University Senate  
Loyola University New Orleans  
Multimedia I, Monroe Library  
February 13, 2014

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

**Art and Design**
- Bill Kitchens (2014)  
- Daniela Marx (2015)

**Biology**
- Rosalie Anderson (2014)  

**Business**
- Karen Arnold (2015)  
- Walter Block (2014)  
- Chris Screen (2014)  
- Len Treviño (2015)  
- Frankie Weinberg (2014)  
- Stuart Wood (2014)

**Chemistry**
- Jai Shanata (2014)  
- Bill Walkenhorst (2014)

**Counseling**
- Thomas Foster (2014)

**Criminal Justice**
- David Khey (2015)

**English**
- Hillary Eklund (2014)  
- Barbara Ewell (2014)  
- Trimiko Melancon (2015)  
- Mark Yakich (2014)

**History**
- Maurice Brungardt (2015)  
- Robert Gerlich (2014)  
- Behrooz Moazami (2014)

**Institute for Ministry**
- Kathleen O’Gorman (2015)

**Languages and Cultures**
- Isabel Durorcher [alt. for Blanca Anderson (2015)]  
- Nathan Henne (2014)  
- Connie Rodriguez (2015)

**Law**
- Mitchell Crusto (2014)  
- Chunlin Leonhard [alt. for J. Blevins (2014)]  
- Isabel Medina (2014)  
- Lawrence Moore, S.J. (2014)  
- Bill Neilson (2014)  
- Craig Senn (2014)

**Law Library**
- Brian Barnes (2014)

**Mass Communication**
- Cathy Rogers (2015)  
- Robert Thomas (2014)

**Mathematical Sciences**
- Kasia Saxton (2015)  
- Ralph Tucci (2015)

**Monroe Library**
- Teri Gallaway (2014)  
- Mary Hines (2015)

**Music**
- Alice Clark (2015)  
- Meg Frazier (2014)  
- Ed McClellan (2015)  
- John Murphy (2014)  
- Nicholas Volz (2015)

**Music Industry**
- John Snyder (2014)

**Nursing**
- Kim Brannagan (2014)  
- Cindy Collins (2014)  
- Gwen George (2015)

**Philosophy**
- Jon Altschul (2014)  
- Joseph Berendzen (2015)  
- Jonathan Peterson (2014)

**Physics**
- Patrick Garrity (2015)

**Political Science**
- Peter Burns (2015)

**Psychology**
- Charles Nichols [alt. for Erin Dupuis (2014)]  
- Glenn Hymel (2015)

**Religious Studies**
- Adil Khan (2015)  

**Sociology**
- Marcus Kondkar (2015)

**Theatre Arts and Dance**
- Geoffrey Hall (2014)

**Guests:**
- Marc Manganaro, Provost  
- Elizabeth Kordahl, Exec. Asst.  
- Melanie McKay, Vice Provost for Faculty Devel.  
- Karen Rosenbecker, Parliamentarian  
- Bret Jacobs, Staff Senate Chair  
- Mikel Pak (Public Affairs)  
- LeAnne Steen (Counseling)  
- Sonya Duhé (Mass Communication)  
- Patricia Pearce (Nursing)  
- Sophia Masone (journalism student)  
- Ebony Panna (journalism student)
CALL TO ORDER
The meeting was called to order at 3:31 p.m.

INVOCATION
Bob Thomas offered an invocation.

The following guests were introduced: Ebony Panna, a journalism student; Sophia Masone, a journalism student; Sonya Duhé, Director of the School of Mass Communication; LeAnne Steen, Department of Counseling; Tricia Pierce, School of Nursing; Mikel Pak, Office of Public Affairs.

APPROVAL OF MINUTES
The minutes from the January 9, 2014 meeting were unanimously approved. The executive session minutes from the January 9, 2014 meeting were approved.

REPORT FROM CHAIR
The Report from the Chair was distributed via email (attached here as Appendix A). Dr. Clark added that she received the latest dashboard from Roberta Kaskel and there was not much of a change from what was included in the written report. At this point, the emphasis is on yield and ensuring that accepted students actually come to Loyola in August. Senator Behrooz Moazami asked for an update on the numbers. Dr. Clark responded that the number of applications received and the number of deposits received to date are about the same as last year. Provost Manganaro added that in an effort to increase recruitment, the university has created new events such as Magis Monday and they are also reformatting some of the previously held events. They are hopeful that some of the changes will help recruit more students. Campus visits are slightly down from last year, but some there are events that have not yet occurred. Scannell & Kurz, one of the consultants hired by the University, provided a number of models for financial aid packaging, and Loyola adopted one that is based on fewer incoming students but will increase net tuition revenue. The President’s Open House is March 29, 2014. He emphasized the importance to bring in a robust class and all efforts from faculty are essential. Dr. Clark reminded Senators of the importance of making themselves available if they are asked to participate in a Magis Monday event, or to have prospective students visit a class. The District Rally mentioned in the report is a long-term recruiting event because it provides an opportunity to talk more informally with parents and students. It is not an event that will yield students for the coming year, but can yield students in the future.

