

Loyola 2012
The University Strategic Plan

University Mission Statement:

Loyola University New Orleans, a Jesuit and Catholic institution of higher education, welcomes students of diverse backgrounds and prepares them to lead meaningful lives with and for others; to pursue truth, wisdom, and virtue; and to work for a more just world. Inspired by Ignatius of Loyola's vision of finding God in all things, the University is grounded in the liberal arts and sciences, while also offering opportunities for professional studies in undergraduate and selected graduate programs. Through teaching, research, creative activities, and service, the faculty, in cooperation with the staff, strives to educate the whole student and to benefit the larger community.

***Approved by Loyola University New Orleans Board of Trustees
March 5, 2004***

Vision Statement:

As a Catholic, Jesuit University, Loyola University New Orleans is an academic community dedicated to the education of the whole person. By thinking critically, acting justly students are to embody the Ignatian ideals of faith, truth, justice, and service. To meet these goals, the University will strive to become an increasingly selective university with outstanding liberal arts and sciences, professional, and graduate programs grounded in intellectual rigor and reflecting the more than 450 year Ignatian tradition.

Values Statement:

The Society of Jesus founded Loyola University New Orleans in 1912, after establishing schools in Louisiana starting in 1831. Inspired by their Ignatian and Catholic commitment to higher learning, our core values are the quality education of the whole person, intellectual rigor, creativity and expression, an appreciation for diversity, and a promise to foster critical thinking and just action among our students, faculty, staff, alumni, and in and for the community of New Orleans. We value responsible stewardship, service, and engagement with the world, and preparing our graduates to live ethical and productive lives.

As we embrace our second century, Loyola is steadfast in its commitment to these principles, recognizing that living our values is essential to our identity, reputation and success.

Approved by Board of Trustees, May 15, 2009

We value:

- **Our community**

The world is our classroom and New Orleans is our home.

- **Acting justly**

Our commitment to social justice changes lives and enhances learning.

- **Thinking critically**

As a learning community, we prepare the mind, soul, and spirit through academic rigor.

- **Dignity and Respect for All**

We welcome and celebrate diversity, the individual, and all creation.

- **Excellence**

We hold ourselves to the highest standards in our study, service and the impact we have on the individual and the broader community.

Overarching Strategies

1. Enhance Jesuit Values

We believe that instilling Jesuit values in our curriculum and in University life is central to our educational philosophy that seeks to educate men and women for others.

Community-based learning and volunteer service are essential elements. Our goal is to help prepare our graduates to take their place in this ever-changing world as competent, concerned, responsible members who will make a visible difference in New Orleans, their home community, their nation and the world.

2. Improve Student Retention

We will aggressively address student retention. The revenues recovered through increased retention have the potential to make a significant positive impact on the University budget. Attention will be given to advising, student housing, student life, athletic programs, curriculum, and staffing needed to keep students actively engaged in campus life, and in all other ways that academic and co-curricular life foster student connectedness to the University and the New Orleans community.

3. Enhance Reputation and Stature

To enhance our reputation and stature, as reflected in national rankings, we are committed to a university-wide rethinking of our programs in a way that builds upon our strengths and utilizes new initiatives that respond to national needs and student demands. Such an approach seeks to increase demand and attract more and better students, which will decrease the need to discount tuition, while allowing Loyola to attract students from deserving communities and shape our incoming classes. An increase in ranking will directly affect an increase in revenue. To elevate the ranking and stature of the University, the University will engage in the following:

- a. While continuing to foster its traditional programs of distinction, Loyola will

develop new ones that are marked by excellence, financial soundness, and emanating from our location in New Orleans, in the South, and our proximity to Latin America. These will include, in particular, programs that are distinctive in subject matter and that are cross- disciplinary, inter-departmental, and inter-college programs based on subject matter upon which no other University competes. At the same time we will also look for creative ways to enhance existing programs which demonstrate unique market advantages.

b. We will focus beyond our campus in New Orleans and reach out to other communities. The University has been studying such opportunities for years, and it is time to move on some opportunities. Throughout the southern region of the U.S., ours is the only Jesuit University, serving the Catholic community's higher education needs. This outreach will include:

- Programs targeted to regional and global areas underserved by traditional Catholic educational providers.
- Programs using innovative technology, such as on-line instruction and video-conferencing/interactive classrooms. The campus already has expertise in such delivery mechanisms, and we will expand that expertise to other subject matter and degree programs.
- Joint programs with other universities. We will explore joint programs with other universities to participate in revenue sharing models of instruction. Administrators will be allowed tremendous latitude to find partners and negotiate revenue sharing models.

