



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Strategic Planning Committee Status Report

September 2016

I Student access and success	II Faculty Development	III Programs for societal needs	IV Local and global partnerships
STRATEGY 1 Recruit and retain underserved students	STRATEGY 3 Recruit, retain, and develop faculty for social justice	STRATEGY 4 Collaborate to reduce health disparities	STRATEGY 7 Develop community outreach programs
STRATEGY 2 Program for student success	MAJOR INITIATIVE Faculty Development for Advancing the Jesuit Humanistic Tradition	STRATEGY 5 Advance STEM and sustainability	STRATEGY 8 Expand global engagement
MAJOR INITIATIVE Arrupe College		STRATEGY 6 Address injustice and violence	MAJOR INITIATIVE Loyola/ Rogers Park/ Edgewater Partnerships
		MAJOR INITIATIVE Health Disparities Research and Programming	

RECENT ACTIVITY

- This status report marks the completion of Year One of Plan 2020. Initial review and assessment discussions occurred at the President's Leadership Retreat in August on what worked well in Year One of Plan 2020 and where we may want to increase our focus or make adjustments to the plan.
- In Year One, in addition to previously approved funding for expenses of strategic initiatives, over 15 smaller projects were approved and provided seed funding by the Implementation and Steering Committee. Several other initiatives were launched as key elements of Plan 2020 as well.
- Some recent project highlights include:
 - Arrupe College hired nine new faculty and college placement director; as of August, there are 189 incoming freshmen (Major Initiative & Tactic 1.A)
 - Office of Institutional Effectiveness to launch in Fall 2016 (Tactic 2.C)
 - First cohort of 14 faculty begins in September for the Faculty Seminar related to faith, reason and justice (Tactic 3.B)
 - Health Equity Collaborative is being formed to decrease health inequities across our Loyola communities (Major Initiative & Strategy 4)
 - Development of a Masters of Environmental Science for Professionals (MESP) is underway; this program is a 36 credit hour Masters degree for a new audience of adult learner environmental professionals (Tactic 5.A)
 - Center for Criminal Justice submitted five grant applications including one award received (Major Initiative & Tactic 6.A)
 - Loyola Community and Family Services Clinic opened in July (Tactics 7A, 7B, 7C)
 - Lake Shore Community Partners has developed projects under four priorities: RogersEdge Business Development District, Partners in Education/SCHOOLS 2020, Partners in Faith, and Partners for the Environment (Tactics 7A, 7C)



PLAN 2020

**BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD**

- Committee reviewed proposals and allocated over \$660,000 in FY16 from the Plan 2020 Strategic Fund to fund projects over the life of the plan
- A dashboard for Key Performance Indicators is in development
- Student committee members led training for Peer Advisors on Plan 2020 for UNIV 101 and will lead discussions with other student groups at start of academic year 2016-17. These sessions are intended to broaden student awareness and engagement for the University Strategic Plan.

NEXT STEPS

- Conduct annual assessment of Plan 2020
- Refine Key Performance Indicators for dashboard
- Monitor status of active projects
- Review new project proposals as needed



PLAN 2020 IN THE NEWS, UMC Coverage of Plan 2020—FY 2015-16

A variety of stories, multimedia, news, and information about Plan 2020 have been shared across all Loyola communication channels, including:

- 13 feature stories on the LUC.edu home page
- 12 stories published in Loyola and Stritch Medicine magazine
- 28 mentions of Plan 2020 initiatives on Inside Loyola
- 74 references or links posted to Twitter, Facebook, and Instagram

External media coverage:

A total of 47 stories about Plan 2020 initiatives have appeared in external media, including:

- Arrupe College has been covered by WGN, Telemundo Chicago, USA Today, and U.S. Catholic (IP I)
- The CTRE opening and Loyola's health sciences research was covered in Becker's Hospital Review (IP III)
- IES faculty and students appeared on WBEZ's Worldview to discuss Loyola's efforts to address climate change and other environmental issues (IP III)
- Lake Shore Community Partners has been featured in stories on DNAinfo and in Alderman Joe Moore's 49th Ward newsletter (IP IV)



