

Our Commitment To Excellence:

Key Accomplishments on the 2009-2014 Strategic Plan

John P. Pelissero, PhD, Provost

Faculty Convocation Address

September 14, 2014

Good afternoon, colleagues. Welcome to the 8th annual Faculty Convocation for the Lakeside Campuses. Thank you for turning out today on what appears to be the nicest day of the past week. I know you have many other weekend commitments as well as opportunities on a gorgeous fall day so please know how much I appreciate your presence here today. This convocation is always a great way to welcome new faculty, celebrate professional accomplishments, and recognize the achievements of our colleagues. And as has been our practice, we manage to do this on a Sunday afternoon and still have you home by the time of the Bears game kickoff.

I want to do something a little different today. We are closing in on the end of our current strategic plan, “Our Commitment to Excellence,” and preparing plans for the future that we envision for the university. As this is my 5th convocation, I’d like to give you a snapshot of our key accomplishments toward bringing the plan to fruition during the past 5 years. I hope that you will come away from my presentation with the same understanding that I have. That is, because of the

collaboration among faculty, the collaboration between the Academic Affairs Division and the Student Development Division, and the collaboration among the senior university administration, the deans, and the faculty—we have accomplished some major objectives to enhance our mission to deliver a transformative education in the Jesuit tradition.

I'm going to use a slide presentation today so that I can more rapidly review five years of dedicated work among us in about 15 minutes. So here goes.

Slides:

OUR COMMITMENT TO EXCELLENCE 2009-2014 STRATEGIC PLAN



KEY ACCOMPLISHMENTS AS OF SEPTEMBER 2014

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Goals of the Plan for Excellence

- **Deliver the premier undergraduate educational experience in Chicago, characterized by a transformative educational experience in the Jesuit tradition.**
- **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.**
- **Create an institutional culture devoted to public service and research, ...in the areas of the life sciences and health care, ethics and social justice, and children and families, emphasizing interdisciplinary collaborations.**



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

Key Accomplishments:

- Developed and implemented revised Core curriculum – the academic cornerstone in students’ transformative education.
- Implemented *The Loyola Experience* – 4-year student plan for integrating and realizing a transformative educational experience.
- Significantly increased student technology connectivity and learning platforms (Sakai, Adobe Connect, eClassrooms, Videoconferencing).
- Expanded study abroad 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.
- Started FCIP to focus on teaching and learning, expanded programs to over 300 participants/year.
- Reached undergraduate enrollment target of 10,000 students.



Goal 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

Key Accomplishments:

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



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Goal 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.

Key Accomplishments:

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



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Strategy 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 and integrated curricular and co-curricular program.

- Revised the Core curriculum to 48 c.h. across 10 Knowledge Areas, designed to be more coherent and developmental.
- Require Engaged Learning in majors; includes nearly 200 courses.
- Grew participation in internships to 1,100 students/year (+25%), and undergraduate research fellows grew participation 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 \$48M, with \$9M to be matched, in an ongoing \$80M campaign.



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

- Increased University Endowed Chairs by 8 (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. 5 years >Hired 118 Tenure/Tenure-track and 111 Non-tenure-track.



Mission-related hiring:

- Academic Admin: 9 (100%)
- Jesuits: 19 (100%)
- Tenured*: 16 (80%)
- TT: 19 (19%)
- NTT: 26 (23%)

*includes 7 Endowed Chairs

Diversity of Faculty :

- Minority groups: 16% (from 12%)
- Assistant Professors from minority groups: 27% in 2013



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Strategy 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 number of faculty appointments to Centers.
- Expanded collaboration around interdisciplinary conferences (e.g. Healthy Homes, Healthy Communities; Chicago Catholic Immigrants Conference)
- Focused programming on social justice issues (e.g. crisis of unaccompanied immigrant children).
- Faculty scholarship > In the past 5 years:
 - Books > 300 Journals Articles > 2,400
 - Creative Works & Productions > 550
- Growth in external grants > In the past 5 years:
 - Lakeside: proposals +18%, awards +23%, Ave/Yr= \$16M
 - HSD: proposals +16%, awards +13.5%, Ave/Yr = \$35M
 - Over 600 active IRB projects



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Strategy 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.
- Expanded five year bachelors/masters programs to 15.
- Expanded interdisciplinary graduate programs (e.g. Bioethics, Digital Humanities, Digital Media and Story Telling).
- Created 15 online graduate degrees and 7 bachelors degree-completion programs for adults, plus 17 certificates online; #2 in AJCU; enrolling 2,250 students (+82% in 5 years).
- Ranked top 25 best online bachelors programs (Nursing, SCPS).
- Improved quality and rankings of PhD programs (e.g. Clinical Psych, English, History, Sociology).
- Improved rankings for Law, Business, Biomedical Sciences.