Approved by Board of Trustees, May 15, 2009

Implementation Report: Year One

1. Enhance Jesuit Values

Jesuit Values: Center for Volunteer Service

With the establishment of a Center under Mission & Ministry, service (Community-based learning and volunteer learning) at Loyola will be raised to a higher profile and more fully integrated with academics and Jesuit values. There will be a renewed focus on quality, on reflection, and in coordinating Loyola's outreach into the community. Service will be more accessible to students, faculty-staff and alumni and there will be more support for all service-related entities and organizations at Loyola. We will advocate for growth in the overall number of such academic and co-curricular service experiences available to students.

- Began planning of new *Center for Volunteer Service* including hiring of Jesuit Center Fellow to initiate the planning. This includes dialogue with community partners, faculty, staff, and students to assess needs and resources; fundraising activity, including *Raskob Foundation* grant for *reflection* program; exploration of transportation needs and data collection; and investigation of partnerships.
- Increased immersion programs: New programs include Bayou Immersion over spring break for wetland reclamation efforts in Louisiana/El Paso Experience in May along the Texas/Mexico border.
- Started the application to the *Carnegie Classification in Civic Engagement*, working with the Office of the Provost, Service-Learning, and Student Affairs to coordinate Loyola's application.

Jesuit Values: Orientation and Formation in Jesuit Values

Through Mission & Ministry's collaboration with each office on campus, orientation and formation programs on Jesuit values will be offered across the university. This includes components for the Board of Trustees, for faculty and staff, for students, and for alumni and parents.

Jesuit Values: Faculty Support

There will be renewed support for faculty to assist them to find expression of the University's Jesuit/Catholic mission and identity in academic programming. Specific steps include new faculty orientation and faculty support through orientation and workshops to assist in the development of Jesuit mission-related components in courses and in majors; working with deans and faculty to implement programming that explicitly advances Jesuit values, and links mission and identity appropriate to each college.

- Hired staff to initiate conversations and programs for faculty and staff relating to the school's Jesuit and Catholic mission and identity and student interns to assist in facilitation and expansion of Jesuit Center activities (Loyola Week/ Lenten Series, etc.) for faculty/staff/ students and alumni.
- Expanded Jesuit/ Catholic component in new faculty orientation and in new staff orientations.

- Implemented workshops for all offices (divisions) and facilitated sessions at College faculty meetings and Faculty Academy on the importance of mission and identity and on Ignatian pedagogy.
- Facilitated fall and spring discussions on *Conversations* magazine topics (for faculty and staff).
- Facilitated workshop on Ignatian techniques to remain spiritually healthy at the Staff Conference Day.
- Facilitated Jesuit Values and Vision of Education sessions for student leaders (Ambassador and Res Life staff).
- Initiating immersion trip for faculty/staff and alumni to Jamaica [May 2010] and another immersion trip in May 2011 to Belize and Ignatian Pilgrimage to Spain and Rome [May 2011] for faculty/staff/ and Board.
- Expanded involvement of faculty/staff in national Jesuit/AJCU programs: including *Ignatian Colleagues/Hearthland Delta/Cincinnati* [May 2010] & *AJCU Leadership Seminars*.
- Initiated and continuing to expand spiritual offerings for faculty/staff including Advent Day of Recollection/Lenten Retreat in Daily Life and Directed Retreat at Center/Grand Coteau, [May 2010].
- Planning Jesuit/Catholic retreat held for Board members [March 2011].
- Facilitated second year of developmental student Retreat Program.
- Continued growth in Christian Life Communities (CLCs).
- Hired a new Associate Chaplain (Ken Weber) for music and liturgy, revitalizing student attendance and participation in campus liturgies and improving the quality of music.

