

XAVIER UNIVERSITY OF LOUISIANA



August 1, 2007

Xavier University of Louisiana
1 Drexel Drive
New Orleans, LA 70125

Re: Xavier University of Louisiana - Campus Master Plan

To the Xavier University Community,

Let me begin by extending my heartfelt appreciation to you for your time and your insight, both of which proved invaluable in the creation of this Campus Master Plan. By investing your skills and knowledge base in this effort, you have given direction to the University that is true to the University's Mission Statement and to the teachings of St. Katharine Drexel.

When this Master Plan began two years ago, the University was on a steady course that allowed it to meet the needs of its people and physically grow. However, Xavier University's future was forever changed after the dual man-made disasters of New Orleans' levee failures following hurricanes Katrina and Rita, although not strictly for the better and certainly not strictly for the worse. Actions reflective of the University's Mission Statement became more direly needed in the City of New Orleans, and the University's role as a corporate citizen rose to the fore. Now the need for Xavier University to guide and give strength to its own community has never been greater, and now it is in a position to lend guidance and strength to those outside of its community as well.

As the University takes up the mantle of growth and change on-campus, many achievements will be made through off-campus partnerships. Allies made in these arenas will facilitate greater future accomplishments and a renewed sense of community. We look forward to seeing the rich fruits that may be grown from such fertile grounds, knowing the wealth of skill possessed by this community.

With great admiration,

MANNING ARCHITECTS



Wm. Raymond Manning, AIA
President

XAVIER UNIVERSITY OF LOUISIANA



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INTRODUCTION

Intent

Xavier University of Louisiana is at a crossroads. Not since its founding had the University encountered such demands of its people just to survive as it did immediately after Hurricane Katrina. Today, not only has Xavier University survived, but it now faces the unique possibility of flourishing. Possibilities become reality only by following a clear and direct plan of action derived from an honest understanding of one's own self and the environment within which one lives. Such a plan is contained herein.

Executive Summary

This Campus Master Plan, which began in early 2005, evolved from a simple documentation of existing conditions to a proactive and multi-faceted document encompassing long-anticipated plans as well as new ideas that were only recently made possible.

EXISTING CONDITIONS SURVEY

First, an extensive survey of all buildings that serve University functions was conducted, which can be found in Appendix 6.1 and Appendix 6.2. This work documented:

- 47 Buildings
- over 1,200,000 Square Feet

In the short-term, this compilation of drawings allows the University to keep current and easily updated records of the campus plans, and affords the potential to calculate square footages based on location and function.

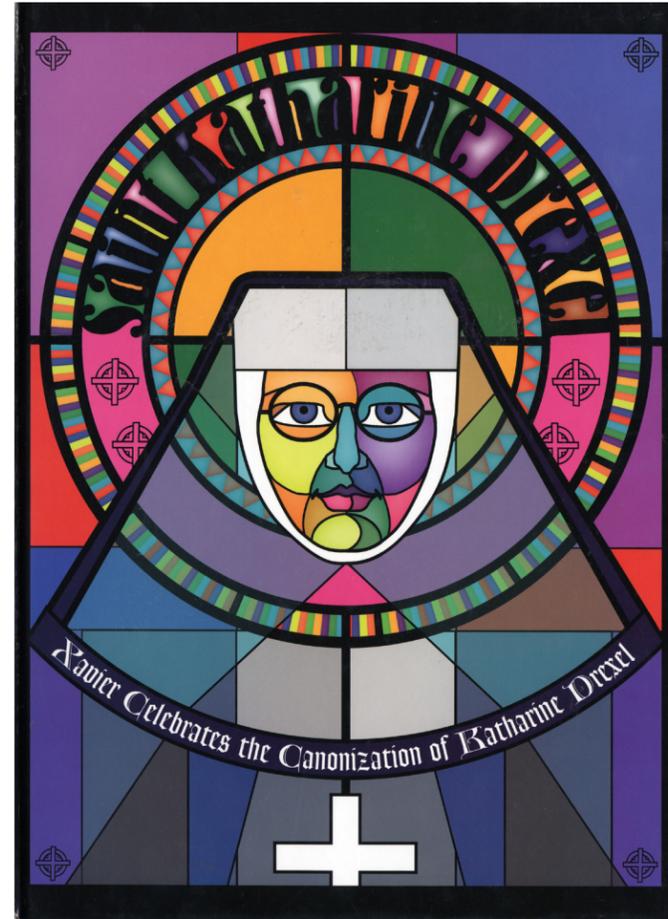
In the long-term, these floor plans can be used by the University if it chooses to assess its facilities according to the standard set by the Society for College and University Planners (SCUP), a facilities-specific assessment system that provides a common framework and coding for each room on campus. Multiple benefits come with this including: the use of common data to compare its facilities to peer institutions; clearly titling and enumerating each room on campus in a standardized method; allocating each room to a department according to hierarchy of priority; creating a central matrix of all rooms that is accessible to all departments which can then be used to facilitate room reservations in order to eliminate double-booking and under-utilization; and specific amenities within each room can be catalogued in a standardized method to make room assignments for users more efficient based on their needs for certain technologies, equipment, materials or other fixed items located in each room. By pursuing this course of action, the University can make more efficient use of their existing facilities and make more timely and accurate growth decisions.

Next, an analysis of the existing University campus was performed (Appendix 6.30). This information was used to identify the campuses innate advantages and disadvantages, which fostered discussions later in the planning process with working groups.

CHAPTER 2 - HISTORY

Although this Master Plan charts the course for Xavier University for the next twenty years, the information is based in the deep history of the institution which is described in the first part of this document (Sheet 2.1). Building upon that knowledge is a narrative of the existing physical characteristics of the University's campus, the surrounding neighborhood and the inter-relationship with the City of New Orleans.

Consensus in the working group discussions was toward an expansion in enrollment and identification of some signature programs to complement pre-med and pre-pharmacy. Business was suggested as an area with potential, and some members thought that the addition of associate programs might be a



St. Katharine Drexel - Andre Farve (class of 1984)
Courtesy Xavierite 2001

possible venue for expansion. Working group sessions led to forecasts of the student enrollment numbers over the next twenty years and all departments seem optimistic about the University's continued ability to grow its student enrollment numbers. Forecasting student populations for the University elicited three growth scenarios during Working Group sessions (see page 11). "Core" represents Xavier University's base student population needed to effectively utilize current existing facilities, roughly 4,100 students. "Horizon" represents the most optimistic outlook for student populations by 2025 of

4,825. "Growth" represents the middle ground between the two scenarios of 4,460 students. These scenarios are set amid similarly-named repopulation and recovery scenarios for the City of New Orleans as a whole.

Nationally, college students in the future will be much more diverse than is currently the case and, in particular, Asian Americans and Hispanic students will constitute an increasing fraction of the student population (see page 11, Appendix 6.9 and Appendix 6.10). Locally, the Hispanic population is expected to rise in number and as a fraction of the total population. Furthermore, students enrolled at Xavier University will increasingly come from outside of the New Orleans metropolitan area, and will increasingly come from other states and other countries. As both the total number and percentage of Xavier University's students who commute will shrink, there will be a greater need for the University and its neighborhood to provide an environment that meets the domestic and lifestyle needs of a student population that lives on campus or near campus and is less likely to have a vehicle.

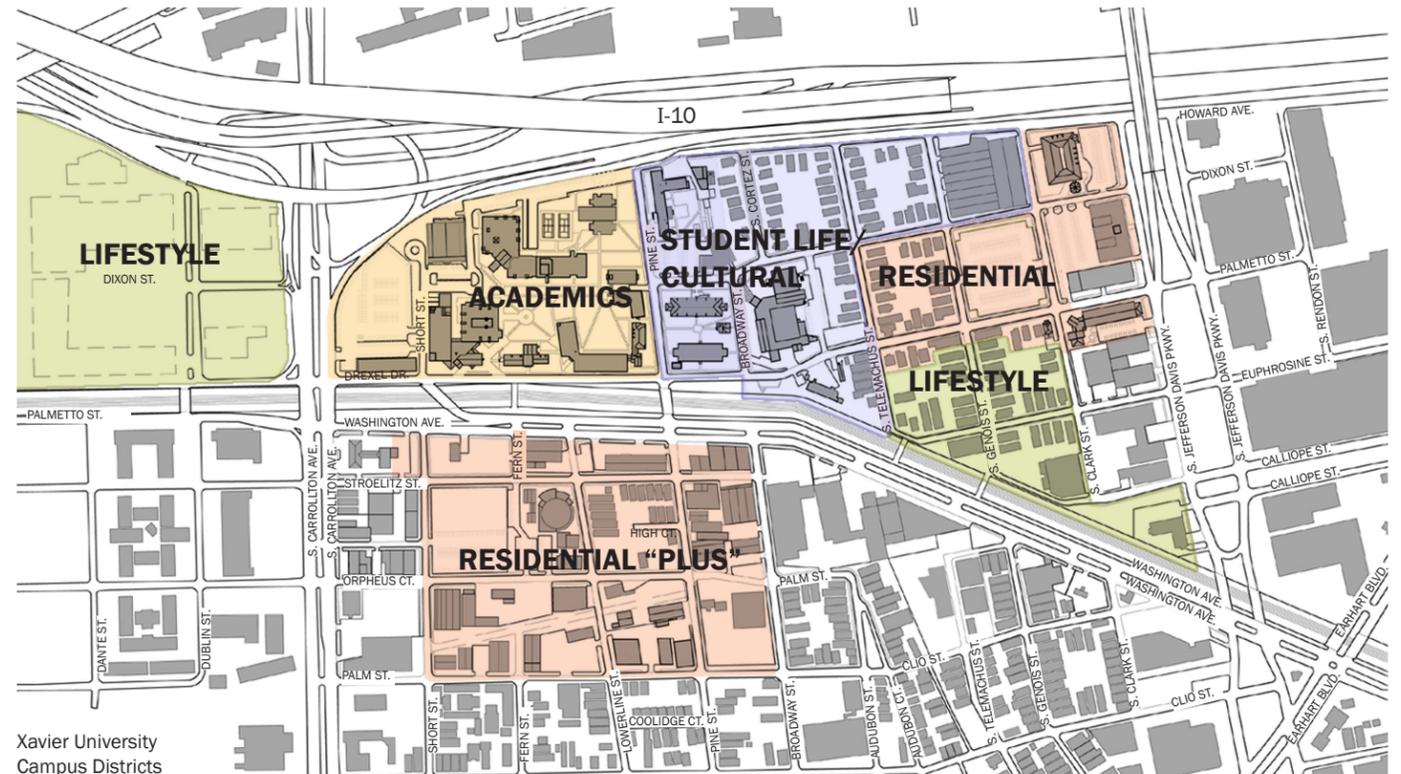
Quality of life surveys conducted by Xavier University in 2007 reveal many ways in which the University is implicitly looked to by its population as a provider of domestic and lifestyle amenities already, and improvements are needed. Four of the top five concerns can be partially or fully satisfied by following actions recommended in this Master Plan: Cost of Living, Physical Environment; Security; and Municipal Services. Failure to reconcile these needs may lead to lower retention rates of students as well as faculty and staff (see page 12).

CHAPTER 3 - FRAMEWORK

Xavier University's campus exists as three different campuses or "parcels" separated by neighborhoods and the Washington Avenue Canal. To best guide the future growth of the campus it was first necessary to understand the inherent nature of the campus and capitalize on its advantages. Dixon St. and Drexel Dr. already serve as the primary linkages between the Main Campus and the South Campus, and it is recommended that their function as axes be strengthened.

Another key aspect to the University's future campus is the creation of a center, or "heart," of campus. Such a feature, located at the physical center of the campus, will become a strong identity-making device actively used by the University population on a daily basis. Flanked by the Administrative Building, Convent and University Center, those core University buildings most clearly representative of the values and experience gained while matriculating at Xavier University, the center of campus is more than just physical, it is also a social, emotional and spiritual center.

Vehicular circulation in and around campus must be adjusted as the campus grows in size and population. Relocating the most intense vehicular circulation to the perimeter of campus along Howard Avenue and the I-10 border would allow the interior of campus to be more pedestrian friendly. Parking garages with enough capacity to meet the needs of the University will be located along this edge, and all new buildings along this Howard Ave. circulator would locate any loading docks to face Howard Ave, thereby removing service and supply vehicles from the interior of campus. Buildings constructed along How-

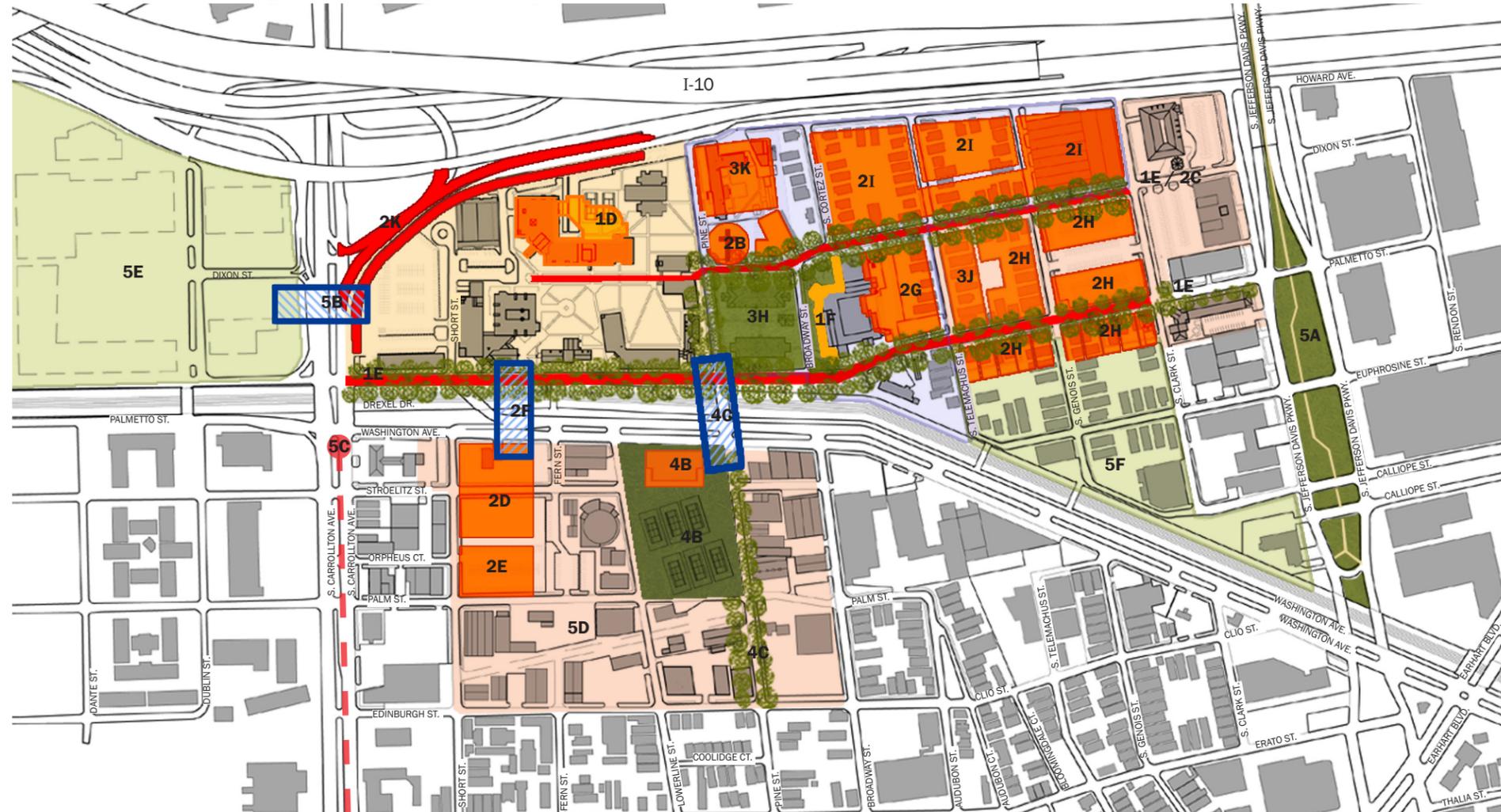


Xavier University
Campus Districts

MASTER PLAN IMPLEMENTATION OVERVIEW			
PHASE	WORK DESCRIPTION	YEAR COMPLETE	SHEET NO.
1 2007-2010 (On-Campus)			
1A	Real Estate Acquisition	2008	4.5
1B	Temporary Fitness Center	2008	4.13
1C	Office / Storage - Demolition	2009	4.3
1D	College of Pharmacy - Planned Expansion	2010	4.9
1E	Streetscapes	2010	4.15
1F	University Center - Exterior Modifications	2010	4.13
2 2010 - 2015 (On-Campus)			
2A	Real Estate Acquisition	2010	4.5
2B	New Chapel	2011	4.12
2C	Renaming Dixon Street	2011	4.15
2D	New Convocational Center	2011	4.10
2E	New Parking for Convocational Center	2013	4.10
2F	New Fern St. Overhead Pedestrian Bridge	2011	4.18
2G	University Center - Expansion for Permanent Fitness Center	2012	4.13
2H	New Dormitories	2014	4.14
2I	New Auditorium and Parking	2014	4.11
2J	Gymnasium - Demolition	2014	4.3
2K	I-10 Right-of-Way Adjustment	2015	4.15
3 2015-2020 (On-Campus)			
3A	Real Estate Acquisition	2015	4.5
3B	Maintenance Building - Demolition	2015	4.3
3C	Student Center - Demolition	2015	4.3
3D	St. Joseph Residence Hall - Demolition	2015	4.5
3E	St. Katharine Drexel Residence Hall - Demolition	2015	4.3
3F	St. Michael Residence Hall - Demolition	2015	4.3
3G	Counseling Center - Demolition	2015	4.3
3H	New Campus Lawn	2015	4.12
3I	Central Plant - Modifications and Upgrades	2016	4.11
3J	New Center for Academic Success	2018	4.16
3K	New Lifestyle Center and Parking Structure	2019	4.18
4 2020-2025 (On-Campus)			
4A	Real Estate Acquisition	2020	4.5
4B	New Recreational Fields and Tennis Complex	2021	4.17
4C	Pine Street Corridor Improvements and Bridge Expansion	2022	4.18
4D	Campus Police - Demolition	2023	4.3
5 2007-2025 (Off-Campus)			
5A	Jogging Path	2008	4.17
5B	Bridge over South Carrollton Avenue	2012	4.18
5C	Streetcar Extension	2012	4.6
5D	Gert Town Revitalization Initiatives	2015	4.6
5E	Carrollton Lifestyle Center Development Initiative	2012	4.6
5F	Xavier Triangle Revitalization Initiative	2015	4.6
5G	Coordination with Adjacent Neighborhood Recovery Initiatives - Broadmoor, Marleyville, Gert Town and Hollygrove	ongoing	4.6

ard Ave. would buffer pedestrians using the center of campus from the intense traffic along I-10 and Howard Ave. A vehicle-free pedestrian zone along Dixon St. can be created after this, fundamentally enhancing the core pedestrian circulation route used by the University population.

Beyond the bounds of Xavier University's campus, new opportunities exist for the University to interact constructively with its neighbors in the rebuilding process. The needs of the University's population are sometimes best met by others, including the development of market-rate housing and recreation for faculty, staff students off-campus. The Xavier Triangle and the Gert Town area adjacent to the West Campus are ideally situated to provide an off-campus residential lifestyle to those who work or are educated on-campus.



(far left) Master Plan Implementation Overview chart
(left) Xavier University Campus Master Plan

Due to its high traffic volume, the intersection of I-10 and S. Carrollton Ave. and adjacent areas have been identified by the New Orleans Office of Recovery Management as a site for initial recovery efforts (Appendix 6.14). As this location will experience heavy demand for immediate development, it is more likely that this development will be seen through to completion, adding greater urgency for the University to discuss its intentions with the developer of this land early in the process. Such conversations have already begun but must continue until a feasible program is formalized by the developer. Extending the St. Charles Streetcar Line to the corner S. Carrollton Ave. and Washington from its existing terminus at the corner of S. Carrollton Ave. and S. Claiborne Ave. will serve to connect the University and its adjacent neighborhoods with the rest of New Orleans, its residents, businesses and tourists.

CHAPTER 4 - IMPLEMENTATION
The specific implementations recommended in this document originated in various ways. Some, such as the College of Pharmacy Addition (1D), are capital improvement projects that were already approved by the University and are in the planning or fund-raising processes. Others, such as the Streetscapes (1E) and Fitness Center (1B and 2G), address long-standing goals

of the University population which were formally voiced during the Working Group sessions. Many of these implementations resulted from conversations addressing specific weaknesses of the University relative to their peers, especially the need for new On-Campus Residences (2H) designed to meet modern student expectations to include double- or quad-suites that share a bathroom. As planning discussions evolved, the resolution of one need would generate a new opportunity, such as the South Carrollton Avenue Pedestrian Bridge (5B) to improve safety and access to the off-campus partnership with the Carrollton Shopping Center (5E) redevelopment. In total, these implementations form a holistic solution to the University's needs over the next twenty years. The complete list of the implementation codes and sequencing is located on Sheet 4.7. In sum, the campus is at a crossroads in its history, the opportunity to provide for future growth is immediately available, and the campus can achieve its immediate and long-term goals in a cohesive and logical manner using this Master Plan as a guide.

