AGENDA

1. Welcome and Introductions  Dr. Malveaux

2. Approval of Minutes of May 17, 2012*  Dr. Malveaux

3. New Provost Report  Dr. Manganaro

4. SACS Accreditation Update  Dr. Manganaro

5. Facilities Update
   a. Monroe Hall  Dr. Manganaro
   b. Residence Halls  Dr. Petty

6. Key Performance Indicators  Dr. Manganaro
   Dr. Petty
   Mr. Liberto

7. Student Government Association Report  Mr. Badr

8. Grants Authority Resolution*  Dr. Manganaro  ACTION

9. Executive Session  Dr. Malveaux

*Attachment
A regular quarterly meeting of the Academic and Student Affairs Committee of the Board was held on Thursday, May 17, 2012, at 1:00 p.m. in Monroe Library, Seminar Room 4. Fr. Soukup gave an opening prayer. The minutes of March 8, 2012, were approved.

Career Development Center
Ms. Roberta Kaskel, director of the career development center, led a presentation on the services provided by the center. Joining in the presentation were Ms. Tamara Baker, assistant director, and recent graduates Ms. Kristin Lee and Mr. John Paul. The mission of the career development center is to help students find careers that are purposeful, meaningful, and that they deem valuable and important to them. Success is measured by students crossing the commencement stage with a post-graduation plan of employment, graduate school admissions, post-baccalaureate internship or intentional gap year. Career planning begins at new student orientation and continues into the senior year. The center provides a variety of assessments, programs and services to help students in their vocational discernment and career decision-making. The center also has a vocational discernment program with the Office of Mission and Ministry and is working to move from an on-campus program to a retreat format. Concluding this report, Ms. Lee and Mr. Paul discussed their successful experiences as result of support provided by the career development center.

Update on EMBA Program in Honduras
Dr. Kvet and Dean Locander updated the Committee on information regarding security, faculty experience in executive programs, and program benefits to Loyola that was requested at the March meeting. Dr. Kvet said the university is formalizing a process for registering all faculty who participate in education abroad programs. We are also looking at how to best use State Department warnings and are cross-checking with Canadian warnings. Dean Locander spoke about faculty experience in international and executive format programs. Ten business faculty members have international teaching experience and have taught in executive format programs both nationally and internationally. All teaching in this program will be done on overload which is typical in business programs. The Honduras EMBA program will provide international teaching experience for Loyola faculty and has potential for Loyola to roll out other programs in Honduras. Pending approval by the Southern Association of Colleges and Schools (SACS), the program will start in January 2013.
Discrimination and Harassment Policy
Dr. Kvet presented a new discrimination and harassment policy for action by this Committee. This university-wide policy replaces three separate student, faculty and staff policy documents and will bring the university into compliance with current federal regulations. General Counsel Bolt explained the “Dear Colleague” letter issued by the U.S. Department of Education Office of Civil Rights that precipitated the new policy. Training will be provided to all members of the university community. The university compliance officer that is being hired will monitor implementation and application of this policy as well as all other regulatory policies. Committee members discussed how this policy would apply to Jesuit faculty and staff because the Province also has policies and procedures on harassment.

Dr. Malveaux said the Committee will take action on the discrimination and harassment policy in executive session and he will report the Committee’s recommendation at the full Board meeting.

Reports
Southern Association of Colleges and Schools (SACS)
Dr. Kvet reported that the university filed its five-year compliance report on time. SACS will report back in June. Some follow-up reports may be required depending on SACS’ evaluation of our report.

Facilities
Dr. Petty updated the Committee on residential life facilities renovations. Cabra Hall will be taken offline for one year for major renovations beginning on May 21, 2012. Buddig Hall is in the midst of multi-phased renovations that will extend into the fall and then next summer. She is also working on fundraising proposals for the Centennial Campaign, one on the Sports Complex and one for the Broadway campus.

Dr. Kvet reported that Monroe Hall construction is on schedule. Final bids are due by September at which time the president will sign off on the final construction design.

Key Performance Indicators
Dr. Kvet discussed the quarterly key performance indicators (KPI) report. The KPIs are shaped around the strategic plan goals. Committee members discussed retention and factors affecting retention. Committee members discussed differences in retention rates among urban, commuter campuses and private liberal arts residential campuses. Mr. Liberto said there are three major areas that have a large bearing on student persistence: financial needs, real or perceived; transition issues; and academic performance, and all these areas are being addressed.

Enrollment Update
Mr. Liberto gave a current update on fall recruitment. This year Loyola increased the deposit from $300 to $500 in an effort to reduce summer melt.

At 2:45 p.m., the Trustees adjourned to executive session.
You can see some of our performance statistics for this year and several past years under our key performance indicators in this tab.

I thought you might find this narrative helpful in unpacking some of the data and in learning more about the challenges and opportunities of our work.

**Undergraduate enrollment**
For the fourth straight year, undergraduate enrollment has grown at the university. In those first three years, the growth was robust – 8 to 10% per year – as we were enrolling large classes to replace smaller ones. Now, the gains are more incremental, with a projected 2% increase in traditional undergraduates, 3126 vs 3056 in fall 2012.

Demand for a Loyola education remains strong as we again achieved a record number of applications for the university, 6482 for the fall 2012 cohort. This allowed us to enroll a class that was very large – even by Loyola’s historical standards – of about 880 students. We did not meet our goal of 900 students, however, and we will be working very hard this year to make sure that we reach our target of 900 in fall 2013.

