

Our Lady of the Lake College
Annual Report
January 16, 2007-January 14, 2008

This Annual Report describes the progress made on the Institutional Goals and Presidential Goals, which were approved by the Our Lady of the Lake College (OLOLC) Board of Trustees at its March 2007 meeting. An earlier version of this report was submitted to the Board of Trustees Executive Committee members at their request to use for the annual assessment of presidential performance at the November 2007 Executive Committee meeting.

Operationalizing the Franciscan Missionaries of Our Lady (FMOL) Mission and Core Values

There has been significant progress made regarding the operationalization of the FMOL Mission and Core Values at Our Lady of the Lake College during this time period. The following are examples of activities that have taken place:

- College Quarterly Masses continue in their second year;
- The first Franciscan Service Award winners at the College—Kim Abadie in Admissions (Spring 2007) and Susan Knapps in the School of Arts and Sciences (Fall 2007) were named.
- The College sponsored a Morning of Prayer the Friday before the Fall 2007 Semester began.
- Weekly Prayer Meditations and Lenten Soup and Substance events have commenced;
- A memorial service on All Souls Day 2007 was held;
- The Franciscan Scholars and Assistance Program recruitment effort began this year.
- The College joined the Association of Franciscan Colleges and Universities (AFCU). In conjunction with this association, the College sponsored one faculty member to participate in an on-line certificate program in Franciscan Studies. The College will also sponsor three individuals (the President and two faculty members) to attend the AFCU Symposium in summer 2008.
- The College will sponsor one faculty member to *Collegium*, a one-week colloquy for faculty members at Catholic colleges that is designed to provide ideas about strengthening the Catholic identity at their home institutions.
- President Harper is an active member of the Our Lady of the Lake Regional Medical Center (OLOLRMC) Mission Council.

Nurturing Academic Excellence

There has been significant progress made regarding achieving accreditation standards for both professional accreditation agencies as well as the regional accrediting body

of Southern Association of Colleges and Schools (SACS). The following are the accreditation actions that have occurred during this time period:

- The National League for Nursing Accrediting Commission reviewed the RN-BSN program and recommended the program retain accreditation for eight years, the maximum amount of time that a program can receive.
- The National League for Nursing Accrediting Commission also granted initial accreditation to the graduate nursing program as well as the graduate nurse anesthetist program.
- The Joint Review Committee on Education in Radiologic Technology granted continuing accreditation to the Radiologic Technology program. The review committee did not submit any recommendations that needed to be addressed in the OLOLC program.
- OLOLC successfully addressed the SACS recommendations of the Visiting Team that came to review the Substantive Change of the college in its initiation of graduate degree programs. The recommendations addressed providing students and faculty access to adequate library collections and justifying and documenting the qualifications of two faculty members. After reviewing the College response to these recommendations, SACS voted in June 2007 that the College would continue to be accredited at the Level III (Master's degree granting) level. Library usage increased dramatically after the College moved the library from its Perkins location to its current Didesse location.
- The SACS Leadership Team, Compliance Committee, and Quality Enhancement Committee were formed and are currently reviewing the core requirements and comprehensive standards needed for the upcoming SACS Reaffirmation effort. The requirements and standards for finance, physical resources, student services, and governance have received their initial review. The Quality Enhancement Committee has identified the broad topic of literacy as a focus area to consider as the College's Quality Enhancement Plan. The President's Office and the Quality Enhancement Committee co-sponsored a Campus Conversation in November 2007 to discuss the topic of literacy in more detail before submitting a formal proposal to the SACS Leadership Team.

Under the leadership of Dr. David England, the academic program has identified a number of areas, particularly in the area of general education/core curriculum, where the College can significantly enhance the educational experience of the Lake College students. Dr. England, Dean Green, and Dean Waters are developing a multi-year plan regarding specific faculty and staff additions needed to maintain academic excellence and quality service. Similarly, this group, in conjunction with faculty leaders, is beginning to establish a culture of assessment designed to support and improve student learning.

Enhancing College Enrollment

There has been improvement in sustaining college enrollment. Of the ten private colleges and universities in the State of Louisiana, only three have reported enrollment gains since

the 2005 hurricane season: Centenary, New Orleans Baptist Theological Seminary, and Our Lady of the Lake College. The following are examples of actions indicating enrollment success or potential enrollment opportunities for OLOLC:

- Posted record fall enrollment in Fall 2007 at 2,086;
- Exceeded goal to increase First Time Freshmen by 10%. The actual increase was 14.8%;
- Received approval for additional site at West Jefferson Medical Center in Marrero, Louisiana. Classes began on January 9, 2008;
- Initiated new accelerated nursing degree program in Baton Rouge;
- Developed the Franciscan Assistance Award for needy students;
- Received the Community Block Development Grant (in partnership with the Southwest Louisiana Health Education Center) to educate registered nurses in the hurricane impacted areas;
- Received \$1,100,000 in State of Louisiana nursing capitation money based on the College ability to increase nursing enrollment.
- Communicated with the leadership at the East Jefferson Medical Center regarding the initiation of a program at their site. The concept paper for this program is included in this board book.

The Datatel Colleague project implementation is proceeding. Once the implementation is complete, more student friendly processes should be in place for on-line registration and tuition payment, timely financial aid packaging, and efficient, accurate, “above and beyond” service. A distance learning plan is currently under review by the Faculty Senate. The Health Career Institute will become the continuing education provider for the OLOLRMC.

