Resolution 1

Mr. Poorman, Board chair, called for a motion to approve the revised committee description for Academic and Student Affairs with the clarifications on how the committee would operate discussed at the Board meeting.

It was so moved and unanimously approved by the Board of Trustees.

Resolution 2

Mr. Ferris, chair of the finance committee, reported the committee recommended Board approval of the resolution to offer a Voluntary Severance Program, as outlined in the Finance committee’s supplemental agenda to the Board Book included in the Trustee folders. The University is proposing a VSP for tenured faculty, extraordinary faculty and full-time staff with caps of $4,345,200 for tenured faculty; $180,600 for extraordinary faculty; and $1,414,000 for full-time staff.

It was so moved and unanimously approved by the Board of Trustees.

Resolution 3

Mr. Ferris reported the committee recommended Board approval of the resolution to fund the VSP from the endowment fund with the withdrawal capped at $6,394,325. The details of the funding are outlined in the resolution, “Authority to Fund Voluntary Severance Program from the Endowment Fund,” which is included in the finance committee’s supplemental agenda to the Board Book included in the Trustee folders.

It was so moved and unanimously approved by the Board of Trustees.

Resolution 4

Mr. Gisclair, chair of the institutional advancement committee, explained the background regarding the change to the University’s Gift and Pledge Policies and Procedures outlined in Tab 11, page 28, of the October 2013 Board Book. Loyola’s current policy says matching government funds (i.e., BOR) will not be counted in campaign attainment figures. The proposed changes are being made to include that matching government dollars (specifically, BOR matches) be counted in the overall campaign totals. He reported the committee recommends Board approval of the change to the policy.

It was so moved and unanimously approved by the Board of Trustees.
Resolution 5

Mr. Gisclair reported the committee approved and recommended Board approval of the following three resolutions to request Board of Regents Matching Funds—one request for a scholarship and two requests for professorships:

- Iona Mae Heuer Aden Endowed Scholarship for First-Generation Students
- Theresa B. Elmer Distinguished Professorship in Music
- McGlinchey Stafford Distinguished Professorship in Law

It was so moved and unanimously approved by the Board of Trustees.

Resolution 6

Virginia Angelico-Tatum, chair of the trusteeship committee, reported the committee approved placing Mr. Bobby Patrick on the Board Approved List.

It was so moved and unanimously approved by the Board of Trustees.
1. Opening of Quarterly Meeting

Mr. Kevin Poorman, Board chair, called the business meeting to order at 9 a.m. on Friday, October 18, 2013.


He also welcomed the leaders of the Student Government Association, Jasmine Barnes and Blake Corley as well as the chair of the University Senate, Alice Clark.

2. Approval of Minutes

The minutes of the May 17, 2013 Board meeting were approved.

The minutes of the September 19, 2013 Executive Committee meeting were approved.

3. President’s Report

In his President’s Report to the Board, Fr. Wildes listed his four goals for the year which are 1) focus on enrollment and institutional advancement; 2) oversee the evaluation of Loyola 2012 and the
development of a new strategic plan; 3) continue his civic involvement; and 4) participate in a professional development program, the Harvard Institute for Higher Education.

Fr. Wildes addressed the challenges around enrollment that the university is facing and explained how the university is responding to those challenges. In the short term, he has made changes to the enrollment leadership and has named Ms. Roberta Kaskel as interim vice president for enrollment management. An enrollment management leadership group has been formed and is meeting regularly to address issues in enrollment. The longer-term approach involves working with two well-regarded national consulting groups, The Lawlor Group and Scannell & Kurz. The Lawlor Group is looking at how we market ourselves by conducting an audit of Loyola’s communications strategy for high school students and their families as well as looking at branding and identity. Scannell & Kurz is conducting an analysis of Loyola’s financial aid strategy. In addition, Fr. Wildes said, a new sub-committee on enrollment has been created as part of the academic and student affairs committee which will help give the Board an appropriate role in enrollment responsibilities around policies for discount and financial aid.

Fr. Wildes reported that total enrollment is 4,864 students which includes undergraduate, graduate, law and transfer students. This is an overall drop of 4.3% in total enrollment from last year. Loyola’s first-year enrollment count came in at 620 which is on the higher side of our estimates from May.

