

**Gannon Center for Women and Leadership
Strategic Plan 2016-2020**

Goal 1: Leadership Development

Facilitate and deliver high-quality leadership programs that foster and support the leadership development of women – primarily students, faculty, and administrators – as agents of change for social justice at Loyola and beyond.

Tactic 1: Develop and evaluate a four-year plan for the Gannon Scholars that effectively promotes their leadership, intellectual, and social justice formation in the context of their undergraduate education.

Action: Develop learning outcomes regarding the leadership, intellectual, and social justice development of Gannon Scholars for each of the 4 years in the program.

Performance Metric: Convene committee of Program Coordinator, ED, representatives from current Gannon Scholars, and 2 non-Gannon faculty/staff to establish learning outcomes by January 2018.

Action: Develop Gannon Scholar 4-year programming plan that effectively leads to the achievement of learning outcomes.

Performance Metric: Program Coordinator, in consultation with ED and Gannon Scholars, establishes program schedule and progression that aligns with the framework of *The Loyola Experience*; implement programming plan for fall of 2018

Action: Evaluate Gannon Scholar outcomes, and use findings to continually improve the four-year plan

Performance Metric: Program Coordinator, in consultation with Loyola assessment experts, establishes criteria and methods for evaluating the outcomes of the four-year Gannon Scholar experience; assessment structure in place by January 2019.

Tactic 2: Collaborate with other Loyola offices to offer semi-annual workshops for Loyola women faculty, administrators and staff to network and develop skills for professional development.

Action: ED meets with HR and Staff Council to design and deliver one workshop each semester starting with 2016-2017 academic year.

Performance Metric: Evaluations of each workshop will be developed, distributed and analyzed in terms of usefulness for skill and professional development.

Goal 2: Research

Promote and stimulate the development of multidisciplinary research that addresses the intersection of women, social justice, and leadership.

Tactic 1: Develop University-wide symposium inviting research scholars to present on a theme related to the Center's mission.

Action: ED and PC assemble affinity groups from Gannon Center programs to design first symposium to celebrate 25th Anniversary of the Gannon Center in Fall 2018 that will highlight women in leadership in every sector of society.

Performance Metric: Evaluation instrument will be developed, distributed, and analyzed to assess the usefulness of the symposium.

Tactic 2: Facilitate the research, professional and leadership advancement of women faculty at Loyola through the Faculty Fellows program.

Action: ED, with appropriate staff and volunteers, coordinates program and selects Faculty Fellows each academic year.

Performance Metric: Faculty Fellow submits article(s) for scholarly presentation and/or publication within one year upon the conclusion of the Fellowship.

Performance Metric: ED, with appropriate staff and volunteers, reviews the Faculty Fellows program, evaluates existing criteria for eligibility, and assesses program outcomes by Spring 2018.

Tactic 3: Assess the purpose, processes, and outcomes of existing research programs so as to strengthen their future development and efficacy.

3.1 WISER Undergraduate Fellowship

Action: ED collaborates with coordinator of the WISER program to continue and to assess the program.

Performance Metric: WISER students present their research as part of the conclusion of the Program and as part of the LUC Weekend of Excellence Research Symposium.

Performance Metric: The assessment process yields recommended improvements by summer 2018.

3.2 WLA Summer Research Grants

Action: Grant is postponed for summer 2017 while program is evaluated.

Performance Metric: Committee is convened in spring 2017, composed of WLA Director, ED, and 3 scholars (one of which is a past recipient) to evaluate purpose and efficacy of program. A decision is made in 2017 based on committee recommendations.

3.3 Visiting Scholars

Action: ED collaborates with key administrators and other LUC scholars to implement and to assess the Visiting Scholars program.

Performance Metric: ED, with appropriate staff and volunteers, establish criteria and evaluate the Visiting Scholars Program by Fall 2018.

Performance Metric: Beginning in Spring 2019, Visiting Scholars will produce original scholarship which adds to the body of knowledge at the intersection of women, leadership and social justice.