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
I.1	1.A	Arrupe College	<p>Recent Activity:</p> <ul style="list-style-type: none"> Hired nine new faculty, a college placement director, and an assistant dean for student success. Class of 2017 completed freshmen year on July 29th. Class of 2018 orientation began on July 29th and ended on August 12th. As of August 23rd, 2016, 189 incoming students are anticipated to begin freshmen year on August 29th. <p>Next Steps:</p> <ul style="list-style-type: none"> College placement director assisting sophomores transfer to four year colleges and universities. Implement two semesters/one summer session course delivery at Arrupe, replacing five 8 week sessions. Advisors and support staff implement results from growth mindset surveys students completed to enhance students' sense of belonging at Arrupe and Loyola. Career coordinator continues to assist students to find employment and to transition those Arrupe students not continuing at a four year institution to the workforce. 	Fr. Steve Katsouros
	1.B	Support for DACA Students	<p>Recent Activity:</p> <ul style="list-style-type: none"> 38 of the 189 new incoming students enrolled at Arrupe are DACA students. The university has maintained its commitment to fully funding up to five new undergraduate students per year. Through a competitive process, five DACA students were awarded full-ride scholarships and four of these students have joined the fall 2016 class. In addition to these new students, all five of the scholarship students who enrolled as new students last year are continuing their studies this fall. The Stritch School of Medicine is welcoming 8 new DACA students in the fall class. In addition, there are 20 continuing DACA students enrolled in Stritch, 14 of which are in their second year and 6 entering into their third year. 	Paul Roberts



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
I.2	2.A	Enhance Academic Support and Student Life Programs	<p>Recent Activity:</p> <ul style="list-style-type: none"> • Early Academic Referral System (EARS) RFP distributed to four vendors – Campus Labs, Educational Advisory Board, Hobson’s/Starfish, Pharos 360. • Completed initial qualitative student persistence study (Why Students Stay). • Submitted Loyola Experience renewal plan to Plan 2020 Steering Committee; commenced initial review of learning outcomes. • Developed UNIV 101 sections for students of color and commuters. • Completed update of UNIV 101 learning outcomes and inclusion of cultural fluency content. • Deploying Rambler Connection mentoring program to support students identified through predictive retention modeling. <p>Next Steps:</p> <ul style="list-style-type: none"> • EARS RFP Review Group completes proposal review and invites vendors to campus for demos. • Continue development of retention data dashboard. • Monitor Rambler Connection participation. • Refine Loyola Experience learning outcomes and student experiences. • Complete assessment of EARS pilot. • Repeat Why Students Stay study with the 2015 cohort. 	Dale Tampke
II.3	3.B	Faculty Seminar: Catholic Intellectual Life, Ignatian Pedagogy, and the Pursuit of Justice	<p>Recent Activity:</p> <ul style="list-style-type: none"> • First co-hort of 14 faculty begins on September 14, 2016. • Current seminar program includes all campuses and units. <p>Next Steps:</p> <ul style="list-style-type: none"> • Additional co-hort of 14 faculty planned for Spring 2017. • Seminars planned at WTC and LSC simultaneously by Fall 2017. • In Spring 2018, HSD will add a new seminar at that location. 	Fr. Mark Bosco