CHAPTER 5 - MASTER PLAN PROCESS
The Planning Team began meeting with representatives from every level within the Xavier University population from students to the Office of the President. Three Working Groups (WGs)

were formed early in the planning process, each representing a specific field of expertise who later met together in combined groups so ideas could be voiced in an open forum to generate cross-platform discussions. Findings from these WGs were folded into the planning process and were presented to the President for review, whose comments were then incorporated into the planning process and brought back to the WGs again. An article published in Xavier Gold (Appendix 6.8) and a University-hosted website disseminated information about the plan and solicited feedback from stakeholders who could not be present at the meetings. From this information a consensus plan was formed and then presented to the greater University community for further review and feedback.

Additional information was provided by other entities within the Xavier University community, namely the Office of Facilities Planning and Development, the Office of Planning and Institutional Research and Dr. Thomas Scheye, the keynote speaker at the 2007 Board Retreat, whose presentation is retyped with permission in Appendix 6.9. Many key pieces of information specific to the needs of Xavier University have been gained from these sources and are identified wherever possible in this document.

2



HISTORY

Xavier University of Louisiana Mission Statement

Xavier University of Louisiana is Catholic and historically Black. The ultimate purpose of the University is the promotion of a more just and humane society. To this end, Xavier prepares its students to assume roles of leadership and service in society. This preparation takes place in a pluralistic teaching and learning environment that incorporates all relevant educational means, including research and community service.

History of Xavier University of Louisiana

There are 102 historically Black colleges and 253 Catholic colleges in the United States, yet only one is both Black and Catholic. That distinction belongs to Xavier University of Louisiana, which strives to combine the best attributes of both its faith and its culture.

Located in New Orleans, the liberal arts college dates back to 1915, when St. Katharine Drexel and the Sisters of the Blessed Sacrament founded the co-educational secondary school from which it evolved. St. Katharine, supported by the interest of a substantial inheritance from her father, banker-financier Francis Drexel, founded and staffed many institutions throughout the U.S. in an effort to help educate Native Americans and Blacks. She was canonized by Pope John Paul II in October, 2000.

Aware of the serious lack of Catholic-oriented education available to young Blacks in the South, St. Katharine came to New Orleans and established a high school on the site previously occupied by Southern University. A Normal School, offering one of the few career fields (teaching) open to Blacks at the time, was added two years later. In 1925 Xavier University became a reality when the College of Liberal Arts and Sciences was established. The first degrees were awarded three years later. In 1927, a College of Pharmacy was opened.

Recognizing the University's need for a separate identity and room to expand, St. Katharine bought a tract of undeveloped land for a campus on the corner of Palmetto and Pine Streets in 1929. Construction of the U-shaped, Gothic Administration Building (now a city landmark) was completed in 1933.

Through the years, as needs dictated, the campus gradually filled out, with the addition of a library - which now houses music - in 1937, the gymnasium (1937), St. Michael Residence Hall for men (1955), the Student Center (1962), St. Joseph Residence Hall (1965), St. Katharine Drexel Residence Hall for women (1969), the House of Studies (1967), the College of Pharmacy (1970), the Norman C. Francis Academic/Science Complex (1988), the new Library/Resource Center and College of Pharmacy addition (1993), and Peter Claver Residence Hall for women (1994). Xavier South, an office building originally built for the Humble Oil Company, was purchased by the University in 1990. Most recent additions to the campus

include the Living/Learning Center Residence Hall (1998), DePorres Residence Hall (2004) and the NCF science complex addition (1999).

The Sisters remain a vital presence on campus today, providing much-needed staffing and some financial assistance, but Xavier is governed by a bi-racial Board of Trustees. Xavier University's president, Dr. Norman C. Francis, himself a Xavier University graduate, is a nationally-recognized leader in higher education.



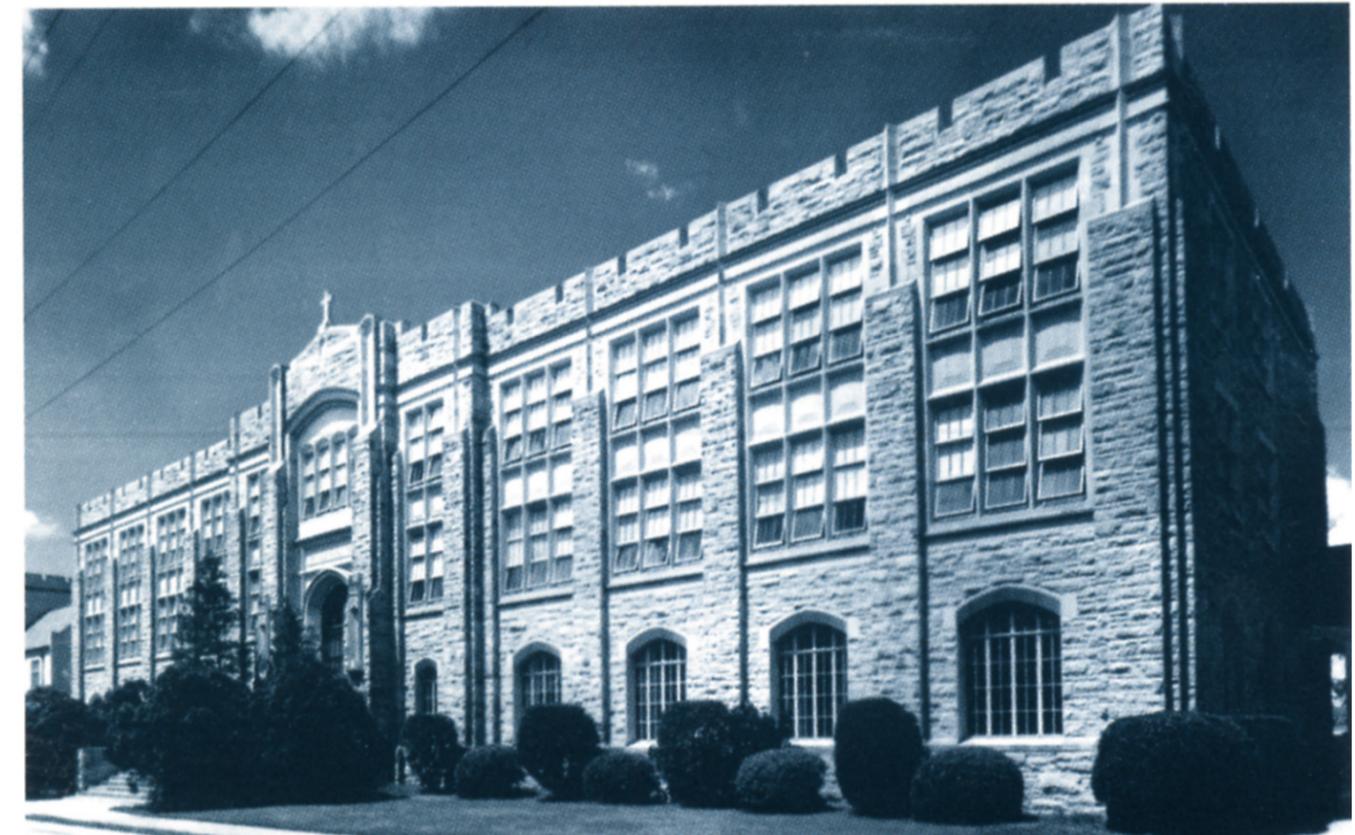
St. Katharine Drexel
Courtesy Xavierite 2001

Even with its special mission to serve the Black, Catholic community Xavier University's doors have always been open to qualified students of any race or creed. In fact, today more than 50 percent of Xavier University's students are of other religious affiliations, and close to 10 percent are of other races. Recent years have seen a growing influx of out-of-state students representing some 40 states and 20 foreign countries.

Hurricane Katrina made landfall to the east of New Orleans on August 29, 2005, and Hurricane Rita made landfall to the west of New Orleans on September 24, 2005. Man-made levees failed in multiple locations allowing the hurricanes' storm surge to flood over 80% of New Orleans including the entire campus of Xavier University. Through tireless efforts and hard sacrifices, Xavier University was able to resume standard operations on January 17, 2006. Over 2,700 enrolled students returned to the University and, by working through summer vacation, Commencement 2006 was held in August. Renovation work continues and many upgrades and new capital improvements have already been planned.



Old Xavier University (present day Xavier Preparatory High School)
Magazine Street, New Orleans, Louisiana
Courtesy Xavierite 2001



Xavier University Administration Building on Drexel Drive
Courtesy Xavierite 2001

Campus Environment

The University campus is located in a densely populated metropolitan area of New Orleans, most of which is surrounded by South Carrollton Avenue to the West, South Jefferson Davis Parkway to the East, Interstate-10 to the North, and Drexel Drive (formerly Palmetto Street) to the South. Of these boundaries, the major physical boundaries that do not readily allow through-passage are Interstate-10 and the Washington Avenue Canal which runs abreast of much of Drexel Drive, resulting in a campus that is primarily oriented east-west between these bounds.

Distinct campus parcels have been formed within these primary bounds: the Main Campus towards South Carrollton Avenue; the South Campus towards South Jefferson Davis Parkway; and a third parcel on the other side of the Washington Avenue Canal called the West Campus (Sheet 2.3). Three major axes serve to connect these three parcels: Drexel Drive and Dixon Street, which connect the Main Campus to the South Campus, and Pine Street, which connects the West Campus to the Main Campus and serves as the primary entry corridor into Xavier University.

VEHICULAR CIRCULATION

Vehicular access into campus is primarily via Pine Street which operates as a one-way entry onto campus from Drexel Drive. Because the University's campus is open and connected to the local public metropolitan street network, there are several other access points that can be used to gain entry to the University such as Short Street and Dixon Street. Although most traffic on the campus is associated with the University, area residents and patrons of the area businesses use the same network of roadways for access due to the layout of the University's campus. Access and circulation around campus is currently unregulated, blurring the line between University-oriented use and public use, and it is therefore recommended that secured and controlled entrances be built as part of a long-term solution. These secure entrances located at the main campus entrance at Pine Street, and the entrances at Short Street, Dixon Street and Palmetto/Drexel can be attractive, identify the campus, and create a degree of control and deterrence from those who are not affiliated with the University or who live in the neighborhood, which is an effective way to build mutual respect between the University and its neighbors.

Traffic congestion and resultant unsafe driver etiquette is persistent in a few locations around campus and attempts should be made to mitigate these problems (see parking illustration next page). An unsignalized intersection just in front of the main entrance onto campus, at the corner of Pine Street and Washington Avenue, causes difficulties for those entering and exiting campus, primarily those trying to make left turns. Traffic from Washington Avenue crosses onto the north side of the Washington Avenue Canal at the intersection of Drexel Drive and Short Street is not slowed on its way towards South Carrollton Avenue, while traffic driving



Aerial of Xavier, 1940
Courtesy Xavierite 2001



Xavier University students before move in 1932
Courtesy Xavierite 2001



Xavier University graduates of 1923 on Magazine Street
Courtesy Xavierite 2001

along Drexel Drive towards South Carrollton Avenue must wait for this traffic at an intersection that affords poor visibility of these oncoming vehicles. Lastly, the intersection of Drexel Drive and South Carrollton Avenue is the primary egress route from the University campus as well as a primary entrance and egress intersection for Interstate-10 and, consequently, private and public transit vehicles are fully queued in each direction of the intersection and prone to not heed traffic devices and signage. All efforts made to ameliorate these issues will take time because these are all major roads requiring the consent of multiple stakeholders, but it may be possible to tap into public funds in the process, such as from the Regional Planning Commission, the Department of Transportation and Development, or the Federal Highway Administration. Alternate solutions would be to remove as much University-related vehicular and pedestrian traffic from these areas as possible through redesigned intra-campus circulation routes, including overhead pedestrian bridges.



Quadrangle, 1960, showing the old Student Center and House of Studies
Courtesy Xavierite 2001

PARKING

This Master Plan has documented a shortage of parking spaces on-campus resulting in an abuse of street-side parking throughout the neighborhood (Appendix 6.4). Parking in front of residential driveways is common, and two-way traffic on narrow roads is not possible when cars are parked on both sides of the street. This shortage in available parking was exacerbated after Hurricane Katrina when the University allowed freshmen to have parking permits, and converted certain parking areas into lots for trailers occupied by University-related persons whose homes were damaged beyond use. In order to meet the current parking demand, a minimum of 600 parking spaces should be made available in addition to the existing 1060 parking spaces. Future construction projects will be well-advised to incorporate structured parking within their footprint.

PEDESTRIAN CIRCULATION

Effective pedestrian circulation is critical due to the University's non-centralized campus. Sidewalks located within the Main Campus are typically of good quality and width and are documented in Appendix 6.3. Heavy rains flood these sidewalks a number of times each year due to the location of the campus

within a documented flood zone. Buildings on campus have all been constructed with ground floor elevations higher than the surrounding grounds for this reason, requiring users to negotiate stairs, ramps or raised terraces in order to enter or exit a building. This problem can be remedied by constructing sidewalks that are slightly elevated and then sloping the surrounding grass and landscaping from the elevation of the new sidewalk down into their current level where rains can be held or drained off.

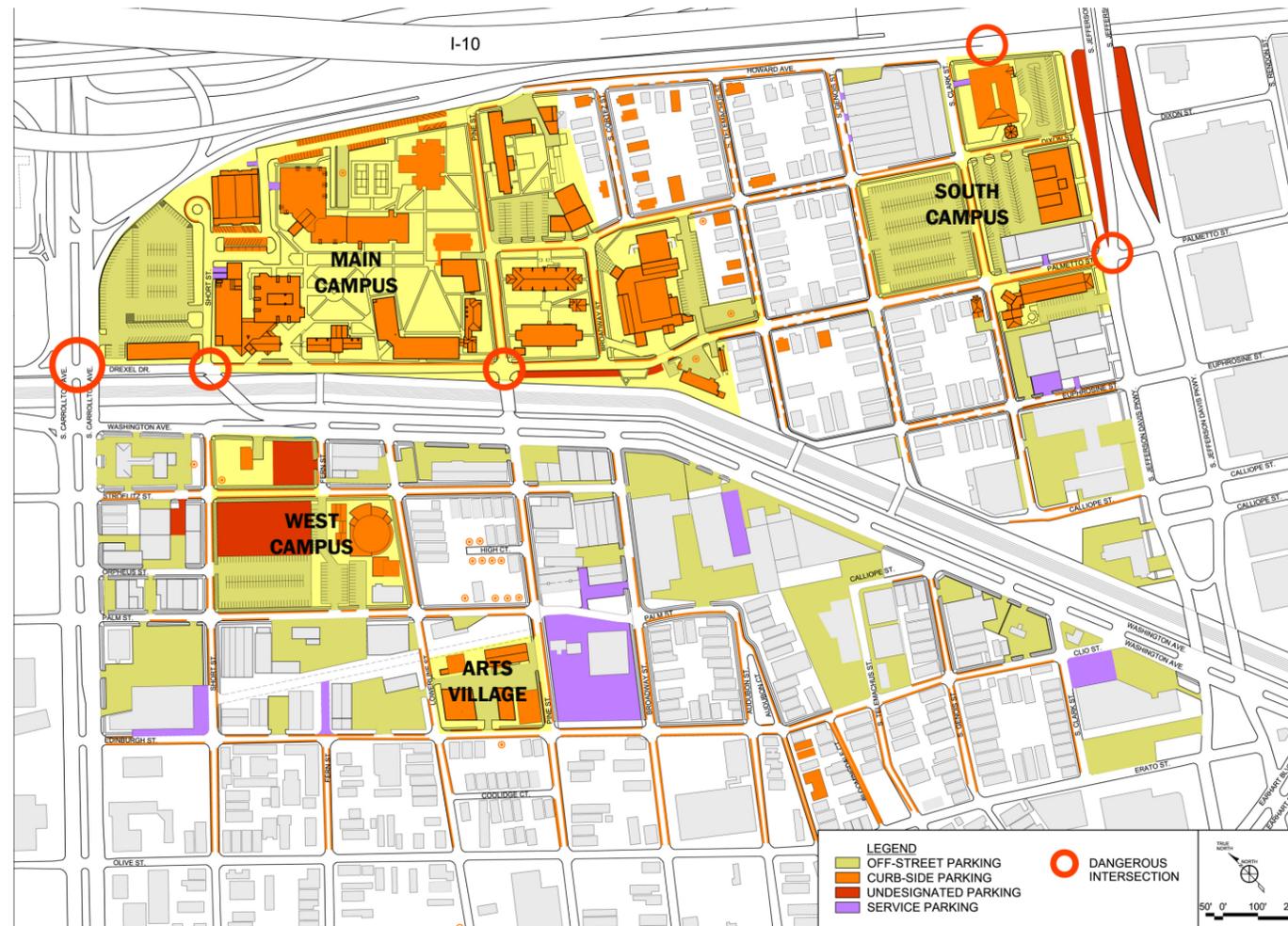
Sidewalks located along the public streets, which serve as the only pedestrian-oriented connection from one campus “parcel” to another, pose a unique challenge as they are not owned nor maintained by the University and, consequently, are narrow and are often damaged or missing altogether. Pedestrians are often forced to walk in the street, which is dangerous for them and an impediment to vehicular traffic. By acquiring more of the properties along these streets, primarily Dixon St., Drexel Dr. and Palmetto St., the University can take the initiative to repair these damaged sidewalks thereby increasing pedestrian safety and allowing effective vehicular circulation. Further possibilities the University could undertake include widespread streetscape improvements and even closure of certain streets to create a pedestrian mall, strengthening the look and continuity of campus.

Seven bridges are available for people to traverse the Washington Avenue Canal. Three of these bridges, those at S. Carrollton Ave., Pine St., and S. Jefferson Davis Pkwy, are vehicular bridges that have sidewalks. Three other bridges are for the exclusive use of pedestrians, the most frequently used of which is across from Fern St. These pedestrian bridges have paved connections to surrounding sidewalks or streets at either side of the canal which are frequently damaged and never ADA-compliant. The last bridge, which carries west-bound traffic on Washington Avenue onto Drexel Drive, is used primarily by vehicles but has sidewalks as well.

Campus – Neighborhood – City

Xavier University has always held a highly interdependent and reciprocal relationship with its surrounding neighborhood, called “Gert Town”, and with the City of New Orleans. Characteristics, politics, persons and lifestyles cross and flow from and through each of these to the others seamlessly. During the course of this Master Planning Process it was an undisputed fact that the total “Xavier Experience” for students, faculty and staff alike includes one’s interaction with all three of these scales of experience.

Xavier University’s three campus “parcels” are located near the geographic center of the Gert Town neighborhood. In 1920, just five years before St. Katharine Drexel founded Xavier University, the population of Gert Town was estimated to be 1,220. The 2000 Census showed Gert Town’s population to be 4,748, of which 95% was African American. Additionally, over 75% of



Dangerous Intersections and Parking Locations and Types



Pedestrian Bridge across Washington Avenue Canal at Fern St. Xavier University of Louisiana, New Orleans, Louisiana



Pine Street Bridge across Washington Avenue Canal Xavier University of Louisiana, New Orleans, Louisiana

the housing was occupied by renters, 43% of households did not have access to a vehicle, 48% of the population lived in poverty, and 71% had attained at least a high school degree.

Over the years, Xavier University and Gert Town have had a “town and gown” relationship which elicited fine partnerships. In 1971 the “Xavier University Gert-Town Planning Program” created a framework for how Xavier University could accommodate its anticipated growth by expanding further into the surrounding neighborhood in ways which could benefit the neighborhood as well. One notable accomplishment from this endeavor was the creation of a public natatorium financed, owned and operated by the City of New Orleans but built on land owned by Xavier University which was then leased to the city for a negligible annual fee.

Gert Town provides the primary immediate “off-campus” experience for students, faculty and staff by offering off-campus housing, restaurants, night-life centers, shopping, transportation hubs and various other needs. The University population needs these neighborhood services as much as these neighborhood services need the University population.

Being located in New Orleans brings even wider influence to Xavier University. Although New Orleans is very effective as a tool for recruiting freshmen (Sheet 2.7), it is also essential for providing a broad range of collegiate experiences for students, and for providing the gamut of amenities for faculty and staff and many students who will live, work, shop, recreate, invest in and raise families within the city and the greater metropolitan area.

