The Gannon Center for Women and Leadership

Strategic Plan 2012-2015

The Gannon Center, a University Center of Excellence at Loyola University Chicago, joins the University in its mission of transformative education with a particular perspective of developing and empowering women leaders. Through programs, research and service we engage women leaders in investigating and analyzing areas of concern in our suffering world in order to creatively design and apply workable solutions to build a more just social world order. As part of that work, we offer programs at all levels of the University, from undergraduate to senior scholars, and invite members of our local and global neighborhoods to work collaboratively with us in exploring, understanding, and approaching resolutions on issues of women and leadership.

Established in 1993, in honor of Ann Ida Gannon, BVM, an outstanding president of Mundelein College and a renowned leader in public, nonprofit, profit and ecclesial sectors of our world, the Gannon Center has developed a national reputation for its successful programming and services that enhance and strengthen leadership competencies of women.

Moving from its foundational stage to an entrepreneurial one, the Center is now poised to increase positive public recognition of its mission and identity, discipline its focus on mission-based programming, diversify its revenue streams, increase its outreach in programs and services that advance its mission, promote a robust interdisciplinary research agenda focused on women’s leadership, and recruit and retain a talented and professional staff.

The Gannon Center has developed a strategic plan for the next three years that is realistic, innovative and actionable. As part of the living culture of Loyola University Chicago, our plan is aligned with the University’s plan and its three primary strategic goals:

~Deliver the premiere undergraduate educational experience in Chicago characterized by a transformative education in the Jesuit tradition.

~Deliver a high-quality professional education that is characterized by innovation, excellence, ethics, service, and leadership strategically leveraging health care, law and business as nationally ranked lead programs.

~Create an institutional culture devoted to public service and research, particularly in the areas of the life sciences and health care, ethics and social justice, and children and families, emphasizing interdisciplinary collaborations.
In light of the University’s reexamination of the Strategic Plan in the summer of 2012, the Gannon Center highlights the ways in which it contributes to the four emphases: enhancements to the undergraduate academic and co-curricular experience, strategic efforts to advance programs in Catholic health care leadership, increased internationalization of the University’s offerings and engagement, and an expansion of efforts related to environmental sustainability and stewardship of resources.

Mission:

The Gannon Center educates and fosters women leaders to contribute in the development of a more just social order.

Vision:

The Gannon Center for Women and Leadership is a University Center of Excellence at Loyola University Chicago that:

~ prepares women to lead in every sector of society
~ promotes innovative, interdisciplinary research that will shape leadership for the 21st Century
~ builds a network that supports women in the practice of leadership
~ advances dialogue on compelling issues affecting women’s lives.

Strategic Values: from Transformative Education in the Jesuit Tradition:

~ Expanding Horizons and Deepening Knowledge: engage and enrich ourselves and others through a long and deep tradition of learning and knowledge, and challenge all to lead extraordinary lives that are relevant in new and different circumstances.
~ Self-Appropriation: engage others in identifying their gifts, formulating their convictions and taking initiative for their lives in order that they might transform the world.
~ Dialogue: challenge ourselves and others to bridge the divides of gender, race, religion/faith, ethnicity and socio-economic class.
~ Moral Responsibility: encourage a strong foundation in moral discernment and advance responsible relationships in pursuit of the common good.
~ Care for the Planet: extend moral responsibility to ecological and environmental sustainability to advance a deep care for and respect of God’s creation.

Strategic Goals:

1. Evaluate and enhance existing leadership programs with a particular focus on undergraduates, linking Gannon Center programs more deliberately with the curricular and co-curricular offerings of the University.
2. Facilitate the development of a robust interdisciplinary research and outreach agenda to advance the leadership of women at Loyola and beyond, focusing on such sectors of society as education, social work, health care, law and business.

3. Position the Gannon Center to expedite the development and placement of women in leadership positions at the University and throughout the network and partners of the Association of Jesuit Colleges and Universities in the United States.