We do believe that undergraduate demand is an essential ingredient to our success. Our recruitment is widespread across the U.S. and in other parts of the world. Our marketing efforts directly to potential students, their families, and opinion leaders will increase over the next few months and years and we intend to achieve even higher rates of applications. We expect campus visits to grow, as they have over the last four years, and all other metrics to continue to support the possibility of undergraduate growth.

We expect our first year classes to level off around 900 students. As this happens, any growth in demand will help us “shape” our classes to reduce discount, grow and set limits on certain majors, and do an ever better job serving the mission and plans of the university. We are excited to be at this point and it has taken significant work by our core team of admissions and financial aid staff to grow our numbers from 500 new students in 2007, to 872 last year, and 880 in 2012.

Regarding student success and persistence, after two good years of retaining first-year students – 80% in 2008-2009 and 82% in 2009 -2010 – last year came in at 77% and this year looks be landing near 74%. Upper class retention has also suffered during these last two years. These rates are obviously a source of concern for those of us who spend a lot of time enrolling and attempting to retain students and those who depend on enrollment, in all classes, to remain consistent and strong. The drops can be attributed to several
factors, including poor academic performance and the expanded financial need of our students producing an inability to pay.

Regarding the academic performance issue, we are going to be very aggressive – more so than ever before – in contacting students at the first sign of trouble, attendance issues, bad midterm grades, social issues, etc. We are establishing two major mentoring programs – one with staff to students and another student to student – to establish a stronger foundation of support in this time of significant transition for first year students. We’ll be partnering with Academic Affairs and Student Affairs on a highly integrated strategy and rolling up our sleeves to serve our students in new and dynamic ways that should create the same successes we started four years ago.

In terms of the financials, our long term plan remains funding higher levels of financial need and slightly reducing some of our merit scholarships to achieve this. We’ll also be working through our recruitment strategy and fundraisers to find ways to free up resources to support our neediest students. Certainly, continuing to grow demand over a long period of time will help us do that.

Last, we are blessed to have a full-time position devoted solely to the retention and success of students. Our director of retention and student success Elizabeth Rainey will continue to work with students, department heads, and the wider community on ways to improve student persistence. In her two years with us, Liz has done a great job creating data points and explaining to our community the reasons for our persistence challenges and what actions we must take to overcome them. Much more to come from Liz and this wing of our operation.

**Mission in enrolling students**
I’ll be speaking about recruitment with the Mission and Ministry committee during the October meetings. We’ll be discussing how we enroll students for mission and how our Catholic and Jesuit identities are expressed in our marketing materials, communications to students, websites, and other various elements of our plan.

**Hurricane Isaac**
We are still sorting through the data, but it would appear that Isaac has had a small impact on enrollment. About 30 of our students are from the town of LaPlace and Plaquemines Parish, the areas hardest hit. Other towns in the Gulf South area saw sporadic damage and there are some cases of students being affected. We are not yet sure if any students have withdrawn from Loyola directly because of the storm. We expect to have that information soon.

We’re teaming up with Institutional Advancement to attempt to raise some funds for students who are affected and who remain enrolled. We want them to be able to continue at Loyola.
Additional challenges
We are looking forward to a renovated Cabra Hall to assist our enrollment efforts next year. This year was a challenging one, as more than 200 beds were removed from our housing system to accommodate the much-needed renovation. The Residence Life staff did a great job juggling the massive housing demand, placing students, and finding alternative housing for them. Looking ahead, we know that students will love the new accommodations.

One of the great things about our campus these days is the construction, and we always have to be mindful of how to message that. We continue to tell our students the story of what is happening and how it will affect them in the years to come. We have reached a positive tipping point, where our new classes will clearly receive the benefit, in the short and long term, of the work being done.

Graduate/professional enrollment
Enrollment management consults with the graduate programs on marketing, recruitment, and retention. We’ve worked with the Law School, assisting in their search for a new admissions dean and their marketing and admissions strategy. We’ve been involved with pricing strategy for our professional and continuing studies program; we’ve worked on recruitment and scholarship strategy with MBA, Music, and Counseling.

We will continue to work with these programs and we’re very excited to be partnering with Provost Manganaro on the vision he creates with all of us for our graduate and professional programs.

Assumptions – enrollment and pricing
It is clear that the pricing of our programs, along with our assumptions for enrollment/retention and revenue will be very important in the months and years to come. We continue to monitor our performance in light of the pricing and loan debate in the public square, the unusual economic conditions of our time, our own students and families’ ability to pay, the metrics of demand, opportunities to grow net revenue, the need to grow student persistence and success, and our fixed will to legislate enrollment management through the prism of Loyola’s mission.
RESOLVED that, Dr. Marc K. Manganaro, Provost and Vice President for Academic Affairs, and Dr. Heidi Davis, Director of Grants and Sponsored Programs, are hereby authorized to submit grant proposals, to accept funded grants, and to sign contracts as stipulated in current Loyola policy.

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J. Kevin Poorman
Chair, Board of Trustees, Loyola University New Orleans
Date

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Robert Gerlich, S.J.
Secretary, Board of Trustees, Loyola University New Orleans
Date

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Kevin Wm. Wildes, S.J., Ph.D.
President, Loyola University New Orleans
Date