ACADEMIC AND STUDENT AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES

Thursday, December 6, 2012
Monroe Library, Seminar Room 4
1:00 – 3:00 p.m.

Agenda

1. Welcome and Introductions
   Dr. Malveaux

2. Approval of Minutes of October 4, 2012*
   Dr. Malveaux

3. Student Government Association Report
   Mr. Badr

4. Program Updates
   a. Academic Affairs
      Dr. Manganaro
   b. Student Affairs
      Dr. Petty

5. Enrollment and Retention Update*
   Mr. Liberto

6. Honorary Degree Nominations**
   Dr. Manganaro
   ACTION

7. Executive Session
   Dr. Malveaux

*Attachment
** In separate booklet sent to Trustees
Academic and Student Affairs Committee
Loyola University New Orleans Board of Trustees

Minutes of Meeting
October 4, 2012

Present: Floyd Malveaux, M.D., Chair; Gail W. Jock, Vice Chair; Bentley Anderson, S.J.;
Jim Bowler, S.J.; Michael Braden, S.J.; Joe O’Keefe, S.J.; Rachel Kent; Kevin
Poorman; Richard Salmi, S.J.; Ileana Suquet; Khaled Badr; Eileen Doll; Mary Oriol;
Sal Liberto; Marc Manganaro and Cissy Petty.

Guests: Gita Bolt

A regular quarterly meeting of the Academic and Student Affairs Committee of the Board was held
on Thursday, October 4, 2012 at 1:00 p.m. in Monroe Library, Seminar Room 4. The minutes of
May 17, 2012 were approved. Vice Chair Gail Jock led the meeting.

Student Government Association Report
Mr. Khaled Badr, Student Government Association president, gave a report on this year’s SGA
initiatives. SGA will continue to offer its popular airport shuttle, Voodoo shuttle, and PB&J
Tuesdays for commuter students. SGA is actively supporting sustainability on campus through
increased communication with students, supporting the installation of water bottle refill stations and
purchasing attractive recycling bins to place around campus. The Liaison Program has assigned
SGA Senators as “go to” persons for student organizations. SGA is also promoting itself across
campus to raise awareness of SGA initiatives. Committee members discussed the SGA’s budget
which is funded by student fees.

New Provost Report
Dr. Marc Manganaro, provost and vice president for academic affairs, who joined Loyola in July,
discussed his plans for this academic year. He inherited some enterprises that he will continue to
implement including the university strategic plan, renovation of Monroe Hall, the new Common
Curriculum, and university-wide planning and assessment processes. In addition, he will devote
attention to instructional efficiency, interdisciplinary programs, and the structure of academic units.
Dr. Manganaro is also reviewing academic affairs’ budgetary processes and he will work closely
with the University Budget Committee to construct more conservative budgets.

SACS Accreditation Update
Dr. Manganaro reported that Loyola successfully completed its five-year interim review with the
Southern Association of Colleges and Schools (SACS). SACS requested additional information on
only one item. In the process of the completing the five-year review, the university created an
ongoing university-wide assessment structure. Fr. Bowler recommended a motion from the Board
of Trustees commending Loyola’s SACS team for their outstanding work.
Facilities Update
Dr. Manganaro updated committee members on the Monroe Hall renovations. The final cost and design have been agreed upon. The total project will cost an estimated $92 million. Dr. Petty gave an update on Buddig Hall renovations. Cabra Hall, which is being fully renovated, is on budget and on schedule to reopen in Fall 2013.

Key Performance Indicators
Drs. Manganaro and Petty and Mr. Liberto presented key performance indicators. Mr. Liberto discussed factors contributing to our decline in retention and enrolling fewer than budgeted first-year students. He is making significant changes in financial aid strategies that will help retention. Mr. Liberto discussed the top three reasons why students leave Loyola, which are academic performance, inability to pay, and willingness to pay. His office is addressing all these reasons.

Grants Authority Resolution
Trustees recommended approval of a resolution granting Provost Manganaro and Director of Grants and Sponsored Programs Heidi Davis authority to submit grant proposals, to accept funded grants, and to sign contracts as stipulated in current Loyola policy.

At 2:30 p.m., the Trustees adjourned to executive session.
Here is a narrative to describe the work we are doing in Enrollment Management and our points of emphasis in the short and long term.

**Undergraduate enrollment**

We are working hard on recruiting our fall 2013 undergraduate class. The current goal is 875 new first-year students and 130 new transfers.

At this early stage in the cycle, admissions activity is even with last year when we had record applications for the third year in a row. We expect to be able to build on the strong foundation that we have created over time, where undergraduate applications have been up 116% over the last four years. We are about to have our fall open house.

It is worth noting that we opened the year up in applications by about 5% through the first month of activity, but Hurricane Sandy in the Northeast has slowed down applications from that area. As we speak with colleagues across the country, it is clear students are delaying their applications, quite rightly, as many families and communities work to restore their basic infrastructures. We plan to support those students affected and will try to improve performance in other markets to offset any risk, and we will continue to monitor activity in the Northeast as we move through the cycle.