REPORTS
Mission and Identity Committee of the Board (J. Sebastian). The report from Dr. Sebastian was distributed via email (attached here at Appendix B). There was no discussion or question about the report.

Other Reports – None.

PROVOST'S REPORT
The Provost reported on the following matters:

The Monroe Hall renovations are on schedule. The crane has been permanently removed from campus. The Monroe Hall steering committee reported that as much of the loud and disruptive work as possible is being done
in the evenings and on the weekends. He asked faculty to be patient with the ongoing construction. Bret Jacobs added that the evening and weekend work is heavy demolition. They are also making use of the time during the window on Tuesdays and Thursdays. He asked faculty to report any disruptive work during daytime hours to Tommy Raymond or the construction manager. The greenhouses have been placed on the roof of Monroe. The completed work to date should help with retention and recruitment. Provost Manganaro continued by reporting that the Facilities Planning Committee submitted a proposal to President Wildes on the beautification of the campus. He thanked Sonya Duhé for her assistance in initiating the proposal. There are many things that can be done to improve the beautification of the campus that are minimal in cost. The committee was asked by President Wildes to develop short term and long term priorities for the beautification of the campus, while being cost conscious.

President Wildes recently sent an email to the campus community with an update on the deficit. The beginning deficit was $7.5 million. It was reduced to $5.1 after the voluntary severance package. The $7.5 million dollar deficit for 2014-15 has now been closed. He clarified that the president’s message only referenced some of the most recent means used. Additional savings were made by not filling previously vacated positions, by reducing the number of hours worked in some positions, and by additional operating cuts in some areas, while fringe benefits add about 30% to salary savings. All of these things combined covered the $5.1 million deficit. The Vice Presidents and Deans worked very hard within their units to make strategic decisions on how to reduce their budgets. With a smaller class size there will not be the need for as many faculty and that is why there will be a reduction of some extraordinary positions. There are approximately 250 fewer freshmen.

UBC meetings for the spring semester will begin February 17, 2014. They will work to refine the 2014-15 budget, and begin planning for the next five years.

The work of the Strategic Planning Team continues. Dr. Manganaro and Bill Locander are in the process of attending all college assemblies to discuss the seven draft strategic initiatives and get feedback from the faculty. Further details are being worked out and will be submitted to the Board of Trustees in March. The Board meeting will focus on three areas – enrollment management, Strategic Planning, and the Capital Campaign. After feedback is received from the Board they will continue gathering information and meeting with different constituents to refine the plan. A more complete version of the strategic plan will be presented to the Board of Trustees at the May meeting.

Senator Nathan Henne asked for an update on the suspension to the retirement contributions. Provost Manganaro responded that there will not be any changes to the retirement contributions this year. It is a topic that will be on the table for 2014-15. It will be discussed by the UBC and he would like to discuss it further with the Senate. It is projected there will be a deficit of $4 million or a little higher in 2014-15, and a suspension to the University’s contribution for all faculty and staff would save $4 million. Different models have been discussed such as taking more from a higher paid employee or long term employee. There are limited options on how to close the $4 million deficit, and this is one of the ideas being considered. Senator Isabel Medina asked for clarification that the deficit we are facing will continue to be a problem for several years to come, not just the 2014-15 year. If that is correct, then a suspension to the retirement contribution will only be a temporary fix for one year. She asked if there has been discussion to make the retirement contribution a permanent reduction since the budget will last longer than one year. Dr. Clark clarified that Isabel’s question was whether the suspension is a one-year temporary fix to a multi-year problem. Provost Manganaro confirmed that a suspension to retirement will only be a temporary fix for one year and the deficit will continue for several years. As we move forward, each year will give us a better sense of our size and knowing exactly what the enrollment numbers will be. Senator Behrooz Moazami asked how the strategic plan ties in with the financial
plan, and what role the Senate will have in providing feedback. Provost Manganaro responded that there are a number of avenues available for providing input – the Senate, the UBC, and the Strategic Planning Team, to name a few. The Strategic Planning Team has been working in small groups on overarching strategies. We need to systematically look at our financial structures and work them around the financial priorities. It is a work in progress. Dr. Moazami asked if there is an action plan in place. Provost Manganaro responded that there is not an action plan, but rather detail in the initiatives and work is being done to create a plan that includes the important elements.

