

Xavier A. Cole, Ed.D.

Education

Doctor of Education in Higher Education Management

August 2013

University of Pennsylvania Graduate School of Education, Philadelphia, PA

Dissertation: "Answering the Call: An Examination of the Development of Lay Leadership on Jesuit, Catholic University Campuses" *Dr. Matthew Hartley, Advisor*

Master of Arts in History

May 1995

Miami University, Oxford, OH

Thesis: "Cultivators of Gentility: Print Communication and *The Christian Recorder*, 1780-1860" *Dr. Mary Kupiec Cayton (retired), Advisor*

Bachelor of Arts in History

August 1992

University of Mississippi, Oxford, MS

Thesis: "James Meredith and the Integration of Ole Miss"

Professional Competency Areas

Proven collaborative & strategic leader with 27 years of progressive higher education experience

Advanced competencies include:

budget management

staff supervision & development

student support/retention

fundraising/relationship development

university project planning (residential and wellness)

university-level committee leadership

mentoring program development

crisis management

strategic & collaborative planning

program development

major donor cultivation & program resourcing

strategic planning

Ignatian mission/Catholic identity training

COVID-19 response

Professional Experience

President

June 2023 - Present

Loyola University, New Orleans, LA

Loyola is an urban, Catholic, Jesuit, comprehensive university enrolling 5,000 students in 5 colleges: College of Arts and Sciences; Joseph A. Butt, S.J. College of Business; College of Music, Fine Arts and Communications; College of Law; and College of Nursing and Health. Responsibility for 700 combined faculty and staff.

- Report directly to Loyola University New Orleans Board of Trustees Chair. Responsible for strategic vision and direction of the University.
- Exploring the intersections of our Catholic, Jesuit mission of Social Justice and Service with the vibrant creativity and culture of New Orleans.
- Building on our broad academic strengths in the Humanities, Business, Law, Music Entrepreneurship, and Nursing.
- Sharing our unique Catholic, Jesuit brand and story of working intentionally to develop competent workforce while forming ethical and moral leadership through intentional Ignatian encounter.
- Poised to collaborate with and meet the emerging workforce needs of New Orleans and the Southland region.
- Engaging and inspiring multiple constituencies, including students, prospective students, faculty, staff, alumni, donors, neighbors, leaders of business, government, and the local community.
- Seeking opportunities for program growth and servant leadership to the City of New Orleans in which we are anchored and couched.
- Striving to meet mission by serving a minority-majority student population that seeks HSI status.

Vice President

July 2016–May 2023

Division of Student Affairs (DSA), Marquette University, Milwaukee, WI

Marquette is an urban, Catholic, Jesuit, research two university enrolling 11,500 students in 11 colleges including Wisconsin's sole dental school, premier nursing and physician's assistant programs, and distinguished schools of law and engineering.

Report to the executive vice president/provost and serve as a senior member of the provost cabinet and university leadership council. Responsible for strategic vision and direction of the division of student affairs consisting of 14 departments, 150 full-time employees, w/operations budget of \$50 million, residential room/dining & clinical service fee revenues totaling \$65 million.