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Strategy 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 for Honors program.
- Expanded and improved academic classroom space with additions of Cuneo Hall, Corboy Annex, IES, and more classroom learning technologies.
- Completed renovations to Corby Law Center & Mundelein Center.
- Purchased Rome Center, LUREC, and started Vietnam Center.
- Constructed CUNEO pavilion and began academic programs in Vernon Hills.
- Construction underway for new Schreiber Center for QSB.



***Recognized for LEED-certified buildings, and ranked #4 in nation by Sierra Club as an environmentally sustainable campus.**



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

- **Developed the Health Science Division to manage academic programs and coordinate clinical programs and services at LUHS.**
- **Completed construction of new School of Nursing building and renovated LSC spaces for undergraduate Nursing.**
- **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 & Medicine.**
- **Constructing Center for Translational Research and Education.**



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Some final notes on student outcomes



- **Retention: 85.3% (from 83.5%)**
 - Admission criteria enhanced for both new freshmen and transfers.
 - Created Council on Student Success with Student Development professionals.
 - Implemented comprehensive & coordinated 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 (29.6% to 35.2%) and maintained first-generation college students of approximately 33%.



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Some final notes on student outcomes

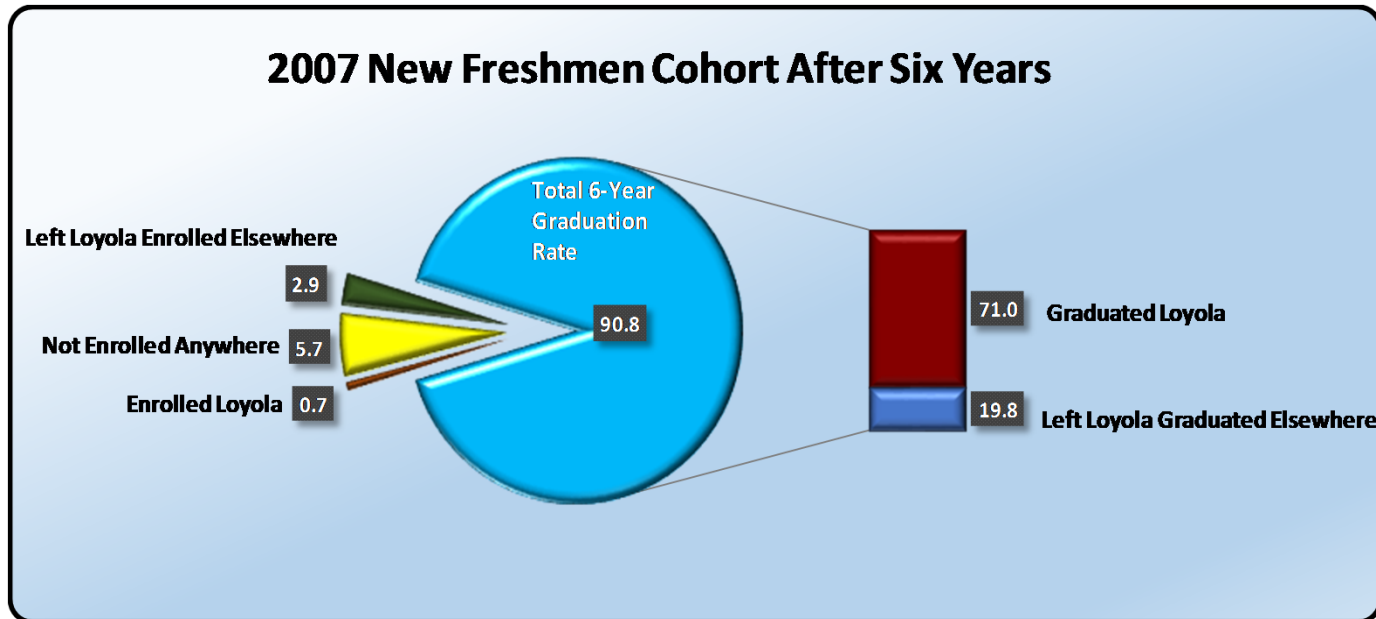
- **Graduation: 4 year rate: 64% (from 55%); 6 year rate: 71% (from 64%)**
 - Reduced required credit hours to 120 (from 128 c.h.).
 - Reduced required hours for majors.
 - Expanded course offerings to January Term and Summer Sessions.
 - Created new online courses (50 in summer).
- **65% of graduates have a job or plan to enroll in graduate or professional school by the time of commencement.**