Recovery after Hurricane Katrina revealed the tight interdependence between these three entities: campus, neighborhood and city. Currently Xavier University’s campus is the most populous area within Gert Town and, as such, is a primary generator for the neighborhood’s recovery (Appendix 6.12 and 6.13) Conversely, the University can only provide a population for the recovery of the neighborhood as long as people want to work or be educated there, and although the University can control a number of important factors such as an exemplary work environment, many needs of these people cannot be met by the University, including availability of off-campus amenities. New Orleans as a whole has depended upon educational institutions throughout the city to spur its recovery. These institutions constitute one of the largest industries in the city, employ thousands of residents and are defining corporate citizens within the neighborhoods they are located. So dramatic is the effect of these institutions that the re-opening of Xavier University, Tulane University, and Loyola University in January of 2006 coincided with a 20% increase New Orleans’ population at that time.

Surprisingly, new opportunities have arisen in the wake of Hurricane Katrina due to the man-made disaster of the levee failures, stalled and insufficient financial assistance from multiple government agencies, and local inflation in the cost

of living in New Orleans. Firstly, Xavier University, especially in the person of Dr. Francis, has become an exemplary leading voice in the recovery effort at the neighborhood, city and state levels. Dr. Francis was appointed Chairman for the Louisiana Recovery Authority by Governor Kathleen Blanco which has overseen state-level recovery efforts for areas of Louisiana affected by both Hurricane Katrina and Hurricane Rita.

Secondly, due to the tremendous outpouring of effort by Xavier University's personnel, the University is now a beacon of hope for those who have not yet returned; an example of how the neighborhood has the ability to recover from its losses. Xavier University was able to resume standard operations in January of 2006, surmounting the difficulties of repairing the first floor of every building on campus that was flooded in addition to the repair of all wind-related damages.

Thirdly, there is great potential for the University to tout its active population in order to open dialogue with outside developers who could create University-oriented developments proximate to the campus. The City of New Orleans' Office of Recovery Management has identified 17 target zones which will be where the first efforts by the city to focus on recovery at specific locations in the city tied to specific realizable projects (Appendix 6.14). The intersection of South Carrollton Avenue and Interstate-10, in particular the seventeen acres of now-vacant real estate once occupied by the Carrollton Shopping Center, was identified as one such location. Because this site is immediately adjacent to Xavier University's campus, conversations between the owners of the targeted land and the University have already been held in an effort to merge the developer's needs with the needs of the University population as they reconsider what they want to build there.

Academic Environment

Xavier University offers strong academic credentials that give its students the quality of education sought in the University Mission. Well-regarded for several of its programs, Xavier University has three colleges: The College of Arts and Science, the College of Pharmacy, and the Graduate School.

The College of Arts and Sciences has eighteen departments including: Art, Biology, Business, Chemistry, Communications, Computer Science, Education, English, History, Languages, Mathematics, Music, Philosophy, Physics, Political Science, Psychology, Sociology, and Theology. The College of Arts and Science offers 43 undergraduate degrees, and it ranks first in the nation for graduating the highest number of African American students in the biological and biomedical sciences and physical sciences fields.

Xavier University's College of Pharmacy is one of the nation's top producers of African American pharmacists. Nearly one-quarter of all practicing African American pharmacists in the United States graduated from Xavier University. Students



Post - Hurricane Katrina flooding at Xavier University of Louisiana
Courtesy Xavier University of Louisiana and NNS/Times-Picayune/Landov



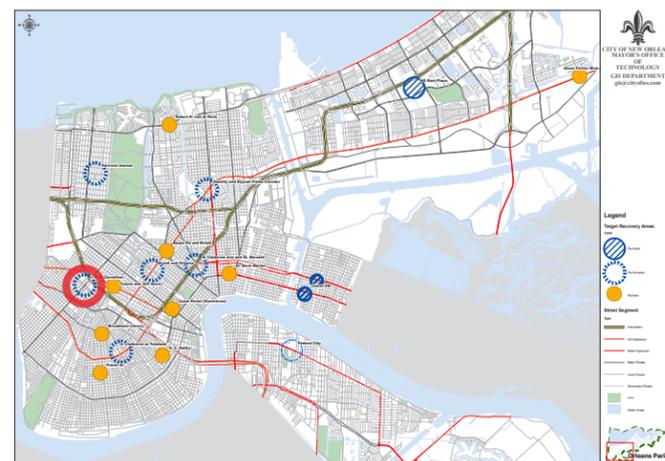
Post - Hurricane Katrina flooding at Xavier University of Louisiana
Courtesy Xavier University of Louisiana and NNS/Times-Picayune/Landov



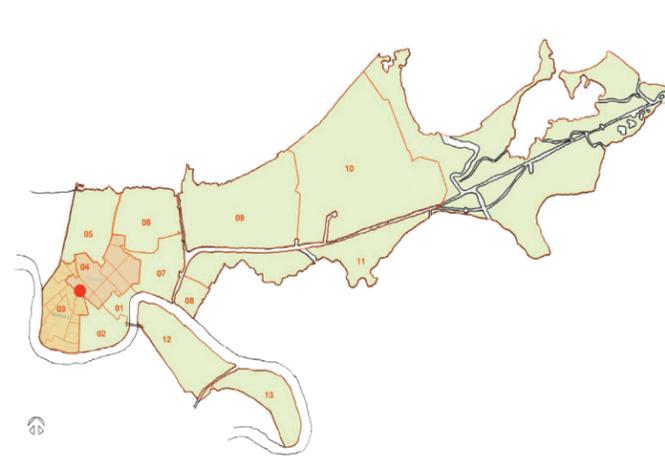
Existing Drexel Drive
Xavier University of Louisiana, New Orleans, Louisiana



Existing Fern Street bridge and Drexel Dr.
Xavier University of Louisiana, New Orleans, Louisiana



Target Recovery Zones
Courtesy City of New Orleans Office of Recovery Management
● I-10 / S. Carrollton Ave. Intersection



Orleans Parish: Campus - Neighborhood - City Map
Courtesy UNOP Planning Team
Planning Districts 3 and 4 highlighted;
● Xavier University

graduate from Xavier University with a Doctor of Pharmacy degree.

The Graduate School at Xavier University offers seven Masters degree programs. These are: Educational Leadership, Curriculum and Instruction, Counseling, Elementary Education, Special Education, Secondary Education, and Theology.

Xavier University is currently accredited by a number of professional and academic bodies, including the Southern Association of Colleges and Schools (SACS), the American Council of Pharmaceutical Education, the National Association of Schools of Music, the American Chemical Society, the Association of Collegiate Business Schools and Programs, the Louisiana Department of Education, and the National Council for Accreditation of Teacher Education (NCATE). Xavier University is the only private institution in Louisiana that is accredited by the NCATE.

Xavier University also ranks first in the nation in placing African American students into medical schools. According to the Association of American Medical Colleges, Xavier University's medical school acceptance rate for African American graduates outpaces national competitors such as Harvard, Yale, Michigan, and North Carolina, and prominent Historically Black Colleges and University (HBCU) members as Morehouse, Spelman and Howard. Approximately 77% of Xavier University students applying to medical schools are accepted, which is twice the national average acceptance rate.

Xavier University is primarily a tuition-funded institution and, therefore, must always look to enrollment numbers for fiscal solvency. The University's professed goal of making decisions that are good for educating scientists has lead to a great deal of growth in many departments across campus as the departments become more interdependent. The Department of Business has had increased enrollment since attaining accreditation. Likewise, Chemistry has increased enrollment due to the addition of an accredited Pre-Pharmacy major to the department. Political Science and Sociology are each handling a growing student population as well.

In 2006, The U.S. Secretary of Education, Margaret Spellings, issued a report named "A Test of Leadership - Charting the Future of U.S. Higher Education" which stated that nearly 40 percent of today's postsecondary students are self-supporting adults age 24 and up; almost half attend school part-time; and more than one-third work full-time. In light of this, a consideration was voiced in the working group sessions to offer a 2-year Associate Degree program as a way to better meet the needs of a pool of potential students who do not conform to the stereotypical younger student in a 4-year matriculation cycle. The University could research ways it can offer certain Associates Degrees based on the academic programs it already provides. By doing so the University can expand upon its ability to provide opportunities to those individuals who may otherwise have none.

On the other end of the spectrum, as Xavier University’s alumni have attained progressively higher ranks in professional society over generations, their children are seeking higher end degrees. Working group discussions noted that the University could continue to serve the needs of its alumni and their children is to offer more professional programs. One such program is Law, which poses good potential for growth as it is an accredited program that confers professional and terminal degrees and shows consistently high demand for enrollment. Another possibility is allowing greater expansion of the existing Department of Business, which also shows great potential and has exhibited consistently high demand for enrollment.

Student Population Forecast

Xavier University has shown much growth in its student enrollment over the past thirty years. 1981 marked the first time that over 2000 students were enrolled in the total population, while 1992 had a student enrollment in excess of 3000 (see graph on Page 11). Steady gains from there brought the student enrollment to 4,121 in 2004 for the most populous student body in Xavier University’s history.

Certain factors have been explicitly linked to dramatic increases and decreases in the otherwise constant growth of the student population. One such example was the marked increase of student enrollment from 1986 to 1989, attributed to the inception of summer science programs that Xavier University offered to high school students in those years, including MathStar, BioStar, ChemStar and SOAR-1. This is a good example about how changes in curriculum can alter student enrollment.

Another incident similar to this occurred in 2003 when a marked decrease was noted in the student enrollment within an otherwise upward growth trend. Members of the working group attributed this to the closure of some on-campus dormitories that were damaged in a storm that year. As Xavier University fostered its growth by building new dormitories specifically to increase enrollment by non-locals, the University then also depended on those dormitories to function in order to retain a larger student population. This is a good example of how changes in infrastructure can alter student enrollment.

A new peak was to have been achieved during the 2005 academic year, with expected enrollment to be 4,151, until Hurricane Katrina made landfall on August 29, 2005 which caused the University to close and suspend all standard operations until January of 2006. Unlike the examples mentioned above, this incident had deep and widespread effects throughout the entire campus population.

When Xavier University resumed full operations on January 17, 2006, a mere five months after the campus sat inundated by floodwaters for weeks, only 2,700 of its enrolled students returned to classes to complete the remainder of the academic

PROGRAMS OF STUDY			
AREAS	DEPARTMENT	MAJORS	DEGREES
College of Arts and Sciences	Art	Accounting	B.S.
	Biology	Art	B.S.
	Business	Art Education	B.S.
	Chemistry	Biochemistry	B.S.
	Communications	Biology	B.S. or B.A.
	Computer Sciences and Computer Engineering Education (Division of)	Biology Education	B.S.
	English	Business Administration	B.S.
	History	Chemistry ACS	B.S.
	Languages	Chemistry Pre-Professional	B.S.
	Mathematics	Environmental Chemistry	B.S.
	Music	Chemistry Education	B.S.
	Philosophy	Computer Science	B.S.
	Physics and Dual Degree Engineering	Computer Information Systems	B.S.
	Political Science	Computer Engineering	B.S.
	Psychology	Dual Degree Engineering	
	Sociology	Early Childhood Education	B.A.
	Theology	Elementary Education	B.A.
		English	B.A.
		English/English Education	B.A.
		French	B.A.
		Health & Physical Education	B.S.
		History	B.A.
		Language Education	B.A.
		Mass Communication	B.A.
		Mathematics	B.S.
		Mathematics Education	B.S.
		Microbiology	B.S.
		Music	B.A.
		Music Education	B.M.
		Music Performance	B.M.
		Philosophy	B.A.
		Physics	B.S. or B.A.
		Political Science	B.A.
		Psychology	B.S.
		Social Studies Education	B.A.
		Sociology	B.A.
		Spanish	B.A.
		Special Education	B.A.
		Speech Pathology	B.S.
		Statistics	B.S.
	Theology	B.A.	
College of Pharmacy		Pharmacy	Pharm D.
Graduate School		Administration and Supervision	M.A.
		Curriculum and Instruction	M.A.
		Guidance and Counseling	M.A.
		Elementary Education	M.A.T.
		Special Education	M.A.T.
		Secondary Education	M.A.T.
		Theology	M.Th.

year. By the fall semester of 2006 the enrollment had recovered somewhat to 3,036 students and continues to grow.

Detailed conversations with the Working Groups showed one conclusion clearly – that Xavier University should strive to return to the peak student enrollments reached in 2004 of 4,121. The current physical campus, its buildings and its infrastructure, are all able to accommodate this number of students, and any reduction would be shortchanging the institution and wasteful of hard-earned existing resources. Therefore, all future growth estimates would be predicated on that base number.

Forecasting student populations for Xavier University by 2025 elicited three growth scenarios during these conversations (see graph on next page). “Core” represents Xavier University’s base student population needed to effectively utilize current existing facilities, roughly 4,100 students. “Horizon” represents the most optimistic outlook for student populations by 2025 of 4,825. “Growth” represents the middle ground between the two scenarios of 4,460 students. These scenarios are set amid similarly-named repopulation and recovery scenarios for New Orleans as a whole.

Revealing of the bullish outlook from each of the Schools was that their predictions for future student populations forecasted growth. A growth methodology agreed upon by the School of Arts and Sciences foresees growth of 10% of 2004 enrollment in a moderate “Growth” scenario, and up to 20% at the more robust “Horizon” scenario by 2025. The Graduate School, after suffering a downturn in enrollment from 242 in 2004 to 99 in 2005 predicts that it is able to grow to 150 students in the same period of time. The School of Pharmacy sees the potential to increase enrollment by 5% in the moderate “Growth” scenario and by 10% in the “Horizon” scenario.

However, there are many extraneous factors that need to be considered in the determination of the size of the School of Pharmacy. The program is extremely popular as it is a program fully accredited by the American Council of Pharmaceutical Education and it awards professional degrees in a field whose graduates are readily employed and are offered respected, solid and stable jobs. So popular is the program, in fact, that the School of Pharmacy was the only school at Xavier University to have more students enrolled in fall of 2006 than in fall of 2005. However, in order for the College of Pharmacy to maintain its accreditation it needs to provide an adequate amount of space for classrooms and laboratories per student. This necessitated the planned expansion to their existing facilities in order to properly accommodate its current student population (Sheet 4.9). As the number of enrolled students continues to grow, the physical facilities accommodating those student will need to grow as well in order to maintain proper accreditation of the program.

Popularity also inspires mimicry. With such a booming job market for pharmacists both locally and nationally, and the inability of Xavier University to accept more than a fraction of

the applicants to its School of Pharmacy based on accreditation requirements, other entities may move into the local market. Although this would increase the local, or even regional, absorption rate of applicants into pharmaceutical education, the American Council of Pharmaceutical Education requires “clinical facilities of adequate number and sufficient quality to deliver the clerkships and externships of the curricula” for students of accredited programs. New Orleans currently suffers from a shortage of such facilities, and any additional institutions would further strain the existing clinics’ capacity for students which could, in turn, reduce the performance of all accredited programs relying upon these clinics in the same market. Therefore growth in the School of Pharmacy can be robust, but only if a myriad of components can be addressed concurrently.

It should also be noted that growth in any student populations must be accompanied by other growth as well, including infrastructure and increases in faculty and staff numbers and student services. In Xavier University’s Common Data Set of academic year 2004-2005, the most populous year in the University’s history, it was reported that the Student to Faculty ratio was 15.6:1 based on 4121 Students and 289 Faculty. In the University’s Common Data Set of academic year 2006-2007 that ratio jumped to 17:1 based on 3012 Students and 181 Faculty. The Planning Team has found that universities of a similar size with Common Data Sets available for review had Student to Faculty ratios that ranged from 9.3:1 to 15:1 and averaged 12.3:1, far more favorable ratios than Xavier University. This is a clear indicator that any growth in the Xavier University enrollment must be accompanied by a significant growth in the faculty population in order to maintain a competitive edge.

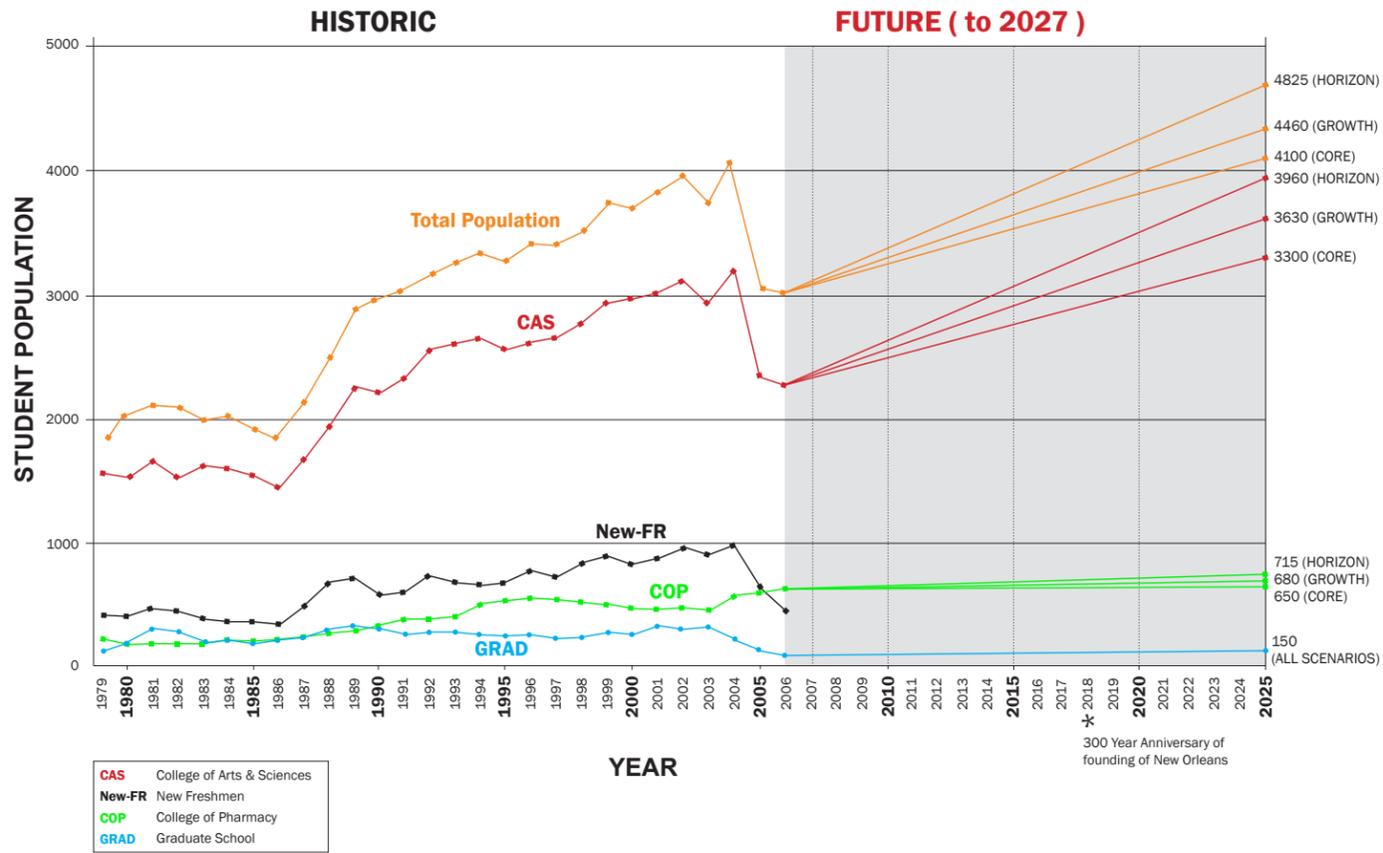
Demographics

Xavier University has always found its identity in being an HBCU, or Historically Black College and University, and is the only institution in the United States that is an avowed Catholic HBCU. Combined with the clarity of the Mission Statement, Xavier University is an institution that is resolute, but flexible enough to be inclusive of many types of people.

