## ATTENDANCE SHEET
(Names in italics represent Senators present)

### Art and Design
- Daniela Marx (2015)
- Benjamin Benus (2016)

### Biology
- Rosalie Anderson (2016)

### Business
- Karen Arnold (2015)
- Walter Block (2016)
- Leo Krasnozhon (2016)
- John Levendis (2016) – proxy to Leo Krasnozhon
- Len Treviño (2015)

### Chemistry
- C.J. Stephenson (2016)
- Bill Walkenhorst (2016)

### Classical Studies
- Connie Rodriguez (2015)

### Counseling
- Thomas Foster (2016)

### Criminal Justice
- David Khey (2015)

### English
- Barbara Ewell (2016) – proxy to Chris Schaberg
- Trimiko Melancon (2015)
- Timothy Welsh (2016)

### History
- Maurice Brungardt (2015)

### Institute for Ministry

### Jesuit Social Research Institute
- Alec Mikulich (2016)

### Languages and Cultures
- Eileen Doll (2016)
- Isabel Durrocher (2016) – proxy to Eileen Doll

### Law
- John Blevins (2016)
- Christine Cerniglia Brown (2016)
- Mitchell Crusto (2016)
- Isabel Medina (2016)
- Lawrence Moors, S.J. (2016)
- Craig Senn (2016)
- VACANT
- VACANT

### Law Library
- Brian Huddleston (2016)

### Mass Communication
- Cathy Rogers (2015)
- Bob Thomas (2016)

### Mathematical Sciences
- Ana-Maria Matei (2015)
- Ralph Tucci (2015)

### Monroe Library
- Teri Gallaway (2016)
- Mary Hines (2015) – proxy to Teri Gallaway

### Music
- Alice Clark (2015)
- Meg Frazier (2016)
- Ed McClellan (2015)
- Janna Saslaw (2016)
- Nicholas Volz (2015)

### Music Industry Studies
- Jeff Albert (2016)

### Nursing
- Gwen George (2015)
- Patricia Pearre (2016)

### Philosophy
- Jon Altschul (2016)
- Joseph Berendzen (2015)

### Physics
- Armin Kargol (2015)

### Political Science
- Peter Burns (2015)

### Psychological Sciences
- Charles Nichols (2016)
- Glenn Hymel (2015)

### Religious Studies
- Adil Khan (2015)

### Sociology
- Marcus Konidkar (2015)
- Jaita Talyukdar (2016)

### Theatre Arts and Dance
- Geoffrey Hall (2016)

### Guests:
- John Finan, Chair of the Board of Trustees
- Kevin Wm. Wilde, President
- Marc Mangunaro, Provost
- Elizabeth Kordahl, Exec. Asst. to the Provost
- Melanie McKay, Vice Provost Faculty Dev.
- Karen Rosenbecker, Parliamentarian
- Bret Jacobs, Staff Senate Chair
CALL TO ORDER
The meeting was called to order at 3:34 p.m.

INVOCATION
Gwen George offered an invocation.

APPROVAL OF MINUTES
The minutes from the November 13, 2014, meeting were unanimously approved.

REPORT FROM CHAIR
The Report from the Chair was distributed via email (attached here as Appendix A).

GUEST: JOHN FINAN, CHAIR OF THE BOARD OF TRUSTEES
John Finan, Chair of the Board of Trustees, thanked the Senate for inviting him to the meeting. It is a great privilege for him to serve as the Chair of the Board of Trustees. He gave a brief summary of his background as a New Orleans native. There is a history of a large number of Loyola graduates in his family, including his own MBA and most recently his daughter’s Master’s degree in Counseling last spring. His career has been largely in health care. Some of the current challenges taking place in the health care industry are similar to what he sees happening at higher education institutions. The work of the faculty and staff at Loyola, who work so hard to make it successful, gives him and the Board of Trustees great comfort and confidence in our future. They are very encouraged and excited about the new Strategic Plan and are anxious to see what the resource requirements will be for the four overarching outcomes. The Board is here to help and be supportive to the faculty, staff, and administration, as well as to understand their needs and how they can meet them.

Senator Ed Vacek asked Mr. Finan for his opinion on what he thinks is the biggest challenge that Loyola faces. Mr. Finan responded that it will be adapting to change. In reviewing the great work of the Strategic Plan he was struck by the fact that we are creating a model of experiential learning with a developmental advising and community service model. During the Board meeting, a point was made that the rewards to the faculty do not align with those strategies. There is a gap somewhere and that will cause us to have to change the way we operate within the internal operations of the university. Managing change has been one of the most difficult tasks he has faced in his career. It is very difficult for traditional organizations to adapt to change. It is not a matter of figuring out what to do, but rather executing it. That will be the greatest challenge.

