**Strategic Planning Committee Status Report**
*December 2015*

**UPDATES**

- Communication plan being implemented:
    - Faculty Council meeting – Sept.
    - State of the University overview of plan – Oct.
    - Welcome letter, project proposal template, and individual volunteer forms on website – Nov.
- Project tracking application developed and being used by Strategic Planning and Implementation Committee members
- Institutional Priority Committees are meeting and reviewing ideas generated during plan development and from leadership retreat, developing key performance indicators for initiatives, building out plans

**FUTURE STEPS**

- Communication continues: Update and information on how to get involved in next President's note
- Define, review and refine metrics for Institutional Priorities
- Refine communications' templates
- Develop master financial summary and master calendar

**IMPLEMENTATION COMMITTEE REPORTS:**

**Institutional Priority 1:  Student Access and Success**

Several meetings have been held with robust conversations about recruiting and retaining underserved students, as well as initiatives necessary to enhance student success. The committee has developed and will soon finalize Key Performance Indicators (KPIs) to measure our progress and success. Those KPI's are:

**Arrupe College**

| | |
|---|---|
| Students Filing the FAFSA | 100% |
| Percentage of Students that are Pell Eligible | 100% |
| Average GPA after the first year of studies | 2.8 |
| Fall-to-Fall retention rate | 85% |
| Receive an Associate's Degree within three years | 65% |
| Percentage of Students with debt at end of studies | 10% |
| Matriculation to 4-Year School in year three | 65% |
| Graduation with Bachelor's by Year six | 60% |

**Rethinking The University's Approach to Student Success**

- Fall-to-Fall Freshmen Retention Rate                                                    89%
- Fall-to-Fall Transfer Retention Rate                                                     85%
- Sophomore-to-Junior Retention Rate
- Junior-to-Senior Retention Rate
- 6-Year Graduation Rate
- Key Populations to Monitor
    - Rates by Ethnicity
    - Undocumented Students
    - By Academic Program
    - Students from Illinois
    - Out-of-State students
    - Students living On-Campus
    - Students living Off-Campus
    - Online Students
- Diversity of our Faculty and Staff

## Institutional Priority 2:  Faculty Development

Three meetings have been held with a focus on three activities. The first was to become oriented to the final 2020 Strategic Plan and the implementation process, including a review of the project submission template. The second was to draft an RFP for our Priority to help focus the anticipated campus-wide submissions. The third was to draft a set of metrics to track progress on the three tactics and the overall priority. The metrics will be finalized in December 2015.

The major initiative identified for Institutional Priority 2 is a Faculty Development program to be launched by the Hank Center for Catholic Intellectual Heritage in Fall 2016. The Hank Center refined the program's syllabus. The program will start with 12 faculty/administrators per term for the first two years, with the possibility of expanding to additional cohorts over years three and four.  Initial conversations have also been held about the development of a MOOC on faith/reason/justice for faculty, alumni and students, to be piloted at Loyola with an eye to possible expansion to national markets.

## Institutional Priority 3:  Programs for Societal Needs

The committee subdivided into three working groups to tackle the Priorities' three strategies. Each subcommittee is drafting metrics and we have drafted metrics for the overall priority. The group working on Strategy 4 (Health Disparities) is beginning to develop a framework for a Center for Health Disparities. Their first step is planning a think tank meeting in March 2016 to discover and discuss best practices to address community health disparities that are already being practiced in Chicago and across the country.  Under Strategy 5 (STEM Initiative), Loyola accepted its first students into the new Engineering Sciences program this fall. Plans have been developed to obtain initial accreditation when the first cohort graduates from Loyola and to grow the program into an Institute for Engineering in three

years. Additionally, work has begun to design ways to promote interdisciplinary research, particularly in areas that can affect environmental and social justice outcomes. The subcommittee is looking at ways to have people conducting research in STEM disciplines collaborate across campuses with people from the School of Business and the Health Science Campus in order to incorporate numerous disciplines in impactful research.  In the subcommittee addressing Strategy 6 (Injustice and Violence), the groundwork has been set for the development of a new Center of Excellence to address problems in the criminal and juvenile justice system. Funding for this center has been provided by the MacArthur Foundation.