Fr. Wildes highlighted several initiatives in the area of Academic and Student Affairs including the Student Success Summit, convened last spring to focus on student retention and success. He noted we have already seen an uptick in retention this fall with the first-year to sophomore retention at 80%, which is the highest rate in several years. Other initiatives include faculty development for teaching and advising and incorporating faculty advising in the New Student Orientation program as well as enhancing communications with students and parents.

The Mission and Ministry Office now has a web presence through an e-newsletter, *Magis Moments*, which highlights activities and events of the Office of Mission and Ministry and the Jesuit/Catholic mission and identity of Loyola. Mission and Ministry collaborated with Residential Life on a program called, *SPARK*. The office also continues its ongoing development of retreat and immersion programs for students, faculty and staff. Two programs, the Ignatian Faculty Fellows and the Ignatian Staff Fellows Programs, both of which stem out of national programs, are being developed on campus. The programs have generated a great amount of interest and participation.

Fr. Wildes reported on the financial condition of the university. The fiscal year 2012-13 ended with a $411,000 surplus and a 5% draw on the endowment. For fiscal year 2013-14, the administration is working to offset a $7.5 million shortfall. He commented on a number of options being implemented and reviewed to reduce the budget deficit. All facilities projects, including the renovations to Monroe and Buddig, are on time and on budget. The work on Cabra is completed, and the residence hall is open and at 100% capacity. Tours of Cabra are being offered to Trustees. Plans for the Benson Jesuit Center are being reviewed, and Fr. Wildes will send recommendations to the sub-committee on facilities and finance committee in December. Because of the religious nature of the building, he noted, additional
fundraising will be required for this project since bond money cannot be used. He wants to ensure we have sufficient pledges before moving forward with the project.

In Institutional Advancement, options for the public launch of the campaign possibly for spring 2014 are being explored. Fr. Wildes reported that thus far, $37 million has been committed to the capital campaign and that last year, IA raised $800,000 in gifts to the Loyola Fund – one of the best years in over a decade.

Fr. Wildes continues to remain involved civically as he was re-elected chair of the New Orleans Civil Service Commission. In addition, he will participate in the Harvard Institute for Higher Education’s Seminar for Experienced Presidents this fall.

Lastly, he reported that he attended the AJCU fall presidents’ meeting in Chicago in early October 2013. Father Adolfo Nicolas, Superior General of the Society of Jesus, spoke to the 28 university presidents, board chairs and the USA Province. Loyola Board Chair Kevin Poorman also participated in the meeting.

4. Board Discussion: Strategic Planning

Tom Longin, Ph.D., Association of Governing Boards (AGB) consultant and facilitator, conducted a Board education presentation entitled, “Strategic Board Responsibilities.” He gave an overview of the best practices for Board involvement in strategic planning and the Board’s role in planning. In the planning process, the Board should ensure planning is connected to mission. He gave an environmental scan of the challenges Boards face in strategic planning and issues on which Boards should focus their attention. This includes financial challenges both on the macro level, (the national environment), and within the institution; changing demographics in which the number of traditional age students is declining which will intensify competition; the rising costs of tuition; and the quality of education. He also addressed challenges in the area of governance issues and mentioned examples of recent governance failures such as that at Penn State.

Committee Reports

Executive Committee

Fr. Wildes called attention to the revised Academic and Student Affairs Committee description found in the October 2013 Board Book under Tab 8. The revised description creates two sub-committees: enrollment and student affairs. He explained this type of committee structure will give the Board an appropriate strategic way of being involved with enrollment in terms of setting policies for admission, financial aid and discount. He worked on the revision with Dr. Longin. There was a discussion among the Trustees who sit on this committee about the way the committee functions and operates. Given the three areas (academics, student affairs, and enrollment) and the volume of issues that fall within these areas, there was mention of the committee’s need for longer meeting time in order to have thorough and substantive discussion.
Mr. Poorman concluded the discussion by proposing that the greater committee focus more on academics affairs if there were two separate sub-committees (enrollment management and student affairs) much like the finance committee operates. The sub-committees would meet in advance through teleconferencing and report into the greater committee the results of their meetings in real time conversation at the academic and student affairs committee meeting and have the main focus of that greater meeting be academics. Also, it was mentioned the possibility of allocating more time for this meeting.

With these clarifications on how the committee would operate, Mr. Poorman called for a motion to approve the revised committee description for Academic and Student Affairs.

