

OUR COMMITMENT TO EXCELLENCE

KEY ACCOMPLISHMENTS OF THE 2009–2014 STRATEGIC PLAN

“Our Commitment to Excellence,” Loyola’s 2009–2014 strategic plan, affirmed the University’s commitment to providing the kind of education—especially for undergraduates—that transforms students to become agents who can in turn transform society. In keeping with Loyola’s founding mission, Our Commitment to Excellence reiterated the importance of providing access to a transformative education for those aspiring to contribute to the overall good of society. Those individuals include new immigrants, minorities, first-generation college students, and young men and women of all faiths who seek to become exceptional, conscientious, and ethically aware leaders. The goals were:

1 Deliver the premier undergraduate educational experience in Chicago, characterized by a transformative educational experience in the Jesuit tradition.

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

3 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.

GOALS

The 2009–2014 plan highlighted three goals to address our primary challenges and defined strategies to achieve those goals. The Loyola University Chicago community made significant progress in key areas, while we remain committed to continuous improvement.

1 Deliver the premier undergraduate educational experience in Chicago, characterized by a transformative educational experience in the Jesuit tradition.

- Developed and implemented a revised Core Curriculum—the academic cornerstone in students’ transformative education
- Implemented The Loyola Experience—4-year co-curricular student plan for implementing a transformative educational experience
- Expanded study-abroad opportunities to 32% (from 20%) of our graduates
- Improved in rankings of undergraduate programs: 106 of 285 Carnegie Research Universities (top 35%)—a 13-point gain
- Reached undergraduate enrollment target of 10,000 students
- Significantly enhanced student technology connectivity and learning platforms (Sakai, Adobe Connect, eClassrooms, Videoconferencing)
- Launched the Faculty Center for Ignatian Pedagogy to focus on teaching and learning—serving over 300 participants each year

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

- Developed and implemented new degrees and online programs in bioethics, health law, and mission-based health leadership
- Implemented new law programs, including PROLAW, LLM for foreign lawyers, and online programs in child and business law
- Added new adult baccalaureate degree completion programs (RN-BSN, Applied Studies); course enrollments now exceed 900 (+130%)
- Implemented innovative Teacher Preparation Program in School of Education
- Implemented new business programs, including an Executive MBA in Chicago, Intercontinental MBA, and Supply Chain Management degree
- Enrolled nearly 6,000 students in professional and graduate schools

3 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.

- Launched Institute for Environmental Sustainability, committing the University to the care of the planet within a social justice context
- Significantly increased internal support for interdisciplinary research, and increased external grant support programs
- Launched new interdisciplinary programs within and across academic units and University Centers (e.g. Healthcare Mission Leadership, Parish Leadership and Management, International Higher Education)
- Invested \$970K and returned \$4.7M in external grants
- Established a position for social justice initiatives in Academic Affairs
- Significantly expanded university-community engagement leading to national recognition (White House and Carnegie awards)

STRATEGIES

1 Deliver an undergraduate learning experience that embodies concretely the spirit and principles of the document “Transformative Education in the Jesuit Tradition,” promoting development of the whole person through an integrated curricular and co-curricular program.

- Revised the Core curriculum to 48 credit hours across 10 Knowledge Areas, designed to be more coherent and developmental
- Require Engaged Learning in majors; includes nearly 200 courses
- Increased participation in internships to 1,100 students/year (+25%) and increased undergraduate research fellows by 41% in 15 funded programs
- Full-time faculty teach Core and Introductory courses, an increase from 40% in 2009 to 75% in 2014
- Increased merit-based fellowships and scholarships, achieving \$64M, with \$17M to be matched, in an ongoing \$80M campaign

2 Recruit and retain a diverse faculty and staff who are committed to the principles of Jesuit education; who are excellent in teaching, mentoring, research, and service; and who are increasingly international in background and interest.

- Increased University Endowed Chairs by eight (now 25 LS and 18 HSD)
- Faculty recruitment in clusters for strategic areas and interdisciplinary collaboration
- Revised promotion and tenure guidelines, new performance appraisal system, and new teacher course evaluations
- Increased faculty research leaves, summer research support, international immersion programs, and faculty recognition awards
- Refocused the faculty hiring process with greater emphasis on mission and diversity—over five years hired 118 tenure/tenure-track and 111 non-tenure-track

MISSION-RELATED HIRING

Raw number and percentage achieved

Academic Administrators



Jesuits



Tenured (includes 7 Endowed Chairs)



Tenure-track

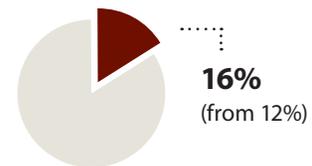


Non-tenure-track

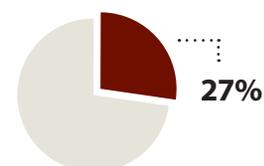


DIVERSITY OF FACULTY

From minority groups



Assistant Professors (2013)



3 Continue the development of interdisciplinary Centers of Excellence and other research opportunities that promote the life sciences and health care, ethics and social justice, and children and families, and that advance the mission of the institution.