Senator Bill Walkenhorst asked Mr. Finan for his understanding of Loyola’s current budget situation. Mr. Finan responded that the endowment drawdown will be 9% in the 2015-16 academic year. That is more than what we traditionally draw from the endowment, usually 5%. We currently have a strong balance sheet. We are reacting to the challenge of the enrollment decline. There are three components to the solution: 1. What is the portfolio? 2. What are the products or services being offered, and how does that have to change? 3. What do we have to do to increase revenue and reduce expenses? The outstanding question is what is the new normal number of incoming freshmen?

Senator Marcus Kondkar asked Mr. Finan what he thinks the Board’s role should be and will be in seeing that alignment come into fruition. Mr. Finan responded that the Board’s role is different from that
of management, ownership, or sponsorship. The most important role of the Board of Trustees is the selection of the CEO and long-term sustainability of the organization, as well as oversight and guidance. We must have a vision and a plan, and we need to know where we are going. We know who we are and have a very clear mission statement. As a ministry of the Church the Board has a responsibility of assuring that what we do is Jesuit and Catholic. Once a plan is in place, we have to monitor our progress towards that plan and support the organization.

Senator C.J. Stephenson asked what the long-term plan is for reinstating the reduction to the retirement contributions that has been cut in order to balance the budget. Mr. Finan responded that the long-term goal is to reinstate it back to where it was prior to the reduction, but he does not know when that will happen. President Wildes added that it will be based on the increase in enrollment. Senator Jon Altschul stated that it was his understanding that the suspension to retirement contribution was going to last for only two years, but now he is hearing something different. President Wildes responded that the plan is to restore it in two years if the enrollment numbers increase the way they are expected to.

Senator Maurice Brungardt asked Mr. Finan for his point of view on the demographics of the students coming to Loyola. Dr. Brungardt sees a changing student body compared to previous years, with an increased number of international students. Mr. Finan responded that he does not have a view on the demographics, but he does know that as we are more effective in our relationship with junior colleges and Catholic high schools we will have a better control over our approach to enrollment and marketing. The communities we are recruiting from are also changing. We have to adapt to the population of whatever the student body might be. We also have to evaluate whether or not those students can perform academically.

Senator Connie Rodriguez asked where he would place non-traditional students in the demographics. Roberta Kaskel has previously discussed the huge population of non-traditional students, but does this refer to the students who come from a community college or the adult students? Mr. Finan responded the data he has seen indicates that we are going to have an increase in the number of non-traditional students and that changes how we respond to that student.

Senator Goeffrey Hall asked about the Board’s involvement with the capital campaign. Mr. Finan responded that the Board has been very supportive of the campaign. Many of them have actively worked in their communities to generate support for Loyola. To date, $48,000,000 out of the $100,000,000 goal has been raised. One of the challenges we face is that Loyola has a low level of alumni giving. He added that it has been a long time since Loyola had a capital campaign. He feels that schools like Loyola should have an ongoing campaign, not only for the resources that it brings, but for the engagement with alumni and the community.

Senator Alice Clark asked how he would respond to a young faculty member seeking employment at Loyola or someone who has worked at Loyola for a long time and considering leaving. Why should someone come to Loyola, or stay? Mr. Finan responded the answer to her question is no different than at any other organization. He would hope that a judgment is not made based on short-term events. There is more to our work life or career than what has happened over the past year. Ask yourself the question: is Loyola a place that gives you hope for the future? In his experience at different jobs he tries to view things over a longer period of time. He emphasized the importance of the Strategic Plan and making it successful. That is how we deal with the challenges that we face.

Senator Cathy Rogers asked Mr. Finan about his career and experiences of serving on a number of boards and dealing with many budget practices both effective and ineffective. What is it about Loyola
that gives you the most confidence that can be conveyed to younger faculty and those who have been here for a long time? What can provide the optimism that we will get through these hard times? Mr. Finan responded that what gives him confidence in Loyola and its success is what he reads in the Strategic Plan and what is reported to him from Fr. Wildes and other University administrators. There is a clear understanding of what the challenges are, and clear actions are being taken to address those challenges. The Board is engaged in that and it will be monitored moving forward. Our success is about the teaching ministry of Christ as brought forward through the traditions of the Jesuits over the years. We cannot allow that to not sustain itself. Failure is not an option.

He thanked faculty for their hard work in making Loyola successful thus far and looks forward to future success.

REPORTS
There were no committee reports distributed for this meeting.

REPORT FROM THE PRESIDENT. President Wildes thanked Mr. Finan for attending today’s meeting and for all of his hard work and leadership with the Board of Trustees. He announced that an organization called the Association of Governing Boards (AGB), which works with many non-profit organizations, recently published a discussion of twelve major issues that higher education boards should be concerned about. The Board of Trustees are reviewing this publication and using it to guide conversations. It includes items such as the level of involvement a board should have with an institution, and who within the institution they should work with. At the December Board meeting they discussed the section called Mission and Markets, and he pointed out how nicely it ties in with our Strategic Plan, noting that the plan can be used as a concrete example as they work through the different topics.

