Strategic Planning Committee Status Report
February 2016

**UPDATES**

- President’s State of the University Address highlighted some initial projects underway
- Sent invitation to students, faculty, and staff to get involved in Plan 2020
  - Demographics of volunteers (n = 51) as of mid-February:

<table>
<thead>
<tr>
<th>Institutional Priority</th>
<th>Count</th>
<th>Volunteer Group</th>
<th>Count</th>
<th>Location</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>IP I</td>
<td>16</td>
<td>Students</td>
<td>18</td>
<td>LSC</td>
<td>31</td>
</tr>
<tr>
<td>IP II</td>
<td>4</td>
<td>Faculty</td>
<td>10</td>
<td>WTC</td>
<td>16</td>
</tr>
<tr>
<td>IP III</td>
<td>7</td>
<td>Staff</td>
<td>23</td>
<td>Maywood</td>
<td>4</td>
</tr>
<tr>
<td>IP IV</td>
<td>24</td>
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- Developed Plan 2020 financial summary draft
- Created Plan 2020 master calendar draft
- Proposed institutional leadership performance goals aligned with Plan 2020 to help drive implementation
- Commenced development of metrics tracking for IP I

**NEXT STEPS**

- Communications planning:
  - Student Awareness Campaign being planned
  - UMC created “badge” to highlight strategic plan stories/progress on various communications channels: SEE BADGE above
- Refine master calendar and financial summary documents
- Manage and support project proposal process
- Finalize institutional performance goals
- Continue metrics development
# 2015-2020 Strategic Plan Implementation and Steering Committee – Initiative Dashboard

<table>
<thead>
<tr>
<th>PRIORITY STRATEGY</th>
<th>Tactic</th>
<th>Initiative</th>
<th>Remarks/Issues/Milestones</th>
<th>Initiative Lead</th>
</tr>
</thead>
</table>
| 1.1               | 1.a    | Arrupe College | Recent Activity:  
• Arrupe College opened in August 2015  
• 146 students are enrolled for spring 2016 (retained nearly 92% of our students from the fall)  
• Average GPA is 2.55, with 75% >2.85  
• 52% of our Arrupe College student have jobs  
Next Steps:  
• Our target for fall 2016 is 180 new students | Fr. Steve Katsouros, SJ |
|                   | 1.b    | Support for DACA Students | Recent Activity:  
• Five full tuition scholarships for DACA students at the undergraduate level  
• Magis Scholarship fund created by students  
• Arrupe College has 34 DACA students  
• SSOM is national leader in preparing DACA medical students to become physicians (n=21)  
• New “Dreamer Committee” of 20 key student leaders, faculty, and administrators from across Loyola to advocate for DACA students. | Paul Roberts |
|                   | 1.c    | Projects are in development | |

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- New “Dreamer Committee” of 20 key student leaders, faculty, and administrators from across Loyola to advocate for DACA students.
## PRIORITY • STRATEGY

### I • 2

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Initiative</th>
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<th>Initiative Lead</th>
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</table>
| 2.a    | Enhance Academic Support and Student Life Programs | **Recent Activity:**  
- Early Alert pilot project with seven faculty  
- Student persistence study (aka “Why Students Stay”)  
- Early Alert RFP process  
- Loyola Experience refresh/relaunch/re-energize  
- Developing a retention dashboard  
- Developing and refining targeted academic support programs – UNIV 101, Supplemental Instruction, Magis project  
**Next Steps:**  
- Faculty have been identified, project is ongoing, current semester (Spring, 2016)  
- Identified focus group leaders, developing interview protocols and questions  
- Researching vendors in collaboration with ITS, Reg and Records, other stakeholders  
- Ongoing discussions about human resources (who responsible for coordinating, where would person resides organizationally, what add’l financial resources may be attained)  
- Working Institutional Research to identify data needs and platform  
- Target courses for SI, explore affinity groups, explore predictive models | Dale Tampke |
| 2.b    | Projects are in development | | |
| 2.c    | Projects are in development | | |
| 2.d    | Projects are in development | | |

### II • 3

<table>
<thead>
<tr>
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<th>Initiative</th>
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</thead>
<tbody>
<tr>
<td>3.a</td>
<td>Faculty Seminar: Catholic Intellectual Life, Ignatian Pedagogy, and the Pursuit of Justice</td>
<td>Projects are in development</td>
<td>Fr. Mark Bosco, SJ</td>
</tr>
</tbody>
</table>
| 3.b    | Projects are in development | **Recent Activity:**  
- Proposal for Faculty Seminar submitted and approved by IP2 subcommittee.  
**Next Steps:**  
- Project lead inviting faculty presenters and participants. On track for Fall 2016 launch. | |
<p>| 3.c    | Projects are in development | | |</p>
<table>
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<tr>
<th>Priorit y • Strategy</th>
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</table>
| III • 4              | 4.a    | Health Disparities Conference on Health Equity; Fall 2016 Conference planned on food, nutrition and health | Recent Activity:  
• Health Disparities Conference on Health Equity- April 26, 2016 at HSC  
• Fall 2016 Conference on food, nutrition and health with the Cook County Department of Public Health  
Next Steps:  
• Complete a strategic plan including the determination of infrastructure needs to advance this work across campuses in Spring 2016 | Vicki Keough |
|                      | 4.b    | Center for Translational Research and Education (CTRE) is being populated | Recent Activity:  
• Center for Translational Research and Education (CTRE) is being populated  
Next Steps:  
• Dedication on April 21, 2016 with keynote by Dr. Richard Pazdur, Director of the Office of Hematology Oncology Products for the FDA  
• Develop research structure to support the expanding research activity and build capacity at HSD. | Steve Bergfeld |
|                      | 4.c    | Create Endowment | Next Steps:  
• Seek foundation and private funding to serve as a match for $25 million investment from the HSD quasi endowment by 2018 to resource the work in this area. | Steve Bergfeld |
## PLAN 2020
**BUILDING A MORE JUST, HUMANE, AND SUSTAINABLE WORLD**