Jesuit Values: Collaboration with Jesuit Network

Building on the vast world-wide network of Jesuit educational institutions, there will be initiatives to expand academic and non-academic collaborations with Jesuit colleges and universities across the U.S. and world-wide. Unique collaborative and cooperative programs and initiatives will be developed between Loyola and other Jesuit schools.

- Began collaborative relationship with Center for International Education (CIE) and the Center for Caribbean and Latin American Studies to develop pilot projects to outreach to Jesuit institutions in Central and South America.
- Initiated dialogue with the Missouri and Belize Jesuits to explore possibilities with Belize.
- Began exploring expansion of our international immersion trips into other countries, such as Honduras, Haiti and even Uganda in the near future.
- Initiated an Ignacio Volunteer scholarship, supporting a graduate (Chris Knibbs) of the Jesuit high school in Jamaica. Chris is now on full-scholarship with Mission and Ministry supporting his room and board. Scholarships to two Mayan youth in Belize to attend junior college for teaching credentials have also been awarded.

2. Improve Student Retention

Our strategy to improve student retention will be implemented through the following action plans:

First-Year Experience

Develop and implement a fully integrated First-Year Experience program grounded in academic first-year seminars and supported by learning communities – both residential and non-residential through Student Affairs and linkages with the Office of Mission and Ministry.

- First-Year Experience (FYE) Steering Committee established.
- Pilot Fall 2009: Fall seminars had a learning community hosted by Student Affairs staff.
- Pilot Spring 2010: Spring Seminars tested the “cluster” approach to learning communities with faculty.
- Full delivery of Learning Community Clusters, Fall 2010, includes Academic Affairs/Student Affairs designed and sponsored co-curricular experiences integrated within each first year seminar and residential cluster programming.
- Collaborated with Academic Affairs on FYE design, implementation, and assessments.
- All incoming students will take a first-year seminar in 2010-11; 40 seminars scheduled, half in fall, half in spring.
- 22 faculty members participated in Faculty Academy development program for first-year seminar teachers. The curriculum includes incorporating Jesuit mission and identity into seminars.
- “Learning clusters” established connecting four to five seminars on the same themes. Students will live in the residence halls with other students in their clusters.
- Co-curricular programming was established for each learning cluster, coordinated by faculty and Student Affairs staff.
- Significant Refurbishments of Residential Lobbies: Cabra, Carrolton, Biever, and Buddig Halls are scheduled, Fall 2010.
- La Divina at Loyola (Carrolton Hall build-out) opens Fall 2010.

Enhance the Athletic Program

Provide an intercollegiate athletic program that has a regional reputation and supports the Jesuit mission of development of the whole person through participation in teams, teamwork, and sportsmanship by increasing the number of intercollegiate athletic sports in which student-athletes may be recruited and participate.

- Addition of Women’s tennis, Fall 2009
- Addition of Men’s tennis, Fall 2010

Student-Parent Engagement and Communications

Introduce a full program for engaging students who are at a higher risk not to persist at Loyola. It will include a special communication flow to them and their parents, faculty engagement, and an assessment of academic advising.

- Undergraduate applications are up over 20% over last year and expect to set a new record at about 5200. Without high demand and the enrollment derived from it, we cannot fund

the plan. Currently, we are on pace to enroll the new class of 800 first year students and 125 transfer students, despite significant pressures in the global economy.

- We have increased our communications to parents and current students. We have been deliberate about making sure that parents of first generation students are better informed about the transition to college and the pressures that college students face. We are about to begin our work of assessing and enhancing our advising models to make sure that all students receive the full benefit of great mentorship and guidance.
- We created a student success and retention coordinator position in enrollment management to ensure continued communication with current students, improvement to early warning systems and their execution, and to pursue a case-management model for retention.

iLive (Ignatius Loyola Institute for Values Education)

The Institute will serve as a springboard for best practices in preparing students for civic-minded lives of purpose. To this end, the Institute would encompass first-year, sophomore, and capstone experiences; learning communities; wellness initiatives (substance abuse prevention and decision-making); student leadership; honor code; civic engagement (service learning and community service); and spirituality.

