

# Section 1

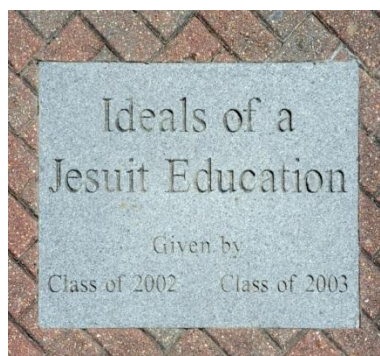
## Situational Analysis

The College of Business (CoB) has continued to thrive in the Post-Katrina era. As some have said, Katrina is one of the worst things to ever happen to New Orleans and in some ways one of the best. It is in the “rebirth” of New Orleans and Loyola University that an opportunity for reinvention has allowed Loyola and the College of Business to accomplish many new initiatives in a relatively short time frame.

The Loyola Fast Facts box shows a profile of the university.

**Loyola Fast Facts**

2,965	undergraduate students
48%	undergraduates from out of state
4%	international undergraduates
2,017	graduate/professional students
61%	graduates/professionals from out of state
1%	international graduates/professionals
12:1	student-to-faculty ratio
3.66	average GPA for entering Freshmen
23-29	middle 50% ACT
1150-1240	SAT range
590-630	SAT Critical Reading middle 50%
560-610	SAT Math middle 50%
120+	clubs, organizations, and intramural sports
84%	undergraduates receive financial aid
88%	of faculty hold highest degree in field
34%	ethnically diverse undergraduates
12	varsity athlete teams



## 1. Historical Factors

As noted above, in Post-Katrina New Orleans, there has been a strong situational impact on the public and private sectors. Relatively, our educational goals have been related to “creativity”, “invention” and “entrepreneurship”. Loyola University New Orleans and the College of Business have had to rely more than ever on its Jesuit, Catholic identity in differentiating itself as providing a value-laden education. In essence, the core values stated on the stone tablets in our University quadrangle walkway have been the building blocks of journey in the recovery process.

### *CoB Enrollment Profile Fall 2012*

Seniors	124
Juniors	98
Sophomores	146
Freshmen (est.)	182

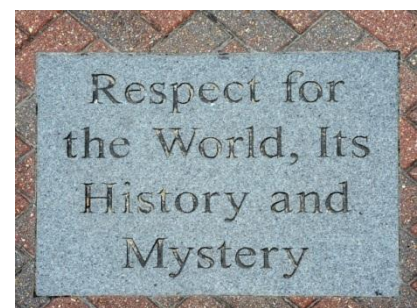
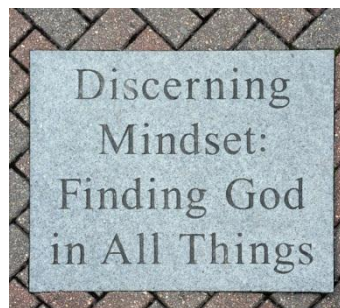
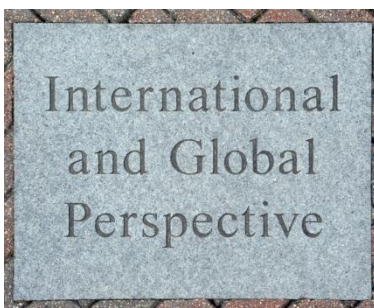
MBA	80
-----	----

The enrollment profile for the CoB shows that the expected incoming freshman class will be the largest since pre-Katrina (n=182, expected). The enrollment growth is directly related the collaboration between Dean Locander to Mr. Sal Liberto, Vice President for Enrollment Management. The agreement to expand was made because the enrollment in a number of our major courses was well below an acceptable number of what the college considers a “small class” (n=25).

The MBA is an evening program with enrollment of 80 students. Beginning in 2010, the new Director of the MBA Program, Dr. Jerry Goolsby, started to revamp the program to add more value and rigor to our graduate courses. In addition, he began reshaping our incoming MBA class to increase the number of years of business experience for those admitted to the program. The net result is that our MBA program is now much more rigorous and demanding in the admissions process and the college is beginning to see better placements of our top graduates.

## 2. Relative Advantage

The College of Business has leveraged its position in Loyola University New Orleans to implement unique programs which are beginning to create a differential advantage over our competition (locally, regionally and nationally). The geographical location of the school serves as both an advantage and disadvantage because students are exposed to the



service opportunities in New Orleans as well as the distractions of the city. Also, the memoirs of Katrina still cause some potential students and their parents to consider the possibility of another weather-related disaster.

