

# **Loyola 2012 The University Strategic Plan**

## **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, 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 the rankings of *U.S. News and World Report*, 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.

## **Loyola 2012 Implementation Plan**

### **Enhance Jesuit Values**

*This strategy will be implemented through the following action plans:*

#### ***Jesuit Values: Center for Volunteer and Public 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.*

*Start Date: Fall 2009*

*Completion Date: Ongoing*

#### ***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.*

*Start Date: Fall 2009*

*Completion Date: Ongoing*

#### ***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.*

*Start Date: Fall 2010*

*Completion Date: Ongoing*

***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.*

*Start Date: Fall 2010*

*Completion Date: Ongoing*

**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.*

*Start Date: Fall 2010*

*Completion Date: Ongoing*

***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.*

*Start Date: Fall 2009*

*Completion Date: Spring 2015*

***Student-Parent Engagement and Communications Flow***

*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.*

*Start Date: Fall 2009*

*Completion Date: Ongoing*

***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 & decision-making); student leadership; honor code; civic engagement (service learning & community service); and spirituality.*

*Start Date: Fall 2009*

*Completion Date: Ongoing*

***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.*

*Start Date: Fall 2010*

*Completion Date: Ongoing*

**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.*

*Start Date: Fall 2010*

*Completion Date: Ongoing*

***Faculty-Student Undergraduate Research***

*Fund and support faculty-student collaborative research/scholarship projects across colleges and across disciplines for both undergraduate and graduate students.*

*Start Date: Fall 2011*

*Completion Date: Ongoing*

### ***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.*

*Start Date: Fall 2009*

*Completion Date: Spring 2014*

- *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.*

*Start Date: Fall 2010*

*Completion Date: Ongoing*

- *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.*

*Start Date: Fall 2011*

*Completion Date: Ongoing*

### ***Program Accreditation and Certification***

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

*Start Date: Fall 2009*

*Completion Date: Spring 2011*

### ***Internationalization of the University***

*Increasing the number of Loyola students who graduate with a study abroad experience. Internationalization will be part of the university culture with study abroad integrated into every major, with faculty working with colleagues abroad, doing research, and developing new study abroad programs, and with a diverse population of international students.*

*Start Date: Fall 2011*

*Completion Date: Spring 2016*

***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 U.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.*

*Start Date: Fall 2009*

*Completion Date: Ongoing*

- *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.*

*Start Date: Fall 2009*

*Completion Date: Ongoing*