4. Pursue comprehensive philanthropic initiatives to advance the mission of the Gannon Center.

5. Evaluate emergent need for professional positions and work space required by implementation of strategic plan.
Strategic Goal 1

Evaluate and enhance existing leadership programs with a particular focus on undergraduates linking Gannon programs more deliberately with the curricular and co-curricular offerings of the University

Tactic 1: Establish criteria and set a cycle for evaluating the Gannon programs (i.e., Gannon Scholars, WISER, Johnson Scholars, faculty fellows and visiting scholars) as part of a quality improvement cycle.

**Actions**
- The Executive Director (ED) and the Carolyn Farrell Professor (CFP) establish criteria of excellence for Gannon programs.
- ED and CFP develop a cycle for evaluation for all programs beginning with Gannon Scholars.

**Performance Metrics**
- By February 2013, criteria of excellence will be developed.
- Criteria established and protocols created, starting with the Gannon Scholars Program.
- The cycle for evaluation will begin in 2012-2013.

Tactic 2: Use evaluation findings and recommendations to identify gaps and to increase quality outcomes in leadership programs, starting with the Gannon Scholars Program.

**Actions**
- ED and CFP define gaps in programs and adapt leadership development strategies.

**Performance Metrics**
- Program outcomes more clearly aligned with goals and criteria for five-year cycle beginning in 2012-2013.

Tactic 3: Advance connections between Loyola’s Division of Student Development (DSD) and the Gannon Center undergraduate leadership programs.
### Strategic Goal 2

**Facilitate the development of a robust interdisciplinary research and outreach agenda to advance the leadership of women at Loyola and beyond, focusing on such sectors of society as education, social work, health care, law and business.**

**Tactic 1:** Prepare a report on current research and program initiatives on women leadership in place throughout the University to determine leverage points and gaps.

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**Tactic 4:** Advance connections between the undergraduate academic offerings and the Gannon Center undergraduate leadership programs.

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**Actions**

- ED meets semi-annually with representatives of DSD to collaborate and build cohesive programs in alignment with the framework described in *The Loyola Experience*.

**Performance Metrics**

- At least one Gannon Scholar per year is recognized by or initiated into a premier student organization at Loyola.
- Programs designed in accord with *The Loyola Experience* four-year plan.
research and produce the report.

**Tactic 2:** Engage an interdisciplinary team of scholars at Loyola interested in the intersection of women and leadership to design a prioritized research agenda, focusing on women in higher education, especially in Catholic and Jesuit institutions, that contributes to a more just society and world.

**Actions**
- CFP determines membership qualifications and role responsibilities for team.
- Identify, recruit and orient team.
- Establish timeline and benchmarks for project completion.

**Performance Metrics**
- Team formed by the end of May 2013.
- By May 2014 the report is due to ED.

**Tactic 3:** Position the Women and Leadership Archives (WLA) as the depository of choice for influential women leaders and as the research resource of choice for scholars.

**Actions**
- WLA Director (WLAD) conducts an outreach campaign with promotional materials and launch.
- WLAD working with faculty will expand opportunities for students to complete class projects by working with primary source materials in the WLA.
- Sustain and expand support of WLA from University Libraries.

**Performance Metrics**
- Expand collection base by 15 new contributions by May 2014.
- Increase use of WLA by 5% year over year beginning in 2014.
- Increase staffing by adding assistant archivist by 2015.

**Tactic 4:** Secure adequate resources to advance the research agenda undertaken by faculty fellows, visiting scholars, Gannon Scholars and Johnson Scholars, using established criteria for funding research.
**Strategic Goal 3**

**Position the Gannon Center to expedite the development and placement of women in leadership positions at the University and throughout the network and partners of the Association of Jesuit Colleges and Universities in the United States.**

**Tactic 1:** Analyze existing research on leadership competencies required for leadership position with particular attention to Jesuit higher education and use those finding to design programs to foster leadership development.

**Actions**
- ED, CFP and grad student gather and analyze leadership competencies preferred by Jesuit colleges and universities.