**Retention**

We started a new position on campus three years ago, director of student success and retention. This position reports to the Vice President for Enrollment Management and is currently staffed by Elizabeth Rainey, who has been with us for two years.

We continue to use data as a means of guiding action and, thanks to Liz Rainey, our operation has been able to inform the campus of the core reasons why students leave and why they stay. Educating the community has created real leverage in our efforts and we expect this to increase, in a very direct way, student success.

We are also focused on upper class retention and one of our enrollment management associates spends about one-half of her time reaching out to sophomores, juniors, and seniors who might need extra assistance to reach graduation.

Regarding student success and persistence, after two good years of retaining first-year students – 80% in 2008-2009 and 82% in 2009-2010 – last year came in at 77% and this
year landed at 74%. Upper class retention has also suffered during these last two years. These rates are obviously a source of concern for those of us who spend a lot of time enrolling and attempting to retain students and those who depend on enrollment, in all classes, to remain consistent and strong.

Here is a chart which shows the major reasons first-year students do not persist. These data were collected mostly through in-person interviews with the fall 2011 cohort. The top reason is academic performance, followed by financial ability to pay, distance from home, “fit,” and financial choice. As appropriate, we share our retention data with each of the Colleges, department heads, Student Affairs, library liaisons and all other offices who are eager to help more students persist. We find that thorough open communication about retention has helped us garner campus-wide support in our efforts.

Here is how we are working to address these major issues:

**Fit, engagement, and transition**

We just started a program called *First in the Pack*, which is a collaboration among Enrollment Management, Academic Affairs, and Student Affairs. This series is kicking off several initiatives this year, including a new mentoring program geared toward first generation, first-year students. We have over 50 faculty and staff members who have volunteered to be mentors, and are in the process of training student peer mentors. Mentoring activities with first-year students will begin in January 2013.
Our staff regularly meets with students who need extra help in the transition, and, increasingly, we are targeting “at risk” students with one-on-ones and email and letters to them and their parents to keep them engaged, informed, involved, and encouraged. Liz visited several First Year Seminars and roundtable classes this fall to alert first-year students to resources and places to go for help. These visits yielded several follow-up conversations and referrals. Also, Liz designed and delivered a new “Spotlight” program about time management as part of the Student Affairs-run program to help first-years adjust to college life, called Packport.

Mission and Ministry offers several off-campus retreats that connect students to Loyola, its mission and to each other. This September, Liz was one of the staff members on the Freshman Retreat, which had a record number of participants - over 40 – and inspiring feedback. One first-year student from California said, "I found people like me there […] I was so unhappy those first few weeks I was looking at other schools, but now that I've been on freshmen retreat I know there is a place for me at Loyola."

Class shaping and finances

Our long term plan is to fund higher levels of financial need and slightly reducing some of our merit scholarships to achieve this goal. We’ll also be working through our recruitment strategy and fundraisers to find ways to free resources to support our neediest students. Certainly, continuing to grow demand over a long period of time will help us do that. We have many needy students right now, and our current bias is to work with admissions to enroll fewer students with high financial need but serve each of them better.

As we have said large demand will allow us to shape our classes into more retainable cohorts and, in time, allow us to drive down discount rate and grow net revenue. We are now entering an era where our goals will be relatively constant and this will create favorable conditions for us in our efforts to achieve several things at the same time – preserve academic profile and quality of students, improve retention, grow revenue, reduce discount, and improve our rankings.

Academic success

Our retention office in Enrollment Management has been very intentional about increasing campus-wide support for best-practice programs like academic early warning in an effort to guide students toward success and encourage more faculty and staff interaction with all students. This fall, we had an overall faculty participation rate of 50% for early warning submissions, which is the highest rate since we started tracking participation 2 years ago.

We also have been very aggressive in contacting students at the first sign of trouble, attendance issues, bad midterm grades, social issues, etc. Liz works closely with
Academic Affairs and Student Affairs to identify concerning patterns, such as a student missing class and behavioral concerns in the residence hall. We partner with advisors, deans, resident chaplains and RAs to contact students of concern. We continue to team up with Academic Affairs, Student Affairs and Mission and Ministry on a highly integrated strategy to serve our students in new and dynamic ways.

As aforementioned, we are establishing two major mentoring programs – one with staff to students and another student to student – to establish a stronger foundation of support in this time of significant transition for first-year students.

Registration activity

We continue to track and communicate with students who have not registered for the upcoming semester. In October, the staff in Enrollment Management and Financial Aid set up tables in the Danna Student Center for eight days during the lunchtime window. The goal was to promote upcoming registration and to check for financial holds. My staff spoke to over 150 students. Their efforts helped students understand what they needed to do to register while promoting the overall importance of advising and course selection.