## Institutional Priority 4:  Local and Global Partnerships

The committee and co-chairs met to discuss the group's charge and familiarized itself with each of the tactics outlined in the priority. The committee also reviewed drafts of proposed outcomes for each of the tactics as a step to develop clear metrics for each tactic and the larger priority.  The outcome statements are under revision after much committee discussion. As the committee continues to discuss outcomes and metrics, progress is being made on certain initiatives in the priority through projects that were already underway or were moving towards implementation as the strategic plan and its process were being formalized.  In the strategy oriented towards Loyola's Edgewater/Rogers Park outreach, an initiative to launch Loyola's Behavioral Health Clinic is underway and will employ two licensed counselors to provide services for the public with an emphasis on children and families in the Edgewater and Rogers Park communities.

# LUC Plan 2020 Steps to Implementation

| Translate Goals | Create a Blueprint | Mobilize the Teams | Align Finances | Monitor Progress | Review, Revise and Repeat |
|---|---|---|---|---|---|
| • Identify major efforts required to make progress towards strategic goals<br>• Develop project proposal template to include accountability, milestones, budget, activities, timeline, etc.<br>• Determine how success will be measured (metrics) | • Identify interdependencies and project integrations<br>• Assess resource requirements<br>• Develop realistic timelines given current workloads<br>• Build overall implementation calendar | • Identify & prioritize requirements<br>• Expand involvement and engagement on projects and strategies<br>• Align institutional resources and individual goals to support the strategies | • Develop process for approval and funding of projects<br>• Determine process for tracking budgets<br>• Determine if adjustments are needed to accommodate fiscal year planning | • Establish quarterly reporting for health and status of projects; annual review for entire plan<br>• Assess for on track/off track for resources, funding, timeline<br>• Develop method for status reporting for projects | • Review for changes in internal/external landscape, assumptions and processes<br>• Determine if adjustments are needed<br>• Implement adjustments as appropriate<br>• Develop dashboard for measuring Plan 2020 impact |

## Committee Input and Guidance

## Communications

Adaptations Made From: *"Living Into Your Strategic Plan: A Guide to Implementation That Gets Results"* By Jacquelyn Hadley, Laura Lanzerotti, and Adam Nathan (bridgespan.org)

Other Resources: *"Strategic Planning in Higher Education: Best Practices and Benchmarking"* By Hanover Research

*"A Practical Guide to Strategic Planning in Higher Education"* By Karen E. Hinton, Society for College and University Planning

# LUC Plan 2020 Steps to Implementation

| Translate Goals | Create a Blueprint | Mobilize the Teams | Align Finances | Monitor Progress | Review, Revise and Repeat |
|---|---|---|---|---|---|
| ✓ • Identify major efforts required to make progress towards strategic goals<br>✓ • Develop project proposal and volunteer process to include accountability, milestones, budget, activities, timeline, etc.<br>WIP • Determine how success will be measured (metrics) | WIP • Identify interdependencies and project integrations<br>WIP • Assess resource requirements<br>• Develop realistic timelines given current workloads<br>WIP • Build overall implementation calendar | ✓ • Identify & prioritize requirements<br>WIP • Expand involvement and engagement on projects and strategies<br>• Align institutional resources and individual goals to support the strategies | ✓ • Develop process for approval and funding of projects<br>WIP • Determine process for tracking budgets<br>• Determine if adjustments are needed to accommodate fiscal year planning WIP | WIP • Establish quarterly reporting for health and status of projects; annual review for entire plan<br>• Assess on-track/off-track for resources, funding, timeline<br>• Develop method for status reporting for projects WIP | • Review for changes in internal/external landscape, assumptions and processes<br>• Determine if adjustments are needed<br>• Implement adjustments as appropriate<br>• Develop dashboard for measuring Plan 2020 impact |

## Committee Input and Guidance

## Communications

**Risks**
- Resource requirements, allocation and availability
- Budget estimates, alignment and tracking
- Identification and communication of project integrations

**Other Items to Watch**
- Decision for external implementation review

❖ WIP = Work In Progress