Academic Affairs Report

Board of Trustees Meeting
March 7-8, 2013

“Student Success Initiative”
Dear Colleagues,

As you know, we have convened the Retention and Student Success (RSS) Summit to plan and implement strategies for strengthening student retention and students’ academic success. While the RSS focuses primarily on undergraduate students, the group involves stakeholders from across the university. The first meeting was held December 19, 2012, to launch campus-wide discussion on ways that Loyola can better integrate efforts to recruit, support, and retain students who can succeed in their studies and persist through graduation.

At the initial meeting, Summit members considered a number of topics relevant to retention and student success, ranging from recruitment and admissions, marketing, pricing, and financial aid to academic support programs, campus climate, course availability, advising, and others. The Office of Institutional Research and Effectiveness supplied Summit members with data sets to begin the review of current practices and facilitate research leading to enhancement plans. Members identified a number of areas key to retention and student success and agreed that workgroups should be formed to target these high-priority areas, clarify our current practices, and develop action plans to enhance these practices and produce measurable improvements in retention and student success. Workgroups will include members of the RSS Summit as well as faculty and staff from the larger campus community.

The following workgroups and target areas have been identified:

1. Recruitment, admissions, financial aid packaging, and marketing to prospective students
2. Academic advising
3. Academic and career support services, resources, and programs
4. Price sensitivity and pricing strategy
5. Course scheduling, rotation, frequency of offerings, coordination of class times
6. Campus service areas
7. Co-curricular programs and activities, campus life, and student engagement

Workgroups are now being formed and supporting materials prepared. If you wish to nominate someone for service on one of the workgroups, or have an interest yourself, please do contact me and Desiree Rodriguez in the Provost's Office no later than Monday, January 28th. Groups will begin meeting in early February and continue on a bi-weekly basis throughout the spring semester to conduct research and develop action plans to enhance student life and learning. Campus-wide meetings will be held to share information and solicit feedback, and a Standing Committee on Student Retention and Success will be established. Preliminary implementation of action plans is expected to begin in summer of 2013.

In addition to the RSS workgroups, committees such as the Graduate Council, Professional and Continuing Studies Committee, University Honors Advisory Board, First-Year Experience Steering Committee and others will be asked to develop action plans for targeted student population retention strategies. Finally, the colleges will be asked to develop plans for enhancing instructional effectiveness and incorporating into reward systems recognition for teaching and advising excellence and pedagogical innovation.

For a more complete description of RSS activities, workgroups, and schedule, please review the Retention and Student Success Summit: Goals, Tasks, and Timelines.

I look forward to working with the Loyola community in this important effort.

All my best,

Marc Manganaro, Ph.D.
Provost and Vice President for Academic Affairs
Timeline for the Student Success Initiative

- December 2012: Summit convenes; orientation & overview / initial conversations
- January 2013: Workgroups created; call for nominations & volunteers; ongoing workgroup meetings
- February 2013: Workgroup chairs’ meeting; action plan developed
- March 2013: Joint meeting of Summit & all workgroup members; Key strategies & high priorities developed
- April 2013: Campus-wide town hall meeting; Key strategies & high priorities presented for comments & feedback
- May 2013: Workgroup meetings; Action plan revisions based on town hall feedback
- May 2013: Summit presents final plan to Strategic Planning Team
Student Success Initiative
Summit Committee Membership

- **Academic Affairs**: Dr. Manganaro, Lydia Voigt, Melanie McKay, Maria Calzada, Angie Hoffer, Sarah Smith, Bret Jacobs, and Karen Reichard

- **Mission and Ministry**: Kurt Bindewald

- **Enrollment and Marketing**: Sal Liberto, Keith Gramling, Liz Rainey, and Terry Fischer

- **Fiscal**: Leon Mathes

- **Institutional research/planning**: Cindy Caire and Michael Rachal

- **Student Affairs**: Cissy Petty, Alicia Bourque, and Roberta Kaskel

- **Selected Faculty**: Daniela Marx (CMFA), Bob Thomas (CSS) Mary McCay and Thom Spence (CHNS), and Teri Gallaway and Malia Willey (Library)

- **Faculty Senate**: Barbara Ewell

- **Graduate Programs**: Tom Ryan

- **Student Representation**: SGA President – Khaled Badr
Student Success Initiative
Proposed Workgroup Topics, Tasks, Review Focus, and Membership
February 15, 2013

RSS Workgroups

1. Recruitment, Admissions, Financial Aid Packaging, and Marketing to Prospective Students

**Workgroup Task:** In affirmation of the university mission and Jesuit tradition, to develop a comprehensive enrollment plan, which will be part of the Retention and Student Success Plan, including recruitment and admissions, marketing, and financial aid strategies formed in collaboration with members of the campus community that will increase the enrollment of students who will persist to graduation and become engaged alumni.

**Review Focus:** Enrollment planning, processes, and procedures; criteria for admissions and awarding financial aid and scholarships, internal staff training; faculty/staff/student involvement; marketing planning including recruitment materials and messaging of campus distinctiveness and communication of competitive advantages; tracking system and assessment of strategic initiatives and marketing success (e.g., Loyola as a first choice school); withdrawal systems and re-recruitment/recruit-back strategies.

