

PROPOSED STRATEGIC PLAN OUTLINE

President Terrence M. Sawyer, J.D.

October 26, 2023



LOYOLA
UNIVERSITY MARYLAND



GOALS AND PROCESS



GOALS FOR THE STRATEGIC PLAN



Be more focused



Ensure it identifies our competitive advantage



Focus on growth and diversifying revenue



Determine ahead of time how we would **finance** the entirety of the plan



Use the plan as a **prioritization and management tool**



Use the plan to **resolve our “identity crisis”** by focusing the Loyola community around a **shared vision**





STEERING COMMITTEE MEMBERS & SUPPORT TEAM

Committee Co-Chairs

Eric Nichols, vice president for enrollment management, co-chair

Paola Pascual-Ferrá, Ph.D., associate professor of communication, co-chair

Committee Members

- Kerry Boeye, Ph.D., associate professor of art history
- Wendy Bolger, director, Simon Center for Innovation & Entrepreneurship
- Seán Bray, assistant vice president for mission and campus ministry
- Michelle Cheatem, Ed.D., associate vice president for student development
- Lynne Elkes, MBA, assistant teaching professor of economics
- Stephanie Flores-Koulish, Ph.D., professor of education specialties
- Frank Golom, Ph.D., interim dean of LCAS and associate professor of psychology
- Sara Hayward, '11, Alumni Association Advisory Board representative
- Alexa Junikiewicz, '24, student body president and SGA representative
- Matthew Kudler, '06, MBA '18, director of advancement communications
- Kirsten Lichtner-Baase, executive assistant, Sellinger School of Business

- Jennifer Loudon, M.A. '17, associate vice president for enrollment, dean of undergraduate admission
- Jen Lowry, Ph.D., chair of the faculty senate and associate professor of psychology
- Michael Mansfield, associate vice president of auxiliary operations
- Michael Puma, dean of undergraduate studies
- Daniel Rizzo, '99, trustee
- Kerry Tan, Ph.D., associate professor of economics
- Michael Tangrea, Ph.D., '96, endowed professor of innovation and biology

Committee Support

- Stephanie Brizee, Ph.D., special advisor to the president
- Rita Buettner, director of university communications
- Cyndy Cowles, executive assistant, president's office
- Tracey Frey, assistant vice president for institutional effectiveness and academic assessment
- Maureen McCord, executive assistant, enrollment
- Natalie Rizzi, executive assistant to the president