Senator Jon Altschul said he is unclear about how we closed the gap for this year. President Wildes’s email left out a lot of detail explaining how the gap was closed. Provost Manganaro responded that the email was not intended to be misleading. It probably should have included the other things that were used to close the gap, such as the hiring freeze, voluntary severance package, and positions not being replaced. Dr. Altschul asked if an itemized document can be created to show where the deficit started and what was done to reduce it. Provost Manganro responded that he will work with Jay Calamia to create a document to be distributed.

Senator Nathan Henne asked at what point the Senate will be involved with deciding if and when the retirement contributions may be suspended. Provost Manganaro responded that the Senate body has representation on UBC. A decision has not been made and will not happen until later in the spring semester. If it is decided to suspend the contribution, the University will have to notify TIAA-CREF before the end of the summer. He asked Senators to give thought to alternative ways to close the $4 million deficit. Another idea for consideration is an even greater draw from the endowment. The Board already approved a significant draw from the endowment to cover the voluntary severance packages, and the severance that will be paid to the extraordinary faculty.

Senator Isabel Medina asked if the Senate UBC representatives will be free to report back to the Senate what is being discussed in the UBC meetings. Provost Manganaro responded yes, but emphasized that in UBC meetings many ideas are discussed that are simply ideas. We need to be careful what information is brought back to the Senate to avoid confusion. Sensitivity is very important at this time.

Senator Gwen George expressed concerns about the email from President Wildes with regard to the twelve extraordinary faculty positions being eliminated. The eighteen staff who were eliminated were informed prior to the email being sent, but the twelve extraordinary faculty were not notified in advance. This has some extraordinary faculty very concerned and on edge about losing their job. Provost Manganaro responded that in some colleges extraordinary faculty have been notified. The Deans are handling notifying the faculty in their respective colleges.

Senator Joe Berendzen pointed out that the article in the Times-Picayune included either wrong or misleading information with regard to eliminating tenure-track faculty and offering severance packages. Provost Manganaro clarified that tenure-track faculty are not being eliminated, and severance packages are being given to extraordinary faculty.

Senator Marcus Kondkar asked if Jay Calamia can be invited to the next meeting to clarify a lot of unanswered questions. Provost Manganaro responded that he will be happy to arrange for Mr. Calamia to attend the March meeting. Senator Bob Thomas requested that Jay Calamia address where the funds might come from to cover the deficit over the next few years, and talk about the drawdown of the endowment. Provost Manganaro explained that additional drawdown continues to be discussed, but ultimately it is a Board decision.
UNFINISHED BUSINESS

College of Social Sciences discussion (followup from motion passed in January and previous request for Senate discussion; restructuring motion and cover letter to Provost from Roger White, interim dean, attached here as Appendix C).

Dr. Clark summarized the background to the request for Senate discussion and noted that members of the CSS reorganization committee were invited to attend the Senate meeting. Members of that committee did not come to a consensus. Provost Manganaro noted that last year he attended a CSS faculty meeting where he asked the faculty to begin thinking about the structure of their college and whether it should stay the way it is or be restructured. He has been approached by many people with ideas on what should happen with the units within CSS. The committee’s response reflects a lot of different perspectives, and it shows that any change in structure would involve other colleges.

Senator Joe Berendzen asked the CSS reorganization committee members to speak about what they think would make CSS a “robust and viable” college, as stated in the memo. Provost Manganaro interjected to note that he recently attended a CSS faculty meeting where this was discussed and another meeting will be scheduled that will focus directly on the restructuring and how to proceed. Senator Bob Thomas commented that there was a lot of concern expressed about departments and units in the College coming together that do not have a lot in common in terms of their mission. The College has always had a lack of leadership and there is nothing to inspire their scholarly academics and passion. The School of Mass Communication (SMC) conducted their own research of other schools around the country similar to theirs and discovered that most programs thrive when they stand alone as their own academic unit. Sonya Duhé, Director of SMC, added that even if there was a robust CSS, SMC researched and looked at every communications program that is part of their accrediting body and there was no school that resided in a College of Social Sciences; most of them were their own entity. Even today, some people do not realize that Loyola has a communications program. Many think it was dissolved with the master’s program after Hurricane Katrina. LeAnne Steen, Department of Counseling, commented that her experience with the committee is that they accomplished as much as they could. It is evident that the restructuring of CSS will affect the College of Humanities and Natural Sciences at least, and the question is not about whether or not to restructure CSS, but rather to restructure the University. Dr. Clark added that a restructuring may not affect some colleges, but it does affect most of the University.

