Kevin Wm. Wildes, S.J.

President’s Report

24 February 2015

As I have said in the past I view my Report as an introduction to the material in your Board book for our meeting. And, as you might expect, there are certain themes which are constant for us.

One theme, as we rebuild a solid enrollment base, is that we must continue to be vigilant and control our expenses. You know we have been working to do this and have succeeded in some measure. In the Finance Report you will see that while we ended the year with a deficit, the deficit was $2 million less than projected. So, we are being vigilant on costs and control expenses where possible. But, as I have said, we cannot cut our way to stability.

Second, we also need to grow enrollment. The work of growing enrollment is not only the work of the Enrollment Management team but it is also the positive work of investing in programs, in Academics and Student Affairs, which will attract students. So the implementation of some key elements in the strategic plan will be crucial to our future. Over the next several years we will have to do a balancing act of controlling our expenses while making decisions to invest in programs for enrollment growth. We are fortunate to have the strength of our endowment to help us through this challenging time.

The Association of Governing Boards (AGB) recently published a booklet on the Top 10 Strategic Issues for Boards which was included in the December Board mailing. After discussion with the Executive Committee, I wanted to use our December and March meetings to discuss the issues reviewed by AGB with the full Board. At our December meeting we focused on “Market and Mission” which is one of the key issues AGB identifies. At our March meeting we can continue the discussion about the other key issues they identify. I think that this tool from AGB is timely for the concrete issues we are addressing as a university.

1. Academic, Student Affairs, and Enrollment

After feedback from Board members about this committee and its meeting format I have worked with the Board and Committee leadership to revamp the organization of this committee and its meeting format. The model of the Finance Committee, which has two sub-committees, was used and my suggestion is that this committee should have two active sub-committees (Student Affairs and Enrollment) which would meet prior to the full committee and report at the meeting of the full committee. This would allow greater focused conversation in these areas and would still reflect the model of Jesuit education which sees our identity and mission as educating the whole person.

Academic Affairs

College Restructuring

Following extensive consultation with the University Senate, members of the faculty and the Deans, we recently announced our new college structure. The new structure will restore a
College of Arts and Sciences to include the college’s existing department, with the additions of Sociology, Criminal Justice, Political Science and the School of Mass Communication; create a College of Graduate and Professional Studies, to include the School of Nursing, the Department of Counseling, the Loyola Institute for Ministry, and the Office of Professional and Continuing Studies; and dissolve the existing College of Social Sciences. There are no changes in the existing College of Business, College of Music and Fine Arts, and College of Law. The new structure will be in place by fall 2016. Details on the decision-making process and the assignment of units were described in a campus email of February 20, 2015, which was sent to faculty, staff, and the Board of Trustees.

Law

As you know Dean Maria Lopez will step down as Dean at the end of this academic year and Fr. Larry Moore, S.J., will become the interim Dean. In the meantime the Law School leadership has worked with the Law faculty to produce an initial College of Law Financial Sustainability Plan, which I had asked from them in December. The plan includes plans for increased Law enrollments, savings through future retirement programs, new academic programs, and expense savings. The Provost and I are currently reviewing the plan. Larry Moore, S.J., will work with faculty over the course of the next two years on the issues of the sustainability of the College of Law.

New Programs

- The College of Business and College of Humanities and Natural Sciences have jointly created new interdisciplinary programs for undergraduates to major in Business Analytics (CoB) or Computer Information System (HUNS). Additionally, a minor in Business Analytics will be available to all Loyola majors. These programs represent substantial collaboration between the two colleges, and a significant move for the university toward creating signature degree program offerings which leverage the unique opportunities that exist in the city of New Orleans.

- The Law faculty has approved a new Immigration and Citizenship Law and Practice Certificate to be awarded to students at graduation who have completed coursework that provides a foundation for practice in the areas of immigration, asylum and refugee, citizenship and naturalization law practice. This certificate is innovative and responsive to current trends in legal education. It is also responsive to the increasing importance of immigration law as a specialized area of law that intersects other areas including criminal and family law.

Teacher Certification

- The Educator Effectiveness Committee of the Board of Elementary and Secondary Education (BESE) unanimously affirmed the State Department of Education's recommendation that Loyola University be granted Level II approval for Teacher Certification in the state of Louisiana at its January 13 meeting. Level II approval means that we have the authority to recommend our own graduates for certification and we have
more autonomy in running our teacher certification program. Currently and only after three semesters of offering Teacher Certification courses, we count 29 students that intend to pursue Teacher Certification as Loyola Undergraduates.

**Jesuit Commons: Higher Education at the Margins (JC-HEM)**

Loyola hosted a two-day curriculum planning meeting in February for the Jesuit Commons: Higher Education at the Margins (JC-HEM). The group provides Jesuit education online to marginalized and displaced people worldwide, with an emphasis on populations in Africa and the Middle East. For the first time this spring, a Loyola faculty member is serving as a JC-HEM online instructor, working with a group of adult students in Jordan.