The next several years for Loyola will be very important as we work through the cycle of a declining enrollment. As he has mentioned many times before, an enrollment decline does not affect us for just for one year; it is a cycle that we have to work through and it takes several years. The key to overcoming a decline in enrollment is controlling our cost. But at the same time, we need to look at ways to make investments to help grow and support enrollment. In the end, it is about stewardship. We live in a finite world and have finite resources. It needs to be determined where to use those resources to promote revenue and enrollment growth. We have to control cost but cannot cut our way out of financial difficulty, we have to grow our way out. Several new programs have been recently approved and the hope is that those programs will attract more students and increase the numbers.

The endowment will be used to keep the University operational. In his 10 years as president, the annual drawdown has always been 5%. The 2015-16 academic year will be the first time the draw is increased to 9%. He and the Board of Trustees are dedicated to assure that we make wise decisions to make a positive investment that will have a positive return.

The capital campaign has reached almost half of its $100,000,000 goal. There are currently asks on the table in the amount of an additional $15,000,000. Bill Bishop, Vice President for Institutional Advancement and his team have been working very hard to raise the funds. Senator Alice Clark asked Fr. Wildes to give Senators a summary of the budget discussions and what was approved at the December Board meeting. Fr. Wildes responded that the Board of Trustees voted and approved a 2% tuition increase for undergraduate programs. That will help restore some operating costs that have been cut over the years. Dr. Clark added that there will be no tuition increase for graduate, law, evening division, and summer programs. There will be no increase in room, but a 3% increase in board, and 0%
salary increase. This was based on the assumption that there will be 640 first time undergraduate students coming to Loyola in fall 2015. She does not know the numbers estimated for transfer students, graduate or law. Mr. Finan added that the Board approved a Bachelor of Arts in Theater Arts and Musical Theater, as well as an endowed professorship in law. Senator Bill Walkenhorst added that there were some fee increases as well.

Senator Jon Altschul discussed some disturbing news that has surfaced about the New Orleans Police Department (NOPD) and sexual abuse allegations. He understands that Loyola has some association with NOPD through the recent hiring of Ronal Serpas, and he asked Fr. Wildes for his thoughts on the issue and if Loyola plans to take any action, or send a message to the community to reaffirm that we are dedicated to social justice. Fr. Wildes responded that this news came from the Inspector General’s Office, and the investigation is ongoing. Before deciding on any response, he would like to wait and see the outcome of the investigation. He added that Dr. Ronal Serpas came to Loyola at the request of the chair of the Criminal Justice Department. He has a long relationship with Loyola and taught as an adjunct professor for many years in City College. In Fr. Wildes’ opinion, the things that happened within NOPD were just bad policing.

Senator Gwen George commented that, if there was a situation on our campus where a University police officer had not properly investigated a student rape or sexual assault, the buck would ultimately stop with President Wildes. In the case with NOPD, the buck will stop with an individual who is now a professor at Loyola and did not go through the proper channels to become tenured. It is going to make for very bad press for Loyola. Provost Manganaro responded that the faculty in the Criminal Justice Department unanimously recommended to hire him with tenure. Even though it is not common practice to hire people with tenure, it has been done in the past. Senator Connie Rodriguez responded that, first, the title Professor of Practice does not exist in the Faculty Handbook as a contractual element. Second, there is a hiring freeze and salary freeze. Where did the money come from to hire someone as a tenured faculty member when the rest of the University is going on its third year with no salary increase, an upcoming reduction to retirement benefits for longer than two years, and a hiring freeze? Provost Manganaro responded that even during the hiring freeze, there have been several faculty and staff hires at Loyola. Criminal Justice made their case and indicated that they were down several faculty positions and made the decision to hire Dr. Serpas even though it did not bring them back to the previous number of faculty.

Senator Craig Senn commented that the College of Law perceives itself to be an important part of the University, but student applications and enrollments numbers are down. He asked Fr. Wildes to describe the University’s commitment to the law school and asked for a set of circumstances in which he would proceed to possibly closing it. Fr. Wildes responded that there are two options: to the close law school or to do nothing. In consultation with Provost Manganaro and the leadership of the law school, he asked for a proposal that outlines how to move forward with making the law school successful. He would like to have a game plan in place to present to the Board of Trustees at the March meeting. Dr. Clark commented that this is the first time the Senate is hearing anything about the possible closure of the law school and asked Provost Manganaro to elaborate a little more. Provost Manganaro responded that he and Fr. Wildes recently met with the law dean, María López, to discuss the declining numbers. He added that Ms. Lopez has recently announced her resignation as dean. They are in the process of selecting an interim dean and a call for nominations has been made. Senator Isabel Medina thanked Fr. Wildes for his efforts to navigate the law school through a difficult time. Loyola is not the only law school affected by declining numbers. It is happening to most law schools across the country except maybe the top 10-15. She pointed out that there has been many times where the law school has carried the University and vice versa. She urged the leadership to come up with a third option. President
Wildes responded that he is committed to make it work, but we need a plan on how to proceed and how it will be accomplished.