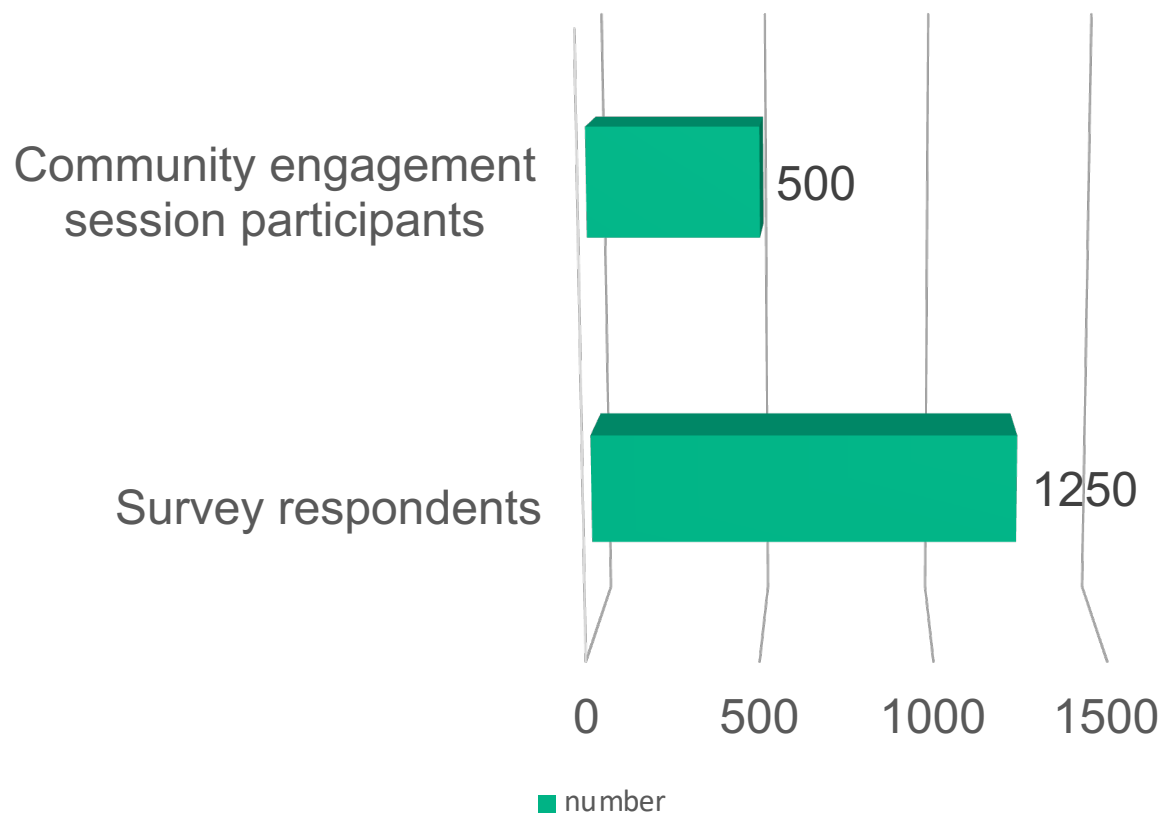


LOYOLA
UNIVERSITY MARYLAND

COMMUNITY PARTICIPATION



TOP THEMES



- Thriving FSA
- Student success
- Stronger academic profile
- Commitment to DEI
- Intentional belonging
- Culture of innovation

98 proposals submitted





VISION & FOCUS



INSPIRATION



- Loyola University Maryland will be an irresistible place to learn, to teach, and to work.
- We will boldly and courageously enter new markets.
- We will embrace key opportunities for growth—growing in size, in influence, in reputation, in care for our community, and in our mission-driven impact far beyond our campus.
- We will emerge as a stronger, more inclusive, increasingly viable institution that leans into our greatest strengths and builds on them with creative, innovative partnerships—making us a leader in liberal arts education, professional education, health professions, and beyond.





STRATEGIC FOCUS



A Unique Perspective on Student Success

We aspire to be the place where students from diverse backgrounds study, are formed, and transformed, and leave Loyola ready to engage the world and succeed in their pursuit of love and justice.

Fundamentally, this plan is focused on making Loyola University Maryland a **preeminent university for student success.**





