the work world.

Through its participation in the Youth Motivational Task Force (YMTF), a national program, Xavier brings working African Americans into the university's classrooms to present the realities of the work place. YMTF volunteers discuss skills students will need and offer coping strategies.

Selected Objective

By 5/01/04: The Office of Career Services will extend the use of technology to a Web-based newsletter and on-line signups for interviews.
Person responsible is Mrs. Carolyn Thomas.
Person responsible for verification is Mr. Joseph Byrd.

Goal 3. To educate students in the knowledge and skills required for leadership and service

Subgoal A. To strengthen co-curricular activities to promote learning, leadership and service

Subgoal B. To coordinate and enhance the link between academic work and community service

The Office of Student Services offers opportunities for students' growth through out-of-class programs and activities, including student government; personal and career development workshops; orientation; spiritual, leadership and service programs; environmental, social, and cultural awareness events; and wellness, athletic and recreational sports activities. Through all of these activities, students are encouraged to develop a good rapport with those holding different beliefs and values.

Progress Reports

▪ To strengthen co-curricular activities to promote learning, leadership and service

Co-curricular programs give students an opportunity to enhance their learning by reflecting on their own and others' perspectives, by promoting social responsibility, and by fostering a sense of belonging. Throughout the year, students plan and attend presentations on career development, current events, history, politics and economics. These experiences encourage students to think critically about what they hear and read. In addition, through planning and managing programs, students are increasingly able to manage meetings, delegate tasks associated with group activities, and feel more comfortable about stating ideas and making decisions.

A new co-curricular enhancement program this year, *Curriculum and the World: Crossing Academic Borders*, was coordinated through the office of the Vice President for

Academic Affairs. The series' goal is to move students beyond the borders of disciplines and academe via forums that place students in close proximity to speakers who have influenced change. Three events were held this year: Leonard Pitts, a nationally syndicated columnist, spoke to faculty, students, and members of the community; a panel discussion entitled *Slavery in New Orleans and its Aftermath*, featured renowned historian Gwendolyn Midlo Hall; *Weary Blues: Jazz and Poetry from New Orleans to Norway* included a lecture on the history of jazz, performances by Dr. Michael White's Original Liberty Jazz Band and the Ytre Suloens Jass Ensemble from Norway, and poetry reading by actor Earle Hyman.

Each fall, Student Services begins leadership training programs through an off-campus weekend retreat to introduce student leaders to university guidelines and procedures. In the spring, current and emerging leaders participate in the leadership conference held at Loyola University, which attracts college students throughout the southern region. Xavier Student Government leaders participate in two national HBCU leadership conferences – an annual summer institute sponsored by NASAP, “Legacy of African American Leaders: Affecting the Global Community” in Baltimore, MD, and the HBCU Think Tank at Tennessee State University.

Xavier offers many other opportunities for students to enhance their leadership skills, including Peer Deans (student Orientation leaders), the Emergent Leader program for freshmen and sophomores, residential life Resident Advisors/Hall Councils, Campus Recreational Sports, Campus Ministry, and Community Service.

Selected Objective

By 4/30/04: A co-curricular leadership development curriculum will be developed.

Person responsible is Ms. Kimberly Reese.

Persons responsible for verification are Ms. Nedra Alcorn and Mr. Joseph Byrd.

▪ To coordinate and enhance the link between academic work and community service

Community Service provides a mechanism to develop a sense of connection between individuals and community groups. The Student Programs Office builds on this by providing opportunities for students to develop their leadership potential around issues

rather than governance, through student organizations such as Mobilization at Xavier (MAX) and American Humanics, a national alliance of colleges and nonprofit organizations that provides certification for students in non-profit management. Twenty-five student coordinators lead MAX, the student umbrella organization for service. Other students lead their organization's efforts to adopt agencies or a specific school class, or to perform other community service.

At Xavier, "service learning" denotes the inclusion of community service as a teaching method in academic courses. This link provides learning experiences that can facilitate the transition from college to the workplace. A total of 40 service-learning courses were taught this year, of which 10 were new courses. The courses spanned seven disciplines and engaged over 1200 students, a substantial increase over last year.

Selected Objective

By 12/31/04: To develop plans and sponsor a Non-profit/Community Service career fair.
Persons responsible are Ms. Carolyn Thomas and Ms. Kimberly Reese.
Person responsible for verification is Mrs. Nedra Alcorn.