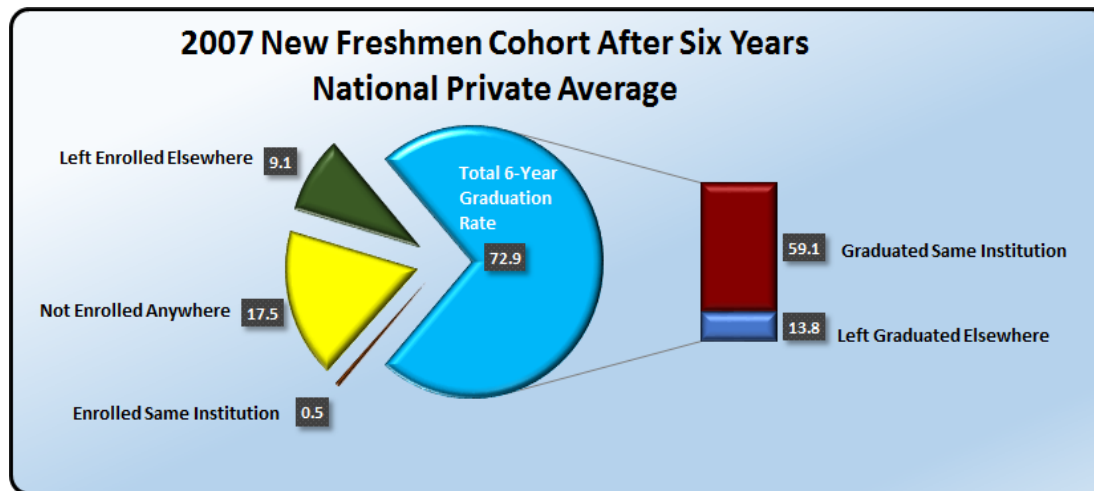
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A final note on Loyola Graduation Rates

Loyola:

