

TABLE OF CONTENTS

INTRODUCTION	1
CHAPTER I: CONTEXT FOR SELF-STUDY	5
HISTORY AND DESCRIPTION OF THE UNIVERSITY.....	5
Description of the University.....	8
1987 WASC REACCREDITATION RECOMMENDATIONS.....	10
HISTORY OF PLANNING.....	11
ORGANIZATION OF SELF-STUDY.....	16
CHAPTER II: LEARNING OUTCOMES	21
EDUCATING MEN AND WOMEN FOR COMPETENCE, CONSCIENCE, AND COMPASSION.....	21
LEARNING OUTCOMES OF THE UNDERGRADUATE PROGRAM.....	23
Four Goals of an Undergraduate Education.....	23
The University’s Core Curriculum and the Four Goals.....	26
College and School Requirements and the Co-Curriculum.....	29
Actions to Strengthen the Undergraduate Program.....	34
Assessment of Learning Outcomes.....	41
Conclusions.....	46
LEARNING OUTCOMES OF THE GRADUATE PROGRAMS.....	47
Leavey School of Business and Administration.....	49
School of Engineering.....	51
School of Law.....	52
RECOMMENDATIONS.....	54

QUESTIONS FOR FURTHER STUDY.....	58
CHAPTER III: COMMUNITY OF SCHOLARS.....	61
FOSTERING INTELLECTUAL COLLABORATION.....	62
Stimulate and Support Cross-Disciplinary Inquiry	63
Connect Co-Curricular Programs with Curricular Programs.....	69
Enable Undergraduates to do Scholarly Work with Faculty.....	72
Involve Graduate Students in University Cultural Life.....	74
Involve Alumni in University Cultural Life	75
Encourage Collaboration in Governance	76
SUPPORTING FACULTY AS TEACHING SCHOLARS.....	80
Maintain a Full-Time Faculty Sufficient in Size and Composition.....	80
Provide Faculty Development Programs that Support Teaching Scholars.....	92
Increase Endowed Professorships to Support Strategic Initiatives.....	96
ENRICHING QUALITY AND DIVERSITY IN THE COMMUNITY OF SCHOLARS.....	97
Recruit and Retain Outstanding Faculty and Staff.....	97
Increase the Quality of Incoming Students.....	101
Increase Diversity Among Faculty, Staff, and Students.....	107
Strengthen Efforts to Recruit and Retain Jesuits.....	112
RECOMMENDATIONS.....	114
QUESTIONS FOR FURTHER STUDY.....	116
CHAPTER IV: INTEGRATED EDUCATION.....	117
PROVIDING A COHERENT EDUCATIONAL EXPERIENCE.....	118
Refine the Undergraduate Core Curriculum.....	118
Strengthen Coherence and Quality of Degree Programs and Majors.....	121
Develop Showcase Programs in Each School	122
Help Students Integrate Various Dimensions of Their Lives	124

CREATING INTEGRATIVE STRUCTURES.....	133
Develop University Centers of Distinction	134
Develop Other Centers that Foster Integration	140
Incorporate Different Perspectives in the Curriculum and Co-Curriculum.....	141
Increase the Effectiveness of Multicultural Programs.....	144
RECOMMENDATIONS.....	147
QUESTIONS FOR FURTHER STUDY.....	151
CHAPTER V: RESOURCES FOR EXCELLENCE.....	153
HUMAN RESOURCES.....	154
Deployment of Human Resources.....	155
Development of Human Resources.....	158
Professional Development Programs	164
Compensation.....	166
Perceptions of Alignment.....	174
Conclusions.....	175
PHYSICAL ENVIRONMENT.....	176
Update Campus Master Plan.....	177
Complete Facilities Program for 1997 to 2001.....	180
Plan for Additional Major Projects.....	181
Implement Renewal Program for Existing Facilities.....	183
Conclusions.....	184
TECHNOLOGY AND INFORMATION RESOURCES.....	185
The Challenge of Technology.....	186
Technology Planning and Assessment.....	188
Enhancing Teaching, Learning, and Scholarship.....	191
Improving Service and Productivity.....	199
Conclusions	204

FINANCIAL RESOURCES.....	205
Budgeting and Financial Planning.....	207
Financial Statements and Performance Indicators	209
Generating Financial Resources	210
Managing Financial Resources.....	217
Conserving Financial Resources.....	223
Conclusions	227
RECOMMENDATIONS.....	230
QUESTIONS FOR FURTHER STUDY.....	235
CHAPTER VI: CONCLUSION.....	237
SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS.....	237
Learning Outcomes.....	237
Community of Scholars	238
Integrated Education	239
Resources for Excellence.....	240
OBSERVATIONS ON STRATEGIC PLANNING.....	242
LESSONS FROM SELF-STUDY PROCESS.....	244
Lessons for Santa Clara.....	244
Lessons for WASC.....	246
CONCLUDING QUESTIONS.....	247
APPENDIX A: RESPONSE TO 1987 VISITING TEAM RECOMMENDATIONS.....	249
APPENDIX B: FINDINGS RELATED TO LEARNING OUTCOMES.....	269
NOTES.....	293
EXHIBITS.....	315