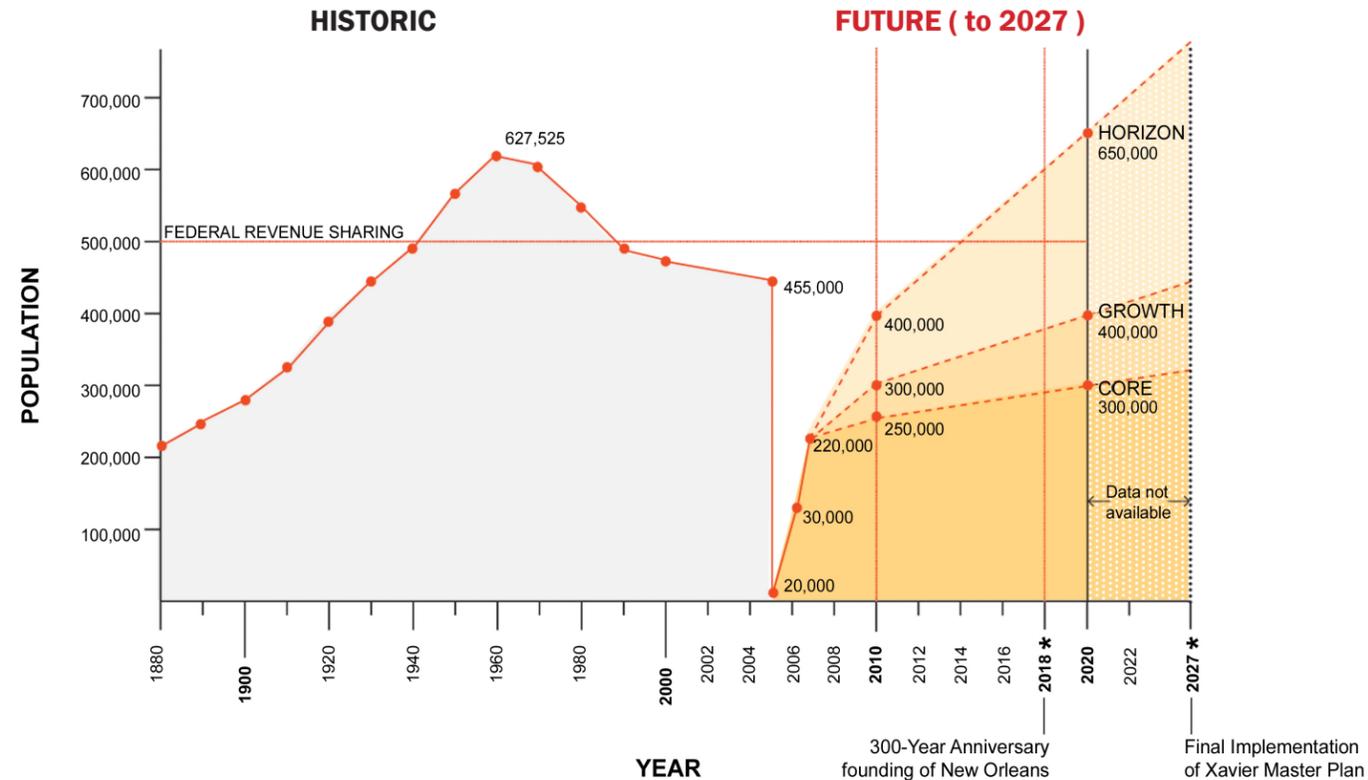
Foundress St. Katharine Drexel worked lifelong to help the plight of the oppressed and poor, starting many institutions to elevate Native Americans and African Americans in the United States including Xavier University of Louisiana.

Founded in 1925, decades before the Civil Rights Movement, Xavier University’s first students came almost exclusively from poor African American families. This has changed dramatically over the years as shown by current demographic reports created by Xavier University’s Office of Planning and Institutional Research. As of 2006, over 10% of the student population was Asian or Asian American, 4% of the student population was White and Non-Hispanic, and nearly 3% were Non-Resident

XAVIER UNIVERSITY OF LOUISIANA ENROLLMENT HISTORY AND FORECAST



NEW ORLEANS POPULATION HISTORY AND FORECAST



Alien. A clear majority of the University’s students are female, totaling over 53% of its population.

Although Louisiana is still the state of origin for most Xavier University students, there was a growing trend towards more students coming from outside the state prior to fall 2005. After Louisiana, the next largest region from which students hailed was the Southern Region, where Texas contributed the most number of students (327 in 2004) with Georgia coming in next (213 in 2004). The North Central Region provided a stable source of students, most notably from Illinois (179 in 2004). The largest growth in student population outside of Louisiana came from the Western Region of which the greatest number of students came from California (313 in 2004). Surprisingly, more students came from outside the United States as Non-Resident Aliens than all but five states, totaling 105 students in 2004.

Religious affiliations of Xavier University’s students have changed over the years as well. Originally founded as a Catholic institution, Xavier University’s students now are Baptist, Episcopal, Lutheran, Methodist, African Methodist



Commencement 2007: Xavier University’s top summa cum laude graduates (left to right) Lisa Bertucci, Symbielle Gaston, Shavonda Gaudin and Anh-Van Mai

Episcopal, Pentecostal, Nondenominational and other. Baptist is the current most common religion of students on campus, followed closely by Catholic, while “Not Available” and “Other” are tied for third.

Furthermore, Xavier University’s student population is composed of those who are the first-generation within a family to attend a higher education institution as well as second- or third-generation within a family to attend a higher education institution. Dr. Scheye noted that these populations seek different goals in a college experience: first-generation students look for one of a definitively practical academic nature, while successive generations seek one of a more holistic experience not limited strictly to the academic (Appendix 6.9) By identifying these needs the University will be able to anticipate how to stay competitive amongst its peers in multiple ways.

Student Survey Results

In Spring of 2007, Dr. Ronald Durnford of the Office of Planning & Institutional Research and Dr. Louis Mancuso of the Department of Business designed and conducted a survey to measure a variety of topics amongst the current student population. Responses that specifically relate to this Master Plan are described here, but the complete survey is reprinted in Appendix 6.6.

In total, 393 students responded to this survey. Ranking three reasons they chose to matriculate at Xavier University of Louisiana, many students identified factors immediately controlled by the University itself such as the Good Majors offered (60%) and its Academic Excellence (82%). However, many students reported that factors outside of the University's



Commencement 2007
Xavier University of Louisiana
Photo courtesy of Irving Johnson III

direct control were also important in their decision to matriculate at Xavier University such as the City of New Orleans (40%) and their Parents' Recommendation (22%). In fact, the responses for these factors surpassed many other factors which are directly under the University's purview such as Religious Affiliation (10%), Jobs (16%) and even the Excellent Faculty (19%). This point is very important as it shows New Orleans can draw students more effectively than many attributes which are within the University's ability to control and groom. This also shows the degree to which the student enrollment is affected by how well the University and New Orleans rebuild in the years to come, and the perception of the rebuilt city and University by parents of potential students.

However, the survey goes on to show another illuminating point regarding expectations of certain aspects of life at Xavier University relative to how well those expectations were met. The largest score gaps, which indicate the lowest satisfaction compared to initial expectations, were those for University Services (-33%), Quality of Life on Campus (-27%) and On-Campus Living (-25%). In fact, 27% of students expressed high

expectations for both the City of New Orleans and On-Campus Living (27%), but the City of New Orleans earned a score gap of -12% indicating that it was twice as able to live up to its expectations than On-Campus Living which earned a score gap of -25%. Indeed, students are looking to Xavier University as a provider for their tangible and intangible needs in order to compensate for the known and expected lack of ability for the surrounding city and neighborhood to meet their needs, and yet they are not satisfied with what they are receiving.

Students were then asked to evaluate categories of University-provided services. While the highest percentage of students ranked the Book Store (35%) and Admissions (15%) as Very Good, the three categories receiving the lowest percentage of Very Good rankings were Financial Aid (4%), Facilities for Activities (5%) and Residential Life (5%).



Commencement 2007
Xavier University of Louisiana
Photo courtesy of Irving Johnson III

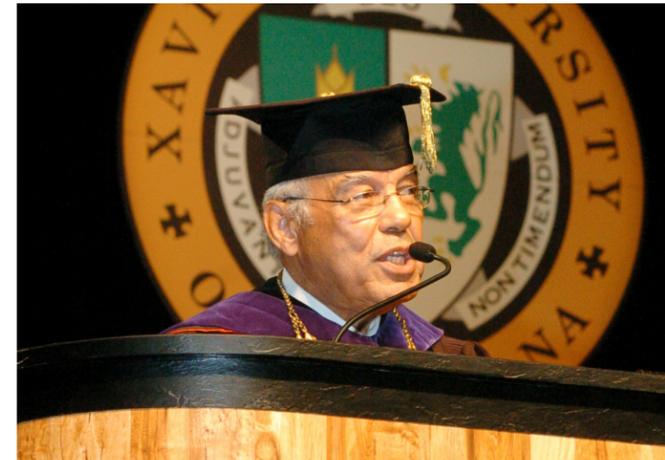
Further asked to identify the importance of University-provided facilities, the highest percentage of students rated More Campus Parking as Very Important (90%), followed by the Bookstore (73%). Day and Night Group Study Facilities earned 59% and 55% respectively, and a Convenience Store earned a Very Important ranking from 44% of respondents. Implementing any of these ideas would be welcomed by the students as true improvements in their overall Xavier University experience.

Many of these deficient issues have been addressed in this Master Plan. Improvements in these areas will be critical to retaining current students, and can be achieved synergistically so as to harmonize both the on-campus and off-campus environments. Nowhere is the need for this stated more clearly than by the fact that 25% of respondents are now considering leaving Xavier University, most of whom are on-campus residents who do not commute and rely most heavily upon the on-campus environment and its surrounding neighborhood. Suggestions for how to make these improvements can be found in Section 4.7 of this Master Plan.

Faculty / Staff Survey Results

A survey was conducted by the Office of Planning and Institutional Research to gather information about the state of morale and quality of life issues among faculty and staff following the impact of Katrina on their personal lives and work environment. It was conducted among the faculty attending the University Academic Assembly in December 2006 and at the Pharmacy faculty meeting in January 2007 and then again among staff at the staff institute in January 2007. The full document is reprinted here in Appendix 6.7.

Respondents were asked to rate the importance of a number of issues, and then were asked to rate their satisfaction with each of those issues. The greater the disparity between the importance and satisfaction of a particular issue indicates a



Commencement 2007 - Dr. Norman C. Francis, President
Xavier University of Louisiana
Photo courtesy of Irving Johnson III

greater need for improvement of that issue. Four of the top five deficiencies can be partially or fully satisfied by following actions recommended in this Master Plan: Cost of Living, Physical Environment; Security; and Municipal Services. Failure to reconcile these needs may lead to lower faculty and staff retention rates.

Cost of Living, the item found to be most deficient in the survey, could be partially ameliorated as more services and housing become available within New Orleans and even within proximity to the University Campus. Newly constructed market-rate housing, discussed in the "Residential Plus" section of this document (Sheet 3.5), and retail options, discussed in the "Lifestyle" section of this document (Sheet 3.5) will ease local shortages and contribute to the overall health of the neighborhoods. A greater variety of pricing options offered by these amenities will translate to a greater ability for a diverse population to benefit from them.

Physical Environment was the next most deficient item in the survey, and is the primary focus of this document. This

need can be fulfilled by unifying the campus (Sheet 4.5) and creating an identity for on-campus life that is attractive, safe and distinctly academic.

Security ranked as the third most deficient item, and has been addressed multiple times in this document. Safety from undesirable persons, activities and intense vehicular traffic can be possible through implementing new stately entrance gates, modified traffic circulation (Sheet 3.4), unifying independent campuses (Sheet 4.5), improving streetscapes and lighting (Sheet 4.15), creating active housing on-campus (Sheet 4.14) and creating safe pedestrian experiences to access areas off-campus (Sheet 4.18)

Municipal Services were also found to be a greatly deficient item in the survey. Although the University cannot amend all



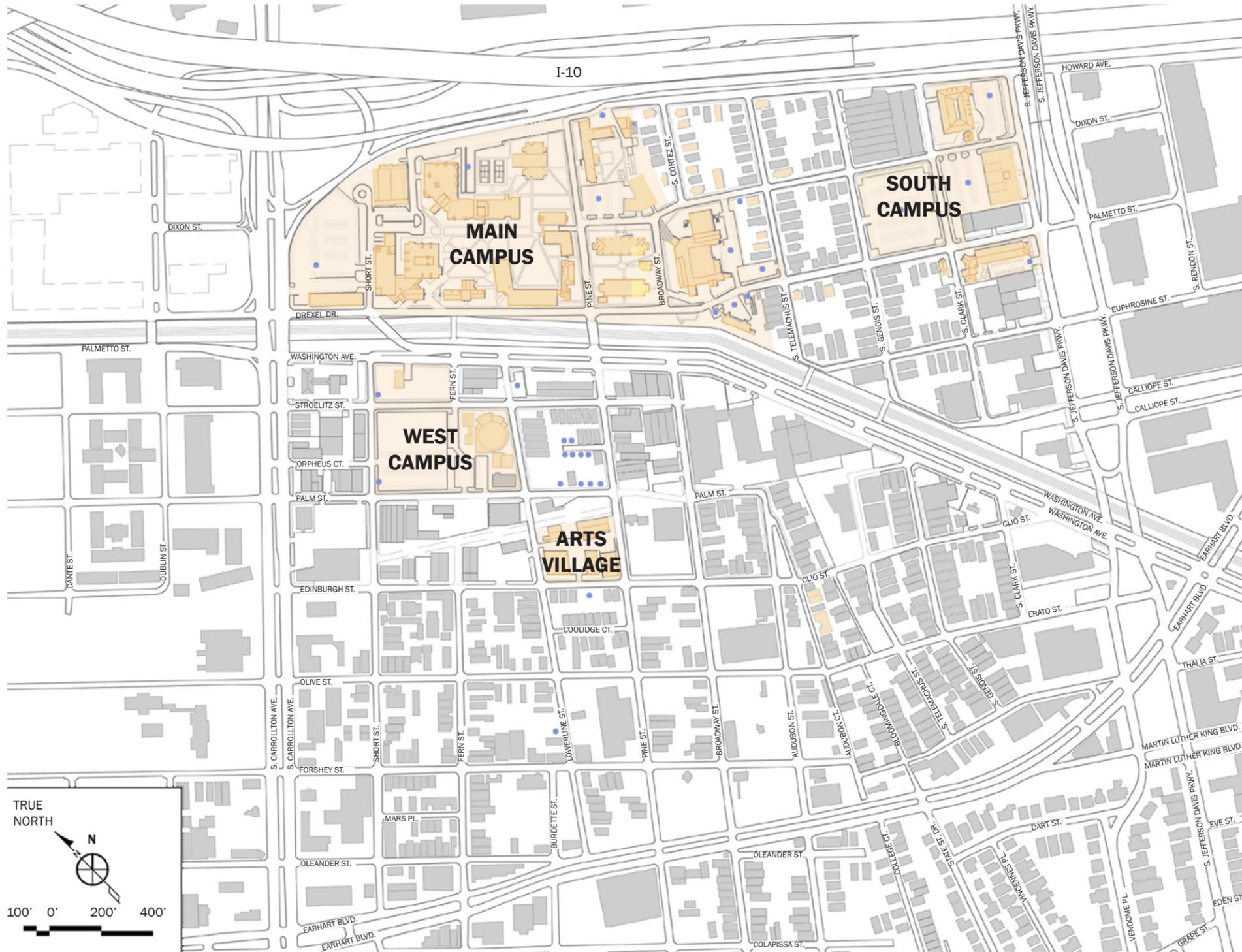
Commencement 2007
Xavier University of Louisiana
Photo courtesy of Irving Johnson III

facets of this, it can participate in the rebuilding and renewal of local improvements. Assisting with the extension of the St. Charles Streetcar Line to the University would provide a reliable and elegant form of public transit for parents of University students who are staying in downtown hotels and for sightseers who already use the streetcar line to see other local academic institutions (Sheet 4.6). Showcasing the University population's need for new housing to private developers in the Residential "Plus" District (Sheet 4.1) could offset frustrations resulting from the slow process of making households whole through Road Home Grants or insufficient insurance settlements. Damaged sidewalks that have languished over the years, especially along Dixon St. and Drexel Dr., are vital to the University population and can be repaired as part of a broader streetscape upgrade undertaken by the University as it acquires adjacent properties to consolidate its campus (Sheet 4.5 and Sheet 4.15).

3



MASTER PLAN FRAMEWORK



Existing Campus

PATCHES

Xavier University's campus is comprised of distinct campus "Patches" formed from years of growth that was sometimes dictated by opportunism rather than by a comprehensive master plan. The Main Campus towards South Carrollton Avenue is the Academic center of campus. Most of the University's identity-making buildings are located there as well, spanning many eras including the Administrative building (1933) and the University Center (2003). Uses on this part of campus are mostly academic, but there are other components including the St. Katharine Drexel, St. Michael and St. Joseph residence halls and the Central Power Plant.

The South Campus, towards South Jefferson Davis Parkway, is primarily identified by two new high-rise dormitories, St. Martin DePorres (2004) and the Living Learning Center (1998), which have the signature Xavier University look with walls of tan brick and roofs of green standing-seam metal. In between them is Xavier South, the bustling administrative and academic building purchased by the University in 1990. A utilitarian surface parking lot is located behind Xavier South. This parcel is identifiable as a "bookend" to the campus, clearly defining one of the University's boundaries.

On the other side of the Washington Avenue Canal are the Arts Village, a compound of buildings formerly used by a local contractor, and the West Campus which includes the Bolden Child Care Center and the Gert Town Natatorium. The West Campus has been very interactive with its surrounding neighborhood as the services these buildings offer are available to the general public. However, security on this side of town is an issue that has given rise to aesthetic designs that isolate some of these buildings from the neighborhood, primarily at the Arts Village which is surrounded by a chain-link perimeter fence and blank masonry walls facing the streets. Although these areas cover four city blocks, they lack clear connections to each other and to the other University campuses.



Main Campus
Xavier University of Louisiana, New Orleans, Louisiana



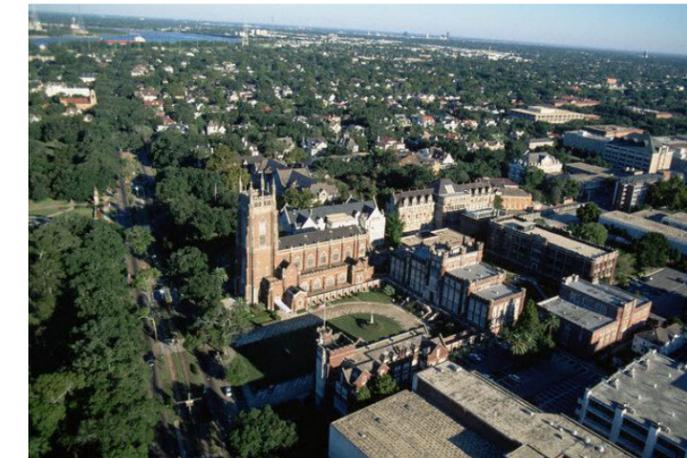
Campus Center

HEART

Located at the geographic center and cultural center of Xavier University, the “Heart” of campus is the city block flanked by the Administrative Building and Convent on Pine St., the University Center on Broadway St., and the major Spines of Drexel Dr. and Dixon St. Nowhere else on campus is the high-quality of the institution made more evident. Here is where all of the University’s population will cross paths throughout the day as they traverse between campuses, go to work, park their car, eat, sleep, meet each other, and live the University experience.

LAWN

Due to the significance of its location, the University’s Heart should be widely seen and used as the confluence it truly is. A grand and elegant University “Lawn” would serve such a purpose, allowing the University population to flow freely amongst each other, accommodate overflow from adjacent buildings, provide captivating views of primary historic and modern University buildings, and create a stately and recognizable front entry for the University. Prestigious institutions around the world have built their core facilities around their elegant and iconic lawns, such as Harvard, Cambridge, Rice, Notre Dame, and even Loyola University in New Orleans.



