

2015–2020 STRATEGIC PLAN

PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

2015–2020 STRATEGIC PLAN

LOYOLA UNIVERSITY CHICAGO



The blood of the martyrs
is the seed of the Church.

-Tertullian



OUR MISSION

**WE ARE CHICAGO'S JESUIT, CATHOLIC
UNIVERSITY—A DIVERSE COMMUNITY
SEEKING GOD IN ALL THINGS AND
WORKING TO EXPAND KNOWLEDGE
IN THE SERVICE OF HUMANITY
THROUGH LEARNING, JUSTICE, AND FAITH.**



As a Catholic and Jesuit University,

Loyola is guided by a living intellectual tradition. All of Loyola's undertakings—its teaching, research, and service—are infused with a conviction regarding the sacred character of all reality, the dignity of every human person, the mutually informing dynamic between faith and reason, and the responsibility to care for our world and especially those who are suffering most. Moreover, our Jesuit pedagogy is informed by the conviction that faith, knowledge, and the promotion of justice are intrinsically related: they are not three independent aspects of education that are merely juxtaposed, but rather they form a triad in which each is dynamically related and incomplete without the others. This conviction is open to the contributions of men and women of all faith traditions and anyone of good will.

Our commitment to social justice is long-standing, embodied in a myriad of ways across the University—in the work of individual researchers, pedagogical initiatives, academic programs, Centers of Excellence, and more. In the words of Fr. Peter-Hans Kolvenbach (2000), the former Superior General of the Society of Jesus, "Every Jesuit academic institution of higher learning is called to live in a social reality ... and to live for that social reality, to shed university intelligence upon it, and to use university influence to transform it." Loyola University Chicago is certainly grounded in a particular social reality—its historic mission and role in Chicago; its Jesuit and Catholic identity; its own history; its rich community of faculty, staff, students, and alumni; and the current cultural context in which it is immersed. Given the many new challenges faced by this urban community and the world in which we live, and the urgency of certain social and environmental conditions, we ask ourselves if that mission needs to be expanded and deepened, once more, for the greater honor and glory of God.



The University is well positioned to begin this reflection and to plan for its future. The present stability of the institution, the support it receives from alumni and friends, plus a growing number of faculty and staff eager to participate in a collective effort to improve the condition of those in our community and world all make this an opportune time to reflect on what we might do and who we might become. Our conversation is further contextualized by a sense of urgency, felt on the national and international level, for an engaged pedagogy to guide our teaching and a renewed commitment to interdisciplinary approaches to solving societal and environmental problems. We believe there is need for a new kind of university committed to going beyond its walls to include those needing assistance and those seeking justice.

Our next strategic plan is intended to guide the University from 2015 to its sesquicentennial anniversary in 2020. It addresses a singular question: how do we, as a university, live in and *for* this social reality and use our influence to *transform* it? Said another way, how might Loyola become a beacon of hope for others and an instrument for preparing young men and women for the project of building a more just, humane, and sustainable world?

To address this challenge, Loyola must view itself as a “social project;” more than a collection of schools, departments, and programs. We must see ourselves as “a transformative agent,” an institution that “seeks to insert itself into a society, not just to train professionals, but in order to become a cultural force advocating and promoting truth, virtue, development, and peace in that society” (Nicolás, 2010:7). This strategic plan challenges us to expand our understanding of the social realities of the poor and to employ the vast treasure of our Judeo-Christian humanistic tradition—along with our experience and expertise in accompaniment with those in need—in a collective effort to improve the condition of those in our community and world.

PLAN 2020 OVERVIEW

PLAN 2020 WILL GUIDE LOYOLA as we approach our sesquicentennial anniversary in 2020. The plan is grounded in over 450 years of Jesuit, Catholic tradition and the collective wisdom of faculty, staff, students, alumni, and trustees. It is also informed by the present realities of our city and world and seeks to shape a better University and—through that University—a better future. Plan 2020 is a framework to focus our energies on improving the quality of education, so our students are prepared to be agents of change affecting their families, careers, and communities. It organizes how we will leverage the resources of the University to meet the needs of our city and our world and deepen our identity as a Jesuit, Catholic enterprise for learning. Plan 2020 will guide Loyola toward the goals established in “Transformative Education in the Jesuit Tradition.” It articulates the University’s collective aspirations to act more for transformative justice by contributing to a more just, humane, and sustainable world.