<table>
<thead>
<tr>
<th>Priority Strategy</th>
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</thead>
</table>
| III • 5           | 5.a    | Implement IES Programs | **Recent Activity:**  
• Development of six undergraduate majors related to environmental science to start Fall 2016  
**Next Steps:**  
• Hire 1 full-time NTT faculty to begin Fall 2016.  
• Complete design of traditional MS in environmental science to begin in Fall 2017  
• Develop five professional certificate programs by Fall 2017  
• Design a MA in environmental science for professionals by Fall 2018 | Nancy Tuchman |
|                   | 5.b    | Engineering Sciences Program | **Recent Activity:**  
• Engineering Science’s inaugural freshman class of 34 students began Fall 2015  
• Curriculum designed for BS Engineering Science degree, with three specializations: biomedical engineering, computer engineering, environmental engineering  
• First two faculty hired for Fall 2015  
• Freshman design lab built  
**Next Steps:**  
• Develop courses for second year students in the program  
• Hire new faculty for Fall 2016  
• Temporary biomedical engineering and computer engineering teaching labs will be built for second year courses. Temporary environmental engineering teaching lab will be incorporated into new general chemistry lab. | Gail Baura |
|                   | 5.c    | STEM Curriculum Enhancements | **Recent Activity:**  
• Initial collaborative work has begun on the following majors:  
  ➢ BS in Cyber Security (2017, CS & Business)  
  ➢ MS in Forensic Science (2018, FRSC)  
  ➢ BS Applied Mathematics (2018, Math, Engineering, & Business)  
**Next Steps:**  
• Develop Curriculum for Cybersecurity and submit to the academic council of CAS for approval.  
• Develop Curriculum for MS in Forensic Science and submit to graduate school for approval.  
• Develop Curriculum for Applied Mathematics and submit to the academic council of CAS for approval. | Asim Gangopadhyaya |
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|                      | 5.d    | STEM in Business and Health Sciences | **Recent Activity:**  
• BS/MS and standalone MS in Bioinformatics (Biology and CS, 2017, **will collaborate with LUMC**)  
• BS (2016) and MS (2020) in Neuroscience (Biology and Psychology, **will collaborate with LUMC**)  
**Next Steps:**  
• Receive approval from provost’s office for the BS/MS and stand-alone MS program in bioinformatics. It has received approval from the graduate school.  
• Implement the recently approved undergraduate major in Neuroscience. Gauge interest among the undergraduates for both stand-alone as well as dual-degree program. | Asim Gangopadhyaya |
| III • 6              | 6.a    | Center for Criminal Justice Research, Policy and Practice | **Recent Activity:**  
• Launched Spring 2016, [www.LUC/ccj](http://www.LUC/ccj)  
• Co-directed by Law and Criminal Justice faculty  
• National symposium on February 19 - “Emerging Adults and the Criminal Justice System: Charting the Course for Policy and Practice”  
**Next Steps:**  
• Engage faculty and students, develop Center infrastructure and funding plan, begin “What Works” series | David Yellen |
|                      | 6.b    | Projects are in development | | |
|                      | 6.c    | Become a university that is among the safest urban campuses | **Recent Activity:**  
• “State of the Neighborhood” Forum on Feb. 16  
• Identify new safety measures (street lighting, safety zones, etc.)  
**Next Steps:**  
• New 8-Ride app modeled after Uber | Tom Murray |
### PLAN 2020
BUILDING A MORE JUST, HUMANE, AND SUSTAINABLE WORLD

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| IV • 7               | 7.a     | Lakeshore Partners community development initiative | **Recent Activity:**  
  • Initial programs partnering with community on business, education, health and environment  
**Next Steps:**  
  • Opening on first floor of Granada Center in March | Summur Roberts |
|                      | 7.b     | Loyola Community and Family Services Clinic | **Recent Activity:**  
  • Services include counseling, outreach, psychoeducational services and school based services  
  • Clinical training site for students in Social Work, School Psychology and Counseling Psychology  
  • Located in Granada Center, third floor across from Wellness Center - Directed by Dr. Richard Renfro  
**Next Steps:**  
  • Opening targeted for March | Richard Renfro |
|                      | 7.c     | Projects are in development |   |   |
| IV • 8               | 8.a     | Projects are in development |   |   |
|                      | 8.b     | Projects are in development |   |   |
|                      | 8.c     | John Felice Rome Center | **Recent Activity:**  
  • Enrollment includes 26 Rome Start students and 193 Study Abroad  
  • 25 ProLaw LLM students  
  • New Student Union, Music Room, Theatre Room and Art Studio  
**Next Steps:** | Patrick Boyle |
# PLAN 2020

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

## Implementation Planning Calendar

<table>
<thead>
<tr>
<th>2016</th>
<th>January</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>Sept</th>
<th>October</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td><strong>Board of Directors / CEO</strong></td>
<td>Q1 Quarterly Status Report</td>
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<td>Q2 Quarterly Status Report</td>
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<td></td>
<td>Q3 Quarterly Status Report</td>
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<tr>
<td><strong>Implementation Steering Committees</strong></td>
<td>Check in and Updates of IP’s</td>
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| **Student Engagement Opportunities** |
| **Campus Climate Study Planning** |

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**Committee Input and Guidance**

- Strategy Assessment
- Strategy Development
- Execution
**LUC Plan 2020 Steps to Implementation**

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