Campus Lawn
Loyola University, New Orleans, Louisiana



Campus Lawn
Rice University, Houston, Texas

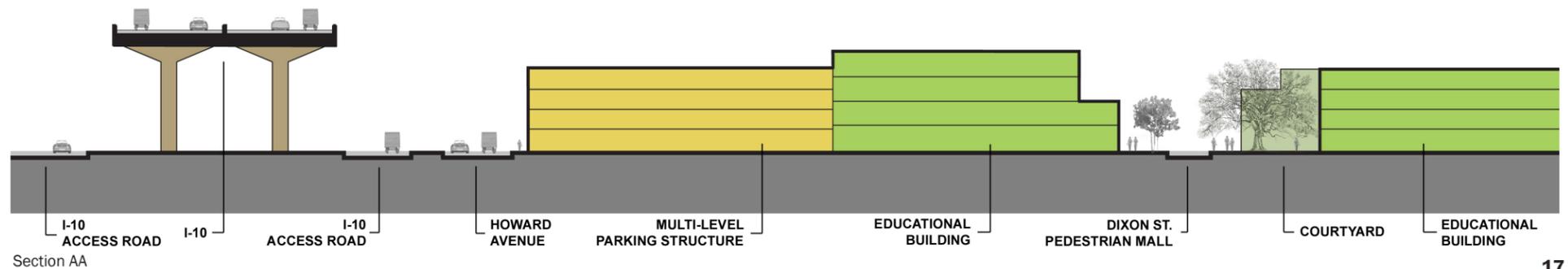
Campus Perimeter

BUFFER

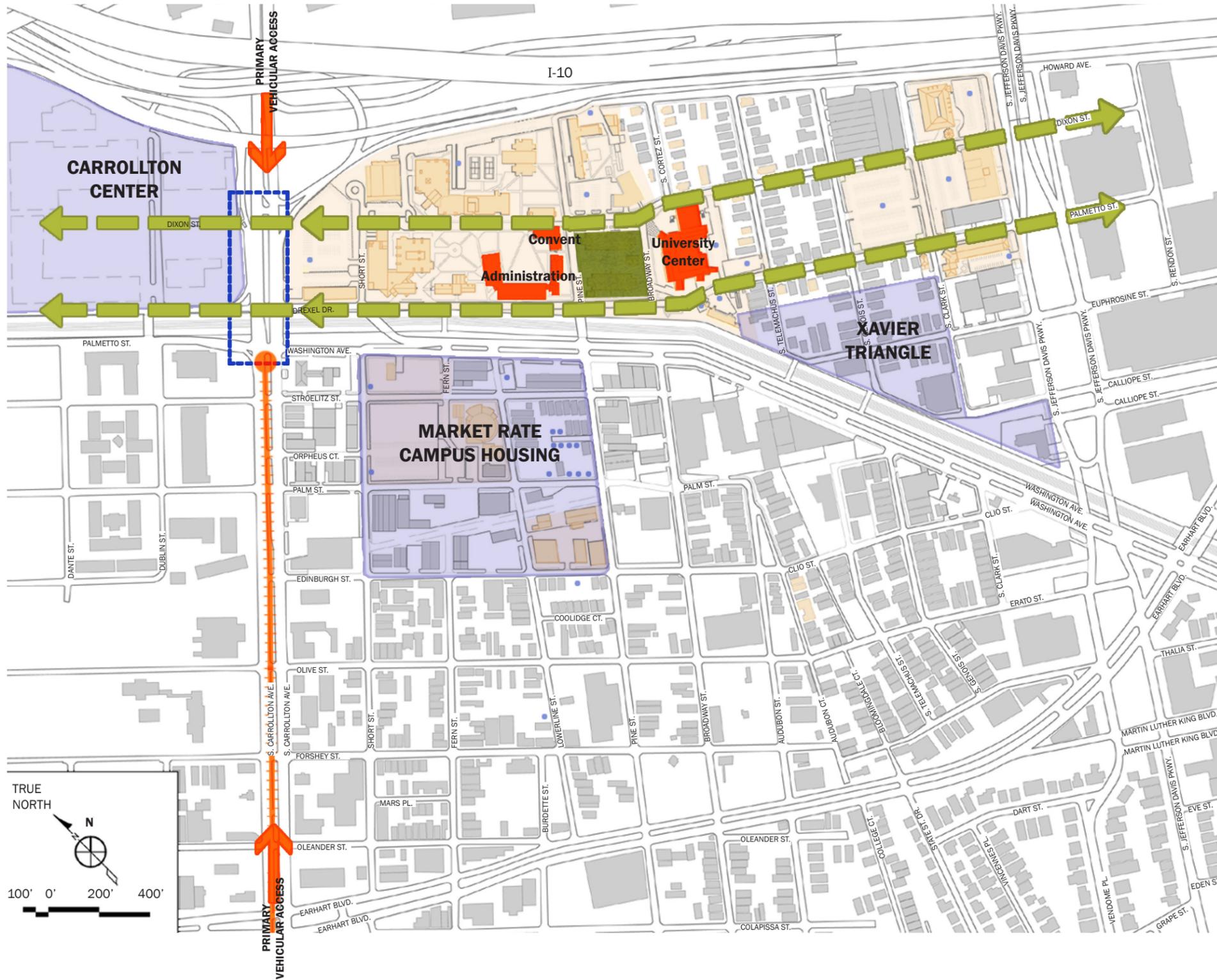
Vehicular circulation in and around campus must be adjusted as the campus grows in size and population. Relocating the most intense vehicular circulation to the perimeter of campus, primarily along Howard Avenue and the I-10 border, would allow the interior of campus to be more pedestrian friendly.

As traffic is diverted to travel along Howard Ave., so are those functions designed to serve vehicular traffic. Parking structures that will accommodate the University's current and anticipated needs for parking on campus will be located along Howard Ave., as will their vehicular entrances and exits. Other new buildings along this Howard Ave. circulator may need to have loading docks to serve them. These would be placed along Howard Ave. as well, effectively routing service, maintenance, and delivery vehicles away from the interior of campus. Furthermore, new buildings constructed along Howard Ave. would serve to buffer pedestrians in the center of campus against the intense vehicular traffic along I-10 and Howard Ave.

These efforts can lead to the creation of a vehicle-free zone along Dixon St. which currently serves much of the core pedestrian circulation of the University population. New buildings along Dixon St. will have appropriately scaled main entrances for pedestrians facing Dixon St. rather than Howard Ave. Placing pedestrian-related services and entrances to buildings along Dixon St. strengthens the pedestrian experience there, and can be reconceived as the campus' primary pedestrian circulation route. Section A-A below illustrates this concept.



Section AA



Off - Campus Developments

Looking outward beyond the bounds of Xavier University’s campus provides new opportunities for the University to interact constructively with its neighbors in the rebuilding process. The needs of the University’s population are sometimes best met by others, including the development of recreation and retail services, and of market-rate housing for faculty, staff and upper-classmen. The Xavier Triangle and the Gert Town area adjacent to the West Campus are ideally situated to provide a residential lifestyle off-campus to those who work or matriculate on campus. Private developers can be courted to build housing of the size and quality appropriate for this population in these areas to be sold or rented at market rate knowing that there is a healthy local demand for this housing type.

Many lifestyle amenities can be provided for the University population at the Carrollton Shopping Center which can attract notable businesses that aptly serve such communities. Bookstores, movie theaters, music clubs, clothing stores and cafes can be located here with confidence that local demand exists for these goods and services. A pedestrian bridge would allow for pedestrians to safely cross S. Carrollton Ave. at this location and foster the possibilities for complementary developments on either side of the bridge for these users.

The entrance to and exit from I-10 at S. Carrollton Ave. serves a large swath of the residents of the City of New Orleans. Due to this high traffic volume, the New Orleans Office of Recovery Management has identified this intersection and adjacent areas as a site for initial recovery efforts (Appendix 6.14). As this location will experience heavy demand for immediate development, the likelihood that this site will be successfully developed is increased, thereby adding greater urgency for the University to discuss its intentions with the developer of this land early in the process. Such conversations have already begun but must continue until a feasible program is formalized by the developer. Also, extending the St. Charles Streetcar Line to the corner S. Carrollton Ave. and Washington from its existing terminus at the corner of S. Carrollton Ave. and S. Claiborne Ave. will serve to connect the University and its adjacent neighborhoods with the rest of New Orleans, its residents, businesses and tourists.

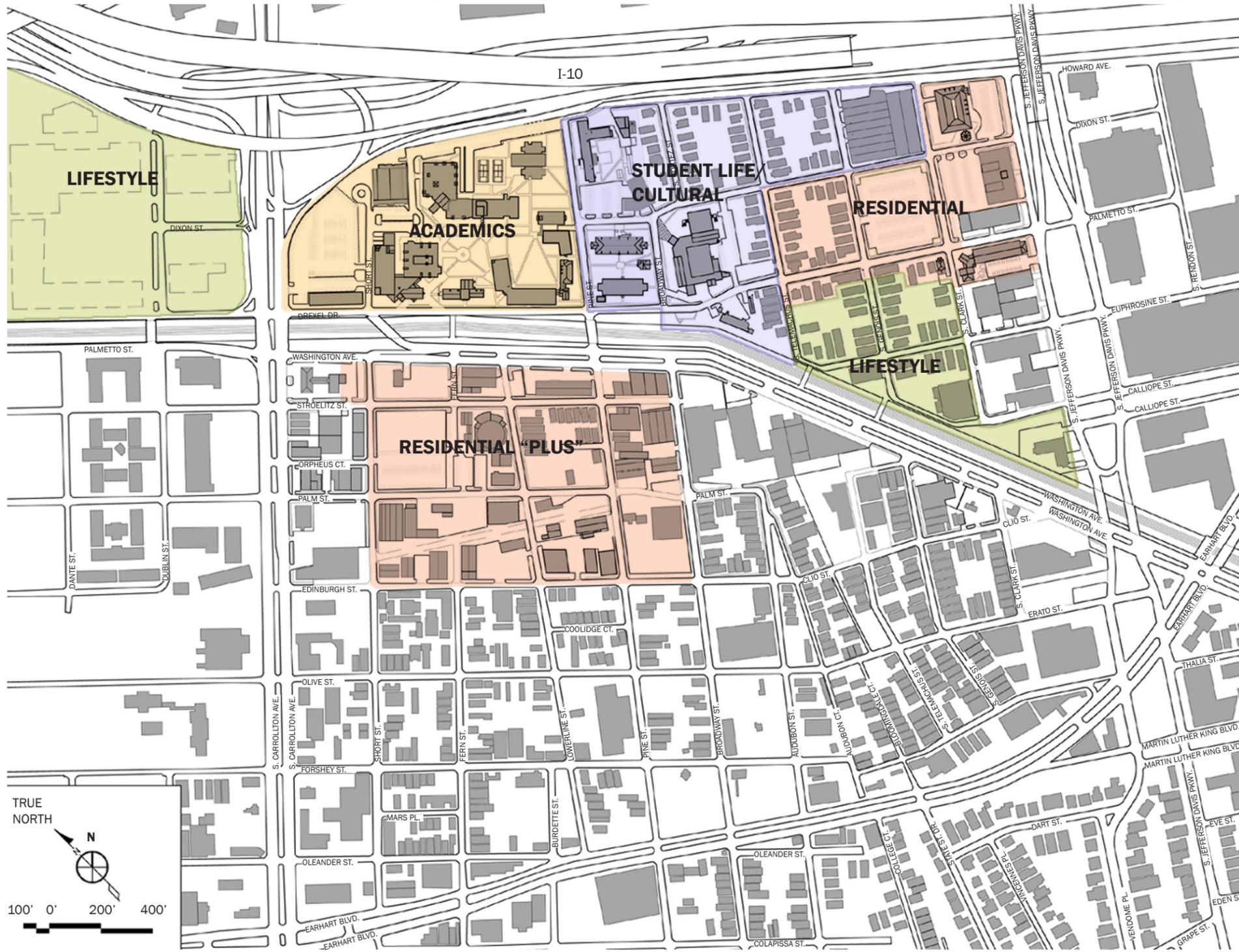


Shopping Area/Cafe
Courtesy Eskew+Dumez+Ripple Resource

4



IMPLEMENTATION



Campus Districts

Xavier University will undergo a variety of programmatic improvements through the course of this Master Plan. To organize these disparate programs throughout campus, a system of districts has been laid out so that each new building can be located amongst like buildings and proximate to other buildings serving complementary functions.

ACADEMIC DISTRICT

The Academic District, coterminous with what this document has referred to as the Main Campus, already encompasses the vast majority of the University's academic functions. Academic buildings that will be planned in the future should continue to be located here as space becomes available (Sheet 4.16) allowing for more frequent cross-discipline interactions and greater accessibility to university-wide academic support infrastructure such as libraries, classrooms and administration.

RESIDENTIAL DISTRICT

New on-campus residences designed to national standards will capitalize on being located close to the University's two most modern dormitories, the Living Learning Center and St. Martin DePorres Hall. This district, like the students who will live here, will be active 24-hours a day, giving vibrancy to this side of campus. Ancillary services that are directly related to this lifestyle may be developed here as well, such as cafeterias, a sundry store or even light academic functions.

STUDENT LIFE / CULTURAL DISTRICT

The Student Life and Cultural District will bridge the Academic District and the Residential District. Exhibits, lectures, parking, musical performances, fitness, and classrooms and offices directly related to these functions can be organized within buildings located within this district.

RESIDENTIAL "PLUS" DISTRICT

There is great opportunity to promote a campus-related lifestyle off-campus on the other side of the Washington Avenue Canal in the "Residential 'Plus' District. University lifestyles will foster private investment here as well, fostering market-rate housing for students and faculty, small retail, restaurants, tailors, etc. Potential exists for accommodating light overflow of academic functions here as well.

LIFESTYLE DISTRICTS

Two distinct Lifestyle Districts are identified to serve the University population: one at the site of the former Carrollton Shopping Center and the other in the Xavier Triangle neighborhood. As one of the 17 recovery zones, the University can posit mutually beneficial ideals to the owners of the former Carrollton Shopping Center as retailers are chosen who will best meet the needs of the University's population. On the other side of the campus, a critical mass of activity will be generated from the Housing District which can beneficially overflow into the adjacent Xavier Triangle where private investment can be used to develop cafes, small retail and healthful late night activities.

STRATEGIC DEMOLITION

PHASE NO.	BUILDING NO.	BUILDING NAME	DATE OF CONSTRUCTION (IF KNOWN)	NUMBER OF FLOORS	GSF TOTAL	GSF ACADEM.	GSF ADMIN.	GSF SERVICES	GSF MECHANICAL	GSF UNDEFINED	GSF HOUSING	SINGLE UNITS	DOUBLE UNITS	QUAD UNITS	PLATE NUMBER
1C	12	Office / Storage		1	900	0	900	0	0	0	0				4.3
2J	7	Gymnasium	1937	1	20,262	648	3,239	16,375	0	0	0				4.3
3B	11	Maintenance Building		1	3,310	0	3,310	0	0	0	0				4.3
3C	24	Student Center	1962	2	13,580	0	0	0	0	13,580	0				4.3
3D	13	St. Joseph Residence Hall	1965	3	32,665	0	427	460	1,017	0	30,761	0	70	0	4.3
3E	14	St. Katharine Drexel Residence Hall	1969	6	74,508	0	637	634	1,662	0	71,575	0	187	0	4.3
3F	21	St. Michael Residence Hall	1955	3	38,536	0	324	0	0	0	38,212	17	83	0	4.3
3G	15	Counseling Center		2	1,880	0	0	1,880	0	0	0				4.3
4D	45, 89, 92	Campus Police; Shipping/Receiving		1	10,115	0	0	10,057	58	0	0				4.3
TOTAL:					195,756	648	8,837	29,406	2,737	13,580	140,548	17	340	0	



St. Michael Residence Hall
Xavier University of Louisiana, New Orleans, Louisiana



Gymnasium
Xavier University of Louisiana, New Orleans, Louisiana



Office / Storage
Xavier University of Louisiana, New Orleans, Louisiana



St. Katharine Drexel Residence Hall
Xavier University of Louisiana, New Orleans, Louisiana



Student Center
Xavier University of Louisiana, New Orleans, Louisiana



Maintenance Building
Xavier University of Louisiana, New Orleans, Louisiana



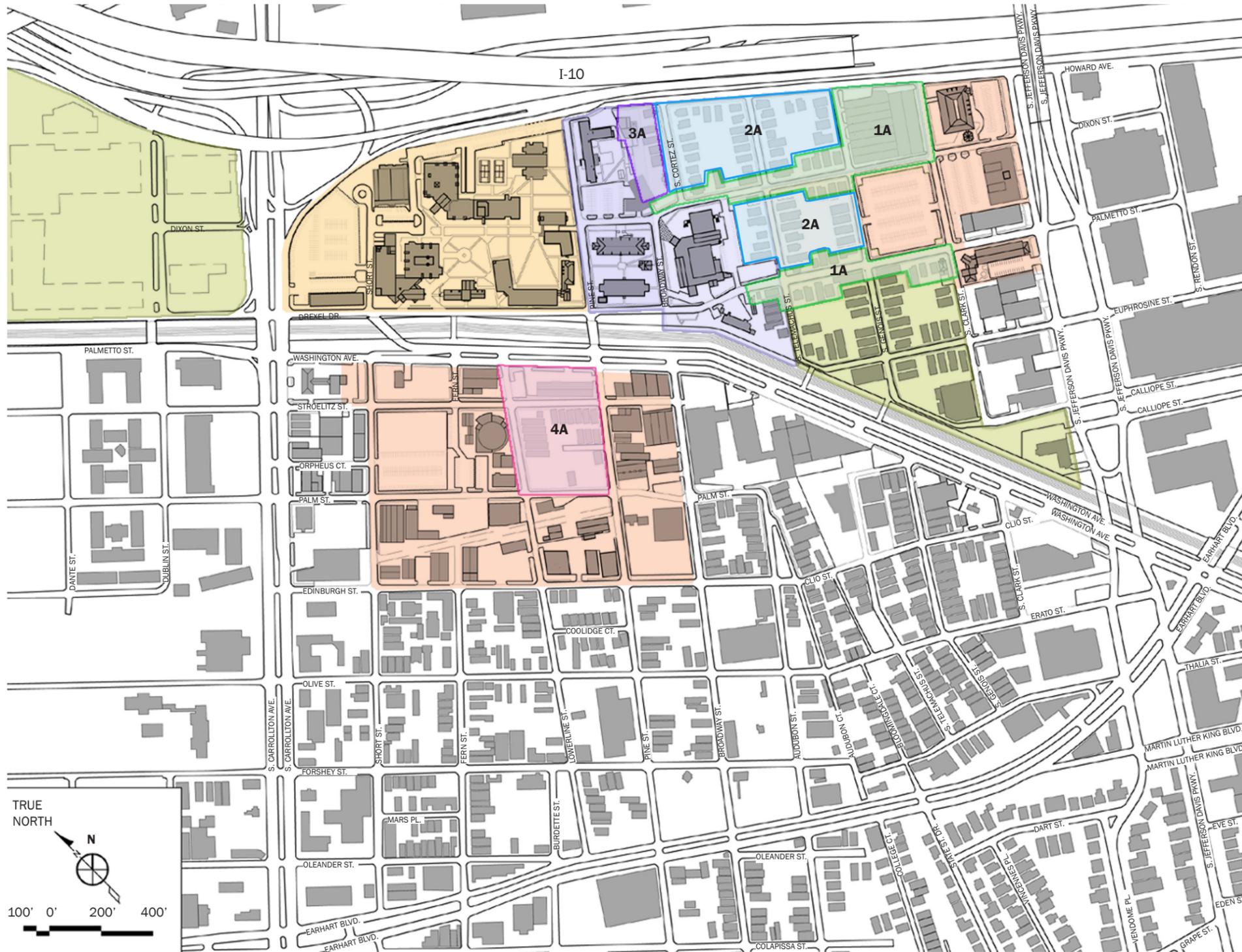
St. Joseph Residence Hall
Xavier University of Louisiana, New Orleans, Louisiana



Counseling Center
Xavier University of Louisiana, New Orleans, Louisiana



Campus Police; Shipping / Receiving
Xavier University of Louisiana, New Orleans, Louisiana



Strategic Acquisition

Phased real estate acquisition will play a vital role in the planned growth of Xavier University and its campus, allowing flexibility for the University to build along clear and orderly guidelines over the course of the Master Plan implementation schedule. In each phase of the strategic sequence (Sheet 4.7), real estate acquisition is a prerequisite for later implementations within the same phase. As the University decides to proceed with each phase, acquisition should begin immediately.

All of the properties surrounding the University were flooded after the levees failed in 2005; many of which have not yet been re-occupied and are still in need of remediation. This presents a unique opportunity for the University to simultaneously help itself plan for its future while helping its neighbors who are in need of closure after their homes and businesses were flooded.

Phase 1 efforts should be aimed at acquiring properties that face Drexel Dr. and Dixon St. This will allow the University to execute the streetscape improvements needed to connect the Main Campus to the South Campus.

Phase 2 work will require the acquisition of properties between Drexel Dr. and Dixon St., as well as most properties between Dixon St. and Howard Avenue. Hereafter the campus will have solidly established itself as a continuous entity between S. Carrollton Ave. and S. Jefferson Davis Pkwy.

Phase 3 will target the remaining properties on S. Cortez St. behind St. Michael Residence Hall. This will fill the gap and make the Main Campus whole.

Phase 4 will be the only acquisition of properties to the south of the Washington Avenue Canal.

LAND ACQUISITION					
PHASE NO.	ESTIMATED AREA (ACRES)	ESTIMATED AREA (SF)	ESTIMATED NUMBER OF PROPERTIES TO ACQUIRE	ESTIMATED COST *	YEAR
1A	7.1	309,400	25	\$5,653,000 *	2008
2A	6.4	279,100	37	\$3,437,000 *	2011
3A	0.9	38,900	5	\$483,000 *	2015
4A	4	174,500	21	\$3,270,000 *	2020
TOTAL	18.4	801,900	88	\$12,843,000 *	

* Cost estimates are based on 2007 dollar values with an average 3% compounded rate of inflation per annum (U.S. Census Bureau)

Strategic Sequences

Specific implementations in this Master Plan have been divided into two groups: On-Campus and Off-Campus (see chart at right). On-Campus items have been sequenced strategically to increase the effectiveness of each, to promote consistency of approach to each by all University stakeholders working to realize them, and to prevent reduction of the University's level of service throughout the course of this work. Off-campus implementations will not directly affect scheduling of the on-campus implementations and so are listed separately.

Phase 1 (2007-2010) constitutes immediate goals and work already in progress. Real estate acquisitions (1A) will allow the University to control land necessary for the implementation of projects scheduled for Phase 1. The College of Pharmacy's Planned Expansion (1D) can begin immediately as the designs are already complete and the land already belongs to the University. The same is true for the Temporary Fitness Center (1B) which will be located within an under-utilized space that the University will identify, possibly at Xavier South. Streetscape improvements (1E) along Drexel Dr., Palmetto St. and Dixon St will set the stage for efforts to focus pedestrian traffic along those streets which already handle the bulk of circulation around campus as well as provide a walking experience throughout campus that is attractive and safe. Demolition of the unsightly and vacant Office/Storage building (1C) at the visually prominent corner of Drexel Dr. and Pine St. will immediately improve the entry sequence onto campus and enhance the Drexel Dr. corridor. Modifications to the University Center's facade (1F) will increase its accessibility and promote greater activity facing the future Campus Lawn (3H). It is best to complete these implementations soon as future Phases will rely on the work accomplished here.