Senator Marcus Kondkar commented that at the CSS assemblies many faculty feels like there is nothing substantive that comes out of the meetings, and they just return to their unit and continue with their work. Senator Isabel Medina asked if consideration has been given on what kind of impact the college structure has on prospective students and how they choose their major when looking at Loyola. CSS is not a cohesive unit. Senator Dave Khey stated that in Criminal Justice they are comprised of mostly junior faculty and have only one full professor. They sense a lack of direct leadership within the College and have not found any of the College discussions very helpful. Senator Jon Altschul shared that there seems to be financial difficulties for the College as well as trouble finding an identity. Perhaps combining departments can be a start to finding an identity. Senator Cathy Rogers added that the priority should be what makes us the most fiscally viable and strong. We have to figure out what structure will best attract students and teach them in a way that is aligned with our mission. It needs to be looked at with strategic vision in mind and not a territorial vision. What will make the best impact on attracting students to Loyola in the future?

Senator Kathleen O’Gorman is looking at the type of students being taught in the College. The history seems to be that anything that was part of City College that didn’t neatly fit into HNS would become part of CSS. Among the things that didn’t fit neatly into HNS are adult students and evening classes. It boils down to
traditional students versus non-traditional students. There is a concern for teaching evening students, and there is a large cross between students in the Criminal Justice program. She has always worked with adult students and is concerned about the dwindling numbers. She finds that many evening students are going to Tulane because they offer a much larger variety of classes. She does not feel like Loyola is doing a good job with adult students.

Senator Hillary Ekland believes the structure of the University needs to be compelling to prospective students looking at Loyola. We need to articulate who we are. Provost Manganaro agreed with Dr. Ekland that it is about articulating who we are to better attract and retain students. The non-traditional students of today are not the same non-traditional students as 20 years ago. There have been many changes in delivery and the options available to non-traditional students, and if we were to create a unit in that way it has to be innovative and nimble. Senator Behrooz Moazami feels like it is too soon to discuss the possible restructuring of CSS. The University has more important financial issues to work out first. Senator Joe Berendzen commented that he advises a lot of students who are double majors or that have a minor that crosses with another college. A reformed college that includes departments where many students have double majors or minors might serve the students best. Senator Edward Vacek said there seems to be a universal consensus that there needs to be a change. The structure of having religious programs in different colleges doesn’t make sense to him and is confusing to prospective students. Senator Ralph Tucci would find it helpful to see a list of possible solutions at an abstract level. Provost Manganaro informed Senators that he did suggest to the dean of CSS that it would be helpful to have a list of proposed ideas or models to help lead a discussion.

Senator Barbara Ewell added that the Senate is one place to begin the discussion, but proposed forming an ad hoc committee to create some models and ideas. Tricia Pierce, School of Nursing, added that the CSS reorganization committee did not agree on all the models presented, and they voted to not include them in the memo. Senator Jai Shanata expressed concern about how the University can afford to have several schools and their offices, or several deans and additional offices. Provost Manganaro clarified that none of the discussions that have taken place included the addition of deans or offices. Senator Barbara Ewell moved that the Executive Committee create an ad hoc committee to consider different models on how to reorganize the colleges of the University. Isabel Medina seconded. Senator Marcus Kondkar requested that the members of the ad hoc committee contain a significant number of non-CSS faculty. Provost Manganaro supports the motion but hopes it does not preclude his meeting with CSS in a couple of weeks. It was decided that a motion is not necessary to create the committee. Gwen George volunteered to chair, and Dr. Clark asked Senators who are interested in serving on the committee, or would like to nominate a member, to email her and she will bring a list of names to the Executive Committee for review. Any faculty member can to serve on the committee; it does not have to be a Senator.

NEW BUSINESS
Non-Retaliation Policy (attached here as Appendix D). Dr. Clark noted that this document is intended to be added to the Human Resources manual and would apply to all faculty. After review, the Faculty Handbook Revision Committee concluded this need not be part of the Handbook. She proposed forming an ad hoc committee that will look more closely at the HR manual and the policies that apply to faculty to make sure nothing there conflicts with the Faculty Handbook and to ensure that future changes are approved by the Senate. Senator Jon Altschul will chair the committee. Senators were asked to email Dr. Clark if they are interested in serving. We need to be proactive from this point forward and this committee will help set up that process. Tish Beard moved to approve the policy and Barbara Ewell seconded. A vote will be taken at the March meeting.
Senator Barbara Ewell and several other Senators received an anonymous communication claiming to come from a member of the Administrative Senate member, and she asked the Executive Committee to address it by the next meeting.

**ADJOURNMENT**

There being no more new business, the Senate was adjourned at 5:05pm.