Leadership and Vision

- **Culture of Transparency:** foster an environment of positive intra-divisional communication and collaboration through structured leadership meetings, divisional in-services, and opportunities to connect with the VP in small group and 1-1 settings to assess employee and student experience "on the ground"
- **Organizational Development:** Restructured student affairs division adding an assistant VP with competencies in diversity and inclusion resulting in increased focus on intercultural competency building, student engagement; aligned community service and wellness and prevention education function to heighten effectiveness
- **University Fundraiser:** lead fundraising efforts for student support initiative with Advancement assigned partner. Tied fundraising priorities to divisional strategic priorities: first generation student support, African American student support and retention, alcohol and other drug education and support services, enhanced civic engagement, and mental health and wellness services
- **Chair, University COVID-Response Team:** leading and coordinating university planning and response across seven inter-related areas: academics, employees, external contacts, medical, student life, residential life, and recovery planning and implementation
- **Chair, University Formation of Hearts and Minds Strategic Planning Initiative:** leading team addressing holistic personal and spiritual formation of students, faculty, staff, and board members in the Jesuit, Catholic mission and identity
- **Co-Chair, Mission Priority Examen, AJCU Mission Accreditation Process:** co-lead Marquette process to examine mission and identity readiness and execution to affirm affiliation with the Association of Jesuit Colleges and Universities; oversaw evaluative process and report submission to Curia in Rome
- **Co-Chair, Student Experience and Mission Committee for Marquette Board of Trustees:** co-lead committee responsible for DSA support of student experience, support, and mission and identity development
- **Chair, Search Committee for MU Vice President for Finance, 2019**
- **Co-Chair for Ignatian Year Committee for MU:** planning and implementation for AJCU Celebration of 500th Anniversary of St. Ignatius' Conversion
- **Chair, President's Task Force on Alcohol and Drugs, 2019-20,** to address increased wellness education on harmful use and abuse of substances and in response to findings established enhanced wellness and prevention services, to include a new Collegiate Recovery space and programming
- **Athletics Liaison:** collaborator with Athletics to address student-athlete support and recruitment processes
- **Wellness and Recreation Project Planning Core Leader:** serve as project liaison and content expert for all facets of student wellness and development staffing and programming during design and development
- **Marquette's Parents and Family Leadership Council:** university leadership liaison and fundraising lead and a senior leadership voice on the current student experience
- **University Spokesperson:** Completed yearly media training with the office of marketing and communication; serve as university spokesperson for issues related to student life and engagement

Program Development

- **African American student support:** expanded staffing and services to address unmet needs and lagging retention through development of office of engagement and inclusion & hiring of African heritage counselor
- **Hispanic Serving Institution:** redirected resources to support Hispanic student population and HSI initiative
 - Initiated Spanish-Speaking Family and Student Orientation Program in 2017
 - Student affairs division staff took online Conversational Spanish Course, Summer 2020

- **DREAMERS Task Force:** empaneled task force in 2017 to provide guidance and recommendations to university leadership on support for undocumented and DACA students
- **RISE (Ready to Inspire Success & Excellence):** Multicultural Student Pre-Orientation, Leadership, and Identity Development Program conceptualized to provide hospitality, orientation, and grounding for first generation and students of color at a PWI. Program won JASPA Social Justice and Diversity Award for 2019; recognized with a Marquette University President's Difference Maker Award. \$750,000 raised towards a \$2 million operations endowment goal
- **We Are First Gen:** conceptualized program and fundraised operating dollars to provide support and connection for Marquette first generation student populations.
- **Backpack & MU Neighborhood Kitchen:** expanded Marquette's food security programs through fundraising dollars and administrative support
- **Housing Security:** worked in collaboration with MU advancement and Near West Side neighborhood landlords to secure rent-free studio apartments for MU's neediest students to help ensure retention and graduation
- **Community Service Interns:** supported securing external funding to support 414 Fellows program meeting MU mission to develop persons for others serving the Milwaukee community
- **LGBTQ+ Center:** expanded dedicated services and administrative support for MU's first LGBTQ+ Center
- **Pride Prom:** shepherded to fruition MU's first PRIDE PROM in 2016 in collaboration with MKE Pride Center
- **Mental Health Support:** raised \$1 million to immediately expand on-campus clinical capacity and case management functions to meet the rising tide of the college mental health crisis
- **Collegiate Recovery Program:** raised \$1 million in collaboration with Director of Wellness and Prevention Education to fund Wisconsin's only campus-based collegiate alcohol & other drugs recovery program and dedicated space
- **Wellness and Recreation Center Project:** responsible for \$25 million fundraising goal of \$100 million project cost for new innovative building project to bring all Marquette recreation, clinical, and wellness functions under one roof. Project commenced December 2022
- **Faculty-in-Residence Program:** Collaborative initiative between Residence Life and Dean of Arts and Sciences to bring full-time faculty to live-in roles to develop academic and cultural/social/spiritual programming and interaction to residence halls. Inaugural year Fall 2022

