The Search for a Vice President for Academic Affairs

Our Lady of the Lake College

Baton Rouge, Louisiana

Vice President for Academic Affairs Search

Our Lady of the Lake College (OLOL College), a Catholic institution with a strong health sciences focus in Baton Rouge, Louisiana, invites expressions of interest and nominations in this opportunity to lead the academic affairs division in the midst of exciting advancement and transformation. The College’s new President, Dr. Tina S. Holland, brings energy, enthusiasm, passion, and vision to her work in leading OLOL College. The next Vice President for Academic Affairs will join Dr. Holland in this new era of the institution’s life. The Vice President will build on the successes of the past and lead the institution as it adds doctoral programs, augments current programs, and strengthens the academic curricula and offerings. The College seeks a Vice President for Academic Affairs with demonstrated leadership skills and the vision, commitment, and zest to advance the mission of the College. The College is an integral component of the Franciscan Missionaries of Our Lady (FMOL) Health System in Louisiana, and the Vice President will possess a deep belief in and commitment to the mission of the Franciscan Missionaries of Our Lady.

Our Lady of the Lake College is a wholly-owned subsidiary of Our Lady of the Lake Regional Medical Center (OLOLRMC) and is sponsored by the Franciscan Missionaries of Our Lady, North American Province. OLOLRMC is an academic medical center and serves as the primary clinical site for 17 residency programs including pediatrics, internal medicine, psychiatry, and emergency medicine.
History

In 1911, six fearless Sisters from Calais, France boarded a ship, The Rochambeau, for an arduous journey across the ocean to answer a call to bring healthcare to Louisiana. Today, both the major state-wide health system that the Franciscan Missionaries of Our Lady built and the school they created, which is now Our Lady of the Lake College, are a testament to the Sisters’ faith, hard work, and vision. The College has a rich history, and that history and mission are told below.

A School of Nursing is Created to Serve Louisiana
Established in 1923 by the Franciscan Missionaries of Our Lady, the Our Lady of the Lake School of Nursing began in conjunction with the establishment of Our Lady of the Lake Sanitarium in the Capitol Lake area of downtown Baton Rouge, Louisiana. The School was an integral part of the new hospital’s program of service to the community.

Five students from the St. Francis Sanitarium in Monroe, Louisiana, formed the nucleus of the first class of nine students. The students lived, attended classes and cared for patients in the hospital overlooking Capitol Lake. Upon completion of three calendar years of education, the students were awarded a diploma in nursing.

The School Initiates Innovations in Healthcare Education
The curriculum was revised over the years to incorporate advances in medical science, nursing science, nursing practice, and nursing education. In 1960, in response to the changing health needs of the community and the prevailing nursing shortage, the School of Nursing was the first school in the South to revise its curriculum by shortening its program from three calendar years to 27 consecutive months. Recruitment to the diploma program was intensified, enrollment increased, and the School continued to grow and maintain its reputation for excellence.

The Modern College Begins to Take Shape
During the 1970s, major changes began to occur in the student population. Along with a decline in residential students, there was a gradual but persistent increase in the number of non-traditional students (23 years of age and older) seeking admission to the nursing program. By the close of the decade, the School of Nursing became a commuter school and no longer offered on-campus housing. This coincided with the relocation of Our Lady of the Lake Regional Medical Center to its present site on Essen Lane.

In response to trends in nursing education and licensure, the faculty began exploring options in the 1980s to position nursing education within the collegiate setting. In 1989, the process culminated with the decision of the Franciscan Sisters and the medical center administration to transition to a degree-granting institution of higher education. In May of that year, Our Lady of
the Lake College of Nursing and Allied Health was registered with the state. Within the next few years, the College began offering Associate of Science degrees in Radiologic Technology and general studies, in addition to nursing. Regional accreditation of the College was initially received from the Southern Association of Colleges and Schools (SACS) in June 1994. In July of 1995, the College was officially renamed Our Lady of the Lake College.