**Attachments to agenda:**

- Senate minutes January 2014
- Senate minutes January 2014 executive session (circulated to members only)
- Chair’s report (February 2014)
- Law application snapshot 2.3.14
- Committee reports (February 2014)
- Letter to provost re: CSS reorganization report
- Non-retaliation policy
Appendix A: Senate Chair’s Report
Senate chair’s report
February 2014

Faculty Handbook and Human Resources Manual
The resubmission of a revised non-retaliation policy to the Senate this fall raised the issue of the relationship of the Human Resources Policies and Procedures Manual, a number of whose policies apply to faculty, to the Faculty Handbook. After conversations with both General Counsel and the Faculty Handbook Revision Committee, I propose going forward in two directions. First of all, the non-retaliation policy is being submitted to the Senate this month for a vote to approve next month; it will eventually go into the HR Manual. Second, I have asked Jon Altschul to head an ad hoc committee that will examine the policies that are said to apply to faculty in the HR Manual, first ensuring that none contradict the Faculty Handbook. This committee will also develop a process to ensure that faculty approval through the Senate is achieved for any future changes to this manual that apply to faculty, that such approval is made clear in the manual, and that the relevant sections of the manual are made clearly visible to faculty, probably on the Faculty Handbook web page as de facto adjuncts to the Handbook.

Strategic Planning Team
Marc Manganaro and Bill Locander have visited some but not all colleges by this time, to talk in general terms about the strategic planning process and a set of seven draft initiatives that were previously sent to the University community. The committee is working to hone these into overarching strategies and to use those to begin to consider subsidiary strategies, goals, and objectives in order to create a draft plan. This, for example, is an effort by a group consisting of me, Marc, and John Sebastian (emphasis mine):

1. Identify, prioritize, and fund innovative programs and high-impact pedagogies such as experiential and community-based learning.
2. Compellingly articulate and communicate Loyola’s brand promise so as to both attract and retain a robust, talented, and diverse student body.
3. Maintain a University-wide focus on student success not only by supporting academic achievement but also by enriching student experiences outside of the classroom.
4. Enhance and create financial structures that are responsive to educational priorities and promote the financial vitality of Loyola now and into the future.

Strategic planning will form a major topic for discussion at the March Board meeting, and probably at the March Senate meeting as well.

Print Services
Following up on the motion passed at our last meeting, I wish to report that a merger is in process between Print Services and the Twomey Center Print Shop. This unified office will move into the Danna Center space, probably later in February or early March. The final details are being worked out, but it sounds as though the basic framework for this merger is in place.

Capital Campaign kickoff planning
Terry Fisher asked me to participate or name another faculty member to participate in planning for the kickoff for the public phase of the Capital Campaign this spring. Cathy Rogers, who not only works in public relations but also represents the Senate on the Institutional Advancement Committee of the Board, agreed to take this on.

Smoke Free Campus Committee
Robbie Reed, Assistant Vice President for Student Affairs, asked me for a faculty representative to a new ad hoc committee, organized jointly by his office and SGA, “to develop a proposal to make Loyola University a Smoke Free Campus by the spring semester of 2015.” After consulting with the Executive Committee, I appointed Sandy Hinderlie (Music Industry Studies) to serve on this committee.
**Staff Senate**

Two motions came up at the last meeting. The first asked that staff awards be included in the January President’s Convocation. There were questions about how this would affect the existing staff awards ceremony and luncheon, so the motion was sent back for revision. It will likely return at the next meeting.

The other motion deserves to be quoted in full here, even though it did not pass:

> We, the staff senate, have encountered instances where members of the Loyola community have assumed that staff input is included in decisions and resolutions resulting from the university senate. Because the name “university senate” implies that representatives from the entire university are included in its ranks when in fact the university senate only represents faculty thoughts and opinions. We, the staff senate, would like to recommend to the university president that the “university senate” be renamed the “faculty senate.”

As you know, I took a query on this subject to the Executive Committee several months ago, which declined to create a motion changing the name of this body; at that time I also reported to the Senate, noting that any member who wished could submit a motion, but no one did. When asked my sense of faculty feeling on the issue at this time, I said that I believed it to be neutral to negative, with some not particularly caring and others feeling that the faculty do to some degree represent the interests of the entire University. The members of the Staff Senate were also divided, with some feeling strongly that the University Senate should be renamed, and others not willing to make that argument without support from the faculty; in the end the motion failed, but the matter may well return in the future. I pointed out that, regardless of naming issues, there is no reason the Staff Senate could not become more vocal if it wished, in the same way that the University Senate takes an active role in campus governance, and I encouraged them to become more involved as a body.

**College of Law Centennial**

The College of Law just celebrated its centennial—congratulations! Our own Isabel Medina produced a video for the occasion; check it out at [www.law.loyno.edu](http://www.law.loyno.edu). Isabel says to view it full-screen (click the flower-like symbol at the lower right of the image).