VISION STATEMENT

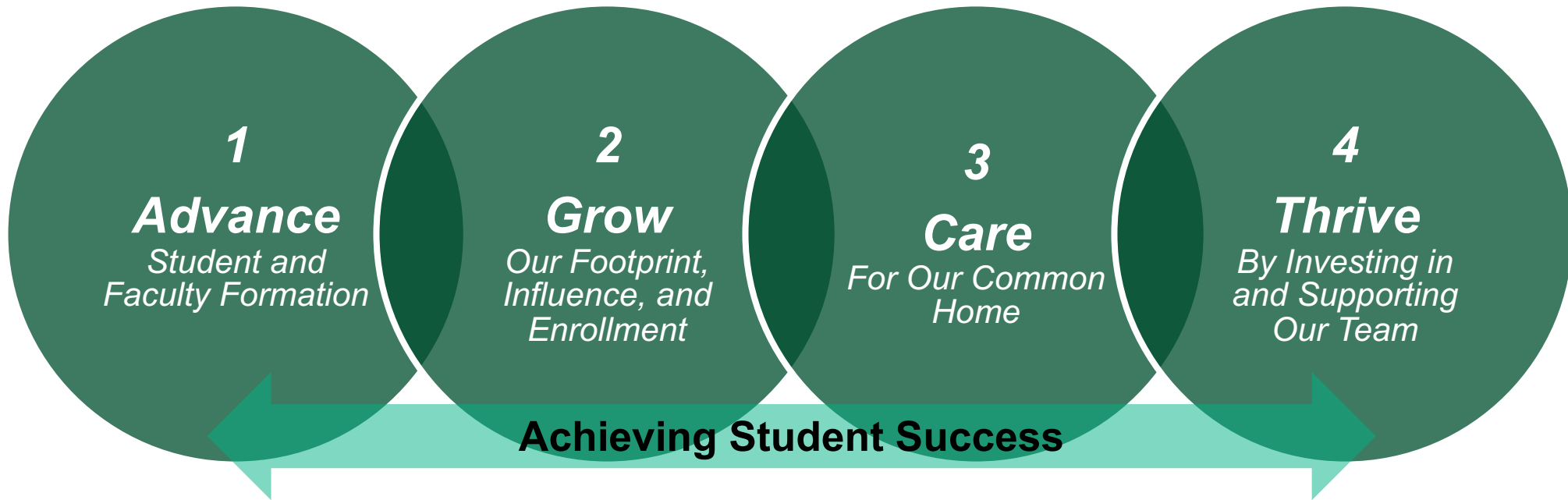


With a steadfast commitment to student success, Loyola University Maryland is dedicated to transformational excellence. As a Jesuit, Catholic university, we aim to lead with love and work for justice and are committed to being the best place in the world from which to change the world.



AREAS OF FOCUS

Guiding Commitments: DEIJ and Innovation, Growth & Operational Excellence



LOYOLA
UNIVERSITY MARYLAND



CONNECTION BETWEEN VISION AND AREAS OF FOCUS



Success
for All



Success
for Our
Students





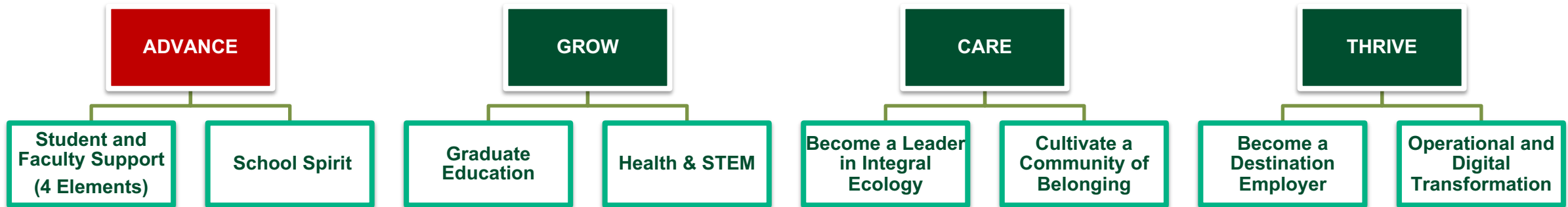
WHAT MIGHT SUCCESS LOOK LIKE?



- Meaningful improvements in student retention and graduation rates
- Improve rankings and selectivity
- Growth in undergraduate enrollment over the next 10 years.
- Increased graduate enrollment revenue
- Greater recruitment and retention of faculty and staff especially from underrepresented populations
- Be officially recognized as a “Great College to Work For” in *The Chronicle of Higher Education*
- Sustained outcomes of significance for alumni
- Be a higher education leader in sustainable practices
- Increased experiential learning and research opportunities for all students
- Improved sense of belonging and overall satisfaction of all students and employees
- Increased consonance with our Jesuit, Catholic mission



CURRENT OUTLINE OF STRATEGIC PLAN





FOCUS AREA 1:
**Advance
Student and
Faculty
Formation**





Focus Area 1: Advance

Initiative 1:

Enhance
Student and Faculty
Support

Initiative 2:

Advance
School Spirit



Initiative 1: Enhance Support for Students and Faculty

Element 1: Establish and invest in a **holistic support structure** that enables current and future students to succeed at Loyola and beyond.