New Programs are Developed
The late 1990s and early years of the new millennium were a time of expansion for the College, and several new associate degree programs were added to the curriculum. In 1998, the College was approved as a Level II institution to offer baccalaureate degrees, and by the turn of the century had added seven bachelor’s programs. Additional programs were established during the summer of 2000 to offer dynamic training opportunities including practical nursing and phlebotomy as well as continuing education for healthcare professionals.

In response to the regional devastation of Hurricane Katrina in 2005, the College ramped up outreach programs on three campuses in the New Orleans metropolitan area, ultimately graduating over 450 associate degree nurses who contributed significantly to a healthcare system in need. Another noteworthy point in the College’s history occurred in 2005, when SACS granted approval for master’s level programs in nurse anesthesia, nursing and physician assistant studies, making available for area professionals a new level of academic achievement. The College recently received approval from SACS to offer the Doctorate of Nursing in Nurse Anesthesia.

Our Lady of the Lake College Today
In 2009, the College received a full ten-year re-accreditation from SACS. This process was extremely valuable, leading to some reorganization of undergraduate programs and the development of a stronger core curriculum. Additionally, the College went through a reorganization of its undergraduate and graduate academic programs resulting in two comprehensive academic schools: the School of Arts, Sciences and Health Professions and the School of Nursing. Today the College offers 1 doctorate degree, 3 master’s degrees, 6 bachelor’s degrees and 4 associate degrees – in addition to 1 certificate program. Today, the College has over 1,700 students and a full-time faculty of 85.

In addition to an emphasis on academic excellence, Our Lady of the Lake College has continued the commitment to service begun by the Franciscan Missionaries of Our Lady. During the 2013-2014 academic year, OLOL College students provided 47,246 hours of service to the community. This commitment to serve ensures graduates will possess a wide range of knowledge and skills which will allow them to continue to fulfill the College’s mission of service to God’s people.
College Mission Statement

Inspired by the vision of St. Francis of Assisi and in the tradition of the Roman Catholic Church, we extend the healing ministry of Jesus Christ to God's people, especially those most in need.

We call forth all who serve in this healthcare ministry, to share their gifts and talents to create a spirit of healing— with reverence and love for all of life, with joyfulness of spirit, and with humility and justice for all those entrusted to our care.

We are, with God's help, a healing and spiritual presence for each other and for the communities we are privileged to serve.

Seeking to be faithful to the ideals of its heritage and its sponsors, Our Lady of the Lake College is committed to meeting the educational needs of the people of God.

Our Identity

Our Lady of the Lake College of Baton Rouge, Louisiana, is an independent, private Catholic College founded by the Franciscan Missionaries of Our Lady. The College is a student-centered academic community guided by Franciscan values, faithful to the commitment to the truth and common good found in Ex corde Ecclesiae and devoted to excellence in learning.

Our Purpose

The College engages students in an educational experience that cultivates the spirit of scholarly inquiry, ongoing reflection, and a commitment to life-long learning and service. The College seeks to promote a learning environment informed by the concepts of collegiality, community, democracy, social justice, and the culture of life that encourages individual and collective responsibility. Committing to and accomplishing the institutional purpose and goals requires empowering students to exceed standards, expand their vision, and come to the full measure of their humanity.

Institutional Goals

1. Incorporating the Franciscan values of service, reverence and love for all life, joyfulness of spirit, humility, and justice and the spirit of Ex corde Ecclesiae into all facets of the educational process and functions of the College.
2. Providing programs of study that contribute to the authentic good of individuals and human society as a whole.

3. Emphasizing academic excellence in a student-centered environment to enhance knowledge and inquiry in the pursuit of life-long learning.

4. Cultivating a student-centered environment which promotes a holistic approach to student growth and development in the search of vocation or calling.

5. Fostering an engaged community of civic-minded scholars that encourages a culture of social responsibility and service.

6. Cultivating, among all campus constituents, a desire to understand, a capacity for tolerance, and an ability to embrace diversity while demonstrating ethical and moral behavior in all endeavors.