Phase 2 (2010-2015) comprises the first major changes to the physical campus, including the completion of several planned and proposed buildings. Real estate acquisition (2A) will allow the University to solidify the continuity of the campus. Fronting the new center of campus will be the new Chapel (2B), commemorated by the renaming of Dixon St. (2C) after another key figure in the history of Xavier University of the University's choosing, building an ever-more recognizable image of the institution. A new Convocational Center (2D) and its related Parking Garage (2E) will be built and connected to the Main Campus by the Fern St. Pedestrian Bridge (2F), creating an enhanced Xavier University-themed corridor along Washington Avenue. Once the new Convocational Center is completed, the obsolete and outsized Gymnasium can be demolished (2J) to make valuable land available for future expansions of the academic functions. The University Center will be expanded to include a permanent Fitness Center (2G), helping to merge the activities of the residential and student life districts on campus. New On-Campus Residences (2H) designed to meet best practices and current student expectations will be built on this land, allowing the University to accommodate the growing non-local student population. A New Auditorium (2I) will be built on campus to accommodate the many world-class lectures and

ON-CAMPUS SEQUENCE				
PHASE	WORK DESCRIPTION	ESTIMATED COST *	YEAR COMPLETE	SHEET NO.
1	2007-2010			
1A	Real Estate Acquisition	\$5,653,000	2008	4.5
1B	Temporary Fitness Center		2008	4.13
1C	Office / Storage - Demolition	\$8,000	2009	4.3
1D	College of Pharmacy - Planned Expansion	\$22,000,000	2010	4.9
1E	Streetscapes	\$2,382,000	2010	4.15
1F	University Center - Exterior Modifications		2010	4.13
PHASE 1 ESTIMATED TOTAL COST *		\$30,043,000		
2	2010 - 2015			
2A	Real Estate Acquisition	\$3,437,000	2010	4.5
2B	New Chapel	\$5,559,000	2011	4.12
2C	Renaming Dixon Street		2011	4.15
2D	New Convocational Center	\$43,886,000	2011	4.10
2E	New Parking for Convocational Center	\$12,959,000	2011	4.10
2F	New Fern St. Overhead Pedestrian Bridge	\$4,207,000	2011	4.18
2G	University Center - Expansion for Permanent Fitness Center		2012	4.13
2H	New On-Campus Residences		2014	4.14
2I	New Auditorium and Parking		2014	4.11
2J	Gymnasium - Demolition	\$246,000	2014	4.3
2K	I-10 - Right-of-Way Adjustment		2015	4.15
PHASE 2 ESTIMATED TOTAL COST *		\$70,294,000		
3	2015-2020			
3A	Real Estate Acquisition	\$483,000	2015	4.5
3B	Maintenance Building - Demolition	\$51,000	2015	4.3
3C	Student Center - Demolition	\$317,000	2015	4.3
3D	St. Joseph Residence Hall - Demolition	\$380,000	2015	4.5
3E	St. Katharine Drexel Residence Hall - Demolition	\$760,000	2015	4.3
3F	St. Michael Residence Hall - Demolition	\$380,000	2015	4.3
3G	Counseling Center - Demolition	\$15,000	2015	4.3
3H	New Campus Lawn		2015	4.12
3I	Central Plant - Modifications and Upgrades		2016	4.11
3J	New Center for Academic Success		2018	4.16
3K	New Lifestyle Center and Parking Structure		2019	4.18
PHASE 3 ESTIMATED TOTAL COST *		\$2,386,000		
4	2020-2025			
4A	Real Estate Acquisition	\$3,270,000	2020	4.5
4B	New Recreation Fields and Tennis Complex		2021	4.17
4C	Pine Street Corridor Improvements and Bridge Expansion		2022	4.18
4D	Campus Police - Demolition	\$193,000	2023	4.3
PHASE 4 ESTIMATED TOTAL COST *		\$3,463,000		
COMPLETE ON-CAMPUS ESTIMATED TOTAL COST *		\$106,186,000		

* Cost estimates are based on 2007 dollar values with an average 3% compounded rate of inflation per annum (U.S. Census Bureau)

OFF-CAMPUS SEQUENCE				
PHASE	WORK DESCRIPTION	ESTIMATED COST	YEAR COMPLETE	SHEET NO.
5	2007-2025			
5A	Jogging Path		2008	4.17
5B	Bridge over South Carrollton Avenue		2012	4.18
5C	Streetcar Extension		2012	4.6
5D	Gert Town Revitalization Initiatives		2015	4.6
5E	Carrollton Lifestyle Center Development Initiative		2012	4.6
5F	Xavier Triangle Revitalization Initiative		2015	4.6
5G	Coordination with Adjacent Neighborhood Recovery Initiatives - Broadmoor, Marleyville, Gert Town and Hollygrove		ongoing	4.6

symposiums hosted by the University. Vehicular traffic patterns around campus can be redirected to circumnavigate the campus via Howard Ave., requiring an adjustment of the I-10 Right-of-Way (2K) to allow sufficient clear width for Howard Ave. to extend along the edge of campus and connect to traffic at the intersection of S. Carrollton Ave. and Palmetto St. Once these items are completed, the University's campus will look more cohesive and will serve its population more effectively.

Phase 3 (2015-2020) includes implementations that will give the University's campus a true center, stately entry sequences, and will solidify the interdependence of the campus districts. Continued real estate acquisition (3A) will prepare the final layout of the Main Campus. Demolitions of older buildings that have outlived their original usefulness and whose functions have been replaced elsewhere on campus (3B - 3G) will give the University new centrally-located land to develop its new core identity-making features such as the Campus Lawn (3H) framing the new entrance onto campus. The Central Plant (3I) output capacities will be increased by the creation of new power plants to be located inconspicuously within the new parking structures along the edge of campus, creating redundancy that decreases the likelihood of power outages and work interruptions on campus and increases the consistent quality of laboratory research and classroom time. Xavier University's new Center for Academic Success will provide space for many student-oriented support functions, both academic and non-academic, to increase retention and graduation persistence rates. A new Lifestyle Center (3K) will be built behind the new Chapel to provide parking and support space for the Chapel and academic functions nearby. In effect, Phase 3 will create a campus that is greater than sum of its parts.

Phase 4 (2020-2025) will add the final touches to the University's campus. The final round of real estate acquisitions (4A) will be completed in order to make way for the new Recreation Fields and Tennis Complex (4B) across the Washington Avenue Canal from the Main Campus. These fields will be the complement to the new Campus Lawn completed in Phase 3, framing a distinctive and stately entry sequence from Pine St. Improvements to the Pine Street Corridor and the existing Pine Street Bridge (4C) will link the Main Campus to the West Campus and the Arts Village, creating a corridor that engages the adjacent neighborhoods with a landscaped pedestrian-friendly street serving the local University and neighborhood population day and night. Lastly, the office of the Campus Police will be relocated to a more central position on campus of the University's choice, and the Shipping and Receiving facilities will be relocated along Howard Ave. within a new parking structure, allowing for the demolition of their existing facilities (4D) in order to open a large parcel of land in a visually prominent location on campus for future academic expansions. At this point the total University will meet and exceed its goals for providing an environment that frames the Xavier University Experience and bolsters the quality of life in the surrounding neighborhoods.

Phase 5 (2007-2025) Off-Campus implementations will focus on those aspects of the University that require strategic part-

Convocational Center and Parking

2D CONVOCATIONAL CENTER

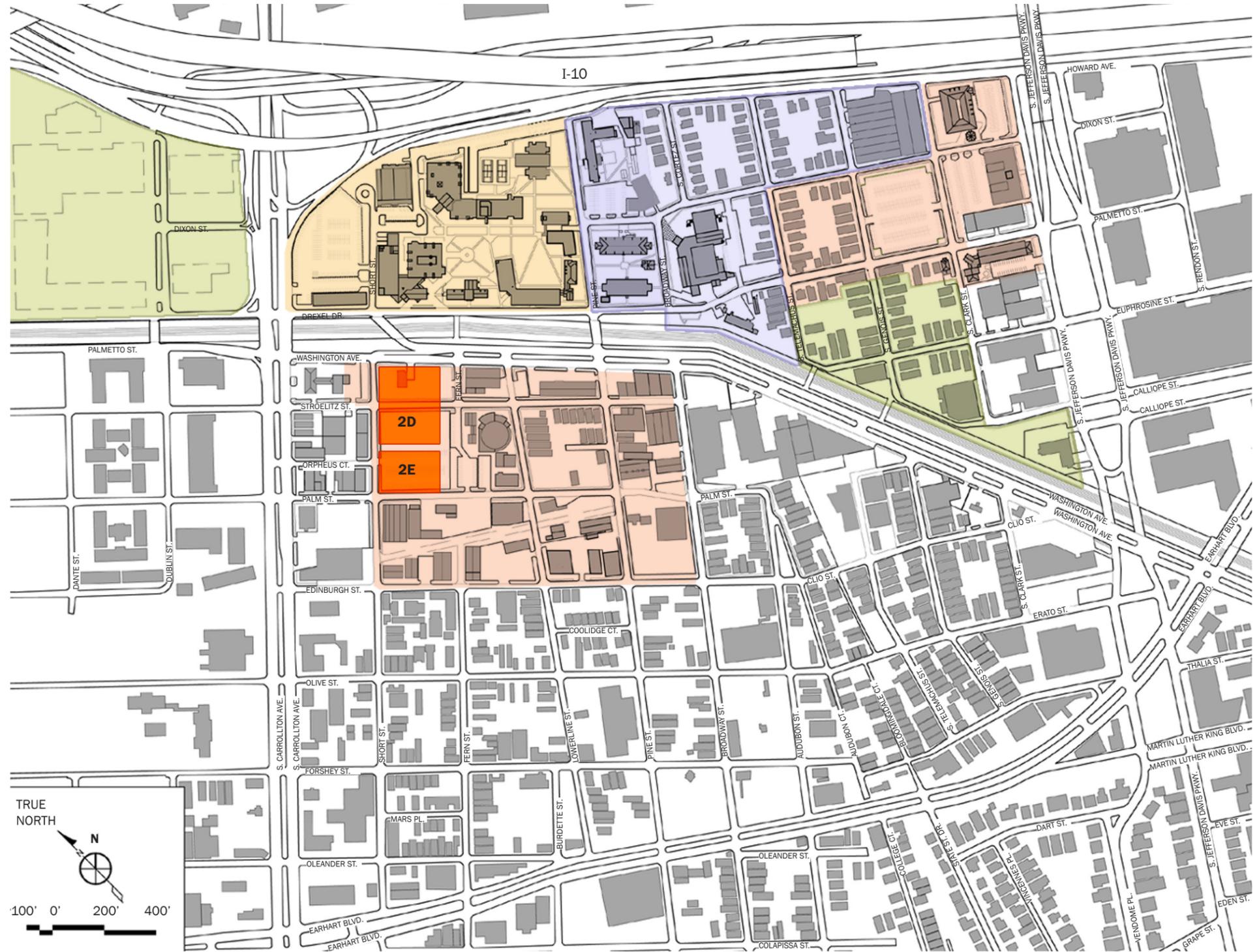
Xavier University has renowned NAIA Division I athletics, and needs an arena that represents NAIA Division I quality. Preliminary program assessments recommend this Convocational Center to seat 5,000 people, compared to the 1,300 person capacity of the Gymnasium which is currently being used. Buildings of this size can be designed to fit within a neighborhood setting, such as at the University of Dayton which also seats 5,000 (below left), or along a major boulevard as at the Ted Constant Convocation Center which seats nearly 10,000 (below right).

The new Convocational Center will be sited on the vacant tract of land in the West Campus that has been used most recently as a FEMA trailer park for faculty and staff. It will front onto Washington Avenue, lending greater Xavier University presence to the Washington Avenue Corridor along with the future Fern St. Pedestrian Bridge (2F) connecting it to the Main Campus, in effect creating an icon for the West Campus that is distinctly of Xavier University.

2E PARKING

A Parking Structure will be located proximate to S. Carrollton Ave. and Washington Ave in order to be easily accessed by all types of vehicular traffic. It will connect to the Convocational Center either directly, by covered walkway or by overhead bridge as at the Wells Fargo Financial Parking Facility (below). This will allow pedestrians from campus to access the Parking Structure with minimal interference to or from vehicular traffic. To meet the parking needs of the Convocational Center, the Parking Structure will be designed to accommodate at least 500 vehicles but possibly up to 2,000 vehicles, depending upon the average audience attendance for regular events.

Additionally, these buildings will give a clear edge to the Fern St. corridor, allowing the University's presence to cross the Washington Avenue Canal. Pairing these buildings and linking them with the Fern St. Pedestrian Bridge (2F) will create a clear gateway for those traveling along Washington Avenue, indicating that they are traveling in a University environment.



Wells Fargo Financial Parking Facility (note pedestrian bridge in background)
Des Moines, Iowa



Thomas J. Frericks Athletics and Convocation Center
University of Dayton, Dayton, Ohio

Ted Constant Convocation Center
Old Dominion University, Norfolk, Virginia

Proposed Chapel & Lifestyle Center

2B CHAPEL

A need has been identified to strengthen the religious core of Xavier University, and this has led the University to develop a program for a Chapel and Religious Center, the latter of which is now referred to as a Lifestyle Center due to the great variety of additional programs that can be included within it. Envisioned as an iconic building where masses would be held for 450-500 people, the Chapel will bring the Catholic Mission of the University to life, and reaffirm the institution's identity as a progressive institution that is active in both the academic and spiritual growth of its students. The chapel will serve not only the Xavier community, but can be made usable to the public as well, helping to forge strong bonds between the campus and the surrounding neighborhoods.

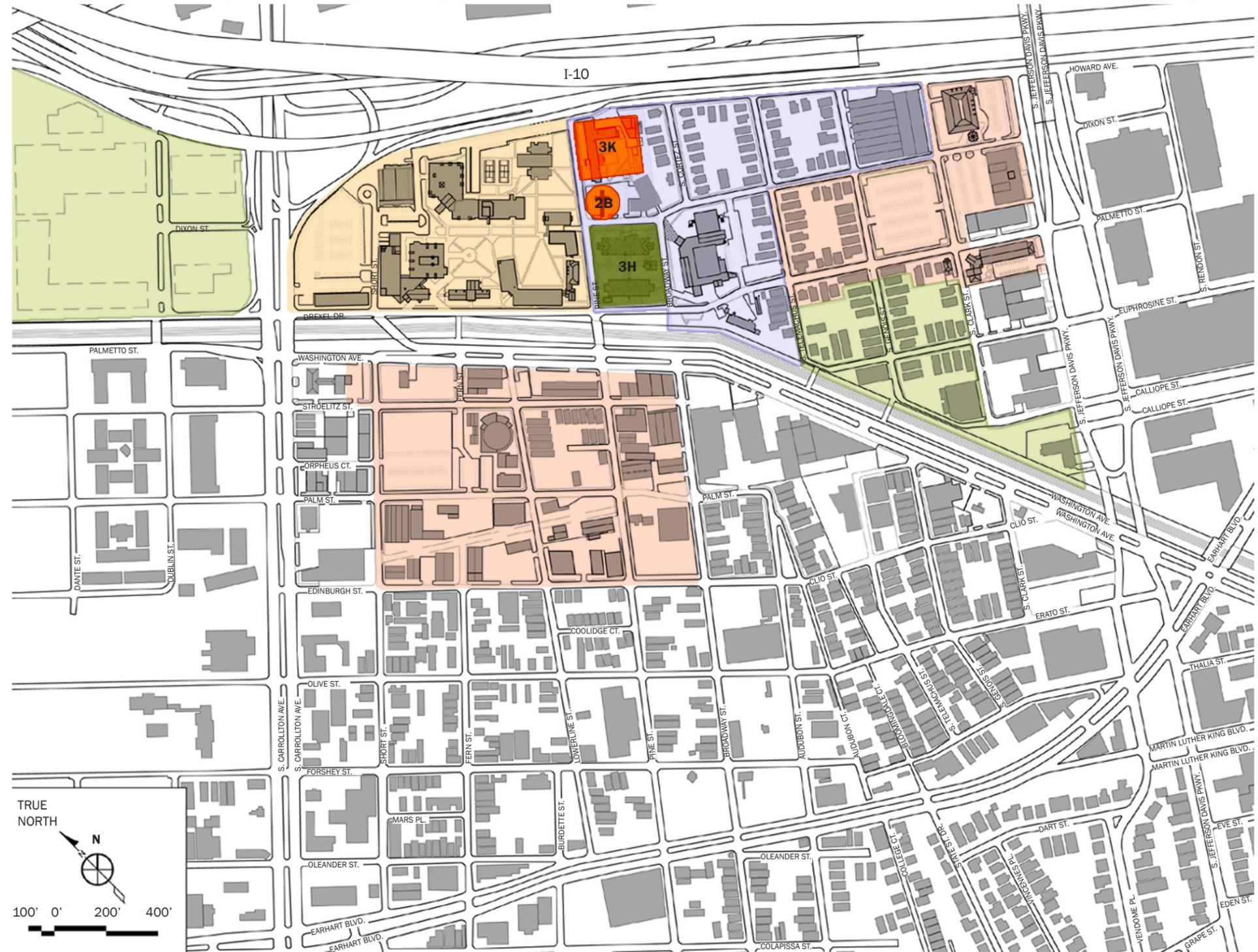
As religion is central to the University Mission, it is natural to locate the chapel at the center, or "Heart" (Sheet 3.3) of the University's campus. By fronting the large new University Lawn, the 10,000 square foot Chapel will make the balance of academic, religious, and social pursuits tangible as it will be flanked by the historically important Administration Building and Convent on one side and the new University Center on the other. Layouts like this form strong identities in many institutions of higher education such as Notre Dame, Cambridge, Harvard and even Loyola University in New Orleans.

3K LIFESTYLE CENTER

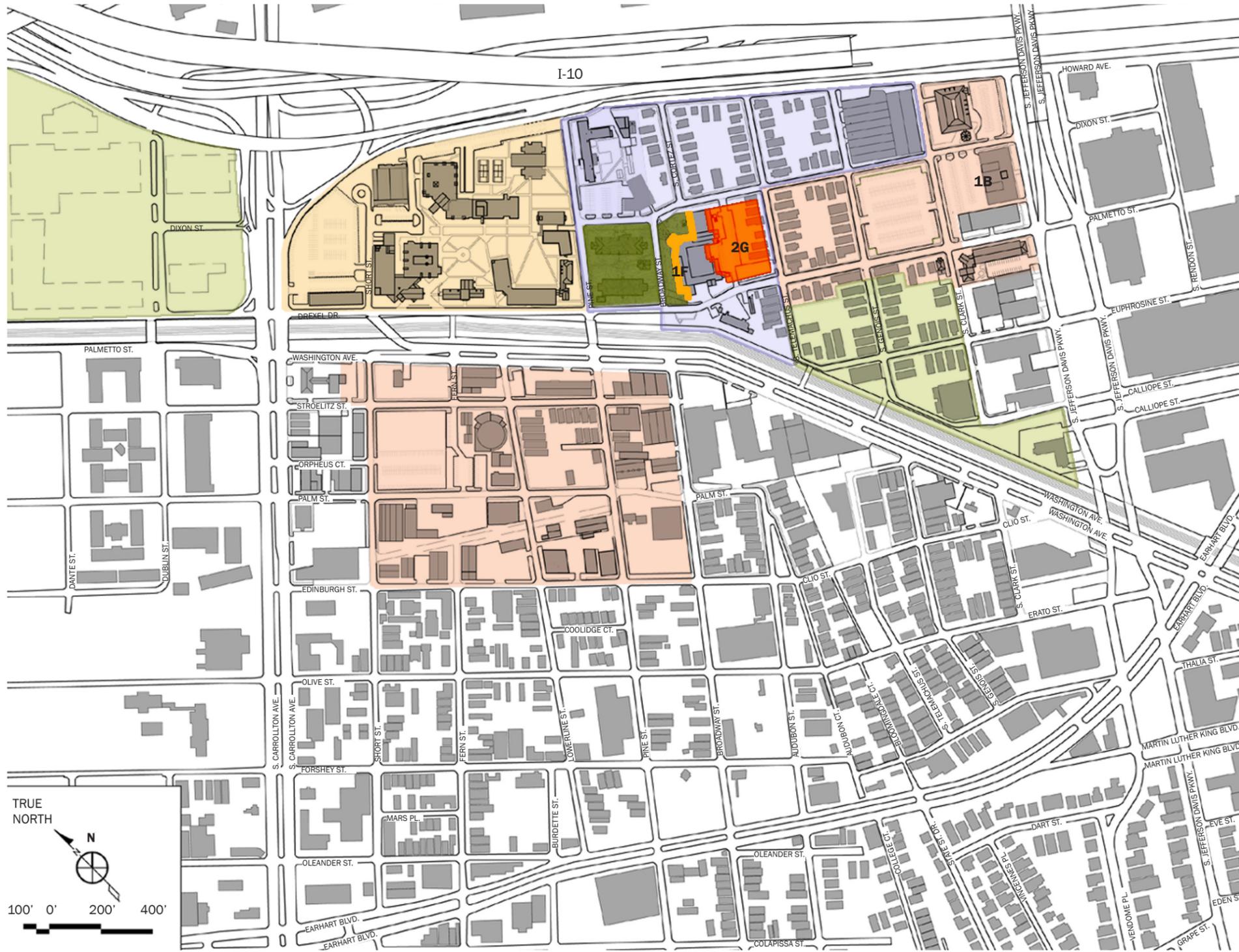
A multi-functional Lifestyle Center, formerly referred to as a "Religious Center," will be located proximate to the chapel to provide multiple additional services to the University, the adjacent chapel, and the greater community. Currently the existing program calls for this building to be 16,000 square feet and to be located close to the Chapel. The Institute for Black Catholic Studies and the Campus Ministry will be located here, supported by seminar rooms, lecture halls, choir practice rooms, an assembly room and bookstore. Smaller academic functions can fit into this program as well, such as general classroom and their related office spaces. Possibilities abound for the garden and labyrinth that will be sited next to the Lifestyle Center, and by strengthening the link to the Chapel it will also strengthen the continuation of the Dixon St. axis.