- **Develop and train a Student Success Network** by establishing a collaborative structure between Academic Affairs and Student Development, which serves as the umbrella retention organization for the University.
- **Hire student success coaches** to serve as organizational connectors, guiding undergraduate students throughout their entire experience at Loyola.
- **Create** additional curricular and experiential opportunities that **employ high-impact practices** to improve retention.
- Facilitate and enhance the collection and delivery of **digital real-time student data** to help guide coaches, administrators, graduate student program directors, and advisors.



Initiative 1: Enhance Support for Students and Faculty

Element 2: Take intentional steps and make investments to integrate wellbeing into all aspects of university life to improve student wellbeing and success.

- **Provide mental health and wellness training** across campus to equip all faculty and student-facing staff with the tools needed to engage students effectively and holistically.
- **Integrate wellness information into the academic curriculum and across constituencies** on campus through an organized process and incentive structure.
- **Increase communication and coordination** among the CARE team, Mental Health Response team, faculty, and other campus partners to better support the multifaceted needs of our students.
- **Invest in additional wellness staff** to continue to meet the evolving needs of our students.



Initiative 1: Enhance Support for Students and Faculty

Element 3: Further research and develop experiential learning practices that can be integrated into the Loyola experience.

- Deepen **understanding of experiential learning** in each school, among all faculty, across the graduate and undergraduate curriculum.
- Identify existing instances of integrated experiential learning, revisit previous curricular mapping, and work with Career Center to **identify and refine experiential learning opportunities**.
- Identify ways to **incentivize experiential learning**, possibly through an annual update process, stipends, or course releases.
- Develop a **for-credit and non-credit undergraduate course** that incorporates our mission, values, commitment to social impact, and connection to Baltimore that may serve as a bookend to Messina.
- Develop and refine **data collection processes** for students' opportunities and engagement with experiential learning and other identified KPIs or goals.



Initiative 1: Enhance Support for Students and Faculty

Element 4: Develop and launch a **Center for Faculty Development** to strengthen faculty resources, focusing specifically on enhancing Ignatian pedagogical practices and scholarship.

- Develop a **Center for Faculty Development** focused on mission and Ignatian pedagogy.
- Invest in ways to **measure and assess faculty job satisfaction.**
- **Invest in faculty scholarship** by hiring staff to support faculty research, increase awareness of grants for research with students, explore the option of teaching loads, and increase conference travel for faculty.
- **Increase percentage of full-time faculty**, including tenure-track faculty hires.



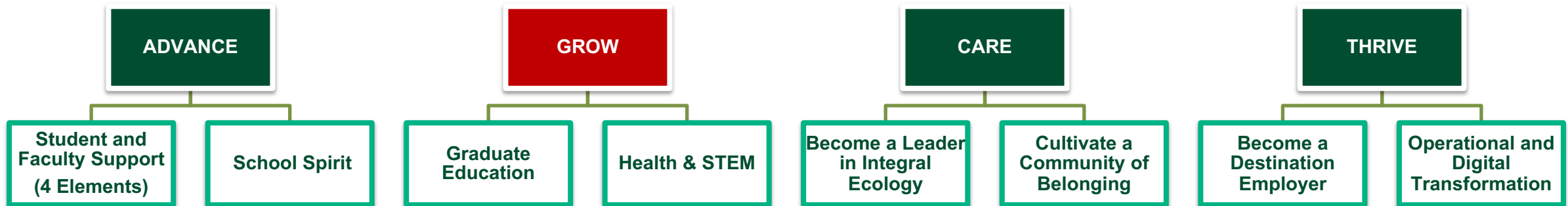
Initiative 2: Advance School Spirit

Promote Greyhound spirit through new initiatives for students, alumni, employees, and community members that enhance recruitment, engagement, and lifelong connections.

- **Expand Academic Excellence Weekend** to develop a series of traditional events and recognition ceremonies.
- Establish a **task force** to increase coordination and establish new initiatives to better promote school spirit through intellectual, cultural, spiritual, recreational, social, and athletic events.
- **Leverage the strength of our Division I athletics programs** to further enhance our school spirit, and alumni engagement.
- **Better utilize indoor and outdoor space** to support school spirit.