Goal 4. To support spiritual development and service to others

Xavier's Catholic heritage and African American nature are reflected in its spiritual backbone and in its emphasis on community involvement. The presence of the Sisters of the Blessed Sacrament, the founding order of the university, serves as a constant reminder of Saint Katharine Drexel's message of social justice.

Progress Report

The Office of Campus Ministry (OCM) offers programs and activities that foster the development of an adult Christian faith, regardless of religious affiliation. The growing Christian Drama Ministry program offers students the opportunity to use acting to present a religious message. This year, the group presented "Tambourines to Glory," a Langston Hughes musical. OCM leaders continue to conduct Praise and Worship throughout the campus in an effort to get more students involved in campus spiritual life.

Student leaders in Campus Ministry plan and participate in many programs, including Peer Ministry, Liturgical Dance, Gospel Choir, High School Outreach, and Retreats.

Student involvement on the national and local levels provide additional networking experiences and learning opportunities. Last year, student leaders participated in the National Catholic Student Coalition in Albuquerque, NM; one Xavier student was elected to a national office and another to a national committee. In addition, Xavier Campus Ministry students attended the Louisiana Catholic College Student Conference.

Through Lilly Endowment, Inc., Xavier was awarded a Faith and Learning grant to enable the university community to conduct a theological exploration of vocation. A major focus of the grant is to encourage administrators, faculty, and staff to view their role in the university as a calling. Research communities of faculty, staff and students provide opportunities to explore vocation. InFlight, a program for incoming freshmen, is held in the summer.

An urban university, Xavier is located in the heart of New Orleans. The local community has many urgent needs and the university has developed programs to address some of these needs. The National Center for the Urban Community (NCUC) provides an opportunity to link and integrate these initiatives. Until a model and plan for collaboration is in place, the Office of the Vice President for Student Services functions as a liaison between the campus and NCUC. A representative of Student Services also represents the university on the Xavier Triangle Neighborhood Development Corporation and the Gert Town Revival Initiative.

The College of Pharmacy has a tradition of providing assistance to needy members of the New Orleans community by helping them achieve a healthy lifestyle. Faculty, staff and students provide ambulatory care pharmacy services at Daughters of Charity Health Clinic, Xavier/Rite Aid Patient Care Center, St. Vincent de Paul Community Pharmacy, Avondale Multipurpose Center, and St. Thomas Health Services. In addition, the College of Pharmacy is planning to open a Diabetes and Community Care Clinic on or near Xavier's campus.

Selected Objectives

By 5/01/04: The Office of Campus Ministry will collaborate with Asian students to implement an activity highlighting their spirituality.
Person responsible is Mrs. Lisa McClain.
Person responsible for verification is Mr. Joseph Byrd.

Goal 5. To provide the necessary support for students, faculty and staff in order to achieve Xavier's mission

Subgoal A. To increase the ability of Xavier's library to provide access to information

Subgoal B. To support faculty and staff development

Subgoal C. To support and strengthen the administrative and managerial uses of technology

Subgoal D. To evaluate all programs and to use the results of evaluation for improvement

Progress Reports

▪ To increase the ability of Xavier's library to provide access to information

Access to information is essential to the work of a university. Technology provides much of that access, and the Library Resource Center has made great strides in implementing technology throughout the building. A presidential discretionary grant was used to purchase membership in LOUIS and purchase two NetLibrary collections (all e-books) from AMIGOS. An earlier purchase, JSTOR, was broadened as Xavier acquired the Arts & Sciences II collection, and subcollections devoted to Business, General Science, and Languages & Literature. In the spring of 2003, arrangements were made to add yet an additional JSTOR collection that is devoted to the literature of music. Also purchased was the first section of HARPWEEK, the complete text of the nineteenth century *Harper's Weekly*, which covers the antebellum and Civil War periods.

Funding from Mellon and additional sources fostered the purchase of the ACM Digital Library (computer science), ChemVillage (chemistry), Elsevier ScienceDirect, and PROQUEST Historical Databases. The emphasis continued to be on electronic

resources, rather than on hard copies, because of their permanence, resistance to theft and mutilation, and lack of storage requirement.