3H UNIVERSITY LAWN

The first step to providing an identifiable center of the University is to create the "Heart," the lawn at the main entrance onto campus. It will frame the spiritual, social, emotional, and intellectual center of the campus, manifesting itself as a strong icon for the University for students and alumni. Immediately visible from the main entrance along Pine St., it will be a quality area for leisurely outdoor activities and study sessions, serve as an active cross-roads for the many functions on campus that intersect there, and will grandly frame the New Chapel.



Chapel and University Lawn
University of Notre Dame, Notre Dame, Indiana



University Center Amenities

1B FITNESS CENTER (SHORT TERM)

Nationally, students, faculty and staff have looked to their respective universities to provide a fitness center on-campus that is readily accessible and open to them all. This is now well known to be a major draw for attracting and retaining talent at universities. Xavier University is no exception, and the population has voiced their interest in such a proposal in the Working Groups of this study. A short-term solution for this is for the University to locate a small fitness center within vacant or under used space on campus, possibly within a section of Xavier South. A fitness center consultant can help determine the number and types of equipment needed to serve the University population based on the size of space available, rent or sell the appropriate equipment to the University, and then install it on site. Such a solution can be achieved quickly and economically.

2G FITNESS CENTER (LONG TERM)

In order to accommodate the full range of fitness center accommodations, a long-term solution is needed with program-specific design including climbing walls, various game courts, an indoor running track, locker rooms with showers, and activity rooms for yoga or fencing. Boston University's Fitness and Recreation Center is an example of such a building in a dense urban location (see photos below).

As the University Center already serves as the center of student life on campus, it is logical to locate the fitness center proximate enough to capitalize on that. The ideal location is to build an addition to the rear of the University Center towards S. Telemachus St. Centered between the two "Spines" of Drexel Dr. and Dixon St., it will generate even more activity in the area by the University population. Some property acquisition along S. Telemachus St. is needed in order to make room for this new fitness center, but will be minimal as many of the properties there are already owned by the University.

1F FAÇADE RENOVATION

The University Center, already a major center of activity on campus, will become more active as the elements of this Master Plan take shape. Specifically, once the new Xavier University Lawn is established as the Heart of campus, the University Center will be one of the major buildings facing it.

As it is currently designed, the University Center is accessed by the general University population by two entrances, one at either end of the building along Broadway St. In order to better engage the Lawn, the Broadway St. façade of the University Center will be renovated to allow for more people to use that side of the building. A cafe, sundries store or other small-scale use could be situated along the Broadway St. side of the University Center so that they are visible and accessible from the interior and exterior. Additional entrances can be made directly into the University Center along this facade to further permeate and activate that side of the building.

(left and right) Fitness and Recreation Center Boston University, Boston, Massachusetts



(left) Exterior
(right) Interior with Climbing Wall

Student Housing

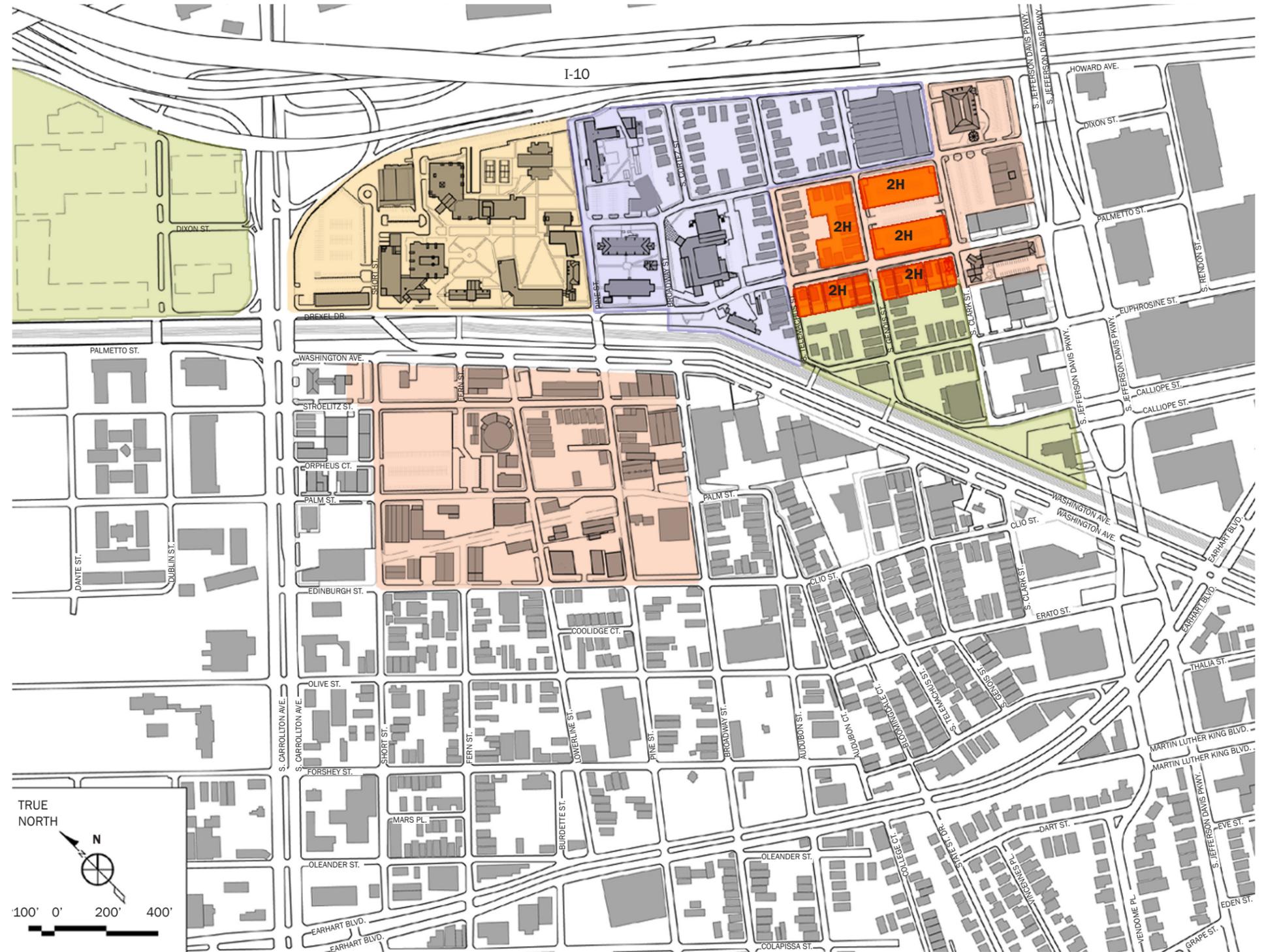
2H NEW ON-CAMPUS RESIDENCES

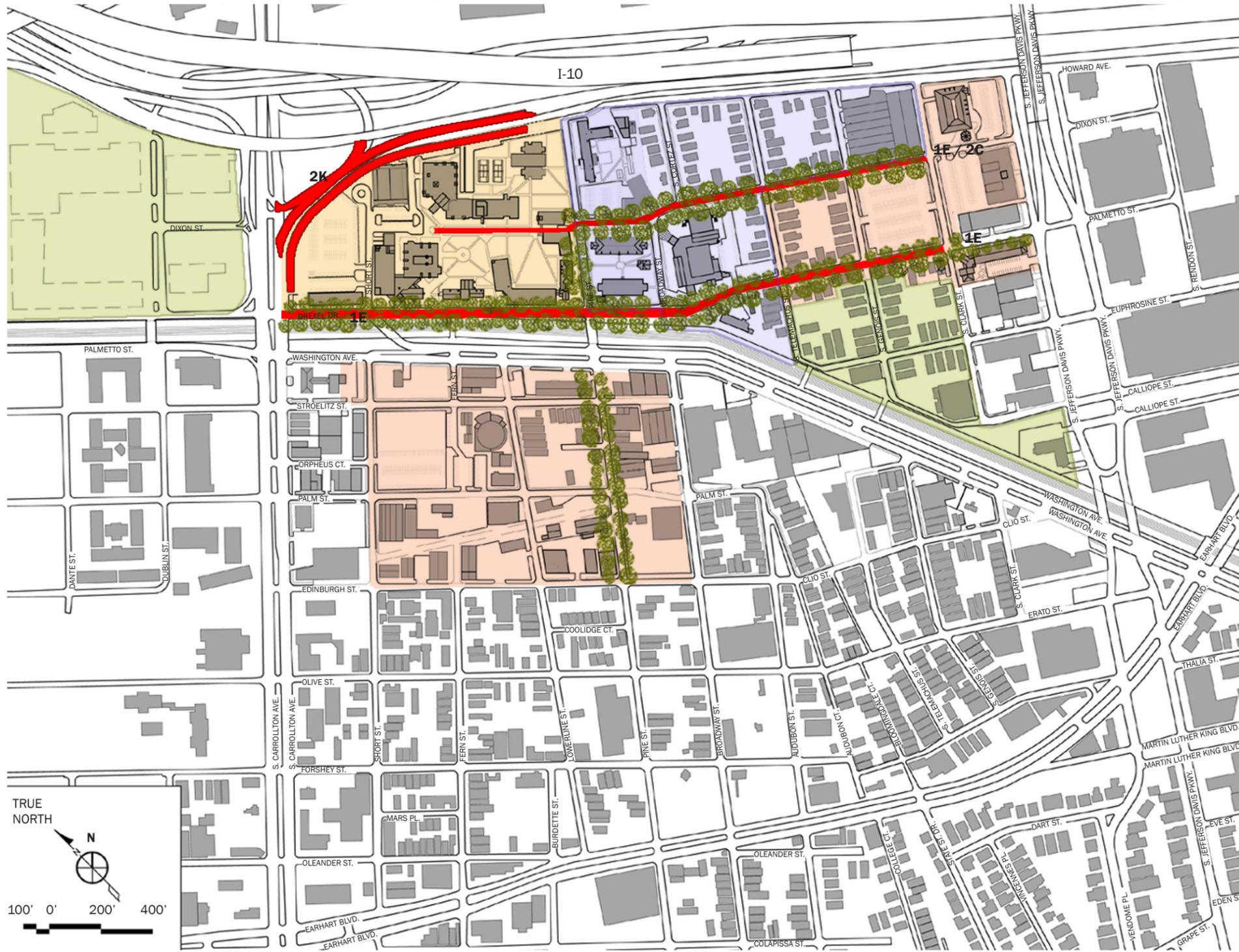
As Xavier University increasingly draws students from outside of the New Orleans area, and as the ability of any university to attract and retain students increasingly depends on the quality of on-campus residences, Xavier University will need to provide on-campus residences of a quality that meets or exceeds that of its peers in order to continue attracting the best and brightest students. Amenities that should be designed in these include double- and quad-suite room arrangements that share a bathroom, adding a kitchenette within each suite, providing on-site food service, computer labs, and high-speed media access.

On-campus housing provides great 24/7 activity wherever they are located, and tends to create communities between one-another as well. With this in mind, clusters of mid-rise and low-rise dormitories are then located along Dixon St. and on both sides of Drexel Dr. Smaller scale dormitories allow the University to grow in smaller increments, promotes a construction typology similar in size to the surrounding neighborhoods, and creates a more pedestrian-friendly street front. On-campus housing can take shape as low-, medium-, and high-density buildings, each serving certain needs in context with their environment. Low-density housing is best located towards the existing low-density residential scale of the Xavier University Triangle neighborhood and can include duplexes or 2-storey 4-plex housing options. Medium-density housing located along busier thoroughfares can serve as identifier and backdrop to a lively streetscape. They take form as 3-4 storey buildings that can be punctuated by courtyards or elevated walkways to connect different parts of the building while fostering a visual size that relates well to the scale of the adjacent neighborhood. The most efficient means of housing students is with high-density dormitories, such as the University's newer DePorres and Living Learning Center residence halls, which should be located furthest from the adjacent low-density neighborhood.



Existing Living & Learning Center
Xavier University of Louisiana, New Orleans, Louisiana





Streetscape Amenities

1E STREETScape

In order to connect these many improvements in the infill areas between the Main Campus and South Campus, the “Spines” linking them together need to be improved as well. Drexel Dr. and Dixon St. are these Spines, whose transformation into a whole and continuous streetscape will give users a clear sense of being within a campus environment.

Recommended streetscape improvements benefit both vehicular and pedestrian users. Pedestrians will benefit from wide and continuous sidewalks, clearly marked crosswalks, traffic-calming pavement materials, and landscaping that provides shade from the sun and a buffer from vehicles. Vehicular traffic will be slowed and lessened along these streets after service and delivery circulation is routed primarily to the perimeter and parking garages are constructed.

2C RENAMING DIXON ST.

With a new uniform streetscape comes another opportunity for building the Xavier University image. Dixon St. will be a new central artery for pedestrian circulation on campus. In light of this, Dixon St. between S. Jefferson Davis Pkwy and Pine St. can be renamed to honor another core influential figure in Xavier University’s history to reflect this new prestigious University thoroughfare as it assumes new prominence on campus.

2K I-10 RIGHT-OF-WAY ADJUSTMENT

The intersection of S. Carrollton Ave., Washington Ave. and Interstate-10 has historically been difficult and dangerous for pedestrians and vehicles alike. It is recommended that a review of this intersection take place by stakeholders who can control its design, leading to a Feasibility Study, an Environmental Impact Analysis or even Alternatives Analysis for how to remedy traffic flow in this area. The University can make initial efforts by contacting the Louisiana Department of Transportation and Development who can help navigate these determinations and assist with the application and design processes.

When a review of this intersection takes place, the University should participate and discuss its needs. The University would benefit from any Alternative Analysis design that includes orderly access from this intersection to Howard Ave. as a way to encourage vehicles to circulate along the back of campus rather than through the central areas which will be used mostly by pedestrians. Re-aligning the I-10 access ramp and extending Howard Ave. in this fashion becomes possible only after the demolition of the Gymnasium (Sheet 4.3). Any design work performed in Academic Expansion Zones A and B (Sheet 4.16) should also accommodate this recommended extension of Howard Ave.

Academic Expansion

In the Academic District of campus there is ample space to provide for the expansion of academic facilities for the University. Currently Zone “A” is being used as surface parking occupying 2.7 acres of prime real estate on the campus at the corner of S. Carrollton Ave. and Drexel Dr., a visually prominent location. As discussed earlier, this can be the location of a complement development to the Lifestyle Center to be developed at the Carrollton Shopping Center, replete with functions promoting 24/7 activity (labs, study lounges, etc.) and access to overhead pedestrian bridges connecting to the Carrollton Shopping Center (Sheet 4.6).

Considerations of the effects of future improvements need to be taken in to account as well. Future expansions to the College of Pharmacy (Sheet 4.9), a program showing strong and growing demand for enrollment, can be accommodated in Zone “C”, the site of the old Student Center which is already slated for demolition (Sheet 4.3). Only after the new Convocational Center is built (Sheet 4.10) to accommodate athletic functions, the Gymnasium can be demolished (Sheet 4.3), ensuring there is no reduction in the level of service provided by the University for these athletic functions. Zone “B” will then be available for future growth.

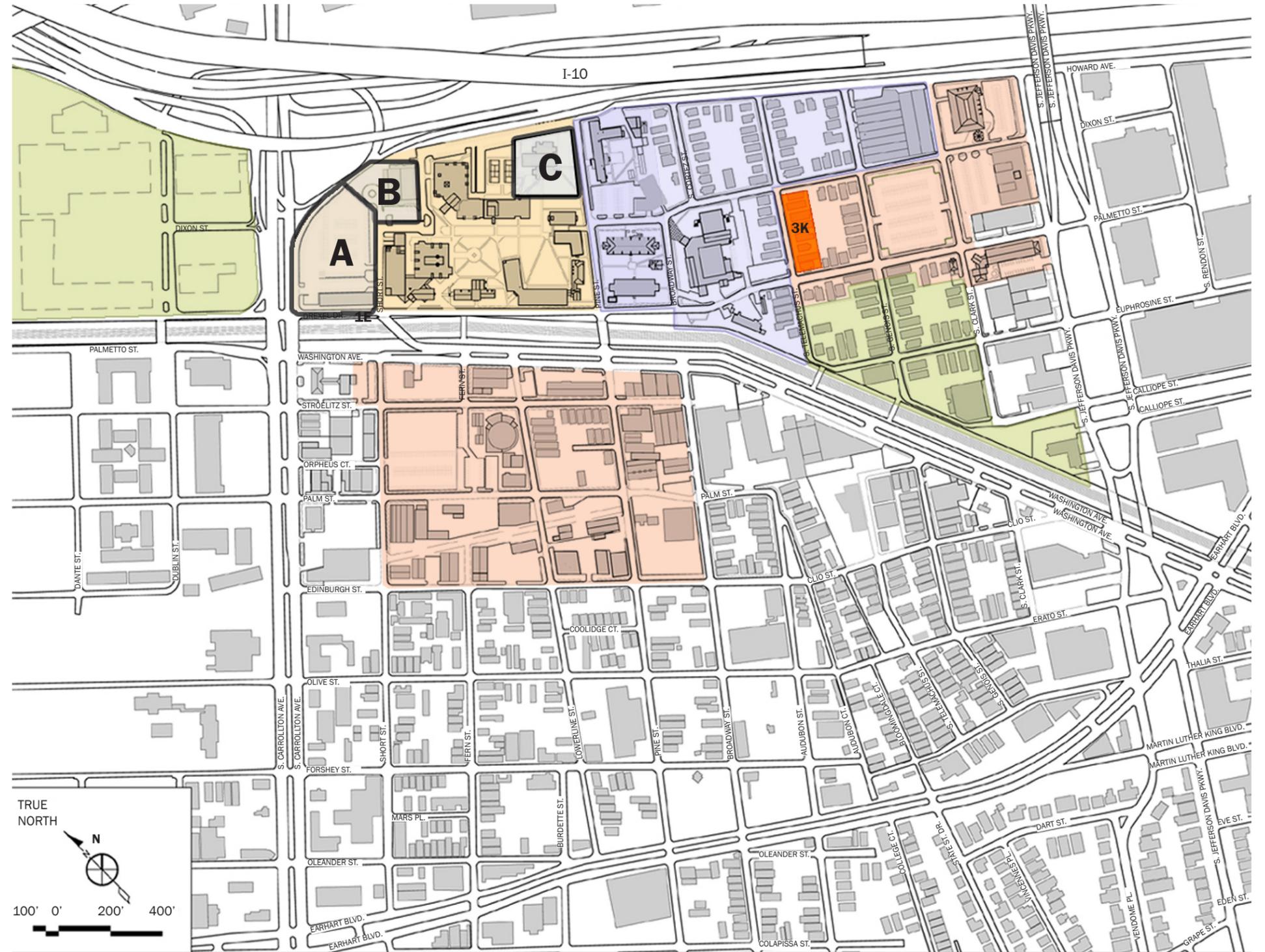
These three zones will recapture nearly 5 acres of prime developable land that is already owned and controlled by the University today. This will allow the University’s Academic District to stay concentrated, efficient and vibrant as existing programs grow beyond the capacity of their current facilities and new programs requiring new facilities enter into the curriculum.