**Performance Metrics**
- A white paper written by December 2013.

**Tactic 2:** Develop and pilot a program for the Gannon Center to become the preferred provider of programs designed to prepare women for key leadership roles, especially at President, Board, Provost, and Dean levels, in Jesuit Universities.
**Actions**
- ED and CFP develop a proposal for the program, with a limited number of participants, to be held in summer of 2014 in collaboration with the AJCU leadership workshop.
- Mentor participants in career development for leadership roles in AJCU schools.

**Performance Metrics**
- Use proposal to screen and solicit participants.
- By 2015 the Gannon Center will have successfully recruited and facilitated the hiring of at least one woman to a leadership position at a Jesuit university.

**Tactic 3:** Pursue collaboration between Loyola University Health Sciences Division (HSD) and Trinity Health for leadership programs.

**Actions**
- ED will work with HSD to respond to interest from Trinity Health for Loyola leadership program.
- ED will work with HSD to draft a proposal containing components of a Loyola signature program.

**Performance Metrics**
- A memo of understanding with Trinity Health will be signed by March 2014.
- Submit program design to Trinity Health by May 2014.

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**Strategic Goal 4**

**Pursue comprehensive philanthropic initiatives to advance the mission of the Gannon Center.**

**Tactic 1:** Develop one Advisory Board for the Gannon Center.

**Actions**
- ED with Advancement and Alumni Relations will identify and vet potential members.
- ED and CFP will develop description with responsibilities for Advisory Board.
- ED and CFP will submit role descriptions and names

**Performance Metrics**
- Advisory Board will enlarge the footprint of and supporters for the Gannon Center in terms of increased donations and networks of support.
for approval from appropriate Loyola authority by the summer of 2013.
• ED and CFP will develop orientation program and host the first meeting of the body by August 2013.

**Tactic 2:** Increase the affinity of Mundelein College Alumnae to strengthen and support the work of the Gannon Center.

**Actions**
- ED with Alumni Relations will design and implement programs of interest.
- ED with Alumni Relations stewards relationships with the MCA.

**Performance Metrics**
- Increase participation in the MC Alumnae events by 5% each year.
- Make seven personal contacts with major donors per year.

**Tactic 3:** Grow the Annual Fund by working in collaboration with the University Advancement Team.

**Actions**
- ED with Advancement staff will send one letter each semester, followed up with telephone call.

**Performance Metrics**
- Increase the number of donors and total amount of donations per year by 10%.

**Tactic 4:** Increase donations to the scholarship endowment campaign by working with Advancement Team.

**Actions**
- ED with Advancement staff will vet, identify, nurture and make the ask.

**Performance Metrics**
- Double the endowment in five years.

**Tactic 5:** Work with Advancement staff on planned giving initiatives.

**Actions**
- ED and Advancement staff will vet, identify, nurture and make the ask.

**Performance Metrics**
- Double the number of planned gifts within five years.
Tactic 6: Carefully steward relationships between Gannon Center scholarship recipients and the MC donors.

**Actions**
- ED with Advancement staff will plan and execute at least 3 events per year for scholars and donors.

**Performance Metrics**
- Develop and use a tool to measure satisfaction of donors.

Tactic 7: Work with the Office of Research Services (ORS) on corporate and foundation giving to secure funding directed at supporting the inter-disciplinary research and program priorities.

**Actions**
- ED, CFP and other University personnel will identify, prepare and submit proposals for funding.

**Performance Metrics**
- One major proposal will be submitted each year beginning in 2015.

**Strategic Goal 5**

Evaluate emergent need for professional positions and work space required by implementation of strategic plan.

Tactic 1: Design a staffing plan with position descriptions at the Gannon Center for new personnel required to implement initiatives.

**Actions**
- ED and CFP develop position descriptions and organizational chart by October 2014.

**Performance Metrics**
- Approval by the Provost’s Office.

Tactic 2: Develop a plan to meet work place needs for new personnel required to implement initiatives.
**Actions**
- ED and CFP develop map and floor plan for new work.

**Performance Metrics**
- The floor plan is operationalized.