**Enrollment management**

I’m still waiting for the first page of the admissions dashboard Roberta Kaskel’s office runs each week, to show you where things stand; I’ll send it to you when I get it. In the meantime, I’ll call your attention to a few key findings: first of all, the number of completed applications is roughly on par with last year’s. (There are significantly fewer applicants in Humanities and Natural Sciences, but this discrepancy is largely because of a change in coding within the Common Application; formerly a significant number of students whose prospective major was unclear were classed as “general studies humanities,” artificially inflating the number of HNS applicants.) The number of admitted students right now is a bit lower than this time last year, but that may be due to a backlog caused both by last week’s closure and a recent visit to campus by a group of high-school counselors. At this point, while applications will continue to be completed and students will continue to be admitted, everyone’s focus is on yield—that is, getting admitted students to deposit, then to come. To that end, it’s worrying that campus visits are still down relative to last year, but the admissions office is working hard to increase programs such as Magis Mondays (which brings students and their parents to campus not only to tour, but also to visit class and meet with current students and/or faculty), as well as President’s Open House (29 March 2014). I know many of you are participating or will participate in those and other programs—thank you, and keep it up!

The admissions staff is also taking advantage of events that bring high-school students to campus, to make those students and their parents start to think about Loyola as a good place for them to return to for college. To that end, here’s something you can do to help: the Greater New Orleans District Literary Rally will be held here on Saturday 22 February (7am-1pm), and they need proctors! This event will bring over 1400 students from over 40 area high schools to campus. Yes, you’d be proctoring a test, but there would also be opportunities to talk informally with students and parents, and generally to show what a great place Loyola is. Testing will take place in a wide variety of disciplines—not just literature, but accounting, civics, French, journalism, physics, world history, etc. If you’re interested in helping, please let me know, and I’ll get you in touch with the relevant people in the admissions office.
At Roberta Kaskel’s suggestion, I contacted Melanie McKay for a report on graduate admissions. Melanie, however, reports that graduate admissions are not done in a centralized manner, so there is no central source of information. Melanie, along with the Provost, is working with the Graduate Council to try to centralize the admissions process next year, so that this kind of information might be available—not only for us, but for general planning purposes.

I am attaching along with this report an Excel file outlining College of Law applications to date (as of Friday 31 January). You will see a decrease in applications from last year, which fits what we’ve heard before about the declining pool of law applicants nationwide. Acceptances are down a great deal, but this is because of a intentional effort on the part of the College of Law to reduce the size of the incoming class; the demographic shifts are part of a similar conscious effort to raise the profile of that class as defined by LSAT score and GPA. This snapshot is run every week, so I expect to be able to continue to send you updates of this for upcoming meetings. Thanks to Forrest Stanford, Associate Dean for Law Admissions at the College of Law, for this report and its context, and to Roberta Kaskel for suggesting I seek it.

upcoming meetings
I’m working with Kevin Poorman, Chair of the Board of the Trustees, to meet with us, probably at the April meeting. If he can’t make that work, we’ll try to bring in someone else or set up an informal gathering at some other time. I’ve also asked Kevin Wildes to meet with us in March, and Roberta Kaskel will probably visit us in April.

Please continue to come to me with thoughts or concerns.

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

7 February 2014
Appendix B: Mission and Identity Committee of the Board of Trustees  
December 6, 2013

I. Dr. Alice Clark, Faculty Senate Chair and Professor in the College of Music and Fine Arts, was invited to speak to the committee about the role of faculty in promoting Loyola’s Jesuit mission. Dr. Clark addressed the importance of focusing efforts on forming faculty in the mission rather than seeking to hire faculty who as candidates are already committed to the mission. She also stressed the need to continue identifying opportunities for faculty development, such as the Ignatian Faculty Fellows Program, in which she had participated, New Faculty Orientation, the Faculty Academy for instructors of First-Year Seminars, and development workshops sponsored by the Center for Faculty Innovation. While she acknowledged that such efforts do not necessarily reach all faculty, she did note a general increase in the number of faculty speaking on behalf of mission as a consequence of programs like these. Dr. Clark also cited the need to incentivize faculty participation in these kinds of programs through various reward structures including the promotion and tenure process. Overall, however, Dr. Clark felt that faculty discussions about mission were more visible than ever before on campus and that the Jesuit tradition of education was being reborn on our campus.

Following her presentation, Dr. Clark engaged in a question-and-answer session with committee members. Much of this discussion centered on how the university might alter its reward structures in order to support developing faculty for mission. Dr. Clark mentioned several existing reward mechanisms, including summer stipends, course releases, merit raises, and other faculty evaluation processes. She emphasized that rewards for pursuing mission-related work need not be monetary. Board members noted that the increasing emphasis on research over teaching on college campuses has become a national issue, and that Loyola is not unique in grappling with issues regarding how faculty divide up their time between teaching, research, advising, and other forms of service and development.