Budget and Operations Management

- Oversee \$50 million operating budget and set personnel priorities for division
- Oversee \$65 million in revenue from residential housing and dining fees, as well as health and recreation fees
- Oversee residential space planning and optimization in collaboration with enrollment management team to support first year enrollment goals
- Evaluate and set a plan for deferred maintenance to improve overall condition of residence halls
- Supervised, in collaboration with university facilities management team, construction and design of new 890 bed residence and dining hall (The Commons opened 2018)
- Renegotiated residential dining contract to deliver improved food and services, as well as a \$5 million contribution to the new dining hall construction
- Assisted in negotiation of public-private partnership to acquire the MARQ, a 612-bed apartment-style building to increase upper division housing availability
- Fundraiser and key planner with architects and design firm for a 120,000 square-foot integrated recreation, health, and wellness facility (December 2022 project launch)
- Oversight of recreation services relocation during wellness project construction

Supervision

- Directly supervise AVP responsible for inclusion/diversity education & support services, dean of students responsible for conduct, students of concern, new student & family programs, directors of residential life, medical clinic, counseling, operations & DSA HR, advancement liaison, and executive assistant

Vice President & Dean of Students June 2014–16

Division of Student Affairs, Washington College, Chestertown, MD

Washington College is a highly residential, liberal arts college of 1,250 students with a focus on undergraduate teaching and research.

Reported to the president, served as chief student affairs officer, and member of president's senior staff. Provided effective leadership and overall direction for a professional staff of 50 full-time staff members in 11 departments with overall operations budget of \$2 million.

Leadership & Vision

- Fostered an environment of positive intra-divisional communication and collaboration to meet DSA goals
- Restructured student affairs division resulting in increased focus on student engagement, wellness and prevention education, intercultural affairs, health and counseling, and residential community development
- Used collaborative retreat process to hone student affairs mission and core values statements
- Drafted strategic initiatives for leadership development and living learning to fulfill strategic plan goals

Budget & Operations Management

- Efficiently managed \$2 million operating budget
- Developed collaborative workplan to optimize several one-person offices
- Developed, in collaboration with the division of enrollment management, social and academic support plan for Washington Scholars, a posse-like access and affordability presidential initiative
- Evaluated and set a plan for deferred maintenance to improve overall condition of residence halls
- Secured additional compensation for RAs and fortified responsibilities to focus on residential program development
- Evaluated and restructured off-campus housing processes, improving on-campus housing occupancy by 25% resulting in additional College revenue
- Proposed and secured College approval for construction of new residence hall to provide 'swing-space' that makes possible a seven-year residential renewal plan in collaboration with the VP for administration and finance
- Developed plan to increase student engagement in career development activities and experiential learning which increased student visits and engagement in the office by 30%
- Developed employer recruitment strategies designed to increase post-college job placement from 50% to 60%
- Chief appeals officer for the college honor board/student conduct cases and oversaw implementation of conduct tracking system, Advocate by *Simplicity*
- Liaison to local police department and town government for town-gown relations that reduced problematic off-campus student complaints by 50% in the first year
- Liaison to College legal counsel and provided on-call crisis management support for division

Supervision

- Direct supervision: associate VP responsible for Title IX and orientation; associate dean & director of residence life/housing responsible for student conduct; directors of career development, health services, counseling services, intercultural affairs
- Indirect supervision: student engagement (student activities, Greek life, and community service), preorientation programs, and wellness and prevention education, and campus police. Served as interim director of career development (spring 2015), and interim director of residential life (fall 2015)

Assistant Vice President for Student Development

July 2010–May 2014

Division of Student Development, Loyola University Maryland, Baltimore, MD

Loyola University Maryland is Catholic, Jesuit, urban, comprehensive, highly residential campus of 6,000 undergraduate and graduate students with a deep focus on student engagement and career readiness. Reported to vice president for student development/dean of students and served as a senior member of the student development management team. Assisted with overall divisional and strategic planning, budget priorities, and provided management support to vice president and dean representing her on governance committees and provided support for interactions with parents and outside constituencies. General oversight of administrative budgets totaling \$2 million, plus \$5 million fitness and aquatics center budget.