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
II.3	3.B	FCIP Ignatian Pedagogy IP Certificate & Research Grant Initiatives	<p>Recent Activity:</p> <p>IP Certificate</p> <ul style="list-style-type: none"> • Completed schedule of IP Certificate programming. • Speakers and room reservations are confirmed. • Created flier with programming and distributed electronically at Focus on Teaching & Learning. • Created registration interface in Eventbrite. • Posted information and program schedule on FCIP website. • Promoted the program to faculty at the FCIP Resource Table at FOTL. • Sent Fac Post announcing open registration and information. • Program registration is now closed, as we have a full cohort of 15 faculty and staff. <p>Research Grant</p> <ul style="list-style-type: none"> • Completed grant application for research grant. • Posted on web, along with description of program. • Advertised at FOTL on Resource Table and via electronic flier. • Included information in Fac Post about the program and the qualifications. <p>Next Steps:</p> <p>IP Certificate</p> <ul style="list-style-type: none"> • Programming begins September 1 with an introduction to Ignatian Pedagogy by Fr. Jose Mesa. • Current participants have access to the Sakai site and will begin blogging about their experiences following the first presentation. • We will be working with Catholic Charities to identify a suitable service project for participants of the certificate. <p>Research Grant</p> <ul style="list-style-type: none"> • Applications are due in mid-September. • Once they are submitted, Dr. Pryce and Dr.Scheidenhelm will review them and consult with the FCIP Advisory Board on selecting four (4) recipients. 	Carol Scheidenhel m



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
II.3	3.B	Faculty Center for Ignation Pedagogy-Public Voices Project	<p>Recent Activity:</p> <ul style="list-style-type: none"> • Identified timeline for project development and key dates for implementation. • Made and confirmed room reservations. • Created flier with overview of program and distributed electronically at Focus on Teaching & Learning. • Announced project at Focus on Teaching and Learning. • Promoted the program to faculty at the FCiP Resource Table at FOTL. • Revised materials from OpEd Project and modified for Loyola University Chicago context and scope. <p>Next Steps:</p> <ul style="list-style-type: none"> • Publicize through fac-post and through Deans/Directors. • Finalize timeline and all materials, including application and selection criteria. • Arrange for meeting with FCIP Advisory Board members to assist in selection of Fellows. • Select and notify first cohort of Faculty Fellows. • Arrange for three convenings in Q1 of 2017. 	Julia Pryce
	3.C	Framing Justice: Modernism and Social Advocacy in American Visual Arts and Dance, 1929-1945	<p>Recent Activity:</p> <ul style="list-style-type: none"> • W-9's collected from all Framing Justice symposium participants. • Complete draft of formal program text ready for designer. • Planning meeting with Department of Fine and Performing Arts staff; <ul style="list-style-type: none"> ◦ Establish a schedule for design and printing of program. ◦ Do preliminary ordering for receptions. ◦ Update website. ◦ Establish schedule for technical rehearsal and review procedures for dance performance. <p>Next Steps:</p> <ul style="list-style-type: none"> • Execute production schedule for printed program: <ul style="list-style-type: none"> ◦ See draft of designed program by September 12. ◦ Return any corrections to designer by September 21. ◦ Any needed corrections incorporated by designer September 28. ◦ Final review by September 30. ◦ Program to printer by October 4. • Reconfirm and finalize all arrangement for symposium by October 12. • Symposium takes place October 14 and 15. 	Paula Wisotzki



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
III.4	4.B	Health Equity Conference	Recent Activity: <ul style="list-style-type: none"> Health EQ Strategic Plan was developed. Proposal to initiate cross campus "Health EQ Collaborative" which would have a Director and Administrative Assistant to coordinate the work of the group. Next Steps: <ul style="list-style-type: none"> Begin the initial work of the "Health EQ Collaborative" and a proposed budget. 	Vicki Keough
		Ruth K. Palmer Conference	Recent Activity: <ul style="list-style-type: none"> Project completed. Next Steps: <ul style="list-style-type: none"> Currently working on the 2017 symposium. 	Dr. Karen Saban, Associate Dean for Research, School of Nursing
	4.C	Health Disparities Endowment	Recent Activity: <ul style="list-style-type: none"> Budget developed to support recommended activities which includes quasi endowment and Plan 2020 support. Continued monitoring of the foundation reorganization that had formerly indicated support for this initiative. Next Steps: <ul style="list-style-type: none"> Submit budget request for matching funds to Plan 2020. Continue to work with Advancement to secure an external matching grant for health disparities work. 	Margaret Callahan
III.5	5.A	Implement IES Programs	Recent Activity: <ul style="list-style-type: none"> Developing a Masters in Environmental Science for Professionals (MESP) program – a revenue generating 36 credit hour Masters degree for a new audience of adult learner environmental professionals. The specialty tracks within the MESP are packaged so they can be offered as stand-alone online certificate programs (4 courses, 12 credit hours), designed for working professionals to take on their own schedules, and complete within one academic year. A series of 1-day workshops with practicing professionals were conducted to obtain input on the knowledge, skills and experiences they suggest someone in their field of work needs to be qualified for a career. Our certificate program development is being partly informed by these workshops. Next Steps: <ul style="list-style-type: none"> Complete development of 4 more courses in the MESP program, then submit the program with its courses and syllabi to the IES Academic Council, BUS and ultimately the Provost for approval. Hire a Program Director to market the program, coordinate admissions, and hire and train adjunct practitioners to teach the online courses. 	Nancy Tuchman