7. Practicing good stewardship of College resources while minimizing the carbon footprint of the College.

8. Expanding the scale and scope of programs and communities the College serves.

Aspiring Vision
Our Lady of the Lake College aspires to be a premier Catholic College in the Gulf Coast region. By 2023, the College will be a Southern Association of Colleges and Schools Level V (doctoral granting) institution and will serve an enrollment of 2,500 students, with a majority of degree conferrals at the baccalaureate level. The College will be known for excellence in academics, civic engagement, and student and faculty achievement. This will be accomplished by maintaining relevant, rigorous program offerings, superior facilities, community engagement, and excellent student support all within a culture of Catholic faith identity consecrated to the cause of truth which embraces diversity and lifelong learning.
The Spirit of *Ex corde Ecclesiae* at OLOL College

On August 15, 1990, Pope John Paul II issued an apostolic constitution on Catholic higher education entitled *Ex corde Ecclesiae*. The Apostolic Constitution described the identity and mission of Catholic colleges and universities and provided General Norms to help fulfill its vision. Subsequently, the United States Bishops issued *The Application of Ex corde Ecclesiae for the United States*. *Ex corde Ecclesiae* highlights four distinctive characteristics of Catholic colleges and universities that are essential for Catholic identity:

1. Christian inspiration not only of individuals but of the college community as such;

2. A continuing reflection in light of the Catholic faith upon the growing treasury of human knowledge, to which the College seeks to contribute by its own research;

3. Fidelity to the Christian message as it comes to us through the Roman Catholic Church;

4. An institutional commitment to the service of the people of God and of the human family in their pilgrimage to the transcendent goal which gives meaning to life.

In addition to committing the College to demonstrate the above four characteristics and in accordance with the principles of *Ex corde Ecclesiae*, OLOL College will strive to become "an academic community which, in a rigorous and critical fashion, assists in the protection and advancement of human dignity and of a cultural heritage through research, teaching and various services offered to the local, national and international communities. It possesses that institutional autonomy necessary to perform its functions effectively and guarantees its members academic freedom, so long as the rights of the individual person and of the community are preserved within the confines of truth and the common good."
Academic Programs and Offerings

The College has 85 full time faculty, approximately 35% of whom hold a Ph.D. or a terminal degree in their field. The faculty work closely with students in the areas of critical thinking, communication and problem-solving skills, which help them navigate a rapidly changing environment. The faculty is committed to the expectations and commitments included in the Academic Plan and proceed from a "students first" orientation.

Devoted to excellence in teaching and learning, OLOL College is a student-centered academic community guided by its institutional Mission and Academic Plan. Student to full-time instructional faculty ratio is 20:1 with a student enrollment of over 1,700. Accredited to offer doctorate, master’s, bachelor’s, and associate degrees, the College’s 14 academic degree programs are organized within two schools: the School of Arts, Sciences and Health Professions and the School of Nursing.

The School of Arts, Sciences and Health Professions (ASHP)

The School of Arts, Sciences and Health Professions at Our Lady of the Lake College (OLOL College) provides foundational general education and prerequisite courses for both pre-clinical and non-clinical students as well as a variety of associate, baccalaureate and master level degree programs. Associate of Science (A.S.) degree programs include Arts and Sciences (with concentrations chosen from Biology and Liberal Arts); Physical Therapist Assisting; Radiologic Technology; and Respiratory Therapy. Baccalaureate (B.A., B.S.) degrees offered include Biology (with concentrations chosen from General Biology and Pre-professional Human Medicine), Clinical Laboratory Science, Health Sciences completion, and Liberal Studies (with concentrations chosen from English, Psychology, Sociology and Religious Studies). The School also offers a Master of Medical Science degree in Physician Assistant Studies and a Master of Health Administration degree in Health Administration. The content of all courses in the School of Arts, Sciences, and Health Professions is organized and presented in a manner that facilitates continued academic growth and progression through the college experience to prepare students for academic and professional challenges.