It was so moved and unanimously approved by the Board of Trustees.

**Academic and Student Affairs**

Fr. Michael Braden, S.J., vice chair of the academic and student affairs committee, reported the committee spent time discussing the reorganization of the committee and how best to make the new structure work. He said the committee was also led through a discussion by Provost Marc Manganaro on key indicators and other tools that are important for the Board to know about as they pertain to enrollment.

There was an update on enrollment, admissions, recruitment, and retention given by Provost Manganaro and Ms. Roberta Kaskel. It was noted the coherent and seamless process entailed in this work and updates on several initiatives taking place in these areas were highlighted.

A Student Success Summit was launched last spring. Provost Manganaro reported on the summit’s work and the action plans developed by the working groups which included members from all areas of the university. Many of the action plans have effectively been implemented, and others are underway. He distributed the Student Success Summit: Master Implementation Plan report which is a comprehensive account of the high priority action plans developed by the working groups and the current status of each plan. The summit’s steering committee is monitoring how to move forward in the best way to continue the initiatives developed by the working groups. The steering committee is also discussing forming a standing committee on student success which Provost Manganaro hopes would become a University Senate committee moving forward. He emphasized that the strategic initiative to improve student success is not just an academic affairs or student affairs issue, but runs across the university.

After analyzing what took place within the admissions operations last year, Ms. Kaskel stated that the primary reason for the enrollment shortfall in the first-year entering class was the miscalculation in the extent to which Loyola could lower the amount of financial aid going to admitted students and that they would still enroll at that significantly lower rate. Loyola did not capture those families, and by the time the staff attempted doing course correction, the damage had been done and it was too late. She noted it is very important for a family to bond with the institution early on in the recruiting process.
In addressing questions about competition, Ms. Kaskel commented that Loyola’s biggest in-state competitors are LSU, ULL, and Tulane. The national consultants, Scannell & Kurz and The Lawlor Group (TLC), working with Loyola have invested in competitor research which they are now conducting. Mystery shoppers are on campus and online reviewing messaging and Loyola’s process for building relationships with prospective students and families. From this research, they will give Loyola recommendations on how to improve the admissions process.

Both firms indicated in early feedback that there is an overwhelming sense that Loyola’s messages are “cloudy.” Each firm agrees Loyola has not done a good job talking about the investment of a Loyola education and the value of such an investment. Furthermore, Loyola is not as strong as it could be in talking about how a Jesuit education can transform a life. In addition, another weak point identified by the firms is that prospective students and their families did not have enough contact with faculty and students early on during the recruiting process. As a result of this feedback, Ms. Kaskel reported they have already begun to change messages and re-designed the campus visits program to now involve faculty. She also noted an enormous effort is being made by the admissions staff to bring prospective students and their parents to campus for visits.

There was discussion on the immediate issues regarding marketing, such as who has the overall responsibility for marketing and where marketing should fall within the University’s reporting structure, the importance of unified messaging, and ensuring enrollment management has the resources needed for improving the marketing and branding efforts of the University. Immediate attention must be given to marketing efforts and updating the website to function as a better marketing tool for the University in recruiting prospective students.

**Finance Committee**

Mr. David Ferris, chair of the finance committee, reported the committee discussed various options for budget reductions in the University’s operations for the fiscal year 2013-14. There is a $7.5 million budget deficit to offset. Offsets to this deficit are being recommended in two phases. The first step is the offering of a Voluntary Severance Program (VSP) for faculty and staff. He explained the specifics of the VSP and the three levels of participants. To summarize, he said the savings of a VSP over five years would be approximately $1.2 million. A drawdown from the endowment would fund the VSP. Once the cost savings associated with this recommendation are determined, the administration will present additional recommendations for budget reductions to the Trustees at the December Board meeting.

Mr. Ferris reported the committee recommended Board approval of the resolution to offer a Voluntary Severance Program, as outlined in the finance committee’s supplemental agenda to Board Book included in the Trustee folders. The University is proposing a VSP for tenured faculty, extraordinary faculty and full time staff with caps of $4,345,200 for tenured faculty; $180,600 for extraordinary faculty; and $1,414,000 for full time staff.