**Student Success**

A new “Magis Program” is being developed to replace Loyola’s Summer Bridge program. Summer Bridge was a program offered for conditionally-admitted students in the summer prior to their enrollment as first-year students. Based on a review of the data from student participants in Summer Bridge over the past decade, we decided to strengthen the program by engaging these students in an enriched program, including remedial English and Math classes, in their freshman year. Magis students will also be part of a year-long learning community designed to help facilitate their adjustment to Loyola and to help improve their chances of success.

**Student Affairs**

**Co-Curricular Programs**

In December students channeled their energy regarding how the cases of Michael Brown, Eric Garner, and countless others were handled, into an opportunity to unite the Loyola community. Students representing the Black Student Union, Commuter Student Association, Student Government Association, Student Advocates for Gender Equality, Free the Slaves, Alpha Kappa Alpha Sorority, Inc., Psychology Club and Wolf Pack Diversity Team hosted a two-part series to raise awareness of societal injustices and to begin moving from apathy to action.

The series included a “die-in” to be in solidarity with not only protests all around the nation and university campuses, but also for the men and women who have lost their lives to police violence. Over 100 students, faculty and staff participated, held in the Peace Quad, a space dedicated to the martyrs of El Salvador. The second event was a candlelight vigil and speak-out in which over 80 Loyola community members participated, sharing their reflections on these issues and others, and how Loyola can become a more integral part of the social justice movement. Following these events, the student organizers have continued to meet to strategize ways of educating the community on these issues.

**Residential Life**

The departments of Residential Life and Co-Curricular Programs created a new partnership with LSU. The program is a leadership exchange; a 5-week leadership theory and practical application course designed for first year students focused on the issue of human trafficking in the United States. Participants from Loyola’s campus include 11 members of the Themed Living Community, and LEAD (Leadership Engagement and Development), located in Buddig Hall. Loyola and LSU students meet weekly on their respective campuses and then for shared service
projects, in New Orleans and in Baton Rouge.

**Student Conduct:**
In January, Mr. Robert A. Reed and the rank of LUPD attended a class entitled: “Investigation of Dating Violence, Domestic Violence, and Stalking for Campus Police, Public Safety and Civil Rights (Conduct/Title IX) Investigators” offered by D. Stafford & Associates. This three day intensive training class is designed for campus police/public safety administrators and investigators (sworn, non-sworn, and Title IX/Civil Rights investigators) who have responsibility for conducting and overseeing dating violence, domestic violence, and stalking investigations on their college campuses. The class provided civil rights investigators on campus with knowledge on how to investigate these offenses and to bring them to adjudication in the institution’s student conduct process.

**Athletics & Wellness**
Loyola student athletes finished the fall semester with an average GPA of 3.10 which was once again higher than the general student body. Nine athletic teams had grade point averages of 3.0 or higher in the fall semester.

The women’s basketball team produced the highest marks, finishing the semester with a 3.35 team GPA. Women’s golf was second with a mark of 3.28 team GPA. The top mark for the men’s program was the baseball team, earning a 3.21 team GPA.

**Enrollment**
Spring undergraduate admissions activities are concentrated primarily on enrolling the entering class of first time, first years. As of this writing 2600 high school seniors have been offered admission. All merit eligible admitted students have received their awards and by March 1 full financial aid packages to include merit and need-base aid combined will be sent to families. The Admissions Office continues to use the services of Scannell & Kurz and the Lawlor Group to yield the class. While the Board is on campus in March, admissions will host two open houses for admitted students – one for honors students exclusively followed the next day by our annual President’s Open House (we invite you to say hello to students and parents when you run into them on campus).

Transfer recruitment is hitting its peak season. With three of the new community college articulation agreements in place, the undergraduate admissions office has had recruiters on site at Delgado, Miami Dade, and Houston Community Colleges. Early reaction indicates that the best students, typically honors students, are attracted to Loyola. By early summer we will have a more in-depth understanding of student interest in coming to Loyola. Of most concern to the Board is receiving regular information regarding enrollment, both undergraduate and graduate. Roberta Kaskel works with the University Enrollment Management Steering Committee comprised of faculty, institutional research, finance representatives and all vice presidents to keep them apprised of how we are progressing with undergraduate enrollment. Roberta is working with Dr. Caillier and me to develop new enrollment dashboards for Board review which we will present at this meeting. Marc Manganaro and I will work with the enrollment subcommittee to establish parallel dashboards for retention and graduate program enrollments.

2. Mission and Ministry
The “Lenten Retreat in Daily Life: Toward Holiness” has begun with weekly meetings of faculty/staff and students with a spiritual director and daily scripture/ reflections posted online. This Lenten retreat and Series will allow our Loyola community to grow with God this Lenten season.