Tactic 4: Promote and increase awareness of the WLA as a resource for Loyola faculty, undergraduates, and graduate students.

Action: WLA continues to conduct outreach activities to LUC faculty and students to promote awareness and usage of WLA.

Performance Metrics:

Apply to present at one Focus on Teaching and Learning (FOTL) per academic year.

Meet with Center for Experiential Learning staff in 2016-2017 to explore opportunities for undergraduates.

Meet with faculty in departments of Art, Music, History, Theology, and English in 2016-2018.

Coordinate research projects with WSGS and Public History graduate faculty in 2016-2019.

Goal 3: Institutional Resources and Advancement

Develop, nurture and steward both human and financial resources in order to carry out the mission and vision of the Gannon Center.

Tactic 1: Increase the affinity of the Mundelein College Alumnae and Gannon Scholar Alumnae so as to support the work of the Gannon Center.

Action: ED, with Program Coordinator, Alumni Relations and MC Alumnae Board, will design and sponsor quarterly programs of interest to MC Alumnae (Fall: Reunion; Winter: Advent Vespers; Spring: Baum Lecture; Summer: Spirit of Mundelein Mass and Brunch).

Performance Metric: Increase annual giving by Mundelein College Alumnae by 10% each year. Increase Society of the Shield membership by 10% first year and 5% subsequent years.

Action: ED, with Program Coordinator and Alumni Relations will design and sponsor quarterly programs of interest to Gannon Scholar Alumnae (Fall: Meet the Gannons; Winter: Networking Reception; Spring: Baum Lecture; Summer: LUC Alum Weekend)

Performance Metric: Increase annual giving by Gannon Scholar Alumnae by 50% in FY2018 and 10% annually in subsequent years.

Tactic 2: Implement robust fundraising initiatives, in collaboration with University Office of Advancement, to support the work of the Gannon Center.

2.1 Grow the Annual Fund

Action: ED with Advancement liaison will write and send quarterly e-letters to specific segments of alumnae population.

Action: ED, with Program Coordinator and Gannon Scholars, will follow-up letters with one personal phone calls to each recipient per year.

Performance Metric: Increase in annual giving by 10% each year.

2.2 Continue the Celebrate Mundelein Campaign

Action: ED and Advancement staff host three planned giving seminars, one in metro Chicago and two rotating through other geographic areas (Southern California, Northern California, metro NYC, metro DC, Florida East, Florida West), each year.

Action: ED, with Program Coordinator, designated Gannon Scholars and Advancement Staff, hosts individual meetings with donors of “named” scholarships each year.

Action: ED, with Program Coordinator and Advancement Staff, organizes thank you phone calls and thank you notes between Gannon Scholars and donors of “named” scholarships.

Action: ED, with Program Coordinator and Advancement Staff, ensures participation of Gannon Scholars in Advancement-sponsored events, such as the Scholarship Mass and Brunch, Spirit of Mundelein Mass and Brunch, Meet the Gannons.

Performance Metric: Increase bequest intention for Gannon Center Scholarship Endowment by 25% in three years.

2.3 Continue the Celebrate Mallinckrodt Campaign

Action: Write and send two letters to targeted population and follow-up with one phone call per year.

Action: Include Mallinckrodt donors in Spirit of Mundelein Mass and Brunch.

Performance Metric: Increase Mallinckrodt Scholarship Endowment by 10% each year.

Tactic 3: Develop goals regarding internal and external grants and funding for the WLA.

Action: WLA Director meets with University Library Dean and Advancement Liaison to develop and implement 3 year donor goals for WLA.

Performance Metrics: Goals formulated by early 2017. Implementation begins spring 2017. Evaluation of goals in 2020.

Action: WLA Director identifies one project annually and seeks internal and/or external funding.

Performance Metric: Project identified and implemented by summer 2016.

Tactic 4: Evaluate current and future archival records storage needs for WLA.

