

2008-2013 STRATEGIC PLAN

November 13, 2007

Draft Outline

Loyola College in Maryland will be recognized as the leading comprehensive Catholic university in the nation

All of our efforts will be informed and influenced by, and contribute to the following five attributes:

- A strong Jesuit identity, steeped in the Catholic intellectual tradition that permeates the entire College community.
- A vibrant university climate that engages students, faculty, administrators, staff, alumni, as well as the broader community in distinct and meaningful ways, including an emphasis on academic excellence and intellectual inquiry.
- A diverse campus community that includes a diversity of ideas and experiences, and that promotes and embraces justice as well as global and domestic diversity.
- A civic and community engagement that derives from as well as supports the Jesuit tradition of service for creating a just and equitable world.
- A broad range of resources that support an ambitious agenda of programmatic and capital initiatives.

We will accomplish this by:

- Being Rooted in Maryland, Embracing the World
- Balancing Mission with Market
- Focusing on and Measuring Key Indicators
- Effectively Managing Resources

Being Rooted in Maryland, Embracing the World

- We will leverage our traditional strength in undergraduate study abroad and international experiences in some graduate programs to enhance all of our programs and the global experiences of our students, thereby inspiring them to learn, lead, and serve in a diverse and changing world.
- We will take a leadership role to develop a multi-dimensional plan for the redevelopment of York Road (residential, retail, business, clinics, and/or centers) that leverages green technology.
- We will pursue future opportunities and partnerships to enhance the tradition of Catholic education in the Maryland area.
- We are predisposed to leverage Loyola's history and current realities as a comprehensive university to move forward with a name change from Loyola College to Loyola University, after a thoughtful market assessment and analysis.

Balancing Mission with Market

- We will leverage intercollegiate athletics to promote and enhance Loyola's image. We are committed to an assessment and analysis of opportunities (conferences, facilities, scholarships, funding) in the development of the business case to consider increased investment in athletic programs.

- We will be market-driven in graduate programs, exploring appropriate revenue sharing models. We are committed to delivering high quality programs with outstanding faculty, providing personal high-touch services for students, and incorporating market research data into program development and in determining relevant outcomes.
- We will ensure Knowledge That Endures for our undergraduates by providing a liberal arts education that is mission driven and market informed, by affirming the relevance of the shared core curriculum, and by considering programs such as living-learning communities for first-year students.

Focusing on and Measuring Key Indicators

- We will develop and measure key indicators to monitor our progress toward achieving our goal of being recognized as the leading comprehensive Catholic university in the nation.

Effectively Managing Resources

- We will develop the appropriate financial models and the appropriate multi-year resource plans to support our strategic goals and objectives.
- We will leverage our financial systems and capacities to identify where new resources are needed, prioritize investment opportunities that yield the highest outcomes, and assess opportunities for reallocation of resources.