Senator C.J. Stephenson noted that President Wildes reported the fact that we cannot cut our way out of a declining enrollment and budget shortfall, and that we need to grow our way out of it. Mr. Finan mentioned that the ideal size of the student body may not be as large as it used to be. Given those statements, Dr. Stephenson asked Fr. Wildes where he sees growth: is it only in new student numbers? If it is tied to new student numbers, how does that affect the University contribution to retirement? Fr. Wildes responded there are other factors to consider when determining the University’s size, such as space and the number of faculty. Looking back prior to the Katrina year, he thinks we accepted too many students and we did not serve them well. We need to figure out the ideal size for Loyola in order to serve those students well. In his opinion, the right size for Loyola is around 850 new incoming freshmen. Provost Manganaro clarified that the ideal size cannot be based solely on incoming freshmen numbers. It needs to include transfer students, graduate students, and law students. It should be viewed at as a whole student body number.

Senator Cathy Rogers indicated to Fr. Wildes that the University community would welcome an email update from him after Board meetings. Fr. Wildes responded that he will begin doing it after the next Board meeting.

REPORT FROM THE PROVOST

Provost Manganaro thanked faculty for their work this semester as it concludes. He was gratified that the Board of Trustees approved everything that the leadership brought to them at the December meeting. The Board was excited to approve the new Theater Arts and Musical Theater degree. Over the past three Board meetings five new degrees have been approved. They were impressed with the collaboration within the music programs, and with the collaboration between colleges.

With regard to the 0% salary increase, the UBC (University Budget Committee) had extensive discussions about whether to recommend a tuition increase of any kind. They ultimately decided it was not fiscally feasible to ask for a salary increase at this time. There was deep recognition by the UBC that there have been several years without a salary increase. A representative from Scannell & Kurz was at the meeting to serve as a resource and agreed with a 2% tuition increase. All felt it was a safe number that would not deter new students from coming to Loyola.

The provost’s advisory committee on college restructuring has completed its work. He thanked Connie Rodriguez for chairing the committee, and all committee members for their hard work in such a short period of time. Dr. Rodriguez is preparing the final report, which will be submitted before the Christmas break. Among the committee’s recommendations is the placement of interdisciplinary minors, centers, and institutes. The new college will be called the College of Graduate and Professional Studies. The Office of Professional and Continuing Studies will be part of that college. The placement of the School of Mass Communication either as part of a college or as a stand-alone unit was split 50/50. A decision was not made, and it will be handled by the Provost and President.

Articulation agreements are moving forward. The first signed agreement was received from Houston Community College System. The agreement with Delgado will be signed next week on Loyola’s campus, and publicity arrangements have been made. There are three more agreements in the process of being reviewed and signed. The articulation workgroup has discussed some additional community colleges to consider creating agreements with. We will not see a substantial enrollment effect from the agreements next year, but they hope to see some effects in two years.
An update on the implementation of the Strategic Plan was made to the Board of Trustees. The Strategic Planning Team received updates on the four high priority action plans from the principal parties. They are tracking progress to make sure the objectives are met for the high priority action plans. They have also begun to discuss what the next phase of high priority action plans will be. Dr. Manganaro and Adrienne Blanco met with Finance to discuss how to budget for investments in the Strategic Plan. They also had a successful meeting with the deans on how to implement the plans at the college level.

Monroe Hall is nearing completion. More offices continue to move back into the building. The final moves into Monroe will be next summer. Nunemaker Hall renovations will be complete in time for the spring President’s Convocation. The committee discussed moving toward being a building committee and not a construction committee. They will continue to meet regularly to assess building needs and use of space. Some committee members will continue to serve and some will not. Dr. Clark asked for confirmation of stories she is hearing about tearing down the old library while contractors are still on campus. Fr. Wildes responded that the building is currently being used by the construction workers. We just recently acquired the permit from the city to take it down. When the work on Monroe Hall is complete we will move forward with tearing it down.

Dr. Manganaro reported that seventeen people accepted the VSP this semester, six faculty and eleven staff. He does not know the cost savings at this time because the Vice Presidents are still working to determine what positions will have to be replaced.