CURRENT OUTLINE OF STRATEGIC PLAN





FOCUS AREA 2:
Grow
Our Footprint,
Influence, and
Enrollment



Focus Area 2: Grow

Initiative 1:

Grow

Graduate Education

Initiative 2:

Grow

Health and STEM



Initiative 1: Grow Graduate Education

Recognizing the significance of graduate education at Loyola, **develop better support structures and further refine our graduate education mission.**

- **Develop a new graduate education administrative structure** that includes a cohesive, coordinated, adequately resourced team focused on graduate student support.
- **Complete a review of appropriate graduate structure and size** and establish appropriate long-term graduate enrollment and revenue targets.
- **Explore and develop new academic graduate programs** that align with vision, enrollment targets, and revenue expectations.



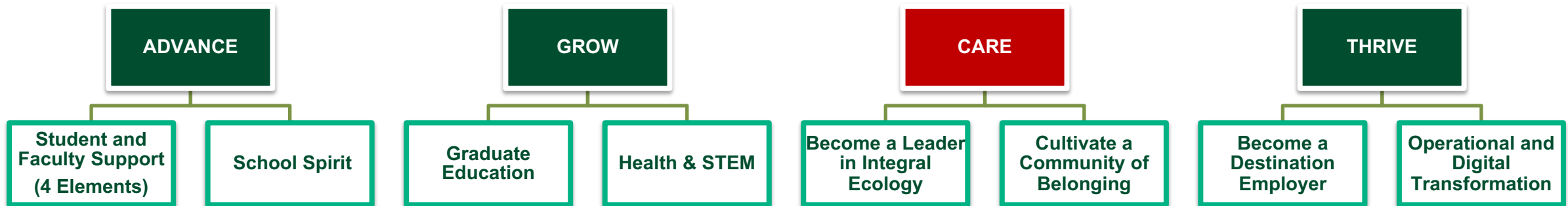
Initiative 2: Grow Health and STEM

Launch a new school focused on health and **develop market-aligned programs and innovative partnerships** that are grounded in mission and support program growth, revitalization, and reinvestment in the entire University.

- **Hold discussions and listening sessions** with deans, department chairs, and faculty about possible configurations for a new school focused on health.
- Explore and develop **new market-aligned programs** in health and STEM fields that are aligned with mission and enhance future enrollment.
- Identify and explore new, **innovative partnerships** and program opportunities.
- **Develop a plan and timeline** for a new school, including reorganization of existing departments.
- **Make significant investments in health and STEM infrastructure** including the renovation and addition to the Donnelly Science Center and breaking ground on a new school building.



CURRENT OUTLINE OF STRATEGIC PLAN





FOCUS AREA 3:
Care
for Our
Common Home





Focus Area 3: Care

Initiative 1:
Become a
Leader in
Integral Ecology

Initiative 2:
Cultivate a
Community of
Belonging



Initiative 1: Become a Leader in Integral Ecology

Enhance our commitment to our *Laudato Si'* pledge to create positive change on our campus and in our wider community.

- **Organize a collaborative *Laudato Si'* commission** that builds upon our existing strengths to guide us to become a leader in Integral Ecology.
- **Integrate this work between the Office of Sustainability, *Laudato Si'*, and Mission Integration.**
- **Update the University's Climate Action Plan** to focus on just and equitable action that supports local communities.
- Adopt and invest in sustainable practices to **achieve a STARS Platinum Rating.**
- Create ways for students to **connect their educational experience with issues of sustainability**, including the creation of an environmental studies or science program for approval.



