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President’s Report

22 April 2014

As I have said in the past, I view this Report as an introduction to the material in your Board book. In this Report, I want to highlight the linkage of three significant efforts that are underway. One is the development of the next strategic plan. You recall that at the March meeting Marc Manganaro and Bill Locander presented a draft of a plan. Since then we have continued to receive feedback and revise the plan. Marc will bring the Board up-to-date on the current draft of the plan. Our goal is to bring a final draft to the Board in October. The plan is important as it will help to shape our on-going efforts in terms of enrollment and our programs. The tie between our strategic plan and enrollment is crucial for Loyola moving forward. Finally, the plan gives direction and substance to our Faith in the Future campaign. We plan to enter the public phase of the campaign next October.

1. Academic, Student Affairs, and Enrollment:

Academic Affairs

Since the March Board meeting, faculty and staff in the colleges and units in the Office of Academic Affair have been engaged in a wide-range of activities. Highlights of the accomplishments are described below:

The Strategic Planning Team (SPT) has completed a draft of a strategic plan that includes four overarching strategies and actions tied to each of the strategies. This current draft is included in the Board Book. I want to thank Board members for their feedback to the earlier draft which was reviewed at the March meeting. The SPT is continuing to develop the plan and solicit feedback from the Loyola community. Our plan, no pun intended, is to bring a draft to the Board at the May meeting for review.

College of Humanities and Natural Sciences
Translation and Interpretation Program
The Translation and Interpretation Program will be awarding our first certificates in the healthcare setting in fall of 2014. In the spring 2015 we will be awarding the second crop of certificates both in the healthcare and legal settings. In all, we expect to award 18 certificates in the 2014-2015 academic year.

The Teacher Certification Program
The program received Louisiana Board of Elementary and Secondary Education (BESE) approval in the fall of 2013. Since then we continue to work on implement the program. This semester (spring 2014) we offered our first two TEAC courses with success and solid enrollments.
The HNS Lawlor Brochure
This spring semester the Office of Enrollment Management, the College of Humanities and Natural Science, and the Lawlor group collaborated to produce a beautiful brochure highlighting the offerings and great experiences our Humanities and Natural Sciences have. All the experiential learning activities described in the brochure are consistent with the strategic planning document that the Strategic Planning Team is developing.

College of Social Sciences
Marc Manganaro, with input from numerous faculty members, has been discussing various proposals for the restructuring of the colleges. This discussion began in the College of Social Science and became a topic of discussion at the University Senate, which in earlier in the spring semester appointed an Ad Hoc committee on restructuring to analyze models for restructuring of the colleges and propose some recommendations. Those recommendations are going to the Senate for discussion and vote, and they are included in the Academic and Student Affairs section of the Board Book. The expectation is that any recommendations for restructuring of the colleges would be brought by the President to the Board at the October Board meeting.

College of Business
Loyola MBA brings home first place award at New Orleans Entrepreneur Week
The Loyola University New Orleans MBA team won big for its client this year at the New Orleans Entrepreneur Week. In addition to winning first place Friday, March 28, for the IDEACorps Pitch event, the Loyola IDEACorps team offered Cajun Fire Brewery, a locally owned and operated New Orleans-based craft brewery startup, pitch prep that helped the entrepreneurs win one year of free legal services from Chaffe McCall. But the most prestigious (and financially significant) prize came when Cajun Fire won the Big Idea event, which came with a $50,000 seed grant to help move its craft brewing operation to commercial scale. The Loyola IDEACorps team also won the 2014 Impact Award from Idea Village on Friday morning, beating out heavy competition from the University of California at Berkeley, the University of Chicago, Cornell University, the University of Pennsylvania and Tulane University.

College of Law
New Certificate Approved at the College of Law
The Law, Technology, and Entrepreneurship Certificate Program at Loyola College of Law aims to prepare our students to flourish in a changing legal environment. The successful lawyers of the future will be those who are fluent in technology and who have the legal and business skills to bring new ideas to the marketplace. Unique among Southern law schools, Loyola’s program allows law students to learn from and work with experienced entrepreneurs, business lawyers, and technology specialists.