One Board member raised the question of how to incorporate mission into the teaching of subjects like calculus. It was noted that efforts are underway on campus to serve students underprepared for college-level study in STEM fields and that such initiatives are consistent with our mission from the perspective of our commitment to social justice. Mission can influence teaching not only in terms of content.

Other Board members raised questions about metrics and how as an institution we can measure how faculty engage with the mission in their work.

Fr. Ted Dziak, S.J., Vice President for Mission and Ministry, observed that the greatest challenge is to determine how to empower faculty to take on and foster the Jesuit mission. He emphasized the need to identify further opportunities for faculty formation given the faculty’s importance as a constituency on campus.

Fr. Bentley Anderson, S.J., Chair of the Mission and Identity Committee, asked about the idea of hiring for mission. He posited a hypothetical situation in which a department interviews two otherwise equal candidates for a faculty position, one with a Ph.D. from Harvard and the other from Boston College, and asked whom the university should hire. Some members noted that earning a graduate degree from a Jesuit institution did not guarantee a candidate’s commitment to the mission of that university. Dr. Clark suggested using common, familiar language to explain what it means to be part of a Jesuit institution in our faculty recruitment materials.

II. The committee then heard from Awakening retreat student rectors Savannah Logan and Chad Aubert. Awakening is currently the largest student retreat at Loyola and has witnessed tremendous growth in recent years. The students described their experiences with becoming leaders of the retreat, emphasizing that Awakening appeals
both to students who come to Loyola with a firm faith commitment and to those who are less certain or who
chose Loyola primarily with an eye toward a particular degree and career track. Fr. Dziak noted that
Awakening is completely run by students. Recent retreats have included upwards of 100 students, as many as
two-thirds of whom may be repeat participants. While Mass and opportunities for Confession are part of the
retreat, Awakening is open to all students. Kurt Binewald, Director of Campus Ministry, noted that
Awakening seeks to meet students where they are and in that regard can be a model for thinking about how the
university hires and develops faculty.

III. The meeting concluded with a summary from Fr. Dziak and Mr. Binewald of a written report previously
submitted to the committee. They highlighted progress in planning for the new Benson Jesuit Center, stating
that the President had recommended to the Facilities Committee proceeding with a plan to demolish the
existing building and replace it with a purpose-built structure. Fr. Wildes planned to make the same
recommendation to the Board the following day. They also spoke about expanding mission-related
opportunities for faculty and staff and about recent Loyola Week events and activities. In response to
questions about levels of participation, they noted that participation varies by event. Lunchtime events with
food can draw student crowds in the hundreds, but in general they aim to provide a variety of programming
types to appeal to a wide audience. There were also questions about whether these programs appeal mostly to
students with a strong faith commitment or also draw in students from outside the Catholic tradition; it was
acknowledged that this is hard to measure. Fr. Dziak did note that the entire baseball team would be
participating in an immersion experience in Jamaica with their coach, while Scholastic Sylvester Tan, S.J., has
been working with the University Honors Program to create a new Ignatian Colloquium for all Honors
students, so some of their programming is clearly reaching a broad audience. Campus Ministry also works with
other offices on campus to offer emergency financial support to students to help cover unmet textbook costs,
unexpected trips home, and other needs. They are also working with Robbie Reed and bookstore to help
faculty find ways to save students money on textbooks. And during Advent, all students pass by the large
Advent wreath display on the Peace Quad.

Following this report, the committee went into executive session.

Respectfully submitted,
John T. Sebastian, Ph.D.
Associate Professor of English and Faculty Senate Representative to Mission and Identity Committee of the
Board of Trustees
Appendix C: CSS Restructuring Motion (passed January 2014)

That the provost hold off considering any restructuring of the College of Social Sciences (or any other college) before the Senate has sufficient time to discuss the impact of voluntary severance and/or reductions in force on the colleges.

attachment: letter to provost re: CSS reorganization report

November 7, 2013

Dr. Marc Manganaro Vice President and Provost Academic Affairs

Re: CSS Ad Hoc Committee's Report on the CSS Reorganization

Dear Marc,

The CSS Ad Hoc Committee on the CSS Reorganization held its last meeting on Monday, November 4, 2013. The results of that meeting were presented to faculty on Tuesday, November 5th at the third and final faculty assembly of the fall term.

It was motioned, seconded and approved by 90% of the vote that the CSS Reorganization Report be forwarded to you for review with the following resolution:

The CSS faculty are unable to meet the directive for a college restructuring plan for failure of a concrete directive and coherent vision of the University's expectation and without a discussion that incorporates the larger Loyola community.

You will find that the attached CSS Reorganization Report reflects a summary of each unit's position of how it would like to fall within a proposed reorganization of the CSS.