The utility of electronic resources was significantly enhanced late in 2002 when all Library databases, including e-books and e-journals, were placed on a server outside the University's firewall. Through this effort, anyone with a valid Xavier password and access to the World Wide Web can freely access electronic library resources at any time. The password activation means that only authorized Xavier users may reach the Library web page, insuring that there can be no violation of copyright restrictions.

Through the use of Title III funds, the Library is in the process of updating Pharmacy library resources to meet the AACP standards. As of May 2003, approximately 20% of funding allocated to book purchases has been spent, with the remainder to be expended during the summer months. Shelving has been ordered to hold the expanded collection, and installation is expected in the late spring of 2003. A book detection system has been purchased and installed to minimize future loss to the Pharmacy and other library collections.

Selected Objective

By 11/30/03: All books purchased with Title III funds will be cataloged, processed, and shelved in the Pharmacy collection.
Persons responsible are members of the Library Technical Services Staff.
Person responsible for verification is Mr. Robert E. Skinner.

▪ To support faculty and staff development

The Center for the Advancement of Teaching (CAT) is the hub for faculty opportunities aimed at advancing the art of teaching. Although the CAT focuses on effective and innovative uses of technology, it has supported several other initiatives, such as faculty discussions on plagiarism and the place of a liberal arts education.

Other opportunities for faculty development are centered in the office of the Vice President for Academic Affairs. This office hosts a Faculty Colloquium each semester where faculty members share the results of their research; it supports sabbaticals for tenured faculty; it funds release time for faculty to develop creative/scholarly projects. Several programs target new faculty: the New Faculty Orientation and Mentor Program is designed to acclimate faculty to the University community. The Summer Grants

Program, for first-year tenure-track faculty, supports faculty to develop and work on a research project in the summer following their first year.

Xavier is a member of the Faculty Resource Network at New York University, which provides a series of seminars, workshops, and Scholar-in-Residencies for faculty from member institutions. In addition, a number of faculty benefit from various opportunities through the United Negro College Fund.

Xavier also provides development opportunities to staff. Departments support membership in professional organizations and send employees to conferences and off-campus workshops. On-campus development includes computer training provided through the Office of Technology Administration (OTA). OTA's workshops include Word, Excel, Publisher, Access, PowerPoint, Banner, Brio, and Web Design. In addition, the Office of Human Resources implements staff development programs to enhance knowledge and skills. Last year, Human Resources conducted several programs for managerial staff: How to Conduct a Performance Evaluation for Exempt Staff; and Understanding the Military Service Relief Act and the Fair Labor Standards Act. In addition, training was conducted for staff and managers on the use of KRONOS, the university's timekeeping system.

Selected Objectives

By 9/30/03: A professional development plan will be presented to first-year faculty.

Persons responsible are departmental chairs.

Persons responsible for compliance are deans and the Associate Vice President for Academic Affairs.

By 5/01/04: Human Resources will conduct two professional development programs for administrative faculty/staff and two for non-supervisory staff.

Person responsible is Mr. Larry Calvin.

Person responsible for verification is Mr. Calvin Tregre.

▪ To support and strengthen the administrative and managerial uses of technology

Information technology is linked to a multitude of institutional processes, both academic and administrative. Technology support on Xavier's campus is focused in the Office of Technology Administration (OTA). All university buildings are connected to the network, and every faculty and staff member (where appropriate) has phone mail, a

network-capable computer, an e-mail account, and Internet access. The OTA regularly gives workshops for users at all levels.

Banner 2000™ software is Xavier's administrative database system. Because Banner does not meet all of Xavier's needs, the university is installing third party software where necessary. These programs include Raiser's Edge (Institutional Advancement), Brio (report writing), and Astra Scheduler (classroom and event scheduling). The university is also considering the purchase of a portal, software that will enable the university to accept payments over the Web, and a One Card system.

Student Services is in the process of upgrading technology in all departments. Career Services uses technology for interviewing, resume building, recruitment, and other job search tools linked to the Internet. Counseling Services has recommended programs and practices to better identify and accommodate disabled students. Wellness, study skills and other developmental tips are available to students via links from the Counseling Center's Website. Residence Life, in cooperation with the Office of Technology Administration, designed and implemented online application and reassignment processes. University Police introduced computerized parking permit registration. Campus Recreational Sports promoted event registration and posted event results online. Plans for next year include conducting online student government elections.