Leadership and Operations

- **Chair**, university psychological and medical withdrawal process as a primary administrative coordinator of communications between university, parents, mental health care providers, and students in the psych/medical leave process
- **Chaired university student concerns committee**
- Provided crisis management and academic departmental consultation for graduate student concerns
- **Administrative director of LOYOLA 101: First Year Experience program**, a key partnership between academic and student affairs. Responsible for recruiting core advising faculty, student development administrators, and student leaders for 24 teaching sections, as well as training implementation and assessment
- **Chair**, university honor code and honor council processes
- Appeals board administrator for the university board on discipline; judicial hearing officer for cases dealing with suspension from the University or residence halls
- **Deputy Coordinator for university Title IX compliance**, responsible for divisional training and oversight of investigative processes
- On-call crisis management support to student life and judicial affairs

Supervision

- Direct supervision of 5 directors: recreational sports (fitness and aquatics center), student activities, academic affairs for varsity athletics, graduate services and technology, and student support services
- Oversight of 6 associate directors, 10 assistant directors, 8 graduate students, 60 student staff

Dean of Students Office, Loyola University Maryland, Baltimore, MD

Associate Dean of Students **June 2008–10**

Assistant Dean of Students **June 2004–08**

Assistant to the Dean of Students **June 2000–04**

Held positions of increasing supervisory responsibility in the vice president of student development/dean of student's office. Directly supervised 4 directors in associate dean role: ALANA services, leadership & new student programs, student life & judicial affairs, and student support services and indirectly supervised 4 associate directors, 7 assistant directors, 8 graduate students, 180 student staff.

Assistant Director and Counselor **November 1999 – June 2000**

McNair Scholars Program, The College of St. Scholastica, Duluth, MN

The College of St. Scholastica is a Catholic, liberal arts college focused on career preparation and civic engagement. McNair Scholars Program is a federally funded TRIO program that works with under-represented, low-income, and first-generation college students to encourage and prepare students for doctoral studies and research.

- Managed student program and made programmatic and budgetary decisions in conjunction with project director to meet federal guidelines and objectives of grant; provided academic, personal, and career counseling to traditionally under-represented college students
- Developed academic plan with each student based upon test assessment results; provided services to achieve objectives through utilization of college and community resources; conducted workshops on graduate and professional school identification and preparation
- Recruited faculty mentors and facilitated mentor/mentee matches
- Edited *McNair Scholars Journal* of undergraduate student research and published quarterly newsletter, *Reflections*

Director of Student (Residential) Life **July 1998–99**

Office of Student Life, Loyola University Maryland, Baltimore, MD

Led 2500-student residential housing program focused on value-based communities, reporting directly to the vice president for student development/dean of students

- Direct supervision of 7 full-time professionals, 2 administrative assistants, 10 graduate head resident assistants, 51 resident assistants, and 125 student desk workers
- Revised policies and procedures for residence hall and judicial system

- Supervised housing operations, budget administration, facilities management, room assignments, and occupancy projections and tracking
- Responsible for the university judicial system, the enforcement of student code of conduct and all university policies pertaining to community standards of respect and responsibility; served as chief judicial/appeals officer hearing cases involving suspension or expulsion; provided training and policy interpretation to ensure fairness and consistency to professional hearing officers, paraprofessional staff, and judicial boards
- Provided 24-hour emergency on-call support with the associate director and the dean of students to professional and paraprofessional staff; administered, with the dean of students, the emergency psychological intervention policy
- Developed a residence hall space utilization plan for staffing and resident assignments; coordinated, with the associate director, plans for renovations and construction projects within the residence halls
- Established and maintained positive communications and relationships with parents and the surrounding communities; served as the representative for the student development division at regional parent receptions; represented the office of student life at all neighborhood and community coalition meetings to provide interpretation of judicial policies and procedures concerning off-campus student behaviors

Assistant Director of Student Life

July 1995–98

Office of Student Life, Loyola University Maryland, Baltimore, MD

Responsible for developmental program in co-educational high-rise, apartment-style residence hall of 900+ students, with \$7,000 programming and development budget, reporting to director of student life.