College of Music and Fine Arts
There are several exciting new programmatic initiatives which have either been recently approved within the context of the University’s curricular process, or are being discussed seriously within the departments and the College itself. These include:
Bachelor of Design
Our new Bachelor of Design Degree (Graphic Design) was approved this semester. This degree is the result of several years of hard work by our Art and Design faculty members, and builds upon the successful graphic design program currently in place. The new degree is professional in scope, and will make full use of the recently completed spaces in Monroe Hall renovation project, as well as the special equipment and software allotted to the program.

New Tracks in Bachelor of Science in Music Industry Studies Program
New tracks, approved this year for our Bachelor of Science in Music Industry Studies program, are now in place. The new tracks are in the fields of Audio Technology (recording techniques, music, film and television), Digital Film Making (including film making, video editing, and writing/directing), and General Music Tech Electives (which allows for a variety of music technology courses already in the program to be more strategically matched with a student’s interests and abilities).

New Programs in Discussion
New programs are being discussed now within the College of Music and Fine arts which would further diversify and improve our cutting edge programs. These include:
- A specialty in Film Making (a more comprehensive and elaborate version of the film making track discussed above) which would lead to an actual Bachelor of Science degree in this area.
- A specialty in Commercial Music for our BS Music Industry program is now being considered. Such a specialty would allow for more intensive study of contemporary musical genres and approaches to performance, an analog to the already highly sophisticated and successful programs we already have in traditional classical music and jazz performance.

College of Social Sciences
Loyola Institute for Ministry
The Board of Directors of the National Conference for Catechetical Leadership (NCCL) has selected the Loyola Institute for Ministry and its Extension Program (LIMEX) to receive its highest award for 2014 at its annual meeting on May 21 in St. Louis. The NCCL Catechetical Award is given to a person, persons, or institution in recognition of outstanding or exemplary contribution to the ministry of catechesis. The Loyola Institute for Ministry is the fourth institutional recipient in the award's 29-year history.

University Library
The Monroe Library has scheduled focus groups later in April with Loyola graduate students to gather their feedback about the library’s print and electronic collections. Jim Hobbs, Online Services Coordinator and Associate Professor, recently accepted an invitation to serve as co-moderator of a statewide academic library e-mail listserv for electronic products. The library’s Special Collections and Archives unit recently completed the cataloging of the John P. Clark Papers (Clark is Loyola’s Gregory F. Curtin Distinguished Professor of Humane Letters and the Professions); and the Walker Percy Papers.
Provost’s Report
The Provost’s Report for 2013, which is sent to our rankers, peer institutions, AJCU institutions and others, was completed and distributed in March. The 2013 report features our robust offerings in faculty/student collaborative research and experiential learning. The report is available to all audiences online at http://academicaffairs.loyno.edu/provosts-report.

Summer Session
To support our expanded online offerings in Summer Sessions, the Center for Faculty Innovation has offered an Online Course Development Training course for faculty converting traditional courses to online formats. Over 35 faculty are participating in the course, which has met monthly since February.

Student Success Summit
The workgroups of our Student Success Summit are implementing action plans in the areas of student advising and instructional effectiveness. The Instructional Effectiveness workgroup is reviewing Educational Testing Service (ETS) data on the fall 2013 incoming class to determine whether adjustments should be made in academic support services and placement mechanisms for English composition and mathematics.

Center for International Education
The Center for International Education (CIE) has established partnership programs with the potential to grow in the coming years. The Brazil Scientific Mobility Program (BSMP)* provides scholarships in Science, Technology, Engineering and Mathematics (STEM) fields to undergraduate and graduate students from Brazil for study at colleges and universities in the United States. Six to 10 students will study at Loyola next year, beginning with intensive English and moving on to academic disciplines, primarily biology.

Office of Community Engaged Learning, Teaching, and Scholarship
The Office of Community Engaged Learning, Teaching, and Scholarship has submitted Loyola’s application for the President’s Higher Education Community Service Honor Roll. Based on accomplishments in service learning, community based work study, and LUCAP, we anticipate not only inclusion in the honor roll, but eligibility for distinction.

Vice Provost for Institutional Effectiveness, Assessment and Student Success:

Quality Enhancement Plan
We have prepared the launch of Loyola’s Quality Enhancement Plan, to be developed over 2014-15 in collaboration with faculty, staff, and students and submitted in 2015 with the SACS ten-year accreditation report. The theme of the new QEP is Experiential Learning, which will enhance the internships, collaborative research, community engaged learning, and international study in which our students already engage and partner with faculty.