Senator Isabel Medina commented that since we are not able to pinpoint the drop in enrollment and how it happened or why, some people thought the construction on campus might have had an impact on the decline in enrollment. Has it been considered what kind of potential impact it might have to take down another building? Her second question is about the reduction to retirement contribution, specifically when in terms of enrollment the contributions will be reinstated. Provost Manganaro responded that with the current condition of the old library building, it might actually benefit enrollment if it is not there. There is great enthusiasm with the completion of Monroe Hall. With regard to University retirement contribution, he recalls the email indicating that it was the intention of the University to restore the benefit in two years. It was not a firm timeline. Senator Jon Altschul looked up President Wildes’ email regarding retirement and it does not use the term “intend” in the message. Fr. Wildes responded that it is his goal to restore the benefit by January 2017.

Senator Ed Vacek commented on the articulation agreements with community colleges, noting that there is a potential downside in the quality of the students at some community colleges. Provost Manganaro responded that they are in the process of making decisions to approach large and prestigious community college systems that that have honors programs. He emphasized that the demographics of students who attend a community college today are very different than it was 10-20 years ago. Today, many high school students are starting at a two-year community college with the intent of finishing at a four-year college.

UNFINISHED BUSINESS: None.

NEW BUSINESS:
Election: Senate secretary. Dr. Clark thanked Gwen George for her service to the University Senate and the Executive Committee over the past several years. Trisha Pearce from the School of Nursing has volunteered to complete Dr. George’s term through spring 2015. Dr. Pearce was elected to the position by acclamation.
Handbook revisions:
    Chapter 11A (Law Clinic). (Attached here as Appendix B).
    University Professor Protocol (Attached here as Appendix C).
    Joe Berendzen moved to approve. Connie Rodriguez seconded. These revisions will be discussed and voted on in January.
    Collegiality Motion (Attached here as Appendix D). Eileen Doll moved to approve. Bob Thomas seconded. The motion will be discussed and voted on in January.

ADJOURNMENT
The meeting adjourned at 4:54 p.m.

Appendices:
A. Chair’s report (December 2014)
B. Handbook Revisions: Chapter 11A (Law Clinic)
C. Handbook Revisions: University Professor
D. Collegiality Motion
Appendix A: Senate Chair’s Report
December 2014

Secretary election
Trisha Pearce has agreed to stand for secretary, to fill out the rest of Gwen George’s term until May. Other nominations are welcome, but I want to thank Trisha for stepping up. I also want to take this opportunity, and others, to thank Gwen for her years of service to the Senate.

Renewal of phased retirement plan
The current phased retirement plan is in its fifth year and therefore up for renewal. Marc Manganaro has asked us to review it and recommend any revisions we believe might be helpful. In particular, he has noted that the current plan requires faculty complete the phase by the age of 70, and he wonders whether this should continue. The Senate does not have standing to approve this plan, but Marc rightly feels it is a good medium for soliciting comments from faculty, so I encourage you to raise the issue with your constituents. (I’m also planning to contact the faculty representatives to the Fringe Benefits Committee as another particularly useful group for this purpose.) I’m glad to collect any comments from you or other faculty and pass them along to Marc; if any of you feel the need for a fuller discussion at a Senate meeting, let me know, and I’ll work on that. Marc wants all recommendations by 6 March 2015, so that they can be digested and used in the plan presented to the Board for approval in May. The current plan can be found at http://academicaffairs.loyo.edu/renewal-loyola-university-new-orleans-phased-retirement-program-tenured-faculty.

Board of Trustees
The Board meeting just finished this morning; I’ll let Marc and Kevin report on that when we meet, but I will note here that Carol Ann MacGregor, John Sebastian, and I had a very productive informal conversation with a total of five trustees Thursday morning. I have asked Senate representatives to Board committees to send me reports to compile for you for the January meeting.

Handbook revisions
Included with these materials are two Handbook revisions. One is to Chapter 11A, on the Law Clinic faculty; the changes mostly bring Loyola into compliance with ABA requirements. The other is a fuller statement than currently exists on the title of University Professor, prompted by a request from the University Rank and Tenure Committee. In following the procedure developed last year, the Faculty Handbook Revision Committee ran these revisions by the Office of General Counsel, and comments from that office have been addressed. If the Senate approves these revisions in January, we expect they will go directly to the Board for final approval.

Senate awards
The deadline to submit materials passed earlier this week, and the committee has begun deliberations, so we are on track to have a strong slate of awards to give in January.

Provost’s Advisory Committee on College Restructuring
This committee has completed its work and disbanded; Connie Rodriguez, who has served as chair, is compiling a report as we speak.

Marc has noted that the next stage, after final decisions are made, is an implementation committee that will be heavy on logistical matters such as Student Records and such. I will note here that no plan has yet been developed to deal with the irregularities between colleges in processes and policies mentioned in the ad hoc committee’s report and discussed at our meetings; those discussions are rather distinct
from the process of reorganization per se, but the report rightly points out that reorganization provides an opportunity that we should not squander! This is not the moment to press that point, but we’ll raise it again in January. Thoughts from you about how to go about dealing with this issue are welcome.