WE WILL CONTINUE TO ADVANCE the following goals, which have guided the University’s recent strategic efforts:

Deliver the premier undergraduate educational experience in Chicago, characterized by a transformative educational experience in the Jesuit tradition and a commitment to the underserved and social justice.

Plan 2020 continues to position Loyola as the premier institution for undergraduate education in Chicago by offering transformative learning experiences, focusing on continuous quality improvement, and integrating social justice learning outcomes throughout our curriculum.

Deliver a high-quality professional education that is characterized by excellence, innovation, justice, and leadership, in which the University strategically leverages the schools’ and centers’ assets, reputations, and resources.

Success requires the alignment of our schools, institutes, and centers, as well as our administrative units, with the vision articulated in Plan 2020. Each unit will embark upon new initiatives to advance social justice, differentiating the University as an agent for social change. Put simply, we seek to have social justice learning and action across the University.

Build an institutional culture devoted to collaborative and engaged learning, research, and service that promotes transformative justice to address complex societal issues.

This goal will be measured by how the culture of the University evolves to embrace and promote transformative justice in all of our academic organizations and campus programs. Success metrics will be both quantitative and qualitative.

TO SOLIDIFY OUR POSITION as a leader in social justice, we will adopt these institutional priorities and strategies:

I Leverage University Resources to Ensure Student Access and Success

- 1. Expand efforts to recruit and retain underserved students • MAJOR INITIATIVE: Arrupe College of Loyola University Chicago
- 2. Implement advanced student support programs and academic initiatives to enhance student success • MAJOR INITIATIVE: Rethinking the University's approach to student success

II Advance our Social Justice Mission through Faculty Development

- 3. Recruit, retain, develop, and engage faculty members who are committed to social justice • MAJOR INITIATIVE: Faculty development for advancing the Jesuit humanistic tradition

III Promote Multidisciplinary Collaboration to Address Societal Challenges

- 4. Promote transdisciplinary collaboration for solutions to community health disparities • MAJOR INITIATIVE: Health disparities research and programming
- 5. Advance interdisciplinary education that promotes environmental sustainability and enhances the quality of education in science, technology, engineering, and mathematics • MAJOR INITIATIVE: Launch an Institute for Engineering Sciences
- 6. Implement multidisciplinary programs to address injustice and violence • MAJOR INITIATIVE: Center for Criminal Justice Research, Policy, and Practice

IV Engage Local and Global Societal Challenges through Partnerships

- 7. Develop and implement a Loyola-Rogers Park-Edgewater community outreach partnership program • MAJOR INITIATIVE: Loyola-Rogers Park-Edgewater partnerships
- 8. Expand global engagement opportunities leveraging the expertise and research of our faculty • MAJOR INITIATIVE: Global partners to promote justice



INSTITUTIONAL
PRIORITY



Leverage University Resources to Ensure Student Access and Success

Continue to prioritize access to education for those from underserved communities as well as the tools to promote success for all students

Loyola remains committed to providing access to higher education for students of all social classes. A third of our students come from first-generation families, and one-third receive Pell grants. The next step is helping to ensure students thrive, graduate on schedule, secure post-graduation success commensurate with their interests and capacity, and contribute to the dismantling of societal structures that perpetuate inequality. Loyola will more intentionally leverage its resources—academic, financial, human, social, and technological—to make sure these students benefit equitably from the transformative opportunities envisioned by a Jesuit education. Technology and other evolving educational tools will be critical to providing cost-effective education and support services. Loyola's campuses should be places hospitable and supportive to people from all communities. This will require increased mentoring, engagement, and support from faculty and staff. Loyola will also further refine its recruitment strategies to cultivate underrepresented communities, particularly those seeking an associate degree.

KEY ADMINISTRATOR

- Provost

RESPONSIBLE STAFF

- Vice president, Student Development
- Vice president, Advancement
- Dean, Arrupe College
- Deans and directors
- Academic leaders for Enrollment Management, Curriculum Development, and Student Academic Services

ADVISORY BODIES

- Board of Trustees
- Council of Deans
- Council for Student Success

NET INVESTMENT OVER 5 YEARS (ESTIMATED) • \$1 MILLION

PRIORITY I

STRATEGY 1

Expand efforts to recruit and retain underserved students

- TACTIC 1.A The University will launch a college program leading to an associate’s degree for underserved and inner-city students with weak academic qualifications but high potential for success.
 - BY FALL 2015