Primarily due to the numerous personnel changes and other competing projects, a retention plan has yet to be developed. The Enrollment Management Council will need to focus on this effort in 2008.

Developing a Strategic Identity for the College

Although the College has begun formulating its strategic identity, this is a long term goal that will take quite a while to achieve. The following steps have been taken to attain this goal:

- A marketing study has been conducted and the results have been reviewed;
- A marketing proposal is currently under review;
- A web master has been identified to help with the College website;
- The College community has agreed, through the formulation of its strategic plan, on the following identity: *Our Lady of the Lake College will become known throughout the State of Louisiana as an academically sound Catholic college with a health focus, which provides an engaged climate of learning for qualified students. Members of the Lake College community will understand that the Lake College educational experience is designed for individuals to use the education that is acquired at the College to help our society, especially those most in need.*

To enhance the visibility of the College, President Harper has participated in the following activities: the American Health Sciences Education Consortium, the Council of Independent Colleges President's Institute, the Association of Catholic Colleges and Universities, the Association of Franciscan Colleges and Universities, the Louisiana Association of Independent Colleges and Universities, the Council of Louisiana Colleges and Universities, the Louisiana Office of Student Financial Assistance, the Louisiana Tuition Trust Authority, the Louisiana Health Works Commission, the OLOLRMC Mission Council, the Franciscan Missionaries of Our Lady Health System (FMOLHS) planning retreats, the Association of Governing Boards Annual Conference, and the Louisiana Workforce Development Master Plan Workgroup. Dr. Harper has also been named as a Special Reader for SACS and has chaired a SACS Substantive Change Visiting Committee and a SACS Off-Site Compliance Review Committee. Harper has also been named to the Executive Committee of Louisiana Campus Compact. Campus Compact is a national nonprofit organization dedicated to promoting community service, civic engagement, and service-learning in higher education. Harper authored an invited article, "The Road Less Traveled", which appeared in the fall 2007 quarterly newsletter *NetworkNews* of the American Council on Education Office of Women in Higher Education.

Formulating a Campus Master Plan

Under the leadership of Leon Mathes, the College has begun formulating the campus master plan by researching the possible buildings in the identified ideal perimeter of Hennessy, Essen, Picardy, and Dijon. At the April and October 2007 OLOLRMC Building and Planning Committee meetings, Dr. Harper presented the current and projected needs of the College in terms of space. In December 2007, the College hosted its initial round of interviews with MGT of America, Inc. to assist in devising a long term facilities plan for the College.

Framework for Institutional Advancement Strategy

Leon Mathes and Dr. Harper met with the new OLOL Foundation leaders and have presented a contract to them which delineates Foundation responsibilities and College oversight over the College funds held by the Foundation. After reviewing applications and conducting telephone interviews following a national search, the search committee for the new position of Director of Institutional Advancement at the College has submitted a list of recommended finalists to the President. A campus interview for the finalist(s) is expected to take place before February 1, 2008. President Harper and other college staff members have met several times with the new alumni officers to develop plans to nurture that fledgling association. Those efforts have had mixed success.

Develop a New Strategic Plan

This goal has been met. *The Centennial Compass: A Long Term Vision and Strategic Plan for Our Lady of the Lake College* was passed by the College Board of Trustees at its September 2007 meeting. President Harper has presented *The Centennial Compass* to the Franciscan Missionaries of Our Lady on November 20, 2007 and to the Board of Directors of the Franciscan Missionaries of Our Lady

Health System on December 6, 2007. At its November 2007 meeting, the President assigned responsible parties and timelines for implementation of the plan to keep progress on track at the College Leadership Team meeting. President Harper met with the chief executive officers of the hospitals in the FMOLHS and incorporated their input into *The Centennial Compass*. Harper has submitted to John Finan, the CEO of FMOLHS, in November 2007 a course of action document for his review. Sister Penny and Dr. Harper drafted board member expectations, committee structure and membership, and a board evaluation plan, which was reviewed, amended, and approved by the Board members at its November 2007 board meeting.

Conclusion

Our Lady of the Lake College has made significant progress with the development of its strategic plan, with operationalizing the core values of FMOL into the daily life of the campus, and with nurturing academic excellence. It has sustained its enrollment during a period of significant stress in the State of Louisiana, although the struggle to attract first time freshmen continues and the enrollment gains are primarily due to the growth in two new graduate programs, the education of nurse anesthetists and physician assistants. It has made only slight progress in its efforts to establish a strategic identity, to formulate a campus master plan, and to develop a framework for an institutional advancement strategy. However, each of these areas began developing momentum as the end of 2007 approached. Thus, the College anticipates that more improvement in the areas of identity, campus master planning, and institutional advancement will be evident in 2008.

Certainly, the progress that the College has made is always the work of a collection of very talented individuals. The OLOLC community has been energized in 2007 by a new Business Manager (Leon Mathes), a new Vice President for Academic Affairs (Dr. David England), a new Dean of the School of Arts and Sciences (Dr. Carol Waters), a new Director of Financial Aid (Tiffany Magee), a new Director of Admissions (Rebecca Cannon), a new Faculty Senate Speaker (Angus Woodward), a new Student Government president (Kristi Tortorich), and several new faculty and staff members. These individuals have joined a community of dedicated, hard-working individuals who are committed to improving the educational experience at Our Lady of the Lake College.

Presented to the Our Lady of the Lake College Board of Trustees
By President Sandra S. Harper
January 14, 2008