Enrollment Management Steering Committee
Roberta Kaskel spoke of some lingering local concern about Loyola as a recruiting challenge. They are trying to address that in part by bringing local counselors to campus next week—not just to hear presentations but to have a real conversation, to help allay those concerns.

Carrie Glass reported that merit aid tables and a net price calculator are available on the admissions website; she’s working on updating the net price calculator to a product that she thinks is really good. This should help get prospective students and their parents beyond sticker shock toward a fuller understanding of both the true cost and the value of a Loyola education.

Magis program: this is meant to replace the current summer bridge program with a semester-long program centered on either ENGL-A100 or MATH-A092 (or both). I don’t know much more than that, but I have asked that the faculty be given more information on this program. I have heard some concern that the program may take up enough space in the schedules of these students to put them as much as a year behind in core courses in some majors (e.g., the music programs of my own students, who must take at least 8-9 credits in the major each semester from day one), but I have no details at this time.

This committee also needs to start thinking seriously about what form of standing committee should replace it—and the Handbook committee that has never met (which itself replaced two earlier committees). We may have an extended meeting at some point soon to facilitate that discussion. Roberta and her shop are very interested in having strong faculty input, which is of course good for all of us. At this point I don’t have any details, but I’ll take any suggestions any of you may wish to make, and I’ll report the results of committee conversations as they move toward concrete ideas.

Strategic Planning Team
This committee has begun talking about the shift from creating a plan to overseeing its implementation. This will happen on two tracks: on the one hand, the University-wide strategies will be assigned to workgroups and other bodies that will implement specific action plans, and on the other, colleges and other units will create their own strategic plans in light of the University’s overarching strategies. How those projects will be assessed and reported to the Strategic Planning Team will need to be worked out, but there is some concern that it be worked out—in other words, that this plan not just be put on a shelf, or be used simply as a hook on which to hang what we already do, but that it serve as a mechanism for us to do better. This is in some ways new ground for us, though, so we’ll need to figure out how to make that happen, especially in a time of fiscal difficulty.

Provost’s Council
The Provost’s Council had a substantial discussion at its last meeting about the process of declaring a major at Loyola. Because students must currently apply to a specific college and choose at least an area of interest, there is a lot of fluidity: a student may declare one thing in December and change more than once by the time classes start, and even beyond. Requiring students to choose majors is rare within our Carnegie classification, though most do allow them to do so. Obviously there are some majors (e.g., music, sciences) one needs to begin on Day One, whether that major is formally declared or not. This issue was not decided, but I think many would agree that we can and should do more with students who might not be prepared to make a major decision so early in their university career.
Bill Bishop introduced Lindsay McLennan, the new director of web communications, who started 3 November. Other vacant positions are in the process of being filled. Bill also said the office is reworking processes in order to be more responsive to campus needs.

As always, please continue to come to me with thoughts or concerns. Thanks to all of you for your commitment to the Senate, and to Loyola.

Alice V. Clark
Professor of Music History
Chair, University Senate

5 December 2014
Appendix B: Handbook Revisions: Chapter 11A (Law Clinic)

CHAPTER ELEVEN A

LAW CLINIC FACULTY

A. Norms for Appointment and Advancement

The clinical track offers security of position which is the right to continue once a
clinical faculty member has received a fixed contract (five years, presumptively
renewable and subject to extensions, in five-year increments, as determined by the
Clinic Director, the Clinic Hiring and Promotions Committee, and the Dean) in
accordance with this section of the Handbook. Law Clinic Faculty are not
Extraordinary Faculty under Handbook Chapter 15.

The norms for appointment and advancement for faculty in the Law Clinic fall into three general
areas: teaching, scholarship, and community service. The determination of whether a particular
applicant qualifies for appointment to the Clinic faculty, of the rank to be offered on first
appointment, of whether a probationary contract shall be extended, and of whether an appointment
shall be made and/or renewed under the terms of a fixed contract, not to exceed five years, will be
made by the Clinic Hiring and Promotions Committee, and will be governed by the criteria listed
in this Chapter. The Clinic Hiring and Promotion Committee's determination shall in all cases be
subject to approval by the Vice President for Academic Affairs. The Dean of the College of Law
shall in all cases forward to the Vice President for Academic Affairs his or her independent
opinion of the determination made by the Clinic Hiring and Promotions Committee.

1. Assistant Clinic Professor

A person being considered for appointment to the rank of Assistant Clinic Professor, which
ordinarily is the beginning rank, must be of good character, must be a member of the bar in good
standing, must have a commitment to clinical teaching and University goals, and must have a
record of experience or academic achievement indicative of a high probability that he or she will
be able to meet the standards for promotion.