School of Nursing

Students in the School of Nursing are provided with clinical and laboratory experiences that enable them to develop the knowledge, skills, and abilities needed to begin careers as either registered nurses (BSN program) or certified registered nurse anesthetists (DNPNA program). Clinical sites include acute care hospitals, clinics, community care centers, and schools. Our skills laboratories employ high fidelity human simulation manikins and static manikins in a realistic setting designed to mirror the actual clinical arena.
The School of Nursing offers the following programs: Bachelor of Science in Nursing (traditional and fast-track BSN, LPN-BSN, RN-BSN); Master of Science in Nursing, with two tracks – educator or administrator; and Doctorate of Nursing in Nurse Anesthesia.

**Accreditation / Membership**
Our Lady of the Lake College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award associate, baccalaureate, master's, and doctorate degrees. In addition to the institution-wide accreditation awarded by SACS, programs at Our Lady of the Lake College earn accreditation through academic discipline-specific accrediting bodies.

**Program Specific Accreditation**
Academic programs at OLOL College have the discipline-specific accreditation appropriate to each program. In addition, to these program accreditations, the Physician Assistant Program has gained provisional accreditation from the Accreditation Review Commission on Education for the Physician Assistant, and the Master of Health Administration is structured according to the Commission on Accreditation of Healthcare Management Education requirements and will seek accreditation after its second class has graduated.

**Student Profile**
Student enrollment is 1,700 with approximately 85% female and 15% male. Approximately 72% of students are enrolled in nursing programs at the undergraduate and graduate levels, 22% in other health professions at the undergraduate and graduate levels, 5% in arts and sciences at the undergraduate level, and 1% in certificate programs.

The average age of students at OLOL College is 26. Seventy-six percent of the student body is under 30 years of age, and 8% is over 40. Thirty-two percent of those attending OLOL College self-identify as U.S. Student of Color: 20% Black or African American; 4% Asian; 4% Hispanic; 0.2% Native Hawaiian or Other Pacific Islander; and 1% American Indian/Alaska Native. In terms of geographical distribution, 81% of the student body lists their parish of residence as East Baton Rouge (44%) or a parish within a 75-mile radius. Out-of-state student enrollment continues to gradually increase with only 4% from states other than Louisiana.
Board of Trustees and Governance

Our Lady of the Lake College, Inc. (OLOL College) is an affiliate of Our Lady of the Lake Hospital, Inc. (OLOL), which is an affiliate of the Franciscan Missionaries of Our Lady (FMOL) Health System, Inc., which is owned and operated by the Congregation of the Franciscan Missionaries of Our Lady, North American Province. As such, Our Lady of the Lake College, Inc. is managed and operated in accordance with the teachings of the Roman Catholic Church, mission and values of the Franciscan Missionaries of Our Lady, and the Ethical and Religious Directives of Catholic Health Care Facilities promulgated by the United States Conference of Catholic Bishops and the provisions of *Ex corde Ecclesiae*.

The Board of Trustees is the governing body of OLOL College. It is an active policy-making body for the College and is ultimately responsible for ensuring that the financial resources of the College are adequate to provide a sound educational program. The Board of Trustees consists of no less than seven (7) and no more than thirty (30) persons including ex-officio members. The Board has five committees, including Executive, Academic and Student Services, Strategic Planning and Mission Effectiveness, Finance and Facilities, and Development and one sub-committee, Investment.

Finances

Our Lady of the Lake College has an operating budget of approximately $25 million. Student tuition and fees currently make up about 92% of the operating budget, while a subsidy provided by OLOLRMC, the College’s owner, makes up about 8% of the operating budget. Tuition varies by school and program, but costs to students are in the lower ranges of tuition for peer institutions. Student loans are a burden for many of the students, and the College desires to provide greater financial assistance to students in order to be competitive with other private not-for-profit colleges and universities in Louisiana. The current tuition discount rate (funded and unfunded) is approximately 3.7% of tuition and fee revenue. Despite the current economic situation, OLOL College ended Fiscal Year 2014 with an operating margin of 6.9%, which will be re-invested in the capital needs of the College, specifically the Master Plan. The College has worked expeditiously to control costs by reducing operating costs through cost control measures and streamlining operations as well as eliminating unsustainable programs. These pressures have increased the desire to enhance revenues with additional revenue streams from within our health system, additional online courses, additional grant funding and more aggressive fundraising.