- Jesuit Speakers Series launched Spring 2010
- Program plan for implementation, Fall 2010
- Strengths Quest student assessments to date: 2,100
- Strengths Quest Leadership Seminars launched Spring 2010

Academic Success Center

Create an Academic Success Center with services designed to help all students succeed academically, take full advantage of curricular options such as internships and directed research, obtain on-time graduation, and secure post graduate employment or graduate school admission.

- Physical proximity of the Career Center and Academic Resource Center planning phase of new Student Center, Spring 2010
- Collaboration with Academic Affairs on Academic Advising, Spring 2010
- Campus-wide Academic Advising Planning Team on the enhancement of academic advising Fall 2010.
- Sophomore Program vocational discernment series piloted, Spring 2010
- Sophomore Year Programming Committee formed Spring 2010
- Full Sophomore Year Initiative launches Fall 2010

3. Enhance Reputation and Stature

Our strategy to increase the reputation and stature of the university will be implemented through the following action plans:

Enhance the Common Curriculum

A revised and enhanced Common Curriculum will be implemented. The new core curriculum builds on the current Common Curriculum, including discipline-specific courses in a wide

variety of areas and a series of seminars that are intended to cross traditional disciplinary boundaries, in the process providing students with a broadly liberal education rooted in Jesuit values.

- A faculty committee has produced a proposal to revise the Common Curriculum, which forms the core of study for all Loyola students, with the goal to update the educational experience it offers to all students. In its current form, the proposal calls for a first phase to begin in fall 2010 where all new students will take first-year seminars.
- In the second phase, fall 2011, the new introductory common curriculum will be introduced. Full phase-in of the entire curriculum will be a five-year process.
- The gateway to the new curriculum is the interdisciplinary first-year seminar, a course in which students explore a single topic through the lens of multiple disciplines. The seminars lay the foundation for Loyola's Jesuit education, as they foster critical thinking and address issues of social justice in the classroom, community, and the world. The seminars are already being offered in a pilot program, and response from students and faculty has been enthusiastic.

Enhance Academic Programs

Undergraduate and graduate programs will be strengthened and developed through the following initiatives:

Graduate Education

Enhance the development of Graduate Education during the next six years through new interdisciplinary programs, online delivery, and satellite locations.

- Graduate Council was reactivated and established processes are in place for reviewing graduate program proposals. A graduate program strategic plan is near completion. Two new online programs were approved this year and will begin operating in summer 2010.

Online Program Technology

Develop programs using innovative technology, such as online instruction through the Blackboard online course management system, streaming media, web and video conferencing, and interactive classrooms that will increase student enrollment and retention and national interest in the university.

- An online task force was established. Online program technology is expanding with appropriate attention to pedagogy and utilization of resources. Current expansion of online courses and programs is in our evening program, summer session, and graduate/professional programs. Procedures are in place for reviewing online course and program proposals.

Interdisciplinary Programs

Enhance existing distinctive programs and those which demonstrate unique market advantages; develop new programs and strengthen existing programs that are distinctive in subject matter

and that are cross-disciplinary, inter-departmental, and inter-college programs based on subject matter upon which no other University competes; and house interdisciplinary studies and other cross-college programs in a centralized location.

- The Honors Program was reorganized to report to the Office of the Provost to increase its visibility and to enhance its cross-college status. Preliminary discussions have begun in regard to developing a strategic plan for the Honors Program in coordination with the Ignatian Scholars Program.
- Chairs and directors of interdisciplinary programs now meet regularly to share concerns and needs. Action plans for interdisciplinary programming are being developed

Program Accreditation and Certification

Explore program accreditation/certification for all programs where available/applicable to ensure state-of-the-art practices across professional programs.

- Initial steps have been taken to seek accreditation for the School of Mass Communication and the Criminal Justice program.
- Carnegie Certification committee has established and is preparing the University's application for community engagement certification.