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
III.5	5.B	Institute of Engineering Science	<p>Recent Activity:</p> <ul style="list-style-type: none"> Construction of Biomedical Engineering, Computer Engineering, and Environmental Engineering. Teaching Labs completed. The Environmental Engineering Teaching Lab only is shared with the Chemistry dept. Equipment purchased for Teaching Labs that will be used in sophomore courses. One Clinical Assistant Professor hired to teach Computer Engineering courses. <p>Next Steps:</p> <ul style="list-style-type: none"> Equipment needs will be finalized for junior courses. 	Gail Baura
III.6	6.A	Center for Criminal Justice, Research, Policy and Practice	<p>Recent Activity:</p> <ul style="list-style-type: none"> Five grant applications submitted, including one award received (\$50,000 from Illinois Criminal Justice Information Authority). Over 20 College of Arts and Sciences faculty engaged in justice related work brought together at Fr. Regan's invitation to learn about the Center and opportunities for faculty involvement. Participation in activities surrounding Freshman Convocation and Bryan Stevenson (<i>Just Mercy</i>). Multiple collaborative meetings/initiatives with key stakeholders in the criminal/juvenile justice system. <p>Next Steps:</p> <ul style="list-style-type: none"> Working with Phil Hale on Loyola's commitment to using its expertise to support reform of the Illinois, Cook County and City of Chicago criminal justice systems. Provision of technical assistance on 1) Cook County Young Offender initiative; 2) establishment of criminal justice councils; 3) a collaborative initiative to improve access to criminal justice data in Illinois. 	Diane Geraghty
	6.C	Become a University that is among the safest urban campuses	<p>Recent Activity:</p> <ul style="list-style-type: none"> Lock-Down Classrooms - Pilot Program has begun. All classroom doors needing additional device to secure the door have been identified. Campus Safety Forum planned for September 2016. Continuing to meet with Departments on both campuses for site evaluations and assessments, and assisting with each Department's emergency planning. Mobile Data Terminal (MDT) Computers in Squad Cars – Purchase of computers for Pilot Program. Video Surveillance Officer Reallocation – completed. <p>Next Steps:</p> <ul style="list-style-type: none"> Continue to evaluate gunshot detection systems and their practicality for use at LUC. Investigate software purchase and licenses for MDTs, and develop IT protocols for MDTs. Awaiting Facilities feedback for Lock-Down Device pilot program. Include Facilities input on risk assessments and emergency planning. 	Tom Murray