- TACTIC 1.B The associate provost for Enrollment Management and assistant provost for Academic Services will implement an enrollment management plan to expand access for students who are first-generation or from economically and socially diverse backgrounds.
 - BY FALL 2016

- TACTIC 1.C The vice president for Advancement will be responsible for completing an endowment campaign to raise \$80 million that will provide additional aid to support the financial needs of students from economically disadvantaged families. • BY FY2020

ARRUPE COLLEGE OF LOYOLA UNIVERSITY CHICAGO

MAJOR INITIATIVE Access to higher education by underserved populations is a critical public policy issue. Loyola is creating a unique program designed to give these students the extra support and encouragement needed to increase their probability of graduating with a bachelor’s degree. Arrupe College, in its early implementation phase, will offer a Core Curriculum leading to an associate’s degree in the Jesuit liberal arts tradition to students who would otherwise attend community colleges. The program will offer small classes, necessary academic support services,

an organized curriculum that satisfies all the requirements of the Illinois common core, and affordability—with no or minimal debt at completion of the two-year curriculum. The associate degree is designed to create a pathway toward a baccalaureate degree at Loyola University Chicago or other private or public university.

FINANCIAL INVESTMENTS OVER 5 YEARS (ESTIMATED)

- TUITION/FEES \$17 MILLION
- FUNDED SCHOLARSHIPS \$7 MILLION
- COSTS \$21 MILLION
- NET REVENUE \$3 MILLION

STRATEGY 2

Implement advanced student support programs and academic initiatives to enhance student success

- TACTIC 2.A The provost and the deans of undergraduate schools will implement enhanced academic support and student life programs that promote retention, timely graduation, career readiness, and post-graduation success. • BY FALL 2016
- TACTIC 2.B The senior leadership for curriculum development and student academic services will foster innovative Core and engaged curricular programs that enhance student learning through experiential pedagogies. • BY FALL 2016
- TACTIC 2.C The University will establish an Office of Institutional Effectiveness to coordinate institutional research, learning outcomes assessment, and related projects to ensure that future strategic and budgetary plans are developed and aligned with sound analytical data on our students and graduates. • BY FALL 2017
- TACTIC 2.D Academic deans and directors will recruit and develop a diverse faculty and staff committed to Loyola's mission and with the capacity and commitment to produce graduates who will improve society, especially for people who are less fortunate.

RETHINKING THE UNIVERSITY'S APPROACH TO STUDENT SUCCESS

MAJOR INITIATIVE Our commitment to support students in the realization of their college goals is a compact we make with them upon their admission to Loyola. Through the guidance of the Council for Student Success, the University will examine current approaches to student success, including high-impact practices (undergraduate research, service learning, e-portfolios, etc.), analyze student success outcomes (retention, progression, career readiness, timely graduation, and post-graduation success), and recommend new and

enhanced approaches to improve measured student outcomes. We will focus first on efforts directed to new first-year students and transfers, progressing by cohort across the span of the undergraduate experience by AY2016–17. One important goal will be to improve student retention and graduation rates by three percent over five years.

INVESTMENT OVER 5 YEARS (ESTIMATED)

• \$500,000

INSTITUTIONAL
PRIORITY



Advance Our Social Justice Mission through Faculty Development

Prioritize rigorous dialogue on the deep interconnections among faith, reason, and justice

KEY ADMINISTRATOR

- Provost
- Provost, Health Sciences

RESPONSIBLE STAFF

- Vice provost, Faculty and Academic Resources
- Vice provost, Academic Centers and Global Initiatives
- Vice president, University Marketing and Communication
- Deans and directors
- Director, Faculty Center for Ignatian Pedagogy
- Director, Hank Center for the Catholic Intellectual Heritage

ADVISORY BODIES

- Board of Trustees
- Council of Deans
- Council on Faculty Development

Loyola is committed to being a leading voice in conversations about the interrelationship among faith, reason, and social justice. To advance this objective necessitates that we recruit and develop a faculty who share this commitment. In addition to having a faculty whose professional development and scholarship will lead to significant contributions to their discipline, these faculty members must also inspire our students to learn through an engaged pedagogy that explores faith and reason while also promoting justice. This strategic priority embraces all faith traditions as partners in conversation, investigation, service, and community. It recognizes that all reality is complex and requires ways of knowing beyond the empirical. More importantly, this commitment will help ensure that our individual and institutional choices for research, teaching, and learning—and for service that advances justice—will support our students' ever-discerning pathway toward a meaningful life. We hope to develop faculty with a desire to form men and women of conscience and understanding to see God in all things.