ACADEMIC EXPANSION			
EXPANSION ZONE	AREA (SF)	AREA (ACRES)	AFFECTED BUILDINGS
A	119,000	2.73	Campus Police, Shipping / Receiving
B	51,000	1.17	Gymnasium (“The Barn”)
C	54,000	1.24	Old Student Center
TOTAL	224,000	5.14	

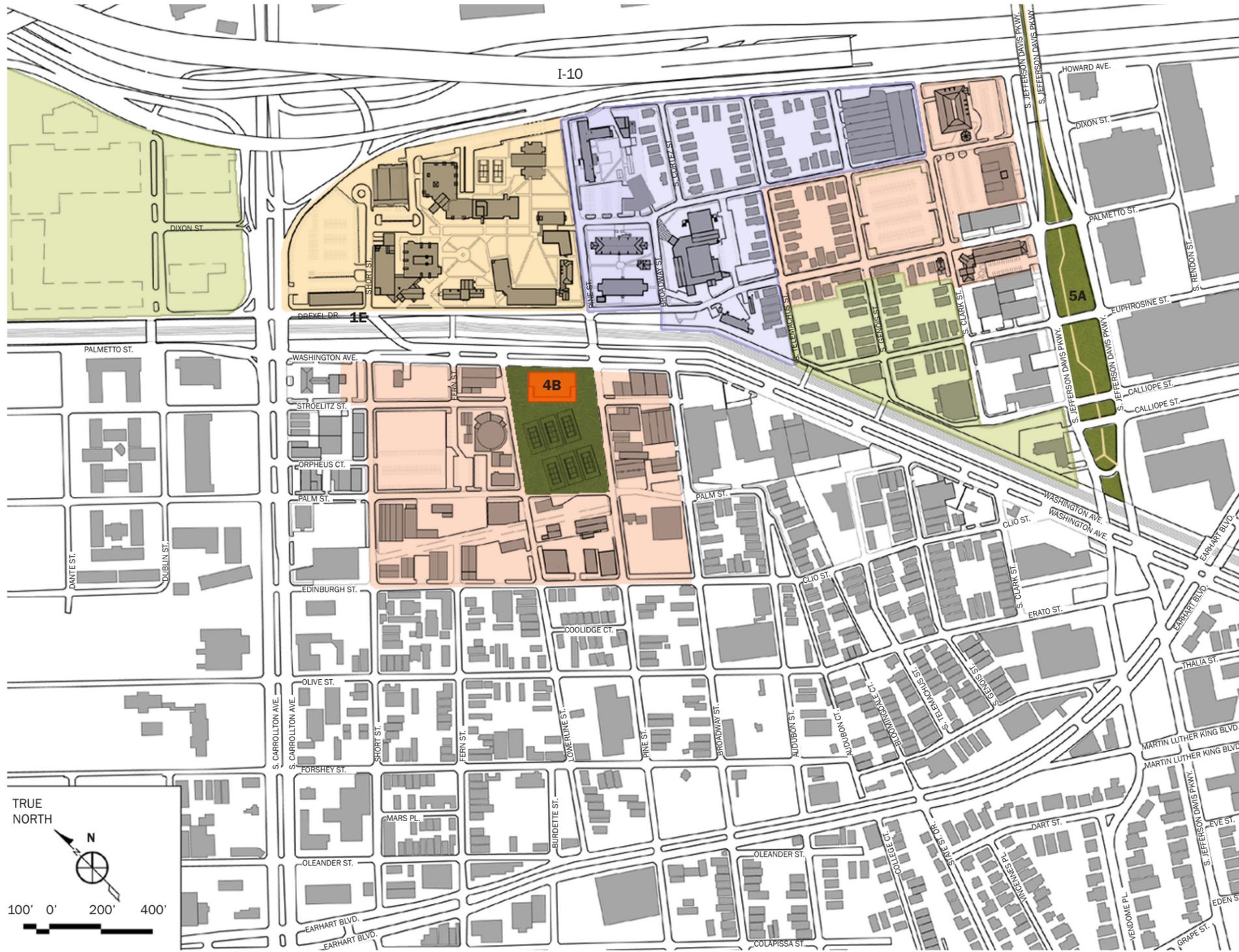
3K CENTER FOR ACADEMIC EXCELLENCE

As the University grows, so will the required support structure to help students through their matriculation process. A Center for Academic success serves to integrate all of the advisement, learning support and career counseling to provide full service to students, addressing their academic and informational needs all under one roof. It would also aim to improve the quality, consistency and availability of academic support services to students, ultimately improving the rates of student retention and persistence to graduation.

This centrally-located, highly-trafficked building will include classrooms, faculty offices, support services, and student-friendly spaces. It may also be tied in to integrated facilities for “one-stop” non-academic student support services like financial aid, student fiscal services, admissions and registrar. Kean University’s recently opened facility has met with much success in these endeavors (see photo at right).



Center For Academic Success
Kean University, Union, New Jersey



Student Lifestyle

4B RECREATION FIELDS

No open fields for playing structured sports currently exist on the University's campus, and the tennis courts that currently exist will be removed to make way for the planned addition to the School of Pharmacy, leaving the University with no outdoor recreational facilities. To fill this need, a Tennis Complex with Recreation Fields can be developed across the Canal to mirror the main Lawn and to provide outdoor recreation proximate to the future Arena. Competition-grade tennis courts will be complemented by a multi-story clubhouse with an outdoor balcony overlooking the courts. Serving to reinforce the pedestrian quality of the Pine St. corridor, other outdoor amenities may be provided on this site as well such as open fields along Pine St. that allow the University population to play unstructured games or to conduct other leisurely activities. As an example, Marshall University (below) has multiple outdoor recreation fields that combine to make an actively used University facility.

5A JOGGING PATH

An excellent way to accommodate the fitness needs of the University population with minimal investment is to improve the usability of the existing jogging path located on the neutral ground of S. Jefferson Davis Pkwy. In total, this scenic path is 1.5 miles long, extending from Earhart Blvd. to Orleans Ave., and serves as one of the few pedestrian crossings that span I-10 which effectively connects the Gert Town neighborhood to pedestrian-friendly and well-landscaped Mid City and Faubourg St. John neighborhoods. Adding trees, attractive lighting, benches and even exercise stations can activate the University side of the jogging path, making it accessible and attractive for the University population to use regularly. Additional traffic signalization or signage at prominent intersections can further encourage the neutral ground's appeal to pedestrians and joggers in the neighborhood.

Costs associated with improvements to the University side of the jogging path could be partially offset by the City of New Orleans Department of Parks and Parkways who is responsible for landscaping and maintenance of city neutral grounds, such as the actively used neighborhood-oriented neutral ground along S. Jefferson Davis Parkway on the Mid-City side of I-10, the Canal Street neutral ground and even the neutral ground park at Coliseum Square. They also offer a program called "Neutral Ground Partners" which offers enhanced use of their resources in exchange for volunteer efforts.

(right) Coliseum Square Park
New Orleans, Louisiana

(far right) Brian David Fox Tennis Center
Marshall University, Huntington, West Virginia



5

PROCESS

Origin Of This Master Plan

This Planning Team was approached by Xavier University in 2005 to help the University to better understand its growth potential and to help frame the many projects that were then being planned on-campus. After being briefed on the University's needs, a presentation was made by the Planning Team at the semi-annual Faculty Institute on August 18 of 2005. Eleven days later Hurricane Katrina made landfall just to the east of New Orleans. Consequent failures in the city's protective levee system led to flooding of over 80% of the city, including the whole of Xavier University's campus. It was at that point that this Master Plan was no longer reactive but proactive as the University recovered and looked to a future that was forever changed.

Hurricane Katrina, the third-largest hurricane to make landfall on American soil, and the most expensive man-made disaster in American history, forced every private, public and corporate citizen of New Orleans to re-evaluate themselves, their environment, and their own future. Many plans were formed by many organizations to chart the future of New Orleans, the largest and most comprehensive of which are listed in the chart to the right in order to show the vast level of activity taking place at this time.

A multitude of smaller neighborhood-based plans and industry-specific plans were formed as well. One of which is this Master Plan for Xavier University, although areas outside of the campus are discussed as well, including the neighborhood within which the University is located, and the City of New Orleans as it relates to the University.

Master Plan Process

Work resumed on the Master Plan in May 2006 by the original Planning Team, beginning with field surveys of all buildings that serve University-related functions - 47 in total accounting for more than 1,200,000 square feet - which were then drawn in Auto-CAD to reflect existing conditions after post-Katrina remediation and renovation (Appendix 6.1 and 6.2). In the short-term, this compilation of drawings allows the University to keep current and easily updated records of the campus plans, and affords the potential to calculate square footages based on location and function.

In the long-term, these floor plans can be used by the University if it chooses to assess its facilities according to the standard set by the Society for College and University Planners (SCUP), a facilities-specific assessment system that provides a common framework and coding for each room on campus. Multiple benefits come with this including: the use of common data to compare its facilities to peer institutions; clearly titling and enumerating each room on campus in a standardized method; allocating each room to a department according to hierarchy of priority; creating a central matrix of all rooms that is accessible

ORGANIZATION	SUPPORTED BY	DATES OF ACTIVITY	PLAN RELEASE DATE
ESF-14 Plan	FEMA	September 2005 - August 2006	August 2006
Bring New Orleans Back Commission	Mayor of New Orleans	October 2005 - March 2006	March 20, 2006
The New Orleans Principles	U.S. Green Building Council	November 9-11, 2005	December 2, 2005
Louisiana Recovery and Rebuilding Conference	American Institute of Architects/ American Planning Association	November 10-12, 2005	December, 2005
Charting the Course for Rebuilding a Great American City	American Planning Association	November 15, 2005	November 17, 2005
A Strategy for Rebuilding	Urban Land Institute	October 2005 - November 2005	November 19, 2005
Re-Inhabiting New Orleans	Xavier University / Tulane University	November 29, 30, 2005	December, 2005
New Orleans Neighborhood Revitalization Plan	New Orleans City Council	April 2006 - March 2006	September 23, 2006
Unified New Orleans Plan	City of New Orleans	June - January 2007	January 15, 2007



Presentation of the Master Plan to members of the Working Groups

to all departments which can then be used to facilitate room reservations in order to eliminate double-booking and under-utilization; and specific amenities within each room can be catalogued in a standardized method to make room assignments for users more efficient based on their needs for certain technologies, equipment, materials or other fixed items located in each room. By pursuing this course of action, the University can make more efficient use of their existing facilities and make more timely and accurate growth decisions.

Next, the Planning Team documented the neighborhood and the campus showing circulation patterns, green space, sidewalks, parking, zoning, etc. (Appendix 6.3) This information



Members of the Working Groups

was compiled into a series of campus analysis plans which was an invaluable tool in order to better understand the strengths, weaknesses, opportunities and threats affecting the physical campus.

With these data in hand, the Planning Team began meeting with representatives from every level within the Xavier University community from students to the office of the President. Information was given and feedback was solicited at every level in order to provide a document that sees both the big picture and the details. Three Working Groups (WGs) were formed early in the planning process, each representing a specific field of expertise. Although Dr. Francis initially picked individuals to



Members of the Working Groups

head each WG, the groups were open to the general University population.

Each of these groups met with the Planning Team consecutively on the same three days. At each of these meetings the Planning Team presented information to the participants relative to the recovery efforts of Xavier University, Gert Town, and the City of New Orleans to seed discussions regarding the growth potential, needs, constraints, and assessments of the particular WG focus topic and each WG participant's individual department at the University. These WGs later met together in combined sessions so ideas could be voiced in an open forum to generate cross-platform discussions. Findings from these

WORKING GROUP 1	WORKING GROUP 2	WORKING GROUP 3
DEMOGRAPHICS and STUDENT POPULATION GROWTH	ACADEMICS and CURRICULUM	INFRASTRUCTURE and FACILITIES
Warren Bell - Assoc. V.P. Media Relations	Dr. Elizabeth Barron - V.P. Academic Affairs	Nedra Alcorn – Assoc. V.P. Student Services
Marion Bracy – V.P. Facility Planning and Management	Dr. Tom Bonner - Professor of English	Marion Bracy – V.P. Facility Planning and Management
Winston D. Brown - Dean of Admissions	Marion Bracy – V.P. Facility Planning and Management	Rawn Davis – Project Manager
Joseph Byrd - V.P. Student Services	Larry Calvin - Director of Human Resources	Dr. Ronald R. Durnford – V.P. Planning and Institutional Research
Rawn Davis - Project Manager	Dr. Gene D’Amour - Sr. V.P. Resource Development	Dr. Elliott Hammer – Assoc. Professor of Psychology
Dr. Ronald R. Durnford – V.P. Planning and Institutional Research	Rawn Davis - Project Manager	Cathy Lewis – V.P. Technology Administration
Dr. Andrea Edwards - Assoc. Dean, College of Arts and Science	Dr. Ronald R. Durnford – V.P. Planning and Institutional Research	Joyce M. Sandifer – Director, Fiscal Operations
Dr. Kathleen Kennedy - Assoc. Dean, College of Pharmacy	Dr. Marguerite S. Giguette - Assoc. V.P. Academic Affairs	Calvin S. Tregre – Sr. V.P. Administration
Dr. Ann Privett - Assoc. Professor of Chemistry	Dr. Wayne Harris - Dean, College of Pharmacy	Dr. Tom Wiese – Asst. Professor of Biochemistry
	Dr. John Sevenair - Professor of Chemistry	
	Dr. Harold Vincent - Dean, College of Arts and Sciences	
STUDENT PARTICIPANTS		
Crystal Moore - SGA President, Business; Victor Jones - SGA Vice President, English; Ashton Baltrip - Business; Deneshia McIntosh - Chemsitry / Pre-med; Sundae Warren - Miss Xavier, Biology / Pre-med		

WGs were folded into the planning process and presented to the President for review, whose comments were brought into the planning process as well to be presented to the WGs again. An article published in Xavier Gold (Appendix 6.8) and a University-hosted website disseminated information about the plan and solicited feedback. The final plan was then presented to the general University population for review and comment.

Additional information was gathered by other entities at Xavier University concurrent to this planning process which was incorporated into this Master Plan as well. Xavier University’s Office of Facilities Planning and Management provided a wealth of information relevant to existing structures on the University campus. Dr. Ronald Durnford (Office of Planning & Institutional Research) and Dr. Louis Mancuso (Department of Business) developed a survey for students and another for faculty and staff to identify quality of life issues within the Xavier University community. Dr. Thomas Scheye, a nationally respected strategic consultant and Distinguished Service Professor in the Department of English at Loyola College of Maryland, brought insight and perspective to the roles and trials of modern higher education during his keynote speeches for Xavier University’s 2007 Faculty Institute and Board Retreat (Appendix 6.9). Many key pieces of information specific to the needs of Xavier University have been gained from these sources and are identified wherever possible in this document.



Members of the Working Groups



Members of the Working Groups



Members of the Working Groups



Members of the Working Groups

University Team
Xavier University Office of Planning and Institutional Research
Xavier University Office of Facility Planning and Management

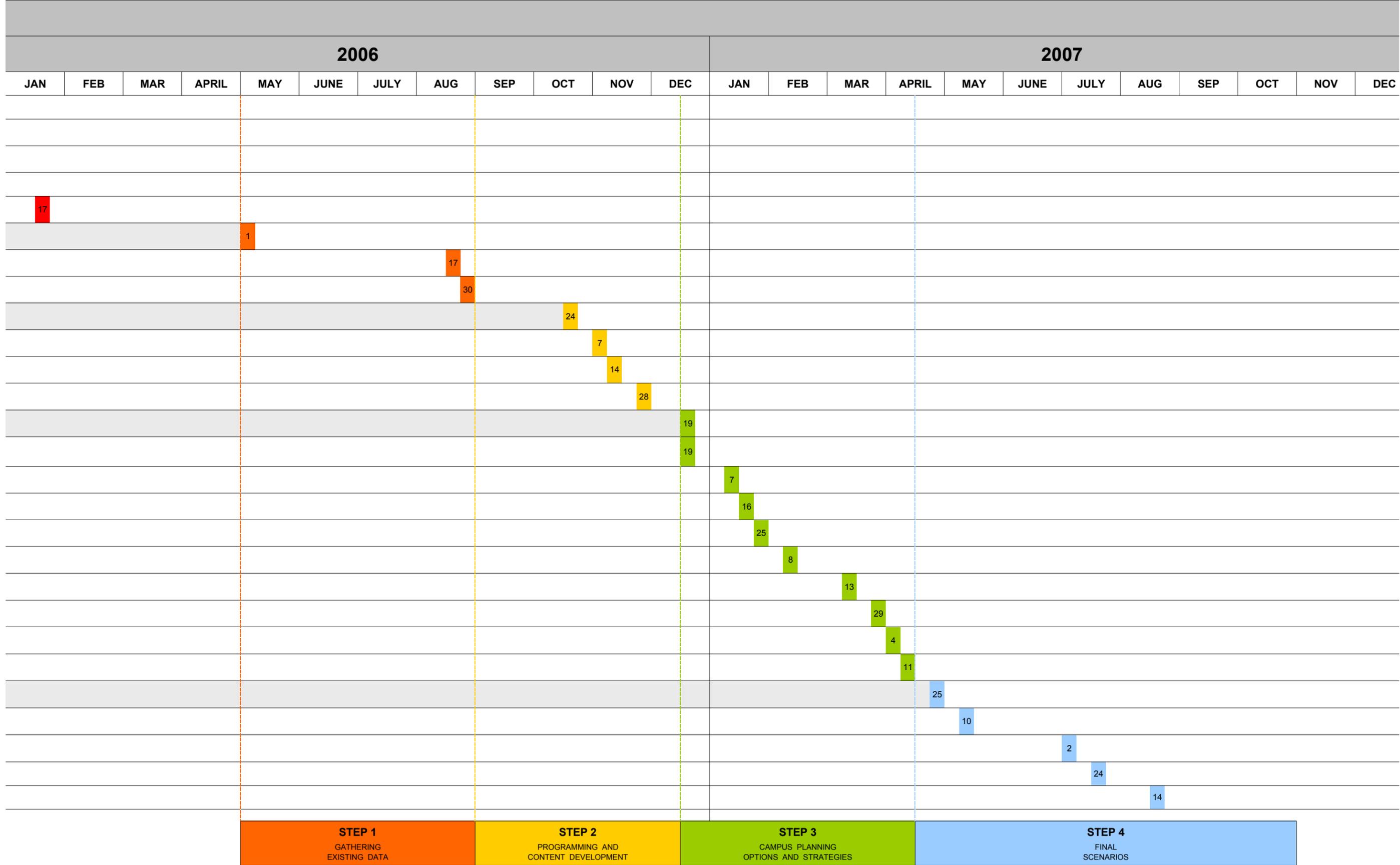
President's Executive Working Group
Dr. Elizabeth Barron - V.P. Academic Affairs
Dr. Ronald R. Durnford – V.P. Planning and Institutional Research
Dr. Gene D’Amour - Sr. V.P. Resource Development
Marion Bracy – V.P. Facility Planning and Management
Cathy Lewis – V.P. Technology Administration
Calvin S. Tregre – Sr. V.P. Administration

XAVIER MASTER PLAN PROCESS TIMELINE

		2005											
		JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
02.04.2005	Original meeting between President and Heads of Planning Team		4										
08.15.2005	1st Kickoff Presentation delivered at Faculty Institute								15				
08.29.2005	Hurricane Katrina makes landfall; Planning suspended								29				
09.24.2005	Hurricane Rita makes landfall									24			
01.17.2006	Xavier University resumes standard operations												
02.01.2006	Master Plan work resumes; begin documentation of existing conditions												
08.17.2006	Kickoff Meeting with University Team and Planning Team												
08.30.2006	2nd Kickoff Presentation delivered at Faculty Institute												
10.24.2006	1st Working Group meeting series												
01.07.2006	2nd Working Group meeting series												
11.14.2006	Master Plan effort and Planning Team introduced at College Assembly												
11.28.2006	3rd Working Group meeting series												
12.19.2006	Planning Team meets with University Team to review Working Group results												
12.19.2006	Work to Date submitted to be posted on University website (www.xula.edu)												
01.07.2007	Work to date presented at Faculty Institute												
01.16.2007	Draft 1 presented to President and President's Executive Committee												
01.25.2007	President previews presentation to be delivered to Board of Trustees												
02.08.2007	Presentation to Board of Trustees at 2007 Board Retreat												
03.13.2007	Draft 2 presented to President's Executive Committee												
03.29.2007	Working Session with Planning Team and University Team												
04.04.2007	Draft 2 presented to President												
04.11.2007	Draft 2 presented to Working Groups												
04.25.2007	Final Draft presented to general University Population												
05.10.2007	Final Draft presented to University donors												
07.02.2007	Planning Team submits draft document to Xavier University for review												
07.24.2007	Planning Team reviews draft document with members of President's Executive Working Group												
08.14.2007	Planning Team delivers revised document to Xavier University for distribution												

HURRICANE KATRINA
MAKES LANDFALL

HURRICANE RITA
MAKES LANDFALL



XAVIER UNIVERSITY OF LOUISIANA