- Expanded collaboration around interdisciplinary conferences (e.g. Healthy Homes, Healthy Communities; Chicago Catholic Immigrants Conference)
- Focused programming on social justice and global issues (e.g. crisis of unaccompanied immigrant children)
- Expanded number of faculty appointments to Centers
- Faculty scholarship accomplishments in the past five years:
Books: >300
Journals, articles: >2,400
Creative works and productions: >550
- Growth in external grants in the past five years:

	PROPOSALS	AWARDS	AVE/YR
Lakeside	+18%	+23%	\$16M
HSD	+16%	+13.5%	\$35M
- Over 600 active IRB projects

4 Raise the reputations of the graduate and professional schools to national and international prominence and ranking.

- Substantive expansion of and improvements to academic programs with 10 new professional majors and 22 new graduate programs
- Improved quality and rankings of PhD programs (e.g. Clinical Psych, English, History, Sociology)
- Expanded five-year bachelors/ masters programs to 15
- Created 16 online graduate degrees and 7 bachelor's degree-completion programs for adults, plus 15 certificates online; No. 2 in AJCU; enrolling over 2,250 students (+82% in 5 years)
- Ranked top 25 best online bachelor's programs (Nursing, SCPS)
- Expanded interdisciplinary graduate programs (e.g. Bioethics, Digital Humanities, Digital Media, and Story Telling)
- Improved rankings for Law, Business, and Biomedical Sciences

5 Create University environments on each campus that support our transformational educational objectives, including spaces that promote academic, social, and recreational interactions and activity.

- Completed *reimagine* campaign, including construction of athletic and recreational facilities and Damen Student Center
- New residence halls completed, International House renovated, and reprogrammed Campion Hall for Honors program
- Completed renovations to Corby Law Center and Mundelein Center
- Expanded and improved academic classroom space with additions of Cuneo Hall, Corboy Annex, Institute of Environmental Sustainability, and more classroom learning technologies
- Purchased John Felice Rome Center campus, Loyola University Retreat and Ecology Campus, and launched Vietnam Center
- Constructed Cuneo pavilion and began academic programs in Vernon Hills
- Construction underway for new Schreiber Center for Quinlan School of Business
- Recognized for LEED-certified buildings, and ranked No. 4 in nation by Sierra Club as an environmentally sustainable campus

6 Enhance and foster meaningful joint activities in teaching, research, and service that link the Medical Center and the lakeside campuses.

- Developed the Health Science Division to manage academic programs and coordinate clinical programs and services at Loyola University Health System
- Constructing Center for Translational Research and Education
- Completed construction of new School of Nursing building and renovated LSC spaces for undergraduate nursing program
- Initiated several intercampus research competitions and awards in areas of neuroscience, public health, nursing, molecular biology
- Implemented interdisciplinary programs in Healthcare Mission Leadership, Bioethics, and Public Health and Medicine

POSITIVE IMPACT ON STUDENT OUTCOMES

The progress made on these three goals and six strategies had a positive effect on our overall student outcomes, which are a key metric for the University and are at the heart of the strategic plan.

RETENTION

85.3% (from 83.5%)

- Admission criteria enhanced for both new freshmen and transfers
- Created Council on Student Success of Academic and Student Development Professionals
- Implemented and coordinated comprehensive student academic services program
- First Year and Transfer Experience Offices run academic and social programs
- Expanded student learning communities, enrolling over 600 students

PERSISTENCE

Highest on record

- Full-time faculty teaching Core and Introductory courses
- Enhanced advising, student life, athletics, campus ministry, wellness, facilities
- Expanded career centers' professional staff and services
- Specialized staffing for disabilities, diversity, veterans, international, TRIO
- Increased diversity of student population to 35.2% (from 29.6%) and maintained approximately 33% first-generation college students

GRADUATION

4-year rate: 64% (from 55%)

6-year rate: 71% (from 64%)

- Reduced required credit hours to 120 (from 128 credit hours)
- Reduced required hours for majors
- Expanded course offerings to January Term and Summer Sessions
- Created new online courses (70 in summer)

65% of graduates have a job or plan to enroll in graduate or professional school by the time of Commencement.

2007 NEW FRESHMEN COHORT AFTER SIX YEARS

KEY: ■ Loyola University Chicago ■ National average (private)