External Reputation

The external reputation of the university will increase through the following initiatives:

Rankings in U.S. News and World Report

Significantly improve ranking in W. S. News & world Report's Masters Universities in the South over next six years through enhancement and promotion of reputation and stature of the University.

- Peer Perception campaign was implemented with specific publications scheduled for each month. These publications were mailed to the voting members at each institution in our category.
- During the months just prior to voting Google terms for key search works related to Exemplary Programs were purchased.
- Increased press release coverage to the cities of voting institutions.
- Purchased full page color ads in the south edition of USN&WR September Higher Education Special Report and in the May Graduate Schools Special Report edition.
- A new Provost's report to highlight academic accomplishments by faculty and students is in preparation for fall mailing.

Alumni Giving

Increasing alumni participation in the Annual Fund is essential both to fund University programs and to increase the U.S. News ranking of the University. Enhancing the methods of solicitation currently employed, increasing the number and specificity of solicitation and increasing personal contact with alumni will support these two essential goals.

- Currently the number of alumni donors is up by over 700 donors or 34% ahead of 2009 at this time
- The alumni staff incorporated annual fund “asks” at all alumni events and included annual fund training at the annual workshop for chapter presidents.
- The Phonathon Appeal raised \$172,546 from 2,294 donors, which represents an increase of 18% in total donors compared to the same time last year.
- In order to appeal to individual alumni interest, alumni received multiple appeals for a variety of university projects (professorships, library, athletics, and colleges) in addition to the regular appeals for unrestricted gifts.

Integrated Support for the Implementation of *Loyola 2012*:

Budget

Finance and Administration collaborated with the University Planning Team and the University Budget Committee to develop budgets to fund the Strategic Initiatives as presented to the Trustees in March, 2009.

The initial funding for the strategic initiatives began with the 2009-10 budget. Forensic Accounting and International Student initiatives represented just under an additional \$400,000 in additional Salary and Operating funding.

In the 2010-11 budget, the Doctor of Nursing Program, Masters of Criminal Justice, First Year Experience and Common Curriculum represent an additional \$1.2 million in Salary and Operating Expenditures.

The remaining initiatives were presented to the University Budget Committee for funding in 2011-12 and beyond. Finance and Administration provided the University Budget Committee with models that illustrated the funding for these initiatives while maintaining budgetary control with the various Offices of the University.

Beginning in 2011-12, an additional \$3.6 million is planned for funding initiatives such as iLive, Academic Resource Center, Enhancement of Common Curriculum, Faculty Undergraduate Research, Graduate Education/Satellites, Online Program Technology, Interdisciplinary Programs, Accreditation and Certification Programs, and Internationalization of the University.

Projected funding for the initiatives increases every year, such that by 2016-17, the University’s commitment to funding the initiatives grows to \$7.4 million.

The long range budgets presented to the Trustees and the Finance committee, beginning with the May 2010 meeting, reflects all currently identified strategic initiatives.

Finance and Administration is committed to work with the University Planning Team and the University Budget Committee to provide financial models that accommodate any additional initiatives or changes to existing initiatives.

Facilities and Master Plan:

This year began the first phase of the implementation of the campus master plan developed by Kell-Munoz. Renovation of Thomas Hall is presently underway with completion expected by December 2010. An important part of the first phase was addressing key infrastructure needs which will support the second phase of construction. These projects are under way or have been completed. This work has included: an upgrade of our Central Plant; new cooling towers; a new boiler, and a new chiller. Phase one also includes two additional floors on the West Road Garage. This project has gone out to bid already and will begin this summer. It should take about ten months to complete.

Completion of the garage is important to meet zoning requirements for Phase Two of the Master Plan.

Phase Two includes the addition of two new floors on top and then remodeling of Monroe Hall. This phase will take fifteen plus months of design. The second project in Phase Two is the tearing down of the Danna Center and building a new student center with a residence hall on top. The design phase will take about ten to eleven months. We should have the selection of architects done, for Phase Two, by this summer.

Government Relations:

Begin to develop game plan with physical plant, financial affairs, institutional advancement and Cornerstone as we begin to move forward with plans for capital projects.