2. Associate Clinic Professor

A person being considered for promotion or appointment to the rank of Associate Clinic Professor
must be of good character and must have demonstrated a level of teaching proficiency, writing
ability, and legal experience that provides clear and convincing promise that the candidate will
eventually meet all of the standards for promotion to the non-tenure-track rank of Clinic Professor.

Ordinarily, an Assistant Clinic Professor who has completed two years of teaching in the Clinic
merits consideration in the third year for promotion in the fourth year. Previous experience, either
as a member of a law faculty or as a lawyer engaged in other significant activity, may be taken into
account so as to shorten the period of service required for promotion, upon the recommendation of
the Clinic Hiring and Promotions Committee
and with the approval of the Dean and the Vice President for Academic Affairs.
3. **Clinic Professor**

A member of the Law Clinic faculty who has rendered distinctive and outstanding service to clinical education and to the University may be considered for the rank of Clinic Professor.

Ordinarily, an Associate Clinic Professor who has taught on a full-time basis for five years in Clinical Legal Education merits consideration for promotion to the rank of Clinic Professor in the sixth year, to be effective as of the seventh year of service. Previous experience, either as a member of a law faculty or as a lawyer engaged in other significant activity, may be taken into account so as to shorten the period of service required for promotion, upon the recommendation of the Clinic Hiring and Promotions Committee and with the approval of the Dean and the Vice President for Academic Affairs.

**B. Norms for Appointment to the Rank of Clinic Professor**

Clinic faculty being considered for promotion to or initial hiring at the rank of Clinic Professor shall be evaluated pursuant to the following criteria:

1. **Teaching**

Since the education of Loyola Law students is the primary mission of the Law Clinic, it is essential that the Clinic faculty be effective teachers, demonstrating both the capacity and the commitment necessary to inspire and challenge their students.

It is not possible precisely to define each of the essential components of one's teaching ability. This is particularly true with respect to clinical teaching, since clinical methodologies are still evolving and being tested in a variety of classroom settings. It is, however, possible to enumerate factors by which clinical teaching can be evaluated. Clinic faculty should be judged for promotion to or hiring at the rank of Clinic Professor according to their demonstrated abilities and accomplishments in each of the following areas:

   a. Innovation and imagination in the presentation of clinic skills materials;

   b. Ability to utilize various methods for evaluating students' clinical performance and for providing effective guidance and feedback" following such evaluation;

   c. Ability to induce, stimulate, and require critical, thoughtful analysis of legal problems and implementation of courses of action to resolve problems within the parameters of appropriate client representation;

   d. Ability to help students understand and deal with problems of professional responsibility which arise in clinical situations;
e. Ability to teach students how to evaluate their own work;

f. Maintenance of discipline and control of students in all clinical teaching situations;

g. Punctuality and consistence in all clinical teaching settings;

h. Knowledge of the substantive fields of law and the procedures applicable to the case load;

i. Ability to communicate clearly and effectively;

j. Enthusiasm for the goals of the clinic;

k. Ability to stimulate and maintain student interest in his or her assigned cases and in improving professional skills;

l. Ability to devise meaningful and fair student evaluation procedures;

m. Ability to relate and integrate practical and theoretical considerations;

n. Development of innovative teaching methodology;

o. Development of innovative research and writing techniques regarding teaching methods or other clinic-related skills;

p. Ability to train and supervise other faculty and professional staff in their teaching responsibilities;

2. Scholarship

Clinic faculty promoted to or hired at the rank of Clinic Professor are expected to have produced a high quality of written work, although the content and format of their work may differ from that produced by candidates for the ordinary tenure-track faculty. Publications may be in the form of briefs, memoranda, studies, statutory interpretations or proposals, regulations, teaching materials, or reports, if such writings are appropriate to advancing either the state of the law in the area in which the clinician is working or the state of clinical teaching methodology. All such publications should reflect an active, inquiring, insightful, and open mind indicating that the clinician will continue to strive for personal and intellectual growth and development. While the traditional scholarship expected of ordinary tenure-track faculty is not a requirement for promotion for the clinic faculty, any such scholarship will be viewed positively in connection with consideration for promotion.
3. **Community Service**

As in the case of tenure-track faculty, clinic faculty are expected to devote full time to their College of Law duties and commitments. In addition to the duties of teaching and writing, a clinic faculty member bears the responsibility of attending and participating in staff meetings and of being available to students to discuss their various needs. Activities outside the Law Clinic should include significant service to the community and the legal profession, which may be met by participation in professional organizations and governmental, charitable, or other community service activity.

4. **Character, Integrity and Cooperativeness**

These qualities, while essential, require no explanation. Clinic faculty are also expected to meet the professional responsibilities specified in Chapter Seven, Sections A and B, of the Loyola University Faculty Handbook.