Over 1000 students and faculty/staff attended Loyola Week held this past November, which carried the theme “Jesuit Values: From Vision to Action.” Twelve events were held ranging from a talk by former NO Police Chief Ronal Serpas to a carnival on the Peace Quad to the national Loyola service day, Wolves on the Prowl.

Ignacio Volunteers sent 35 students and staff on immersion trips over Christmas break, to work with elderly and children with disabilities in Jamaica and teaching Christmas camps in rural Mayan villages in Belize. A record 140 applications were received this fall for the summer IgnacioVolunteer program.

Archbishop Aymond hosted an ‘Evening at the Archbishop’s Residence in January for our Law students with over 45 of our students attending alongside Tulane law students.

25th anniversary of the Jesuit Martyrs of El Salvador was commemorated during Martyrs Week in November with banners, crosses and liturgy. Ted Dziak, SJ represented Loyola at the AJCU memorial event in El Salvador.

Christian Unity Ecumenical Prayer Service was held in January led by Archbishop Gregory Aymond, cosponsored by Loyola University. This evening of prayer, music and preaching gathered ecumenical representatives from the entire Greater New Orleans area to celebrate a common Christian bond.

LUCAP will celebrate its 40th Anniversary in the spring, with a series of events and speakers.

3. Finance and Administration

Finance:

As earlier reported to the Board of Trustees in December, 2014, the university’s operations for the fiscal year 2014-15 were projected to result in a Deficit of $1.2 million. However, at this point in time, March 2015, we are projecting that the University will have a break even operation or a small surplus.

In summary, the University is projected to end the fiscal year with a break even operation or a small surplus. We will maintain a 9.17% draw on the Endowment.

Endowment:

During the 2014 calendar year, Loyola’s Endowment returned 3.5% net-of-fees and ended the year with a market value of $271.9M. The underlying Unrestricted and Restricted Pools returned 2.9% and 4.5% respectively, modestly trailing their benchmarks. The market value for the Unrestricted Pool was $158.8 million as of December 31, 2014, whereas the value of the...
Restricted Pool stood at $113.1 million at year-end. Total Endowment Market Value was $271.9 million at calendar year-end.

Facilities:
We are currently on schedule and budget for Monroe and will soon begin the demolition of the Old Library for the construction of the Tom Benson Jesuit Center.

4. Institutional Advancement

During the period since the December 2014 meeting of the board, the Office of Institutional Advancement focused its efforts on the execution of the public phase of the University’s comprehensive fund raising campaign Faith in the Future: the Campaign for Loyola University New Orleans; on supporting the University’s strategic plan, Transforming Loyola 2020; and on assisting the enrollment efforts of the university; and in supporting the university’s marketing and communications efforts.

As of February 12, 2015, approximately $49.23M in gifts, commitments, and BOR matching gifts have been received in support of the campaign’s $100 M goal. Of that total, approximately $5.38M in unrestricted gifts to the University’s Loyola Fund has been received – $1.02M of that received so far this fiscal year. Since the last Board meeting, good progress has also been made in fleshing out the membership of the Volunteer Leadership committees and in completing the preparation of almost 100% of the campaign’s collateral material. The third meeting of the Volunteer Leadership Committee was held on 24 February.

A summary of OIA’s teams’ activities since the December meeting of the trustees includes the following. Laurie Leiva, director of alumni relations, and her alumni relations team have been actively supporting not only the fund raising and alumni engagement goals of the university but also those of the Office of Enrollment Management. As part of Transforming Loyola 2020 Alumni Relations will also work closely with the Office of Student Affairs. Chris Wiseman and his development and annual giving teams continue to work toward the achievement of the campaign’s fund raising goals as well as increasing the opportunities for alumni to engage philanthropically in the life of the university. Monique Gardner, our director of planned giving, discusses the impact of deferred giving on the philanthropic health of the university and the impact that “seeds planted long ago” can have on the university – for example, more than $430K of the $1.02M raised to date for this year’s Loyola Fund came from estate gifts. Supporting all of these activities is the work of Advancement Records, led by Martha Bodker.

Francie Davenport, director of marketing is the “de facto” acting associate vice president for marketing and communications at this time. The entire marketing and communications team have been working since before the Christmas holidays without an associate vice president and with neither a director of public affairs nor an associate director of public affairs. Francie and the M+C team – supported by Deveney Communications – have done and continue to do an admirable job in supporting the communication’s needs of the university. James Shields, Communications Coordinator, is doing a commendable job in filling the void in the public affairs and external relations department. A search for an associate director of public affairs and external relations is underway. The addition of Lindsay McLellan as director of web communications and his recruitment of qualified individuals for his web communication’s team are preparing a solid foundation upon which the “to be hired” vice president of marketing and
communications can build. The recruitment process for this new vice president is expected to be concluded by May 2015 with the selectee reporting during the summer.