**Proposed Members:**

- Roberta Kaskel, Student Affairs -Chair
- Marc Manganaro, Provost
- Cissy Petty, Vice President, Student Affairs
- Keith Gramling, Admissions
- Michael Giorlando, Athletics
- Barbara Ewell, Faculty Senate
- Cathy Simoneaux, Financial Aid
- Mark Fernandez, Humanities and Natural Sciences
- Donna Bourgeois, Institutional Research and Effectiveness
- Forrest Stanford, Law
- Tom Ryan, Loyola Institute for Ministry
- Terry Fisher, Marketing
- Georgia Gresham, Music and Fine Arts
- Susan Zengel, Professional and Continuing Studies
- Meredith Hartley, Public Affairs
- Sonya Duhe, Social Sciences
- Khaled Badr, Student
- Nicholas Armstrong, Student
2. **Academic Advising**

**Workgroup Task:** In affirmation of the mission and the Jesuit values of *cura personalis*, to enhance and promote faculty-student contact and sound academic and career advising and to enhance an academic advising development program with special emphasis on preparing the campus for the launch of the new Common Curriculum.

**Review Focus:** System of advising services at the college and university level including policies and procedures, faculty and staff development opportunities, reward structure, Advising Web site, advising tools (e.g., campus resource manual, advising handbook, LORA, etc.), special advising for targeted student populations (e.g., transfer students, general studies, first generation students, first-year students, nontraditional students, online students, etc.).

**Proposed Members:**
- Thom Spence, Humanities and Natural Sciences - Chair
- Kellie Kennedy, Athletics
- Lyse Herrera, Business
- Debbie Danna, Center for International Education
- Liz Rainey, Enrollment Management
- Judith Hunt, Humanities and Natural Sciences
- Don Hauber, Humanities and Natural Sciences
- Jai Shanata, Humanities and Natural Sciences
- Rich Wilson, Humanities and Natural Sciences
- Hillary Eklund, Humanities and Natural Sciences
- Brad Petitfils, Institutional Research and Effectiveness
- Laura Hope, Music and Fine Arts
- Bob Thomas Social Sciences
- Laura Beatty, Social Sciences
- Maria McBride, Social Sciences
- Jill Boatright, Student Affairs
- Michael Falotico, Student

3. **Academic and Career Support Services, Resources, and Programs**

**Workgroup Task:** In affirmation of the Jesuit tradition of educating the whole person, to enhance and develop systems and resources in the areas of academic and career support services and programs, moving to a more inclusive pro-active approach ensuring that students not only survive, but also thrive, and realize their educational and life goals.

**Review Focus:** Early warning systems; student support services such as tutoring, student disabilities services, study skills program, learning centers [WAC, language lab, math lab, and supplemental instruction], special programs for
conditional admits and lower achieving FY students, leadership programs, living learning communities, library literacy services, computer labs, retention services and trouble shooting, withdrawal follow-up services, first-year transition programs; and senior transition and career services.

**Proposed Members:**
- Teri Gallaway, Library - Chair
- Sarah Smith, Academic Resource Center
- Zach Bracey, Athletics
- Donna Rochon, Human Resources
- Patrick Corbin, Humanities and Natural Sciences
- Frank Jordan, Humanities and Natural Sciences
- Alice Kornovich, Humanities and Natural Sciences
- Joelle Underwood, Humanities and Natural Sciences
- Donna Bourgeois, Institutional Research and Effectiveness
- Malia Willey, Library
- Vicki Vega, Music and Fine Arts
- Tamara Baker, Student Affairs
- Robert Bell, Writing Across the Curriculum
- Andrew Ketcham, Student
- Margaret Vienne, Student

4. **Price Sensitivity Study and Pricing Strategy**

**Workgroup Task:** In affirmation of the university mission and Jesuit tradition, to formulate a proposal for long- and short-term tuition setting criteria and policies that are mission-centered and competitive.

**Review Focus:** Competitive analysis of pricing structure including review of operating assumptions, processes, and practices.

**Proposed Members:**
- Bret Jacobs, Vice Provost, Information Technology - Chair
- Marc Manganaro, Provost
- Sal Liberto, Enrollment Management
- Leon Mathes, Financial Affairs
- Michael Barrera, Financial Aid
- Charles Nichols, Humanities and Natural Sciences
- Uriel Quesada, Humanities and Natural Sciences
- Cindy Caire, Institutional Research and Effectiveness
- John Lovett, Law
- Christian Bolden, Social Sciences
- Ann Cary, Social Sciences
- Vincenzo Sainato, Social Sciences
- Logan Williamson, Student Affairs
5. **Course Scheduling, Rotation, Frequency of Offerings, Coordination of Assigning Times for Course Offerings**

**Workgroup Task:** In affirmation of the mission, vision, pedagogical values and needs, and learning goals (with special emphasis on the implementation of the new CC), to develop a comprehensive strategic course planning model that is collaboratively designed (including a clearly communicated, ongoing evaluation plan) serving to achieve the best possible fit between the needs and desires of students and the resources and capabilities of the university and to ensure the timely progress to graduation of all of our students.