C. **Arrangements for All Full-Time Clinic Faculty Who Are Appointed Under the Provisions of This Chapter**

1. Clinic faculty (except the Director) shall be employed on the basis of Probationary Contracts (one-year, non-renewable, but subject to five one-year extensions, as determined by the Clinic Director, the Clinic Hiring and Promotions Committee, and the Dean) or Fixed Contracts (five years, presumptively renewable and subject to extensions, in five-year increments, as determined by the Clinic Director, the Clinic Hiring and Promotions Committee, and the Dean). No fixed contracts will be terminated or fail to be renewed unless there is good cause as defined under Chapter 9.

2. Salaries shall be set by the Dean at levels he or she determines to be appropriate in light of all relevant factors, including the requirements of ABA Standard 405(e).

3. Clinic faculty will be eligible to apply for sabbatical leave on the same basis as the tenure-track faculty, and all such applications will be governed by the procedures and criteria set forth in Chapter Six, Section E, of the Loyola University Faculty Handbook.

4. Clinic faculty will be eligible to apply for research assistants, research and writing grants, and reduced teaching time for research on the same basis and according to the same criteria as govern the tenure-track faculty.

5. Clinic faculty will be expected to serve on such University or College of Law committees as the Dean, at his or her discretion, shall determine.
6. Clinic faculty may apply for authorization to teach any course in the College of Law curriculum and such requests may be granted to a member of the Clinic faculty upon approval of the tenure-track faculty and the Dean.

7. Members of the Clinic faculty may apply for appointment to the tenure-track for ordinary faculty and will be evaluated according to the normal standards and procedures required of other candidates for such appointments.

8. The Clinic shall have a Hiring and Promotions Committee comprised of all Clinic faculty holding the rank of Associate Clinic Professor or Clinic Professor. The Director of the Clinic shall also be a member of the Clinic Hiring and Promotions Committee. Recommendations concerning initial appointments and promotions of Clinic faculty shall require a majority vote of the Clinic Hiring and Promotions Committee.

D. **Annual Review of Clinic Faculty Members Serving Under One-year Contracts**

Each member of the Clinic faculty serving under a one-year contract is considered to be on probation. Each shall receive an annual written evaluation from the Clinic Director. This evaluation shall cover the strengths and weaknesses of the Clinic faculty member regarding fulfillment of those professional responsibilities as outlined herein and in Chapter 7 of the Loyola University *Faculty Handbook*.

E. **Procedures for Review of Non-renewals of Probationary Appointments**

Procedures for Review of Non-renewals of Probationary Appointments will be the same as outlined in Section G of Chapter 4 of the Loyola University *Faculty Handbook*.

F. **Procedures for Notice of Termination and Termination**

Notice of termination and procedures for termination from Chapter 9 shall govern with regard to Clinic Faculty on Fixed Contracts and all references to Chapter 6 are hereby incorporated.

G. **Professional Rights of the Law Clinic Faculty**

Chapter 8 of the Handbook is hereby incorporated so that Clinic Faculty enjoy all professional rights afforded under the Handbook.
Appendix C: Handbook Revisions: University Professor

5. University Professor
University Professor is a rank that may be awarded in extraordinary circumstances to honor a Loyola Professor who is highly distinguished in his or her profession. It falls directly under the jurisdiction of the Provost and Vice-President for Academic Affairs, and does not affect the salary pool of any college. This rank may be permanent for any Ordinary faculty member who has served at Loyola, as long as the recipient is employed fulltime by the University. The qualifications for appointment to this rank should parallel those for promotion to the rank of Professor (see Chapter 4, Section A Part 4), but with greater distinction. All three areas (teaching, research, and service) must be considered; excellence in a single category is not sufficient for appointment to this rank.

A University Professor may be appointed from time to time by the Provost and Vice President for Academic Affairs with the advice and consent of the University Rank and Tenure Committee in consultation with the dean and affiliated department(s). A letter of nomination from the Provost, a letter from the candidate, his or her curriculum vitae, and letters of support from the dean and department(s) must be included when the file goes to the University Rank and Tenure Committee for consideration. The committee will send its recommendation to the President.

A University Professor may offer courses in any College with the approval of the Dean and departmental faculty of the College concerned.

4 If a department line should be used for a University professorship and the line is withdrawn from the department, the department would be credited with a reimbursed tenure-track line.
Appendix D: Collegiality Motion

Proposed motion for the University Senate:

Whereas certain departments include collegiality in faculty evaluation;

whereas college reorganization is an opportunity to promote consistency in evaluation for rank, tenure, and reappointment;

and whereas the Faculty Handbook does not include collegiality;

the University Senate recommends that a campus-wide definition of collegiality be formulated, and its application to faculty evaluation be applied consistently across the university.