Selected Objectives

By 9/1/03: Astra Scheduler will be accessible to the Xavier community over the Web.

Person responsible is Ms. Melva Williams

Person responsible for verification is Mr. George Baker.

By 12/31/04: A One Card system for the University will be implemented.

Person responsible is Mr. William Jeffrion.

Person responsible for verification is Mr. Calvin Tregre.

▪ To evaluate all programs and to use the results of evaluation for improvement

The object of planning and assessment at Xavier is program improvement. All academic and administrative/support units submit planning documents, which include departmental mission, long range goals, and progress reports. Units also submit separate

assessment reports that address short-range objectives. Although most units submit these documents in a timely manner, some units continue to be remiss.

The Office of Student Services is increasing the use of planning and assessment to improve its operations. Last year, each department in Student Services investigated ways that technology could improve its work processes. Next year, Student Services will move toward assessing learning outcomes, starting with four departments. Within four years, each department will have transformed its assessment process to focus on learning outcomes.

Program reviews of academic departments have been in progress for several years. Last year, the university started conducting program reviews of administrative/support units, with reviews of the Registrar's Office and the Drexel Center. During the summer and fall 2003, reviews will be conducted of the Financial Aid Office, the Graduate Placement Office, Campus Ministry, and the Family & Community Life Center.

Selected Objectives

- By 5/31/04: Learning outcomes will be developed for four units in Student Services.
Persons responsible are managers of the units chosen.
Person responsible for verification is Mrs. Nedra Alcorn.
- By 10/30/03: Program reviews of Financial Aid, Graduate Placement, Campus Ministry, and Family & Community Life Center will be completed.
Persons responsible are chairs of the program review committees.
Person responsible for verification is the Planning Director.

Goal 6. To provide sufficient physical facilities for Xavier to achieve its mission

Subgoal A. To provide adequate academic facilities

Subgoal B. To provide adequate facilities for students, including dormitories, dining facilities, and recreational facilities

Subgoal C. To continue to maintain and improve all facilities

Progress Reports

- **To provide adequate academic facilities**

A new location was selected for the Art Department, and renovations are underway to create an Art Village. This is a significant project, as several buildings and a large outside space are being phased into use. The first building, housing Ceramics and Sculpture, was completely renovated in the 2001–2002 academic year. The second building, accommodating art education, computer graphics, a lecture room and temporary faculty offices, is ready for occupancy. Because of fiscal constraints, work will not start on the third building (Building D) until the fall 2003. The renovation work was funded by Title III,

In a joint project with the Office of Technology Administration, the computer lab in room 350 of Xavier South was renovated; in addition, the adjoining conference room was reconfigured to accommodate a new computer teaching lab and monitor area. This project, which was funded by Title III, is now fully operational.

The heating, ventilation and air conditioning (HVAC) system in the Pharmacy complex had proved inadequate to maintain an environment conducive to teaching and learning; in addition, high humidity levels were causing equipment to corrode and malfunction. Although work has not been completed on this project, the situation is much improved.

Several projects are scheduled for the 2003–2004 academic year. These include relocating Academic Support Programs, the Reading Lab, the Writing Lab, and the Math Lab to a renovated Student/Learning Center; the buildout of three classrooms in the area that the Bookstore currently occupies at Xavier South; and repair of the exterior of the Pharmacy building. Replacement of the air conditioning system at Xavier South will begin this summer.

Selected Objective

By 8/15/04: Building D of the Art Village will be ready for occupancy.
 Persons responsible are Mr. Marion Bracy and Mr. Calvin Tregre.
 Person responsible for verification is Dr. Norman C. Francis.

- **To provide adequate facilities for students, including dormitories, dining facilities, and recreational facilities**

Lack of designated student space has severely impacted Xavier's ability to build community. The current Student Center is barely functional as the campus hub, housing mainly offices and dining services for residential students; presently there is very limited space for facilities for recreational sports and activities. The new University Center, which opened in the summer 2003, will radically alter student life, with its many options for socialization and relaxation, entertainment, and educational program support. The first floor houses the cafeteria, the post office and the copy center. The second and third floors consist of a bookstore, student lounge, study rooms, meeting rooms, conference rooms, offices, and a large banquet hall/ballroom.