There are two formal action items to be presented to the board from the Advancement Committee at the March board meeting: the Ferris Endowed Scholarship for First-Generation Students and the Rene’ August Pastorek Distinguished Professorship in Law. Both of these endowed funds, for which we will be asking for Board of Regents matching funds, are the results of generous gifts from two of Loyola’s trustees – one former, David Ferris; and one current, Paul Pastorek. I extend my personal thanks to both of them for their generous support to the university.

5. Marketing and Communications Search

The search for a Vice President of Marketing and Communications is well underway. The search is being chaired by Professor Cathy Rogers (Professor in Mass Communications) and staffed by Kristine Lelong with help from Witt Kieffer. The search committee will review resumes on March 19 and select those to bring in for airport interviews. The target is to bring three finalists to campus in late April.

http://www.wittkieffer.com/position/loyola-university-new-orleans/vice-president-for-marketing-and-communications/11923

6. Government Relations

Federal Update

Academic Year ’15-’16 Financial Aid Numbers Set
After the Congressional elections in November, Congress passed and the President signed legislation that set the final financial aid numbers for the 2015-2016 academic year. The maximum Pell award will increase by 2.4% to $5,775 for next academic year, while the SEOG program was level funded.

These two programs serve our neediest students and help make their Loyola education possible. Currently, over 650 of our students receive Pell and close to 500 students receive SEOG grants.

In addition, the federal work study program, from which over 600 of our kids benefit, also saw a slight increase in total funding for next academic year.

Tax Benefits Extended
In addition to the appropriations legislation that set the financial aid numbers for next academic year, Congress also passed legislation that retroactively extended the IRA Charitable rollover provisions and the Tuition Deduction. Both of these provisions are important to Loyola, as our donors and our parents benefit from these tax laws.

114th Congress
Soon after the New Year, the current session of Congress convened with new leadership in the Senate and a larger republican majority in the House of Representatives. Nearly 10% of this Congress graduated from Jesuit colleges and universities.
The Higher education reauthorization bills have been filed in both chambers and the chance that we will see meaningful action sometime this year is pretty high. Both chairmen of the committees of jurisdiction in the House and Senate have been pretty open about their desire to see legislation move through their committees this year.

With this in mind, in mid-January while in Washington I visited with Senator Vitter, Senator Cassidy and Congressman Richmond to inform them of Loyola’s positions on many of the issues that will certainly be addressed throughout the reauthorization process. Specifically, we informed them about the importance of protecting campus based financial aid programs, our support of any provisions that decrease the regulatory burden on universities and the concerns we have with the proposed over simplification of the financial aid application.

State Update

2015 Legislative Session
The 2015 legislative session will begin on April 13 and run through June 11. With a $1.6 billion budget deficit, it seems certain that Louisiana public higher education will endure another round of significant budget cuts this year, likely around $250-300 million dollars. This is on top of the over $700 million which has been cut since 2008.

These cuts to public higher education have led the legislature to zero out the funding for the ‘aid to independents’ program over the last 5-7 years. This program, otherwise known as ‘capitation,’ provided Loyola and the other private institutions with an amount of money per Louisiana student that we enrolled. The last year we received funding under this program Loyola received a check from the state for a little over $400,000.

The state’s current fiscal picture will further impact Loyola and the other private institutions only if the legislature: 1) decides to alter the TOPS program in some way as a result of the budget deficit, 2) allow universities to increase tuition in an attempt to offset the cuts, which in turn would provide our students with an increase in their TOPS award, and 3) decides to pursue the suspension of any tax exemptions that we may enjoy.

Loyola’s ‘exclusion’ from the state’s sales and use tax would not be included in any effort to suspend specific ‘exemptions’ in the budget.

In addition to the fiscal issues, it is almost a certainty that there will be a few bills filed to address issues such as sexual assaults on campus, guns on campus and other non-fiscal related items. Tommy Screen will certainly be in Baton Rouge throughout the session to ensure our voice is heard when necessary and will keep me informed.

7. Trusteeship (governance)

Since the last meeting I have been working with the leadership of the Academic, Student Affairs, and Enrollment committee and our Board leadership. In an effort to make these meetings more productive the two sub-committees on Student Affairs and Enrollment will meet in advance of our normal Board meetings and the sub-committees will report out to the committees as a whole. The goal is to give each area the attention it deserves while keeping these areas an integrated whole which is important in a Jesuit model of educating the whole person. The revised committee description was approved by the Trusteeship committee and will be presented to the full board on Friday.
8. Civic

Now that I have finished my work on the Civil Service Commission I have resumed active membership on the New Orleans Business Council and GNO Inc. the regional economic development alliance.

9. 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 Transforming Loyola 2020
4. Remain involved civically
5. Professional development