The Quality Enhancement Plan (QEP) is a significant component of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process Loyola will be engaged in over the next two years. According to SACSCOC, the QEP should address key issues emerging from institutional assessment and focus on improving student learning outcomes. The QEP should also be campus-wide and impact a large segment of
the student population. The QEP topic for Loyola’s upcoming reaffirmation emerged from the Student Success Summit held in the spring of 2013 and is a key component of the currently developing University Strategic Plan. It focuses on improving our students’ ability to see their education as bridge to a vocation through experiential learning opportunities. The QEP will focus on four areas under the overarching theme of experiential learning:

- Collaborative Scholarship
- Study Abroad
- Community Engaged Learning
- Internships

These experiential learning opportunities play on existing programs within the institution and engage students directly in their field of study as well as the world outside of Loyola.

**Student Affairs**

- Senior, Psychology major Jasmine Brewer was named one of ten women’s college basketball players in the country to the Allstate WBCA Good Works Team for her positive impact in the community. The Allstate WBCA Good Works Teams is made up of five student-athletes from the NCAA Division I and five from NCAA Divisions II, III and the NAIA. Brewer was the only honoree from a NAIA institution. The Houston native traveled to Nashville as part of the NCAA’s Women’s Final Four. There, she was recognized at half-time of the semi-final game. She also participated at the WBCA Good Works Day at the Vanderbilt-Ingram Cancer Center where she and the Good Works Team interacted with patients.

- Head women’s basketball coach Kellie Kennedy was named the Southern States Athletic Conference Women’s Coach of the Year. En route to leading her squad to the NAIA Quarterfinals and the SSAC West Division Regular Season Championship, the Wolf Pack closed the 2013-14 season with a 23-12 SSAC record. It was the third NAIA National Championship Tournament for Loyola with Kennedy at the helm. This season marks her fourth 20-win campaign in her six years with the Pack. Under Kennedy’s tutelage, Loyola defeated eight ranked teams this season. She earned her 100th victory with the Wolf Pack Nov. 23, 2013.

- During the week of March 24 – 30, 2014, the Loyola campus community hosted our first annual Compassionate Campus initiative. This program, spearheaded by Loyola’s HEAL (Health Education at Loyola) committee, was inspired by the work of Karen Armstrong and her TED talk on increasing interfaith dialogue through an emphasis on compassion. Her message touts that living as a compassionate university and acting out compassion happens in small moments, transformative moments and ongoing action. Beginning on March 24, a large campus map of Loyola was displayed in the first floor of the Danna Student Center for Loyola students, faculty and staff to place a “pin” on the location where an act of compassion was observed. A white board was available to list the acts of compassion and a Facebook page was created to provide another outlet for acts of compassion to be posted and shared. The program was a
phenomenal success and the Facebook page garnered 268 likes; 1,982 users; and 1,497 viewed posts.

- Five Loyola University students were selected to participate in the New Orleans Community Leaders Program sponsored by Google. The CLP (Community Leaders Program) is a program designed to promote sustainable growth in neighborhoods by empowering small business owners and neighborhood stakeholders with the knowledge and tools to harness the power of the internet for positive impact. The CLP allows university students from diverse backgrounds to learn from each other, the entrepreneur mentors and from community leaders of New Orleans. Two Loyola CLP alumni were hired by Google in 2013. This is the third year that the Career Development Center has recruited and selected students to participate in the program.

**Enrollment**

As we know, like many private colleges and many of other Jesuit institutions, we have experienced a steady decline in yield over the last three years along with a slight decline in average SAT scores. The admissions and financial aid teams focused their energies this cycle on reestablishing Loyola’s place in the college going market. We began an aggressive campaign to recapture lost market share in Louisiana, tap into new markets of higher achieving students, adhered to a financial aid model aimed at increasing class quality and NTR. At this point in time, the team is confident that we will achieve our target budget goal by enrolling a class of 615 first time first year students and 130 transfer students.

The Admissions and Financial Aid offices remained open over Holy Thursday hosting 20 families of admitted students and have registered 100+ visitors in the coming week. Given that visits to campus are the single most reliable predictor of yield this is one of the more positive signs of the year.