- Coordinated residence hall office administrative functions, i.e., damage assessment, billing, room inspections, and room assignments, responsible for area staff recruitment, selection, and placement
- Judicial officer for residential area of 900+ undergraduate students; interpreted and upheld university code of conduct policies; adjudicated educational conferences and administrative judicial hearings; determined responsibility for code of conduct violations and prescribed appropriate educational sanctions
- Provided counseling and conflict mediation and resolution for students and paraprofessional staff; held weeklong, 24-hour, campus-wide, on call duty responsibilities for crisis intervention
- Developed Loyola's first student-operated residence hall front desk system; created operations and training manuals for campus wide student desk system; coordinated payroll and desk scheduling procedures

Service

Association of Catholic Colleges and Universities (ACCU)

- Conference Planning Chair, 2023 Senior Student Affairs Officer Pre-Conference (July 2022-present)
- Served as a program planner for the February 2022 Senior Student Affairs Officer Pre-Conference

American Jesuit Colleges and Universities (AJCU), Conference on Multicultural Affairs

- Chair (2008-10); Conference Host Site Loyola University MD (2008)
- Vice-Chair (2006-08)
- Regional Representative (2004-06)

AJCU

Mission Priority Examen Review Team Member, Creighton University (November 2022)

Mission Priority Examen Review Team Member, Seattle University (November 2023)

Parish Council, Church of the Gesu—A Catholic, Jesuit Parish, Milwaukee, WI (February 2023)

Board of Directors, Messmer Catholic Schools, Milwaukee, WI

- Vice Chair, (January 2020-August 2022)
- Education Committee Chair (November 2017-August 2022)

United Way of Greater Milwaukee and Waukesha County

Board Campaign Cabinet, Education Division (2019-21)

Executive Doctorate Alumni Board Representative, University of Pennsylvania Graduate School of Education

- Chair (June 2022-present); Vice Chair (June 2021)
- Penn Exec Doc Leadership Conference Planner (2022-23)
- Cohort 11 Representative (June 2020-present)
- Chair, Student Support and Recruitment Sub-Committee (2020-22)
- Developed Alumni Mentoring Program to support Penn Exec Doc cohort retention and completion

Loyola University MD Spring Break Outreach Program, Faculty Moderator

Led 12 students on a community service trip to Jackson, MS and Gulf Coast for post-Katrina rebuilding (1997-98, 2000-02, 2004-06)

National Association of Student Personnel Administrators (NASPA), James E. Scott Academy Board

Comprised of 20 accomplished VPSAs from seven NASPA regions, the Board provides advice and thought leadership on critical issues in student affairs and higher education (May 2019-present)

NASPA Advisory Board, Services, & Programs

- Small Colleges and Universities Division representative at-large (2016)
- Program Reviewer for the division of student affairs at Loyola Marymount University (January 2022)
- Program Reviewer for the division of student affairs at Xavier University, Ohio (January 2023)

Teaching

EDPL 6250/8250: History of American Higher Education (Spring 2018-present)

Educational Policy and Leadership Studies, Marquette University

3-credit graduate course examining the major events in the development of colleges and universities in the United States and the philosophical, historical, and social forces that have influenced this development

Diversity Capstone, Sellinger Scholars

Loyola University Maryland Business School (2006-08)

Course designed to introduce business school honor students to concepts of identity, power, and privilege

LOYOLA 101: First Year Experience, Instructor (1996-98, 2000-01, 2004-14)

Team-taught course with one faculty and one student leader; developed syllabus to meet academic and student developmental goals for first-year students

Professional Associations

ACCU (2021-present) **ACPA** (1994-present) **WAICU** (2016-present) **NASPA** (1999-present)

Selected Awards

Educator for Life Award, Loyola University MD (April 2010)

Awarded to a Loyola administrator or faculty who fosters life-long learning and exhibits the values associated with the Ignatian mission of Jesuit higher education

Greyhound Award, Loyola University MD (2014)

Athletics department award for longstanding commitment to student athlete success

Joe Daniels Award, Marquette University Advancement (2021)

Recognizes an exceptional campus partner who consistently demonstrates Ignatian mission-driven ideals through efforts in partnership with University Advancement

BizTimes Milwaukee, Notable BIPOC Executives List (forthcoming February 27, 2023): The editorial feature salutes BIPOC executives who are making a positive difference throughout the Southeast Wisconsin region.

**Alpha Sigma Nu Jesuit Honor Society
National Residence Hall Honorary**

Hobbies

Trombone/Euphonium

Classic Jazz Enthusiast

Fine Dining Enthusiast

References Furnished Upon Request