NET INVESTMENT OVER 5 YEARS (ESTIMATED) • \$1.25 MILLION

STRATEGY 3

Recruit, retain, develop, and engage faculty members who are committed to social justice

- TACTIC 3.A Academic deans and directors will enhance faculty recruitment processes to hire more faculty who are committed to our mission and to transformative education and justice. • STARTING FALL 2016
- TACTIC 3.B The Faculty Center for Ignatian Pedagogy and the Hank Center for the Catholic Intellectual Heritage will design and implement an ongoing professional development program for faculty that promotes an understanding of faith, reason, and social justice through teaching and research. • BY FALL 2016
- TACTIC 3.C Each school, institute, and center will develop programs and invite speakers tailored to the profession or discipline who can further engage with social justice issues.

FACULTY DEVELOPMENT FOR ADVANCING THE JESUIT HUMANISTIC TRADITION

MAJOR INITIATIVE Loyola, as a Jesuit, Catholic university, is committed to preserving, transmitting, and creating knowledge. Our commitment to social justice is based on our faith, our humanistic tradition, and our responsibility to foster interreligious dialogue and collaboration. Leveraging the resources of our Faculty Center for Ignatian Pedagogy, the Hank Center for the Catholic Intellectual Heritage, and transdisciplinary academic expertise, Loyola will embark on a faculty development program with appropriate rewards that will

encourage study and application of the Jesuit humanistic tradition—and its relevance—for the intellectual life and education of future generations of justice-oriented leaders. This initiative will begin with the faculty recruitment process and continue through various stages of faculty members' development and their roles as teachers and scholars.

INVESTMENT OVER 5 YEARS (ESTIMATED)

• \$ 1 MILLION





**WE BELIEVE THERE IS NEED
FOR A NEW KIND OF UNIVERSITY
COMMITTED TO GOING BEYOND
ITS WALLS TO INCLUDE THOSE
NEEDING ASSISTANCE
AND THOSE SEEKING JUSTICE.**



Promote Multidisciplinary Collaboration to Address Societal Challenges

Develop innovative multidisciplinary approaches to creation of knowledge and the discovery of solutions that address societal challenges

KEY ADMINISTRATORS

- Provost
- Provost, Health Sciences
- Senior vice president, Health Sciences

RESPONSIBLE STAFF

- Academic leaders for Research, Health Sciences, and Lakeside
- Vice president and chief information officer
- Deans and directors
- Directors, Centers of Excellence

ADVISORY BODY

- Board of Trustees
- Council for Innovation in Research and Learning

Loyola continues its commitment to addressing societal challenges. These issues, especially climate change, environmental degradation, aging societies, global security, growing economic disparities, the displacement of peoples, systemic poverty, homelessness, violence, and emerging infectious diseases require sustained effort, interdisciplinary knowledge, and innovative approaches. A series of interdisciplinary teams designed to address such issues will be advanced through our Centers of Excellence and through research and service, and supported by funding. Our faculty will continue to promote collaborative and inquiry-based learning and provide students with direct engagement with disadvantaged and marginalized populations. Experiential pedagogies will help break down the artificial silos between teaching and research as faculty develop interdisciplinary work with community partners to identify research questions that are important to advancing the common good and developing solutions. This integrative and experiential approach will be more effective in moving toward solutions to complex problems and will challenge perceived categories and presuppositions, requiring depth of thought, imagination, and analysis.

INVESTMENT OVER 5 YEARS (ESTIMATED) • \$3 MILLION

STRATEGY 4

Promote transdisciplinary collaboration for solutions to community health disparities

- TACTIC 4.A The chief academic officers will establish lines of responsibility for transdisciplinary innovations in the lakeside and Health Sciences research enterprises and encourage creative solutions to health problems and health disparities. • BY FALL 2016
- TACTIC 4.B The research leaders will enhance and align infrastructure and resources to promote collaborative inquiry, research, and experiential learning to promote health and address problems of health disparity. • BY FALL 2016
- TACTIC 4.C The provost and senior vice president for Health Sciences will collaborate with the vice president for Advancement to create a \$75 million endowment to support research and service on health disparities. • BY FY 2020

HEALTH DISPARITIES RESEARCH AND PROGRAMMING

MAJOR INITIATIVE Schools and institutes at the Health Sciences Division have developed a strategic focus driven by the new Center for Translational Research and Education, a growing interest in community and population-based health, and a commitment to addressing health disparities. Loyola will create a major endowment to support research and programming to put our health science schools and our sustainability

resources (faculty, students, and staff) in a position to improve the health and quality of life in disadvantaged communities. We are committed to putting science and medicine to work for all, especially people who are the most vulnerable and marginalized.