All of the offices that are in the present Student Center will move to the new University Center. This will allow the opportunity to renovate the present Student Center. A fitness center, complete with cardiovascular machines, bicycles, dance rooms, lockers & showers will be created on the first floor. The renovated Student/Learning Center will also hold Counseling and Wellness, Health Services, Academic Support, technology classrooms and meeting rooms.

Increasing enrollment of students from out of town have necessitated building another residence hall. Construction is underway to build a new 500-bed facility by the beginning of the fall 2003 semester. With the new dormitory, Fontainebleau will no longer be needed.

Long-range projects under consideration include the construction of a religious center/chapel on the main campus, a multipurpose arena, a pedestrian crosswalk over the canal into Gert Town, and a pedestrian mall on Dixon Street.

Selected Objective

By 8/15/03: 288 beds in the new residence hall will be available.
*Persons responsible are Mr. Calvin Tregre and Mr. Marion Bracy.
Person responsible for verification is Dr. Norman C. Francis.*

▪ To continue to maintain and improve all facilities

The Office of Facility Planning has developed an extensive list of deferred maintenance projects, including the renovation of classrooms and classroom buildings. Student restrooms in the Administration Building were completely remodeled this spring

using Title III funds. Renovation of the heating, ventilation and air conditioning systems in the Pharmacy complex and at Xavier South are in progress. Long-range projects will ensure that all main classroom buildings are handicapped accessible and have adequate security provisions.

The upgrade of the Central Plant is almost complete. This was necessary in order to handle additional burdens placed on it by the University Center, the new dormitory, and the many highly technical classes and laboratories on campus. In addition, the campus electrical loop system must be upgraded so that electrical outages will not interfere with instructional needs.

Selected Objectives

By 8/15/05: The campus electrical loop system will be upgraded.
 Person responsible is Mr. Marion Bracy.
 Person responsible for verification is Mr. Calvin Tregre.

Goal 7. To provide the financial means necessary for Xavier to achieve its mission

Subgoal A. To conduct a comprehensive fund raising campaign

Subgoal B. To expand financial support from the Catholic community, from individual major donors, and from alumni and trustees

Subgoal C. To restructure the corporate partnership program and the foundation relations program to broaden financial support to further Xavier's mission

Subgoal D. To strengthen fiscal management policies and procedures

The development program at Xavier has evolved from a relatively simple, direct fundraising operation to a broad agenda of institutional advancement integrated within a university-wide planning process. With assistance from a Kresge grant and Title III, Xavier is dramatically strengthening its development program as it launches a major fundraising campaign.

Progress Reports

- **To conduct a comprehensive fund raising campaign**

To meet the needs of its students, Xavier must rely on increased private support for endowment, operations and capital projects. The difficult task of raising funds becomes more challenging as government, corporations, and foundations become more restrictive in what they will support. Hence, Xavier has launched Phase 2 of its \$100 million fund raising campaign. Phase 1 of the campaign raised \$25 million for the Science Addition, which was completed in 1999. The goal of Phase 2 is to raise an additional \$75 million for the University: \$25 million for endowment, \$35 million for capital projects, and \$15 million for operating expenses.

Xavier has completed the leadership phase of the campaign, and approximately \$20 million in outright gifts and pledges has been raised. The leadership phase also included the formation of the President's Council, an advisory group of regional community and business leaders of the greater New Orleans area who are committed to the advancement of the University, and a Campaign Cabinet, made up of key members of the Board of Trustees and the President's Council that will serve as the steering committee for the Campaign. This group will be instrumental in making and soliciting significant gifts.

Selected Objectives

By 06/30/04 Public Phase of the campaign will be launched with at least \$35 million in campaign gifts raised.
Person responsible is Ms. Adrienne Brooks
Person responsible for verification is Dr. Norman C. Francis

- **To expand financial support from the Catholic community, from individual major donors, and from alumni and trustees**

As the nation's only historically Black and Catholic University, Xavier is in a unique position to receive greater support from the Catholic community. Since Xavier began its outreach to the Catholic community in the year 2000, over \$1,000,000 has been generated from Catholic donors inspired by the legacy of St. Katharine Drexel and Xavier's mission. In May 2002, Xavier hosted a luncheon and conducted a campus tour for members of Legatus, a national organization of Catholic business leaders, all of whom are potential supporters of the Campaign.