It was so moved and unanimously approved by the Board of Trustees.
Mr. Ferris reported the committee recommends Board approval of the resolution to fund the VSP from the endowment fund with the withdrawal capped at $6,394,325. The details of the funding are outlined in the resolution, “Authority to Fund Voluntary Severance Program From The Endowment Fund,” which is included in the finance committee’s supplemental agenda to Board Book included in the Trustee folders.

It was so moved and unanimously approved by the Board of Trustees.

Mr. Derby Gisclair, vice chair of the sub-committee on endowment, reported that as of the end of the fiscal year, the unrestricted endowment portfolio was up approximately 13% and the restricted endowment portfolio was up approximately 25.8%. At the time of the reporting the year end results and returns from the endowment to the National Association of College University Business Officers (NACUBO), Loyola’s endowment’s performance was among the top 20 of the top 25 largest university endowments in the country.

Mr. Gisclair further reported that the University continues to work with the consultant on the endowment reallocation plan and is near completion with the reallocation of funds.

**Institutional Advancement**

Mr. Derby Gisclair, chair of the institutional advancement committee, reported that Institutional Advancement increased the total number of donors by 9% and secured more than $800,000 in unrestricted donations; and exceeded the goal of $1.9 million in unrestricted. Those are efforts that have been a priority.

As of October 9, 2013, total dollars raised and committed to the capital campaign is $36,436,496 or (36.4% of campaign goal) which does not include the Board of Regents (BOR) matching funds. The committee discussed the public launch of the campaign with a spring 2014 time frame under consideration.

Mr. Gisclair explained the background regarding the change to the University’s Gift and Pledge Policies and Procedures outlined in Tab 11, page 28, of the October 2013 Board Book. He commented that currently we are not counting $987,000 in campaign total, most of which is BOR funds. Loyola’s current policy says matching government funds (i.e., BOR) will not be counted in campaign attainment figures. The proposed changes are being made to include matching government dollars (specifically, BOR matches) be counted in the overall campaign totals. He reported the committee recommends Board approval of the change to the policy.

It was so moved and unanimously approved by the Board of Trustees.
Mr. Gisclair reported the committee approved and recommends Board approval of the following three resolutions to request Board of Regents Matching Funds – one request for a scholarship and two requests for professorships:

- Iona Mae Heuer Aden Endowed Scholarship for First-Generation Students
- Theresa B. Elmer Distinguished Professorship in Music
- McGlinchey Stafford Distinguished Professorship in Law

It was so moved and unanimously approved by the Board of Trustees.

**Trusteeship**

Virginia Angelico-Tatum, chair of the trusteeship committee, reported the committee approved placing Mr. Bobby Patrick on the Board Approved List.

It was so moved and unanimously approved.

She also reported the committee discussed the results and summary report of the 2012-13 Trustee Self-Evaluation survey.

**Audit**

Fr. Paul Soukup, S.J., vice chair of the audit committee, reported that the committee will soon review the year-end audit conducted by Deloitte & Touche, and it will go to the full Board in preparation of the December Board meeting. He explained the internal auditor conducts audits of various offices and departments throughout the year looking for good practices and compliance. The committee reviewed the internal auditor’s reports on the Offices of Institutional Research and Effectiveness, the Center for International Education and Study Abroad, the Summer Abroad Program for Law, and Governmental Relations. The committee also reviewed Loyola’s compliance officer’s schedule of reports that must be filed to state and federal agencies.

**Mission and Identity**

Fr. Bentley Anderson, S.J., chair of the mission and identity committee, reported Ms. Terry Fisher, associate vice president for Marketing & Communications, gave a presentation on how her office approaches promoting mission and identity through the University’s marketing and communications efforts. Through these efforts, they ensure that the Jesuit and Catholic identity is present throughout the website and other marketing and communications vehicles.

Architects for the Benson Jesuit Center gave a presentation of design options for the Center.
Lastly, the committee heard about the SPARK service program. The program is designed as an orientation for incoming students on community service both on campus and in the community. Students arrive one week before classes begin and participate in service projects and live in themed residential communities all year. The program combines service with educational and intellectual components and enriches the service experiences for students.

**Executive Session**

The Trustees went into Executive Session at 11:40 a.m.

5. **Adjournment**

The meeting ended at 12:13 p.m.

__________________________________________  _______________________
PRESIDENT       SECRETARY

_______________________