Action: WLA Director, in consultation with ED and Library Dean, assesses current and future space needs for archival collections.

Performance Metric: Space plan is created by WLA Director and implemented by summer 2017.

Goal 4: Marketing and Communication

Develop and implement effective communication to and from internal and external stakeholders about stories, work, and ideals of the Gannon Center.

Tactic 1: Develop the Center's existing and new channels of communication in order to develop a plan that focuses on engaging the various audiences in the Center's mission and work.

Action: Establish quarterly email newsletter communicating the work of the Gannon Center and upcoming initiatives, programs, and events.

Performance Metric: ED, Program Coordinator, WLA Director, and Administrative Assistant to meet with UMC by January 2019 to establish quality practices and protocols for a Gannon Center newsletter.

Performance Metric: Program Coordinator with Administrative Assistant to implement first edition of the newsletter by summer 2019

Action: Strengthen online presence of the Gannon Center by optimizing use of the website.

Performance Metrics: ED, Program Coordinator, WLA Director, and Administrative Assistant to meet with UMC by January 2017 to improve content and design of website and to establish quality practices.

Performance Metric: In consultation with UMC, Gannon Center staff to establish protocol for updating and continual renewal of website by Administrative Assistant.

Tactic 2: Celebrate the 25th anniversary of the Center's founding (1993) to share the story of its beginnings, development, and future plans.

Action: ED, WLA Director, and Program Coordinator begin planning for 2018 Gannon Center 25th Anniversary in fall 2016.

Performance Metric: ED and Program Coordinator select and convene a committee by October 2016 to develop plan and timeline for next two years regarding 25th anniversary.

Performance Metric: ED and Program Coordinator convene committee regularly, according to timeline, to implement 25th anniversary celebration and programming.

Tactic 3: Develop an effective plan for internal communication that increases and encourages the formation of a knowledge-sharing and supportive work environment.

Action: ED calls monthly staff meeting beginning no later than August 2016.

Performance Metric: In January 2018, all staff evaluates efficacy of monthly meetings in terms of timing, frequency, and format.

Tactic 4: Create, implement, and evaluate a shared/collaborative multi-year programming plan for all parts of the Gannon Center that engages campus and community constituencies.

Action: Identify and advance connections between Gannon Center and others in the University or community whose work intersects with the Gannon Center's mission.

Performance Metric: As a Gannon Center staff, together identify existing connections and partnerships, and identify gaps in connections with undergraduates, graduate students, faculty, staff, and community members; by end of 2016-2017 school year.

Action: ED, CFP, WLA Director, and Program Coordinator develop a multi-year program plan for the Gannon Center.

Performance Metric: Plan is completed by spring 2018 and implemented in academic year 2018-2019. Plan is evaluated by ED, CFP, WLA Director, and Program Coordinator in spring 2019.

Action: WLA Director convenes university partners for Women's History Month programming.

Performance Metric: Meeting of partners begins in October of year prior to March, which is Women's History Month.

Goal 5: Leadership Transitions

Address transitions of leadership at the Gannon Center for Women and Leadership.

Tactic 1: ED works with the Office of the Provost to redesign endowed Chair position as the Carolyn Farrell Endowed Assistant Professor.

Action: By late fall 2017, a plan to search and fill the position will result from collaboration between the ED and the Office of the Provost. This plan will include review of present position description, composition of search team, publication of open position, and schedule for interviews.

Performance Metric: Position will be filled before July 1, 2018.

Tactic 2: Work with the Office of the Provost to develop plan to hire new ED by late spring 2018.

Action: In consultation with the Provost and other University Centers of Excellence, the current ED and Gannon Staff will examine the current ED job description to determine any necessary revisions.

Performance Metric: ED convenes relevant key administrators and Gannon Center staff to examine the ED job description in light of previous and current Strategic Plan and make appropriate changes by mid-Spring 2017.

Action: Current ED meets with Provost to discuss transition timeline by January 2017.