We are encouraged by the numbers of students who have registered this month and we see real opportunities to grow student success, along with persistence rates in all classes and cohorts; ultimately, we believe this will lead us to higher graduation rates. We expect to have a good fall to spring transition rate, although we won’t have a full sense of those data until early January.

A few other notes:

We are comfortable with the students that we are admitting. At the point of admission, we believe that all of them can be successful at Loyola. It is clear, however, that we want to make sure those students who are less prepared than others have the appropriate resources and guidance to be successful. Clearly, students on the lower end of the range of acceptances (as measured by high school GPA and test scores) persist at lower rates than those in the middle and in the higher end. We continue to work closely with those students and the Academic Resource Center to grow those persistence rates and be mindful of how to shape classes to improve service to and engender the success of these students while improving the university’s rates.

I am grateful for the support of Marc Manganaro, our new provost. He has been very engaged in the retention discussion and will be working with all of us to develop some new initiatives from Academic Affairs. These will be grounded in data and informed by best practice.
As always, we are not standing still as we address these issues. Despite the subpar fall 2012 retention result, we have good reasons to be excited about the opportunities that lie ahead for all of us.

Discount rate

As you can see from the budget documents, our discount rate continues to come in high. We are working to reduce some of our merit scholarships over the next year or two in order to bring the financial aid budget more in line with our university’s goals. Currently, the variance is about $1000 per undergraduate student.

We will be changing our financial aid practices, moving to a more efficient and exhaustive model in the awarding of need-based funds.

In addition, we are hiring a new financial aid director. The points of emphasis for this role will be on customer service, strategic packaging of financial aid, and expertise in budgeting. Our previous director, Cathy Simoneaux, will stay on as an associate director, working in information and compliance. The nature of the job has changed and we need to take a more strategic direction in how our Office of Financial Aid and Scholarship operates.

This change will be a big step in helping me and the university better manage discount rate.

Mission in enrolling students

I spoke with the Mission and Ministry board committee during the October meetings. I discussed how we enroll students for mission and how our Catholic and Jesuit identities are expressed in our marketing materials, communications to students, websites, and other various elements of our plan.

Our mission grounds us in our work, giving it purpose and direction. I see mission and identity as a tremendous benefit as we communicate to students about both learning skills and leaning life; as we speak of value and also values. Our team is committed to promulgating the 12 Jesuit ideals and making sure students arrive on campus fully aware of our identity, and ready to explore it through their experiences.

Hurricane Issaac

We worked with the Office of Institutional Advancement to raise funds for current students affected by Hurricane Isaac. This generated about $11,000 immediate use funds that we will use to help students remain enrolled at Loyola.
Construction

The construction activity on campus presents both a challenge and an opportunity. Some prospective and current students see the progress; others see the commotion, hear the noise, and fail to see the vision that we do for our campus.

The good news is that we are approaching a positive tipping point where we are with construction. We know that Monroe, as a renovation in place, will be partially completed by December 2013 and students will benefit. Cabra Hall, slated to be completed this summer, should have an immediate impact on both current and future enrollment.

External conditions

We have to continue to be mindful of disappointing facts about our nation’s economy – stubbornly high unemployment, a slow to recover housing market, volatile and uncertain financial markets, difficult lending conditions for middle and lower middle class families, and the very public debates about college price.

Hurricane Sandy, we believe, will have some impact on the college choices of students in the hardest hit areas in the Northeast. There is great uncertainty as of this writing about these markets, with many thousands of students still not having returned to their high schools.

Our efforts will be active in attempting to compensate for these challenges to our plans and marketing investments.

Graduate/professional enrollment

Enrollment Management consults with the graduate programs on marketing, recruitment, and retention. We’ve worked with the Law School, assisting in their search for a new admissions dean and their marketing and admissions strategy. We’ve been involved with pricing strategy for our professional and continuing studies program; we’ve worked on recruitment and scholarship strategy with MBA, Music, and Counseling.

Graduate and professional enrollment, as you know, has performed at the level of the market, which has seen declines over the last year. We are working together to see what efficiencies can be created to grow enrollment and revenue.

We will continue to work with these programs and we’re very excited to be partnering with Provost Manganaro on the vision he creates with all of us for our graduate and professional programs.
Assumptions – enrollment and pricing

It is clear that the pricing of our programs, along with our assumptions for enrollment, retention and revenue will be very important in the months and years to come. We continue to monitor our performance in light of the pricing and loan debate in the public square, the unusual economic conditions of our time, our own students and families’ ability to pay, the metrics of demand, opportunities to grow net revenue, the need to grow student persistence and success, and our fixed will to legislate enrollment management through the prism of Loyola’s mission.

In all programs, levels, and delivery methods, we are looking at tuition pricing and crafting a long term strategy to position Loyola successfully now and in the years to come. As we have said, the external economic environment is something we have to pay attention to, along with the debates on price in the public square; and we must make sure that our efforts fit comfortably within the realities and expectations of the marketplace.