INVESTMENT OVER 5 YEARS (ESTIMATED)

• \$5 MILLION

PRIORITY III

STRATEGY 5

Advance interdisciplinary education that promotes environmental sustainability and enhances the quality of education in science, technology, engineering, and mathematics (STEM)

- TACTIC 5.A The director of the Institute of Environmental Sustainability will implement new programs that advance Loyola's position as a national university leader in environmental sustainability. • BY FY2020
- TACTIC 5.B The provost will launch an engineering science program in fall 2015, leading to a program with four major areas of study. • BY FALL 2018
- TACTIC 5.C The provost and the academic leaders for STEM fields will enhance and deploy our resources to promote learning, research, and service that can affect significant environmental and social justice outcomes. • BY FALL 2018
- TACTIC 5.D The academic leaders for STEM disciplines will collaborate with leaders in business and health sciences to advance innovations in technology-focused student learning that produce graduates who will contribute positively to solutions for complex societal problems. • BY 2018

LAUNCH AN INSTITUTE FOR ENGINEERING SCIENCES

MAJOR INITIATIVE

The study of the science, technology, engineering, and mathematics (STEM) fields is essential to education that promotes social justice. Loyola will launch a new program in engineering sciences in fall 2015 that will grow into an Institute of Engineering with four distinct programs of study within three years. Beginning with programs in biomedical engineering, computer engineering, and environmental engineering, the institute will partner with the College of Arts and Sciences to add a program in applied mathematics by 2018. Loyola will encourage faculty and students to embrace interdisciplinary and applied science that tackles big issues. The goal

is an institute of 400 students within five years. The faculty and students will be expected to have close ties to—and collaborate with—the engineering professions and corporations in Chicagoland to achieve sustainable and just solutions to problems to which engineers can contribute their expertise and Jesuit values. The institute will seek to be accredited by the Accreditation Board for Engineering and Technology, Inc. (ABET).

FINANCIAL INVESTMENTS OVER 5 YEARS (ESTIMATED)

- REVENUES \$31 MILLION
- COSTS \$14 MILLION
- NET REVENUE \$17 MILLION

STRATEGY 6

Implement multidisciplinary programs to address injustice and violence

- TACTIC 6.A The provost will support development of new Centers of Excellence that will address solutions that can improve the problems in our criminal and juvenile justice system, particularly in Cook County. • BY FALL 2018
- TACTIC 6.B The provost and leaders of the Centers of Excellence will engage our faculty expertise and our staff talent to develop a coordinated effort directed toward solutions for societal problems related to poverty, race, and violence. • BY FY2020
- TACTIC 6.C The vice president for Administrative Services and the chief of Campus Safety will develop initiatives to become a university that is among the safest urban campuses. • BY FALL 2017

CENTER FOR CRIMINAL JUSTICE RESEARCH, POLICY, AND PRACTICE

MAJOR INITIATIVE

The promotion of justice is central to both the Jesuit mission and the criminal and juvenile justice systems. The quest for justice is at the heart of any well-functioning system designed to hold offenders appropriately accountable for their actions and to heal the wounds caused by misconduct. Loyola will create a Center of Excellence to improve the quality and administration of criminal and juvenile justice in Chicago and Illinois by using the expertise and resources of the University. The center will promote fair, informed, and effective approaches to justice policy and practice through collaborative interdisciplinary research, transformative

education, and leadership development. This transdisciplinary approach will include faculty in criminal justice, law, psychology, social work, public health, sociology, history, political science, and other disciplines. A central goal of the center will be to provide an interdisciplinary administrative structure and focal point that supports high-quality research and policy analysis. These will be aimed at creating a real-world impact, especially in Chicago—one of the world's most important urban environments.