Location

Our Lady of the Lake College is the only four-year private college in Baton Rouge in a region and state where approximately 1/3 of the population is Catholic. The College’s location in the capital city of Louisiana, one hour west of New Orleans on Interstate 10, offers distinct advantages. Baton Rouge’s urban environment (approaching 1M in the metropolitan area)
provides faculty, staff, and students with theatre, music, dance, art, festivals, sports, and the region’s world-renowned Cajun cuisine - as well as a variety of multi-ethnic cuisines and restaurants. When darkness falls, Baton Rouge nightlife comes alive, filled with a musical heritage that includes jazz, blues, rock, and Cajun music.

In September, 2013, Business Facilities magazine ranked Baton Rouge #1 in the U.S. for economic growth potential - citing the dynamic new riverfront development on the Mississippi River, a new cutting-edge IBM technology center, and some of the “hippest digital media studios in the nation.” The magazine further stated, “Louisiana’s capital has had great success in executing its strategy of bringing together business and higher education in innovative public-private partnerships that spur initiatives in new high-growth sectors.” Obviously, health care is among those sectors.

In August, 2013, Entrepreneur magazine name Baton Rouge among the top “emerging entrepreneurial hubs” in the U.S. $50 billion is the minimum that national and international firms are expected to spend in the next 3-4 years along the Mississippi’s corridor from Baton Rouge to New Orleans and in the surrounding region. Tens of thousands of new jobs and people will benefit from this boom. OLOL College is well poised to participate in this growth.

**Centennial Compass 2.0: The Guiding Strategic Plan**

**Implementation of the Strategic Plan, Centennial Compass 2.0.**

In 2007, the Franciscan Missionaries of Our Lady (FMOL) requested that the College embark on a long-term vision and strategic plan in preparation for the College’s centennial in 2023. The College leadership launched a planning process involving faculty, staff, students, members of the Board of Trustees, and representatives from the Franciscan Missionaries of Our Lady, Our Lady of the Lake Regional Medical Center, the FMOL Health System, and members of the broader community. That plan was named the 2007 Centennial Compass.

In 2012, a five-year strategic plan, Centennial Compass 2.0, was approved by the Board of Trustees encompassing an updated institutional identity, purpose, goals, and new aspiring vision. To achieve this aspiring vision, an overarching imperative for the College during the next five years will be to create a distinctive College identity that has three prominent foci:

- Its Catholic and Franciscan character;
- Its focus on active learning and civic engagement across the curriculum;
- Its curriculum niche of health in all its dimensions.
In establishing this distinctive identity, Our Lady of the Lake College will concentrate its energies on fulfilling commitments to the students, the broader community, and the health of the population. These Centennial Commitments will be the primary strategic initiatives during the next five year period (2012-2017):

- Build and Sustain a Culture of Academic Excellence;
- Create an Opportunity for Spiritual Exploration, Analysis, and Growth;
- Recruit, Retain and Graduate a Diverse and Highly Qualified Student Body;
- Recruit, Mentor, Reward, and Retain a Diverse, Highly Qualified and Engaged Faculty and Staff;
- Move Toward a Unified Physical Campus;
- Link Learning and Service with Catholic Social Justice Teaching throughout the Communities the College Serves;
- Enhance the Health of the Population in Collaboration with the Our Lady of the Lake Regional Medical Center, the Franciscan Missionaries of Our Lady Health System, and the State of Louisiana; and,
- Establish a Culture of Investment, Stewardship, Fiscal Accountability, and Operational Autonomy to Ensure the Financial and Operational Sustainability of the College.