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
IV.7	7.A	Lakeshore Partners Community Development Initiative	<p>Recent Activity: RogersEdge Business Improvement District</p> <ul style="list-style-type: none"> • Four priority areas: business attraction, customer attraction, district improvements and buzz. • Goal to announce 10 new businesses in 2016 and publish RogersEdge Retail Guide. • Grew Farmer’s market attendance by 10% in July, expanded Summer on the Plaza and co-hosted a green business walking tour as part of Go Edgewater summer environmental programs. • Installed “piggyback” pedestrian lighting and streetpole banners on all streetpoles on Sheridan Road. • Met with Chicago Planning commissioner on 7/18, hosted infrastructure needs assessment tour 7/20; presented Improvement agenda and funding sources to the City-university liaison and CDOT 8/9. • Launched the RogersEdge facebook page 7/12 with 36 Likes so far. <p>Next Steps: RogersEdge Business Improvement District</p> <ul style="list-style-type: none"> • Host an event for property owners and brokers to present strategies to fill commercial vacancies. • Sponsor the Edgewater 5K and Polar Palooza. • Design and launch a facade rebate program with goal of two businesses applying for rebate by year-end. • Achieve 2 local media stories about the Improvement District and grow the facebook page to 200 likes. <p>Recent Activity: Partners for Education/SCHOOLS2020</p> <ul style="list-style-type: none"> • The first year of SCHOOLS2020 was focused on evaluating the baseline in order to move forward a strategic agenda in 2016-2017. New proposals are currently under review. • Loyola is engaged in various initiatives in many local PK-12 schools, including Senn and Sullivan High Schools, and New Field and Kilmer elementary schools. • Next Steps: Partners for Education/SCHOOLS2020 • SCHOOLS2020 group will work wiht schools, local communities, and elected officials to establish partnership goals as well as ways Loyola can support the 2017 transitions outside of the School of Education. <p>Recent Activity: Partners in Faith</p> <ul style="list-style-type: none"> • Introductory meetings at Catholic parishes in Edgewater and Rogers Park <p>Next Steps: Partners in Faith</p> <ul style="list-style-type: none"> • Co-host the first Northside Prayer Breakfast with Cook County Board President Toni Preckwinckle and all locally elected officials on September 20, 2016 in Coffey Hall at LSC. <p>Recent Activity and Next Steps: Partners for the Environment</p> <ul style="list-style-type: none"> • Working on a proposal called Community Sustainability Corps which will hire student employees to bring environmental awareness and training to Edgewater and Rogers Park. The initiative is currently seeking funding. 	Summur Roberts



PLAN 2020

BUILDING A MORE JUST, HUMANE,
AND SUSTAINABLE WORLD

Plan 2020 Quarterly Status

2015-2020 Strategic Plan Implementation and Steering Committee - Initiative Dashboard

Reporting on: Year: 2016; Quarter 3; Approved projects only

PRIORITY . STRATEGY	Tactic	Initiative	Remarks/Issues/Milestones	Initiative Lead
IV.7	7.B	Loyola Community and Family Services	<p>Recent Activity:</p> <ul style="list-style-type: none"> • Clinic opened for services on July 2016. • Policies and procedures developed for intake, billing and documentation of clinical services. • Orientation and training model created for incoming Loyola graduate trainees. • Developed relationship with local schools in Edgewater and Rogers Park. <p>Next Steps:</p> <ul style="list-style-type: none"> • Graduate Trainees begin training Sept 2016. • Establishment of school-based services with local schools in Edgewater and Rogers Park (Sullivan, Senn, Swift, Jordan, Kilmer and Hayt). • Create Community Board to help guide direction of clinic services. • Continued outreach and partnership to Rogers Park & Edgewater agencies and organizations. 	Richard Renfro
IV.8	8.C	John Felice Rome Center	<p>Recent Activity:</p> <ul style="list-style-type: none"> • Completion of Summer Sessions and Two Fusion Courses, including (1st) JFRC archeological student dig in Sicily. • Pending Fall enrollment of 164 study abroad students, 14 Andalucía students, and 26 Rome Start students. • Appointment of Fr Michael Garanzini, S.J., as Interim JFRC Director. • Commencement of construction in administrative wing. <p>Next Steps:</p> <ul style="list-style-type: none"> • Ongoing Director Search. • Recruitment of Spring and summer enrollments. • Continuation of construction. 	Patrick Boyle