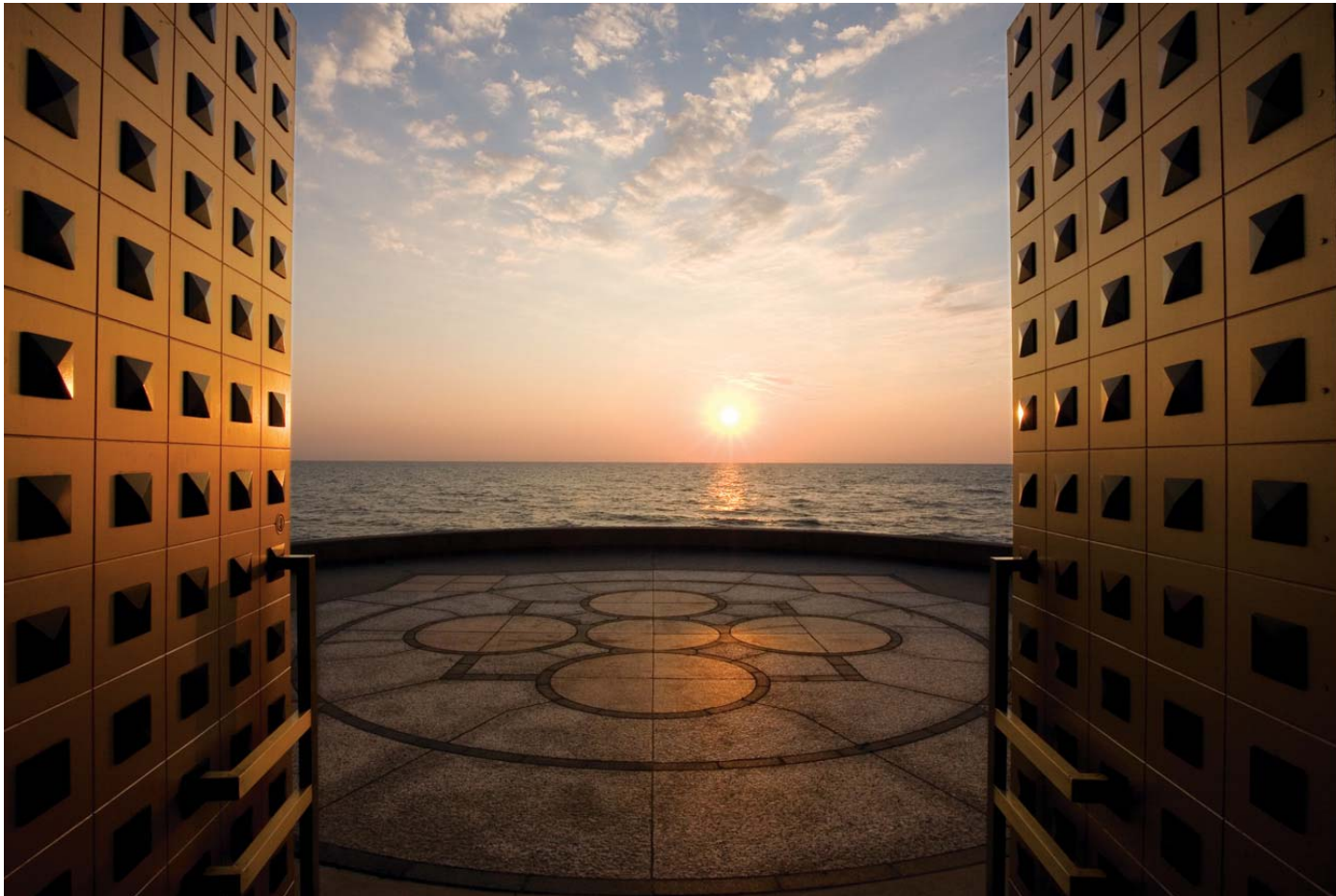


Peers:



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What is Next?



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What is next?

- First, I want to emphasize that the goals of the current strategic plan will continue to be fulfilled over the next few years. We are not done with all that we set out to do, but we have marked significant progress on our strategic objectives and that situates us in a good position to do more as a University. And you will hear something of that shortly from Fr. Garanzini.
- Second, we are facing some challenges to remain competitive for students, for faculty, for research grants, for distance learning, and for alumni support. And we must position ourselves in the marketplace of ideas, the market for graduates with degrees that are needed by employers, and as the place for learning for those who are committed to serve the public good, both locally and globally.
- Today, the Law School is adjusting its approach to legal education to adapt to the changing landscape of the profession.
- Faculty-led committees in Arts and Sciences and the Quinlan School of Business are examining future opportunities to best position our students, faculty, and these schools to address societal needs.
- The School of Education and the School of Continuing and Professional Studies are honing their enrollment strategies to best serve the Chicago

market, including offering degrees programs at the Cuneo Center in Vernon Hills. Next Fall, the Quinlan School will begin offering the MBA at Cuneo to serve professionals for whom Lake County is a more convenient site for their pursuit of a professional degree.

- The School of Social Work and the School of Education will open a behavioral health clinic in the Granada Center next year, offering services to children and families from this neighborhood and from the schools with which we work, such as Senn High School. And I should mention that Senn has been a collaborative success among our schools of Education, Communication, Social Work, and the Fine and Performing Arts—a wonderful example of Loyola’s commitment to serve Chicago.
- Next Fall, we will realize our aspiration to begin offering Engineering programs. We will be admitting the first students to our new Engineering Science degree that will offer programs in biomedical, computer, and environmental engineering, along with applied mathematics and engineering management.
- And next year we launch a new college that will provide access to an affordable step toward a college degree. Arrupe College, operating out of Maguire Hall downtown, will begin offering Associate degrees to students

who are not quite prepared academically and socially to matriculate to a four-year institution, but are graduates of good college-preparatory high schools. Arrupe will provide strong learning support services to these students and access to a job to help cover their living expenses while attending this two-year program.

- Finally, I want let you know that because of the university's good management and solid financial situation, we will begin to address the competitiveness of our faculty salaries. For the past ten years we have benchmarked our faculty salaries by discipline and rank to a group of private urban peer institutions. Our goal has been to have average faculty salaries by rank and discipline at or above the 60th percentile of these peers. Our recent analysis of faculty salaries shows that we have lost some ground in maintaining our competitive position. As such, the university has committed to provide a pool of funds for faculty salary adjustments over two to three years. With salary raises in January, we will start the process of ensuring that our faculty salaries remain in a strong competitive position.

Let me close here with a final note of appreciation for all that you have done for the university that has helped us to accomplish so many aspects of our strategic plan and for your continued commitment to our students and the reputation of Loyola. We are all indebted to our faculty for making Loyola a place where a transformative education is realized. Thank you.

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