We continue to partner with The Lawlor Group and Scannell & Kurz to deepen our reach in existing markets and move into new markets for 14-15. The Lawlor Group will present its final brand and identity study report in advance of the May meeting. Scannell & Kurz works with the enrollment team to monitor applicants responses to financial aid offers. Fine tuning of talent awards and awards to international students are in place to insure that we meet the talent demands of programs.

At our May meeting, Roberta Kaskel will present full 13-14 dashboard data for your review, will distribute the executive summaries of both consultants final reports review and discussion, and present her initial enrollment strategies for 14-15 and beyond.

**2. Mission and Ministry:**

*The Lenten Series on Ignatian Spirituality,* so-sponsored by the Alumni Association, was the best attended Lenten series in the past decade. Four Jesuits spoke on each of the four weeks of the Spirituality Exercises and crowds of almost a hundred people attended each week. Also in the series was a concert of Lenten music and a Mass in the Latin rite in Holy Name Church.

*The Lenten Retreat in Daily Life* was posted online for the first time this year with daily reflections. Over 60% of directors and 40% of participants accessed the reflection materials online, while others used the printed reflection booklets. The Ignatius Chapel Community and parishioners of Holy Name of Jesus were also invited to use the online reflection materials. We
look forward to continuing to improve this online retreat next year, so as to reach new populations such as alumni and online students. A record number of students, faculty and staff – almost 330 people -- participated in a University Ministry sponsored retreat in 2013-2014.

_Ignatian Staff Fellows_: The first cohort (eight Loyola staff) of the Ignatian Staff Fellows program is nearing completion and will end with a gathering where each will share reflections from their academic year-long formation program on Loyola’s Mission & Identity with the larger community.

_Ignatian Faculty Fellows_: Also, the second cohort of the Ignatian Faculty Fellows (nine faculty) will soon complete their semester-long mission formation program with each faculty member presenting their project to the larger community.

_LUCAP_: Almost 200 Loyola volunteers mobilized and partnered with the America's Dentists Care Foundation to turn an empty ballroom in Mardi Gras World into a 120-chair, pop-up dental clinic in just 8 hours. LUCAP helped facilitate the day of service for the dental organization which offered free dental care for the underprivileged.

_Jesuit Universities, Service, and Reflection_: Loyola hosted an evening gathering and reflection over the winter break for volunteer groups from five Jesuit universities (St. Joseph's, Rockhurst, Fairfield, Wheeling Jesuit, and John Carroll Universities). Facilitated by LUCAP advisor Joe Deegan, participants shared their New Orleans experiences and reflected on the Jesuit understanding of service and justice.

A new and unique weekly ministry program, _Cookies with a Catholic_ has become very popular and successful. This program allows a University Ministry chaplain to host questions about the Catholic faith with students and other passersby between classes, in exchange for a free cookie! Topics range from Pope Francis to ethics to morality to what materials the chalice should be made from.

### 3. Finance and Administration:

_FY 2014-2015:_

Budget Approval

Our practice at Loyola is to present the Budget recommendations in two phases. The first phase was presented to the Trustees at the December Board meeting and involves the recommendation of Tuition and Fee rates, Room and Board rates, and Salary pool increases.

The second phase will be presented at the May, 2014 meeting and include the remaining parts of the budget (Salaries, Fringe Benefits, Utilities, Debt Service, Insurance, Financial Aid, and All Other), accompanied by a fine-tuning of all revenue and all expense projections.

Facilities:

All projects are on schedule and on budget.
Monroe Hall:

Through careful planning, the interior construction schedule has been accelerated and is now scheduled for completion by December 2014. The sixth floor was turned over to the University in April and will be used to temporarily house departments displaced by upcoming renovations of the lower floors. At the close of the current semester, occupants of the first and second floors will be relocated and the spaces will be turned over to the contractor for renovation. By the beginning of the fall 2014 semester, the third, fourth, fifth and sixth floors, the seventh floor greenhouse and the first floor chemistry labs and stockroom will be completed and in-service. Final work on the exterior of the building as well as decommissioning of the contractor’s work yard will occur in spring 2015.