The CSS faculty looks forward to their discussion with you at the first assembly of the new year, Tuesday, February 11, 2014, Monroe Library Multi-media Room 2.

Sincerely,

Roger White
Interim Dean, College of Social Sciences
Introduction: The Ad Hoc Committee on the CSS Reorganization held its last meeting on Monday, November 4, 2013 at noon. It was concluded that at this juncture the CSS is not ready to vote on specific models for the College restructuring. The College is able to offer in the alternative, a summary of each unit’s vote of how it prefers to be structured.

Academic Units

Counseling: Counseling faculty are in majority agreement (2 abstained from responding, the others agree) on the need to have an office of graduate education, that reports directly to the provost and will support grad programs, with a voice at the important committees such as UCCC, UBC, UPC, etc. At the college level, the faculty majority agreement (2 abstained from responding, the others agree) that we would like to be either in a ROBUST CSS, including all of the social sciences, or return to the way it was before pathways, if a robust CSS is not an option. Faculty do not want to be in a college that is just the “leftovers” of CSS.

Criminal Justice: Majority agreement with 1 abstention that the “Re-org” effort is absent strategic direction and vision with respect to how the social sciences fit into the plan for the university moving forward; therefore, we move to not change the structure of the college and instead keep the college as is and focus on a long term solution for a dean.

Loyola Institute for Ministry: 100% in favor of staying in a robust and viable CSS. LIM is also open to exploring the possibility of linking to the Department of Religious Studies perhaps to form a School of Religion and Ministry.

School of Mass Communication: 100% support to become an independent operating unit.

School of Nursing: 78% support to become an independent operating unit; also support for staying as part of CSS, with CSS emphasizing development of ROBUST CSS; against becoming a part of HUNS.

Political Science: 1) A majority of faculty would desire a robust CSS that incorporated other traditional social sciences. 2) If that is not feasible, the faculty is split with 50% wishing to become a part of HUNS and 50% wishing to remain a part of the CSS.

Sociology: Does not have a unified departmental preference. Some faculty are opposed to returning to HUNS, others are open to that possibility, and some are agnostic.

Centers and Institutes

Center for the Study of New Orleans: Abstains from taking a position at this time.

Environmental Communications: 100% support to continue as part of SMC.

Donnelley Center: 100% support to continue as part of SMC.

Institute for Quality and Equity in Education: Director on sabbatical.

Jesuit Social Research Institute: 100% support to remain part of a robust and viable CSS.

Lindy Boggs Literacy Center: 100% support to remain part of a robust and viable CSS.

Twomey Center: 100% support to remain part of a robust and viable CSS.
Appendix D: Non-Retaliation Policy

LOYOLA UNIVERSITY NEW ORLEANS
NON-RETAILIATION POLICY
Approved by the Board of Trustees _____________

Policy Statement:
Retaliation against members of the University community who make good faith reports regarding potential University-related violations of laws, regulations or University policies is prohibited, and violators may be subject to disciplinary action.

Reason for Policy/Purpose:
The purpose of this policy is to comply with applicable federal and local laws prohibiting retaliation, and to promote the fair treatment of members of the University community who make good faith reports of potential University-related violations of laws, regulations or University policies.

Applicable to:
Faculty, staff and students

Policy/Procedures
The University is committed to conducting its affairs honestly, ethically and in compliance with applicable laws and regulations. Members of the University community are encouraged to report good faith concerns about University-related violations of laws, regulations or University policies. Attempts to resolve any such concerns normally should be made by contacting the appropriate supervisor or other contact person with the individual’s unit. If the individual is, for any reason, uncomfortable with doing so, reports may be made directly to the University officials responsible for the subject area in question. Reports may also be made to relevant external entities or governmental agencies responsible for the enforcement of laws containing non-retaliation provisions.

Retaliation is an adverse action against the individual because of the individual’s good faith report or engagement in protected activity. In addition, no individual may be adversely affected because they refused to carry out a directive which constitutes fraud or is a violation of local, state, federal or other applicable laws and regulations. Retaliation against a member of the University community for making a good faith report of potential University-related legal or policy violations is prohibited and will not be tolerated. The University will review complaints of retaliation and attempted or actual retaliatory action covered under this Policy may subject the violator to disciplinary action.

Reports that are knowingly false, made with malicious intent, or with reckless disregard for or willful ignorance of facts that would disprove the allegation made are not good faith reports, are prohibited by this Policy, and may subject the violator to disciplinary action.

Members of the University community who believe they may have been retaliated against in violation of this Policy may submit a written complaint to the Compliance Office, Office of General Counsel, Human Resources, Student Affairs or the Provost Office. Interim actions may be taken by the University prior to final disposition.

This Policy will be reviewed every two (2) years.