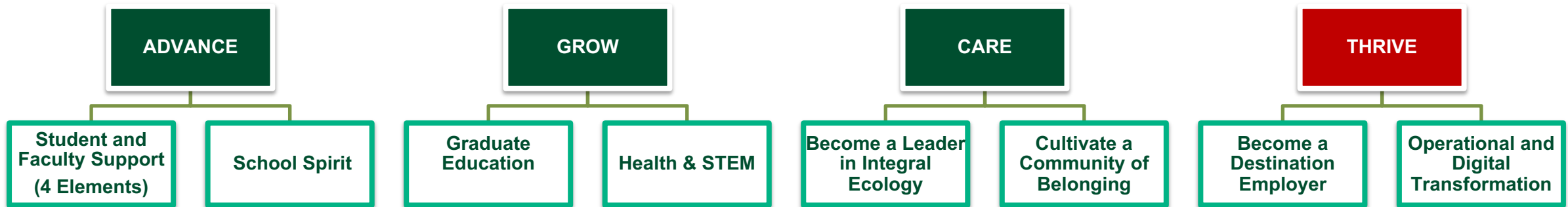
Initiative 1: Cultivate a Community of Belonging

Explore, define, and invest in a mission-centered strategy to enact justice and support equity, inclusion, and belonging for all members of our University community.

- Create **community-wide networks** that engage students, employees, and alumni in various networking activities and events.
- Expand student and employee **DEIJ training and learning opportunities**.
- Explore the creation of an **Ombudsperson Office**, which would focus on resolving conflict and challenging situations in a fair and inclusive manner.
- **Increase support** for the Office of Equity and Inclusion, ALANA Services, and the LGBTQIA+ community.
- Create a University-wide implementation group to **steward actions related to the recommendations from the President's Task Force Examining Loyola's Connection to Slavery**.
- **Coordinate justice-related activities** that reinforce the University's core values and shared principles of diversity, equity, inclusion, and justice.
- Create a **DEIJ advocates committee** that will focus on tactical aspects of DEIJ at Loyola to engage students and employees on and off campus.



CURRENT OUTLINE OF STRATEGIC PLAN





FOCUS AREA 4:

Thrive

By Investing In
and Supporting
Our Team





Focus Area 4: Thrive

Initiative 1:

**Be Recognized as a
Destination Employer
for Faculty, Staff, and
Administrators**

Initiative 2:

**Operational
and Digital
Transformation**



Initiative 1: Be Recognized as a Destination Employer for Faculty, Staff, and Administrators

Advance compensation and benefits, promote wellbeing and flexibility, and further professional development to attract, support, and retain an excellent workforce and better support the mission of the University,

- Under the leadership of the inaugural Chief People and Culture Officer, **cultivate a culture of care for and engagement of all employees.**
- **Establish and optimize policies and practices** that equitably prioritize flexibility to increase work-life balance for all employees.
- Create a robust **lifecycle-based professional development** system that supports the growth of all employees.
- Develop an innovative approach to **benefits rooted in equity** that increases employee satisfaction and retention.
- Make measurable **progress in compensation** following the Segal compensation studies for faculty, staff, and administration.



Initiative 2: Operational and Digital Transformation

Create a **culture of change and operational excellence** across the University, as part of the successful implementation of new digital infrastructure and work processes.

- **Implement Workday Platform and Student Modules.**
- **Create a Change Agent Leadership Group** to create opportunities for collaboration between divisions, and to lead efforts in communication, training, awareness, and culture change.
- **Create operational efficiencies** through streamlining and sunsetting legacy systems that can be activated within Workday.





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LOOKING AHEAD

LOYOLA UNIVERSITY MARYLAND

An aerial photograph of a road at Loyola University Maryland. A concrete bridge spans the road, with the text "LOYOLA UNIVERSITY MARYLAND" inscribed on its side. The road is lined with lush green trees, and several cars are visible driving on it. The sky is clear and blue.

Next Steps



- Executive outline is posted on website to collect feedback from community by Dec. 1
- Convert executive outline to a final narrative version of Strategic Plan
- Approval by Cabinet, President, Loyola Conference
- Reviewed by Executive Committee
- Final presentation, including financing detail, and approval at the February 2024 board meeting
- Implementation begins



**SHARE YOUR FEEDBACK AT
LOYOLA.EDU/CARE**



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