

Executive Summary

Date: March 1, 2019

Institution: Loyola University Chicago

President: Jo Ann Rooney, JD, LLM, EdD

Board Chair: Robert L. Parkinson

Local Examen Coordinating Committee (chair and members)

- Janet Sisler MA, MEd, Vice President of Mission Integration, Chair
- John Hardt, PhD, Vice Provost, Mission Integration, Loyola Health Sciences Division
- Virginia McCarthy, MDiv, MPH, Director, University Ministry
- Chris Murphy, MDiv, Director, Staff Mission, Faculty-Staff Chaplain
- Michael Murphy, Ph.D., Director, Catholic Studies, Hank Center for Catholic Intellectual Heritage
- Lisa Reiter, PhD., Director, Campus Ministry
- Matthew Thibeau, MDiv, Interim Director, Faculty Center for Ignatian Pedagogy

Peer Visiting Committee (chair and members)

- Rev. Peter Ely, SJ, PhD, Seattle University, Chair
- Michael Duffy, EdD, University of San Francisco
- Anne Ozar, PhD, Creighton University;
- Dr. Pamela Zarkowski, University of Detroit Mercy

Recent Jesuit Mission Priority Emphasis

Loyola's mission priorities arising from our Strategic Plan 2020 focused on four pillars:

- Increasing access to underserved student populations;
- Advancing social justice through faculty development;
- Promoting interdisciplinary collaborations to address societal and environmental challenges;
- Engaging local and global partnerships to develop solidarity and advocacy to advance societal and environmental issues.

Emerging Mission Priorities

Loyola University Chicago will continue to search for ways to shape our intellectual apostolate as an agent of transformation, justice and reconciliation in the world. Acknowledging limited resources and the challenges of our era, we must discipline ourselves to select four mission priorities that are strategic and fundamental to our growth. As programs are developed, they should be designed so that services can be scaled to support, where possible, other schools in our AJCU network.

In light of what we have learned from our self-study, we recommend the priorities listed below.

- **Develop a clearly articulated organizational structure for a robust and well-resourced Office of Mission Integration**, including functional responsibilities, position descriptions, and budget that will provide the organizational span of responsibility in order to integrate the various professional mission entities across the Chicago campuses. Once the organizational structure is designed, the unit's strategic plan should be generated in alignment with the mission priorities and the University's next strategic plan.
- **Create structured, ongoing mission development programs for every constituent group to engage people in education, formation, and action.** Programmatic emphasis should seek to provide ways in which constituent groups can engage in learning, civil discourse, contemplation, and Ignatian ways of proceeding to become agents of internal and external reconciliation. Beginning with the Loyola University Chicago Board of Trustees, a mission stewardship program focused on deepening the relationship between the board and the Society of Jesus will enable both to mutually inform and support each other as external environments continue to change and challenge the ministry of Catholic higher education. In tandem with the board formation program, formation programs for the President's Cabinet, academic leaders, and student development leaders should be developed and run. Formation programs for other key constituent groups should be prioritized and implemented in a timely manner. Service programs should connect participants closely with the Jesuit values that draw us into authentic solidarity and imbue service with a meaning greater than ourselves.
- **Balance hiring for the religious dimension with the scholarly needs of the University.** As an unusually large percentage of faculty plan for retirement, special attention should be given to recruiting and hiring a critical number of faculty, across a wide range of disciplines, whose research and teaching interests advance the Jesuit, Catholic mission of the University. This approach will take into consideration that we will continue to recruit new faculty members with expertise and competence who will contribute to advance intellectual inquiry as well as advance our Jesuit, Catholic mission.

- **Research and adopt meaningful, valid, and reliable metrics**, which can provide Loyola University Chicago with longitudinal information on mission outcomes as well as comparative information with other Catholic colleges and universities. Although we have many indicators of effective mission integration into the lives of our students, faculty and staff, administrators and board members, they are heavily reliant on anecdotal information or participation rates. In order to better assess how effective various programs in mission are, better quantitative and qualitative information is necessary.