Xavier's strategy for long-term growth in funding concentrates on substantial increases in major gift support from individuals. As of June 30, 2002, potential donors of more than \$25 million in gifts have been identified as leadership prospects for the campaign. Xavier has also launched a number of special initiatives to increase alumni giving, which has an overall goal of \$1 million for the 2002-2003 academic year. In addition, as an incentive to increase Trustee giving, all gifts made by members of the Board of Trustees between January 2002 and June 2003 will be matched by a generous gift from a fellow trustee. As of June 12, 2003, Xavier had received \$366,000 in trustee gifts, which will be matched to reach a total of \$732,000. Our Trustees are also using their contacts to help facilitate gifts for the University. In March 2003, a Board Member facilitated a \$1 million gift from the Black and Indian Mission to endow a scholarship for Native Americans to attend Xavier.

Selected Objectives

By 06/30/04: Catholic donors and other friends of the University (non-alumni) will provide \$2 million in gifts to the campaign.
Person responsible is Mr. Arthur Johnson.
Person responsible for verification is Ms. Adrienne Brooks.

▪ To restructure the corporate partnership program and the foundation relations program to broaden financial support to further Xavier's mission

Xavier is in the process of restructuring its corporate partners program to cultivate larger and more focused gifts from corporations in the areas of pharmaceuticals, bio-engineering, health care and allied medical equipment manufacturers, and chemical and software/hardware manufacturers. This emphasis does not exclude other business or industry segments, but focuses on companies in fields that have the greatest interest in supporting the academic areas in which Xavier has a distinct and well-established reputation. Many of Xavier's new corporate partners will be involved in the President's Council or in other Advisory Councils throughout the University. Xavier will also expand its foundation relations program to provide increased scholarship, academic, and endowment support for the University. Xavier's strategy for long-term growth in funding concentrates on substantial increases in corporate giving.

Selected Objectives

By 06/30/04: The annual level of corporate and foundation giving will be at least \$5 million.

Person responsible is Ms. Josephine Everly

Person responsible for verification is Ms. Adrienne Brooks.

▪ To strengthen fiscal management policies and procedures

Effective funds management is critical to Xavier's success; all departments, both academic and support, depend on getting accurate fiscal information on a timely basis. Recent changes in the Fiscal Office have been made to address the needs of the university for responsible fiscal practices and the needs of university constituents for financial reports and analyses.

Last year, under the leadership of the new Vice President for Fiscal Services, the Office of Fiscal Services was reorganized. Duties and responsibilities were defined and personnel were instructed with regard to their daily tasks. To facilitate a conducive work environment, the office space was enlarged and reorganized.

Procedures were developed in several areas. General ledger close-out procedures were developed to ensure monthly preparation and review of financial reports. Cash balances are now monitored on a daily basis, and bank reconciliations are prepared monthly. In addition, procedures for cash drawdowns for grants were developed to ensure timely reimbursement of costs. Centralized procurement procedures have been developed to provide cost savings to the University. Procedures will be put into effect in the 2003 – 2004 fiscal year. Accounting for the Endowment Fund has been substantially upgraded; reports are now prepared monthly.

Policies and procedures for enforcing student responsibility for their university balances were implemented; procedures for Student Accounts receivable collections were developed to ensure timely repayment of tuition costs. Because of this, Student Receivable Balances significantly decreased for the 2002 – 2003 fiscal year.

Budget information has now been loaded into the Banner system, with access provided to user departments. Next year, all departmental budgets will be entered into Banner and will be available for user departments to view. Training will be provided to unit managers to facilitate their use of the system.

Additional changes are scheduled for next year. Although most employees currently use direct deposit for their payroll checks, next year this will be required for all employees. Another major change will be the introduction of a Student Debit Card, which will be used for Federal Student Refund and College Work study payments.

Selected Objectives

- By 12/30/03: Budgeted amounts for all units will be entered into Banner.
Person responsible is Mr. Berto Perez.
Person responsible for verification is Mr. Edward Phillips.
- By 9/30/04: Student debit card will be used for Federal Student Refund and College Work Study payments.
Person responsible is Mr. Edward Phillips.
Person responsible for verification is Mr. Calvin Tregre.