4. Institutional Advancement:

During the forthcoming meeting of the Advancement Committee of the Board will discuss several issues:

*Faith in the Future campaign:* To include a fund raising update; highlighting two annual giving initiatives – *The Chairman’s Challenge* and *See Loyola*. The committee will also discuss the completion of the campaign’s collateral material – case statements, web site, etc. The Committee will also discuss planning for the “public launch” of the campaign – planned for October 9, 2014. We will also spend some time highlighting the “messaging preparation” prior to the public launch. This topic is a follow-up to comments made at the March board retreat. We will also discuss Derby’s, David’s, and Robert’s suggestions about how to involve OIA more actively in the Trustee recruitment process. To this end, we will discuss a suggested commitment form for the committee’s consideration. Our goal will be to determine whether we will include this topic as an action item for the October meeting of the board. Finally, I will provide an update on the activities of the “Marketing and Communications Working Group.”

5. Government Relations:

*Federal Update*

*FY 2015 Obama Budget Proposal*

On March 4th, President Obama released his budget request for FY 2015.

In addition to requesting funding for traditional financial aid programs, which I highlight below, the administration has requested additional funding for the development of his college rating system. This funding request certainly highlights the administration’s intent to implement the rating system as much as they can administratively. Thankfully, some of the more troublesome aspects of the system still require Congressional approval, which is unlikely.

Specific funding requests for student aid programs were as follows:

- Pell Grant – maximum award is increased by $100 to a total of $5,830
- SEOG – level funded from FY 2014
- Federal Work Study – level funded from FY 2014 Perkins Loan – level funding from FY 2014

In addition, the administration calls on Congress to make the American Opportunity Tax Credit permanent, which would be a big help to our parents. Finally, the administration proposes changes to the Pell and campus based programs that would reward institutions that increase the completion rate of lower-income students.

**FY 2015 House Republican Budget Proposal**

As you may expect, the House republicans responded to the Obama budget proposal with their own. This budget passed the House in early April. The House budget would have numerous adverse impacts for Higher Education. Specifically, their budget would eliminate mandatory spending on Pell and fund it entirely with discretionary funding. The practical impact of this shift would mean that the maximum Pell award would decrease from $5,730 to $4,860 and the number of eligible students would decrease. In addition, one of the bigger problems with this budget is that it would eliminate the interest subsidy for subsidized student loans and increase the burden on our graduates who are in process of repaying their loans.

**Budget Summary**

While the House has passed their budget, it is unlikely the Senate will bring it up for a vote. Thus, it is likely that Congress will move into the appropriations process without a jointly adopted budget resolution in place. Rather, the appropriations bills will proceed without specific guidelines throughout the summer.

**State Authorization Agreements for Distance Education Programs**

The U.S. Department of Education is in the process of developing additional regulations for institutions that have distance education programs. Specifically, the department is calling on all states to list by name all institutions that provide services to their residents and to have a process for resolving complaints about those institutions. In addition, the regulations would require states that do not have an authorization process to develop one. The proposed regulations would allow participation in reciprocity agreements, such as SARA, which the Louisiana Board of Regents takes part in. However, the SARA agreement, would not satisfy all of the new requirements. This is certainly a complicated issue that impacts our online programs and one that will play out in additional rulemaking sessions at the Department in the coming months.

**State Update**

**State Authorization Reciprocity Agreement (SARA) for ONLINE Learning**

While the US Department of Education is considering new regulations for online learning, the state legislature is well on the way to ensuring that the state of Louisiana becomes a party to accreditation reciprocity agreement that would benefit Loyola’s online efforts. Specifically, HB 433 would allow the Board of Regents to become a member of SARA, which is a multi-state agreement that would prevent Loyola from having to be accredited in each state we operate in. Rather, the Board of Regents would accredit our programs and that accreditation would satisfy the requirements of the other states that are party to SARA.
**General Information**

There are a number of other bills related to TOPS, student privacy issues and higher education funding issues that are being followed by Tommy Screen this session. Should you have any questions, please do not hesitate to speak with him.

6. Civic:

I continue to serve as Chair of the Civil Service Commission. The Commission is now considering a comprehensive reform package developed over the past few years.

7. Goals:

I think it is helpful to recall that my goals for the year, established with the Board in my evaluation process have been:

1. Evaluate and improve the operations of undergraduate admissions
2. Focus on Institutional Advancement
3. Oversee the Implementation of *Loyola 2012*
4. Remain involved civically
5. Professional development