Centennial Compass 2.0 details key activities that will be accomplished to achieve these commitments. It includes an Academic Plan, a Technology Plan, timelines for achieving each activity, and metrics of success which delineate the baseline metric in 2011 and the target that the College is aiming for in 2017. The Centennial Compass 2.0 is approved and embraced by the Board, campus, and campus constituencies and stakeholders, and the next Vice President will work with the President on this guiding plan.

Opportunities for the Next Vice President for Academic Affairs

- Work collaboratively with the new President, Dr. Tina S. Holland, faculty, staff, students and trustees in designing and implementing the College’s future;
- Advance a collaborative and accountable structure for conducting the work of academic affairs;
- Diversify the College’s academic program offerings;
- Develop high-impact experiential programs which students identify with an OLOL College education;
- Collaborate with faculty to create a distinctive OLOL College experience;
- Work with faculty and staff leadership to create and structure a shared governance body – College Senate;
- Develop and advance a formal program of faculty development with a focus on the Scholarship of Teaching and Learning (SoTL) – embrace a culture of scholarship and academic inquiry;
- Create a formal program for college-wide assessment of teaching and learning;
- Strengthen, formalize, and streamline academic policies and procedures related to faculty and academic programs;
- Collaborate with the Vice President for Student Affairs to develop programs that both educate and form students;
• Collaborate with the Vice President for Institutional Advancement in the cultivation of funding sources for new programs;
• Develop community partners as internship hosts, clinical site providers, and potential employers;
• Conduct a search for the Dean of the School of Nursing – an excellent Interim Dean is currently in the role; and
• Promote and foster leadership development at all levels of the institution.

**Attributes of the Next Vice President**

• Consistent with the Catholic nature of Our Lady of the Lake College, it is desired that the successful candidate be Catholic, have an appreciation for Catholic higher education, and have a calling to the College’s mission;
• The next Vice President will have an earned terminal degree with senior leadership experience in higher education administration or comparable experience with health care education;
• He or she will have an understanding of the value of formation as essential to higher education in the Catholic intellectual tradition;
• The Vice President will have clinical health-care experience or experience overseeing clinical programs;
• He or she will have experience in program development and assessment, including a significant appreciation for online education;
• The Vice President will have experience and expertise with a variety of accreditation processes, especially those related to professional degree programs;
• He or she will demonstrate and foster a balanced approach to liberal arts and pre-professional/professional programs;
• He or she will value teaching at all degree levels;
• It is expected that the next Vice President will promote collegial collaboration with student life educators at OLOL College in order to foster a student-centered approach to the formation and education of our students;
• Within the interdependent Franciscan Missionaries of Our Lady Health System in Louisiana, the Vice President will seek to support the mission and needs of the entire system;
• The next Vice President will work cooperatively with the President, faculty, staff, students, trustees, alumni, donors, community stakeholders, and the FMOL Health System to advance the institution;
• He or she will provide strong academic, administrative, and financial leadership and stewardship;
• The Vice President will embrace the vision for the College’s academic and programmatic future and also possess the strategic planning and implementation skills to bring that mission to fruition; and,
• The next Vice President will possess the integrity, moral compass, compassion, commitment, and wisdom to lead by example in the true demonstration of servant leadership.
Application and Nomination Process

The College is being assisted by Academic Search, Inc. Additional information, including a link to the vice presidential search website, can be found on the institution’s website at www.ololcollege.edu. Applications should include a letter of interest, a curriculum vitae, and the names of five professional references with full contact information including email addresses and telephone numbers. Nominations and applications can be submitted electronically in confidence at OLOLCollegeVPAA@academic-search.com.

Ann Die Hasselmo (Ann.Hasselmo@academic-search.com) or Andrea Cowsert (Andrea.Cowsert@academic-search.com) may be contacted directly for more information regarding the search. Review of applicant materials will begin January 9, 2014, and the search is expected to conclude early in the spring semester.