**Review Focus:** Academic scheduling processes and services that typically revolve around activities associated with coordination of course planning, managing classroom scheduling, assigning of classrooms and Labs, creating and publishing master schedules, developing and implementing registration/enrollment management policies and procedures, maintaining accreditation and professional standards, analyzing time-to-degree factors, and tracking university/college/program/course enrollment and retention patterns.

**Proposed Members:**
- Mary McCay, Humanities and Natural Sciences - Chair
- Lydia Voigt, Senior Vice Provost
- Lisa Tinkler, Athletics
- Angie Hoffer, Business
- Mary Brazier, Humanities and Natural Sciences
- David Moore, Humanities and Natural Sciences
- Cindy Caire, Institutional Research and Effectiveness
- Tony Decuir, Music and Fine Arts
- Melissa Landry, Professional and Continuing Studies
- Marcus Kondkar, Social Sciences
- Mike Rachal, Student Records
- Will Maye, Student
- Marlee Jensen, Student

6. **Campus Service Areas**

**Workgroup Task:** In affirming the mission and Jesuit value of *cura personalis*, to enhance campus services across the university fostering a learner-centered service culture, which serves to maximize the campus experience of our all of our students.

**Review Focus:** Office/program processes, policies, and practices in key campus service areas such as billing, financial aid, student records/registration, and health services, etc.; and frontline staff development opportunities and programs.
Proposed Members:

Alicia Bourque, Student Affairs - Chair
Germayne Nash, Athletics
Lisa Alexander, Enrollment Management
Tara Johnson, Financial Aid
Heather Mack, Institutional Research and Effectiveness
Kathleen O’Gorman, Loyola Institute for Ministry
Nancy Bernardo, Music and Fine Arts
Gail Howard, President’s Office
Craig Beebe, Residential Life
Amy Boyle, Student Affairs
Robbie Reed, Student Affairs
Judy Vogel, Student Finance
Kathy Gros, Student Records
Julia Gurney, Student

7. Co-curricular Programs and Activities, Campus Life, Campus Traditions, and Student Engagement

Workgroup Task: In affirmation of the mission and the Jesuit values of educating the whole person and fostering the development of men and women with and for others, to develop strategies serving to enhance student life and learning, strengthening students’ connection with the university and their sense of community and university spirit, and encouraging greater student involvement in the intellectual life of the campus.

Review Focus: Co-curricular programs, clubs and organization and activities across the campus, including new student orientation program, athletics programs, residential life (including student complaint processes, disciplinary processes and policies, residence hall policies, and living conditions); retention (student connection and involvement) programs/strategic initiatives offered through the University Offices of Student Affairs, Mission and Ministry, and Academic Affairs (including programs/activities offered by specialized centers, institutes, and offices across campus) including programs/strategies for targeted student populations, e.g., general studies students, first generation students, commuters, nontraditional and graduate (including online) students, etc.; and internal marketing of student success and institutional strengths and communication of university core values and distinctiveness.

Proposed Members:

Karen Reichard, Women’s Resource Center - Chair
Laurie Leiva, Alumni Affairs
Brett Simpson, Athletics
Erica Svoboda, Athletics
Kurt Bindewald, Campus Ministry
Kristy Magner, Center for International Education
8. Instructional Effectiveness

**Workgroup Task:** In affirmation of the university mission and the Ignatian vision of education, including values such as educational excellence, critical thinking, educating the whole person, maximum talent development, experiential learning and student engagement in applying disciplinary content to real-world problems, and fostering a learner-centered educational environment, to develop a comprehensive university plan including college-specific strategies serving to enhance student learning that will be part of the Retention and Student Success Plan.

**Review Focus:** Faculty development opportunities in teaching and advising; student-engaged pedagogies (e.g., internships, experiential learning opportunities such as student-faculty collaborative scholarship, community-engaged learning/scholarship, student team-work projects, and student artistic performances); review of course success rates and student success instructional support strategies such as supplemental instruction in select courses; faculty support and reward system to recognize excellence in teaching (especially incorporation of experiential and engagement pedagogical approaches and technological pedagogical innovations) and excellence in advising; syllabus design (including tying quality learning outcomes with course content and assignments) and incentives for posting syllabi on LORA; review of policies and processes and participation rates related to early-warning system and attendance policies; and other college-specific strategic initiatives in support of freshman, sophomores, juniors, seniors, and transfer students).

**Proposed Members:**
- Maria Calzada, Dean, Humanities and Natural Sciences - Chair
- Melanie McKay, Vice Provost, Faculty Affairs
- Bill Locander, Dean, Business
- Naomi Yavneh, Honors
- Patricia Dorn, Humanities and Natural Sciences
- Laura Murphy, Humanities and Natural Sciences
- John Sebastian, Humanities and Natural Sciences
- Brad Petitfils, Institutional Research and Effectiveness
Engaging the wider campus in student success enhancement activities – request for action plans or proposals for targeted student population retention strategies, for example:

- Graduate Council
- Professional and Continuing Studies Committee
- University Honors Advisory Board
- College-specific Retention and Student Success Strategies