The CoB has had ample resources to implement its 5-year Strategic Plan because the University and New Orleans community is in a rebuilding mode. Loyola University New Orleans invested in both capital improvements and faculty resources to become more competitive than it was before the storm.

The recovery has had a positive impact on the college's competitiveness with respect to attracting students, donations and new faculty. Over the last four years, the CoB has been able to hire two endowed chairs in International Business, two finance professors, two accounting professors, two economics professors, and two management professors. For the 2012-13 year, searches have been approved for two marketing faculty, one or two management faculty, one finance professor, and one endowed chair. Because the CoB's faculty lines are around 30, new faculty additions have and will make a significant impact on the intellectual character and energy within the college.

In addition to our Jesuit Catholic identity, the CoB has a number of programs which are attractors to Loyola. In particular, we have a long standing reputation for international business, Austrian economics, and entrepreneurship. Recently, a newly created Center for Spiritual Capital is viewed by a number of stakeholder groups as a complementary component of the university's Jesuit Catholic identity.

### 3. Competitive Environment

Loyola is in an environment with competition coming from Tulane, University of New Orleans, Louisiana State University/Baton Rouge, and Southeastern Louisiana University (Hammond, LA). The CoB has been able to remain competitive in meeting its undergraduate enrollment goals and continues to rebuild and reposition its MBA program to provide unique opportunities not available at competitive institutions. As the only Jesuit University in the southern half of the United States, Loyola has a competitive advantage for those students who want to come to a vibrant academic environment in a culturally-rich city.



Our peer, competitive and aspirant schools are as follows:

**Peer schools:** Canisius, Creighton, Fairfield, Gonzaga, John Carroll, Loyola Marymount

**Competitive group:** Louisiana State University, Louisiana Tech, Southeastern Louisiana University, Southern University A&M, Southern University at New Orleans, Tulane University, University of Louisiana at Lafayette, University of New Orleans.

**Aspirant schools:** San Diego State University, Santa Clara University, University of Richmond.

Our cross application schools for Loyola University New Orleans include:

Louisiana State University	Loyola University Chicago
Tulane University	University of Alabama
Xavier University of Louisiana	Fordham University
Spring Hill College	De Paul University
University of New Orleans	University of San Francisco
Saint Louis University	University of Missouri: Columbia
Southeastern Louisiana University	University of Colorado Boulder
Florida State University	University of Tampa
George Washington University	American University
University of Southern Mississippi	College of Charleston
University of Miami	Southern Methodist University
Millsaps College	University of Georgia
Marquette University	Centenary College of Louisiana
New York University	Nicholls State University
Rhodes College	Southern University
Belmont University	University of Denver
University of Louisiana at Lafayette	University of Notre Dame



Internally, the Colleges and Deans operate in a cordial and cooperative manner and often make budget decisions with the best interest of the University in mind. There is little “we – they” mentality among the Deans of the Colleges. The cooperative environment is beginning to bring the CoB to a more central position in the University, which is supported by initiatives including The Center for Spiritual Capital.

#### 4. Opportunities for Degree Offering

There are a number of opportunities that exist for enhancing degree offerings. Over the past four years, the CoB has been actively improving degree offerings that include:

- Working to design and gain university approval for an EMBA to be offered in Honduras in partnership with Universidad Catolica De Honduras (Tegucigalpa). We are waiting for final approval from SACS with a starting date of Spring 2013 subject to enrollment.
- Likewise, a Hong Kong MBA program has been through the same approval process as the Honduras program, and has recently received SACS approval. The CoB will partner with Caritas Institute of Higher Education. The projected starting date will be mid to late Spring 2013 subject to enrollment.
- The CoB is at the design and feasibility stage of a Masters of Performance Excellence (working title) which will be attractive to executives from around the U.S.
- The MBA program at Loyola is going through substantive changes in order to enhance its attractiveness by infusing the Malcolm Baldrige National Quality Award Criteria into the program. The purpose of this is to give our MBA students a horizontal perspective of the organization and an appreciation of cross-functional integration of all areas of the firm to maximize perceived customer value.

The above are just four of the changes being made in the College. Throughout this report, other initiatives will be highlighted.



## 5. Degree Programs for Review

The degree programs for fifth year maintenance are:

1. Undergraduate
  - a. Bachelor of Accountancy (16 graduates in 2011-12)
  - b. Bachelor of Business Administration (92 graduates in 2011-12)
2. Master's
  - a. Master of Business Administration (30 graduates in 2011-12)