INVESTMENT OVER 5 YEARS (ESTIMATED)

• \$1.25 MILLION





Engage Local and Global Societal Challenges through Partnerships

Integrate knowledge gained through direct engagement with our local and global neighbors with the resources of our extensive Jesuit network of institutions

Loyola maintains a commitment to engage societal problems locally and globally and to serve as an important source of knowledge and transformation. It provides faculty, staff, and students another means of encountering, walking with, and learning from people who live in different social and cultural realities. When properly structured to include quality accompaniment and opportunities for substantive intellectual and personal reflection, such experiences can transform perspectives and change lives. In doing so, we will expand educational opportunities for our students; expand the transdisciplinary network of research partners for faculty working on complex societal questions; facilitate the Jesuit mission of bringing diverse perspectives together for dialogue; and make the resources of Loyola available for the benefit of those in need. This will be done in classrooms as well as through encounters across Chicago and the world.

KEY ADMINISTRATORS

- Provost
- Provost, Health Sciences
- Senior vice president, Capital Planning

RESPONSIBLE STAFF

- Vice provost, Global Initiatives
- Vice president, Student Development
- Director, Community Relations
- Deans and directors

ADVISORY BODIES

- Board of Trustees
- Community Partnership Board
- Global Initiatives Council

NET INVESTMENT OVER 5 YEARS (ESTIMATED) • \$2 MILLION

PRIORITY IV

STRATEGY 7

Develop and implement a Loyola-Rogers Park-Edgewater community outreach partnership program

- TACTIC 7.A The vice president for Capital Development and the director of Community Relations will engage select campus and community partners to enrich the quality of life for the residents and Catholic parishes of neighborhoods surrounding each of our campuses. • BY JANUARY 2017
- TACTIC 7.B The schools of Education, Nursing, and Social Work will begin to implement community-based health programs to serve Rogers Park and Edgewater. • BY FALL 2016
- TACTIC 7.C The dean of the School of Education will expand and deepen the partnerships with PK–12 schools in Rogers Park and Edgewater. • BY FALL 2017

LOYOLA-ROGERS PARK-EDGEWATER PARTNERSHIPS

MAJOR INITIATIVE Develop a national community partnership model that enhances quality of life for its citizens through thoughtful economic and social programs. Such efforts will embrace and sustain the cultural and economic diversity of its residents. Loyola will seek opportunities to partner with the community in the areas of cultural enrichment, economic development,

education, environmental sustainability, faith, and health. The engagement of Loyola’s students and faculty will be an integral part of our efforts to improve the quality of life for all.

INVESTMENT OVER 5 YEARS (ESTIMATED)

• \$1.25 MILLION

REFERENCES

- Kolvenbach, Peter-Hans, S.J. (2000). “The Service of Faith and the Promotion of Justice in American Jesuit Higher Education.” Santa Clara University, October 6, 2000.
- Loyola University Chicago (2009). “Transformative Education in the Jesuit Tradition.”
- Nicolás, Adolfo, S.J. (2010). “Depth, Universality, and Learned Ministry: Challenges to Jesuit Higher Education Today.” Remarks for “Networking Jesuit Higher Education: Shaping the Future for a Humane, Just, Sustainable Globe.” Mexico City, April 23, 2010.

STRATEGY 8

Expand global engagement opportunities leveraging the expertise and research of our faculty

- TACTIC 8.A The chief academic officers will recruit a diverse international faculty and those with significant expertise in global issues, representing 15 percent of our faculty. • BY FY2020
- TACTIC 8.B The chief academic officers will establish a fund to encourage faculty research and engaged learning with students in global settings. • BY FALL 2016
- TACTIC 8.C The vice provost for Global Initiatives will leverage Loyola’s existing global footprint and the Jesuit’s worldwide network to enhance opportunities for student learning about complex global issues and justice. • BY FALL 2017

GLOBAL PARTNERS TO PROMOTE JUSTICE

MAJOR INITIATIVE Motivated by the desire to deepen the global competencies of its students, Loyola will assume leadership for integrating the global network of Jesuit universities into a more cohesive agent for education and transformation. To that end, we will enhance our current centers of learning in Rome, Beijing, and Ho Chi Minh City to promote additional faculty and student engagement in global social

issues. We will create new partnerships for learning and research with Jesuit universities within and outside the US. The new partnerships will enable Loyola faculty and students to become collaborators with local educators and leaders to address relevant issues of justice in international settings.

INVESTMENT OVER 5 YEARS (ESTIMATED)
• \$750,000

SUMMARY OF NET INVESTMENT IN PLAN 2020 OVER 5 YEARS

\$7.25 MILLION



Preparing people to lead extraordinary lives