



TOGETHER
WE RISE

Loyola University Maryland's
Strategic Plan for 2030



LOYOLA
UNIVERSITY MARYLAND

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Preface

For more than 170 years, Loyola University Maryland has established itself as a place where students succeed. This plan establishes a framework for us to build on our strengths and advance, grow, care, and thrive. Guided by the Universal Apostolic Preferences of the Society of Jesus and undertaking each step for the greater glory of God, we will become a preeminent university for student success. We will distinguish ourselves as a transformational place to learn, teach, and work, recognizing the success of all members of our community makes the success of our students possible. Collaboration will be key as we move forward, united in mission. Together we rise.

Message from the President

We present this plan with great pride, anticipation, and gratitude. Our strategic planning process was shaped by the leadership of our Strategic Planning Steering Committee (SPSC), a diverse group representing faculty, staff, administrators, students, alumni, and the Board of Trustees. Recognizing the importance of community, we approached the planning with a spirit of belonging. The SPSC chose to name and brand the process itself as *CARE: Collaborate and Aspire to Reflect and Engage*. Our Ignatian commitment to care for each other and our University has elevated the process and is clearly reflected in the plan.

Over the course of the process, hundreds of people attended town halls and engagement sessions, responded to surveys, and submitted proposals. The SPSC and University leadership reviewed this feedback alongside market research, higher education trends, workforce needs, and other relevant external data. “Together We Rise” unites mission and market to propel Loyola forward. I trust you will see its responsiveness to our community aspirations and to the environment in which we operate.

As we implement this plan together, we will continue to make Loyola a known leader in inclusive academic excellence and the pursuit of justice, ensuring success for all members of our Loyola community while caring for our common home.

This is our moment to set Loyola on a trajectory that will ensure its success for generations. With deep gratitude for the collaborative process that brought us to this moment, along with much anticipation and a faith that illuminates the path ahead, we are proud to present this strategic plan for 2024-2030: Together We Rise. AMDG.

With deep gratitude,



Terrence M. Sawyer, J.D.

President

About the Planning Process

The value of a strategic plan rests in its ability to unite a community around a shared vision, prioritize decision-making, and ultimately, give life to mission. This plan was created by and for the Loyola community under the leadership of the Strategic Planning Steering Committee (SPSC), the President’s Cabinet, and President Terrence M. Sawyer, J.D. to help us become a stronger, more vibrant institution.

The steering committee created and implemented a comprehensive engagement plan to ensure the entire university community could share their insights and hopes for Loyola’s future.

BY THE NUMBERS

38

COMMUNITY ENGAGEMENT
SESSIONS WERE HELD
BY THE SPSC

454

CONSTITUENTS ATTENDED
THESE ENGAGEMENT
SESSIONS, INCLUDING
BALTIMORE COMMUNITY
MEMBERS

50

PEOPLE PARTICIPATED IN
ONE-ON-ONE “COFFEE AND
CONVERSATIONS” WITH
SPSC MEMBERS

1,264

PEOPLE RESPONDED
TO A SURVEY CREATED
FROM FEEDBACK DATA
REGARDING PRIORITIES
FOR THE PLAN

98

PROPOSALS WERE
SUBMITTED BY FACULTY,
ADMINISTRATORS, AND
STAFF THAT ALIGNED WITH
THE PLAN THEMES

131

PEOPLE VOLUNTEERED
AND 36 WERE CHOSEN
TO SERVE ON WORKING
GROUPS TO FORM
INITIATIVES FOR THE PLAN

77

PEOPLE SUBMITTED
FEEDBACK TO THE
PRESIDENT’S DRAFT
OF THE PLAN

From the beginning, the SPSC committed to making this process inclusive, gathering ideas from across our university community, our board of trustees, and our neighbors in the Baltimore community. We are grateful to all who engaged and to the SPSC members whose tireless efforts ensured a thoughtful, collaborative discernment process that led to the creation of this plan.

Steering Committee Members and Support Team

The value of a strategic plan rests in its ability to unite a community around a shared vision, prioritize decision-making, and ultimately, give life to mission. This plan was created by and for the Loyola community under the leadership of the Strategic Planning Steering Committee (SPSC)

Committee Co-Chairs

Eric Nichols, vice president for enrollment management, co-chair

Paola Pascual-Ferrá, Ph.D., associate professor of communication, co-chair

Committee Members

Kerry Boeye, Ph.D., associate professor of art history

Wendy Bolger, director, Simon Center for Innovation and Entrepreneurship

Seán Bray, assistant vice president for mission and campus ministry

Michelle Cheatem, Ed.D., associate vice president for student development

Lynne Elkes, MBA, assistant teaching professor of economics

Stephanie Flores-Koulish, Ph.D., professor of education specialties

Frank Golom, Ph.D., '04, interim dean of LCAS and associate professor of psychology

Sara Hayward, '11, Alumni Association Advisory Board representative

Alexa Junikiewicz, '24, student body president and SGA representative

Matthew Kudler, '06, MBA '18, director of advancement communications

Kirsten Lichtner-Baase, administrative support operations manager, Sellinger School of Business

Lynne Elkes, MBA, assistant teaching professor of economics

Jennifer Louden, M.A. '17, associate vice president for enrollment, dean of undergraduate admission

Jen Lowry, Ph.D., chair of the faculty senate and associate professor of psychology

Michael Mansfield, associate vice president of auxiliary operations

Michael Puma, dean of undergraduate studies

Daniel Rizzo, '99, trustee

Kerry Tan, Ph.D., associate professor of economics

Michael Tangrea, Ph.D., '96, endowed professor of innovation and biology

Committee Support

Stephanie Brizee, Ph.D., special advisor to the president

Rita Buettner, director of university communications

Cyndy Cowles, executive assistant, president's office

Tracey Frey, assistant vice president for institutional effectiveness and academic assessment

Maureen McCord, executive assistant, enrollment

Natalie Rizzi, assistant to the president



Introduction

St. Ignatius of Loyola is often portrayed with one foot planted in tradition and one foot raised to move toward innovation. With that approach and a deep faith, Ignatius and his companions created the gold standard for liberal arts education across the globe. Together, they changed the course of Western history.

Today, we step forward boldly to enhance our academic and educational mission for the 21st century. We renew our commitment to the Jesuit, liberal arts tradition that infuses every aspect of our identity. Rooted in tradition and poised for innovation, we take this work as a community united in mission, ready for the challenges and opportunities that lie ahead.

Our Mission

Loyola University Maryland is a Jesuit, Catholic university committed to the educational and spiritual traditions of the Society of Jesus and to the ideals of liberal education and the development of the whole person. Accordingly, the University will inspire students to learn, lead, and serve in a diverse and changing world.

Our Vision

With a steadfast commitment to student success, Loyola University Maryland is dedicated to transformational excellence. As a Jesuit, Catholic University, we aim to lead with love and work for justice and aspire to be the best place in the world from which to change the world.

Our Aspiration

Loyola University Maryland will be a preeminent university for student success, an institution that equips students to prosper and achieve significance by living a meaningful life for and with others.

Our Guiding Commitments

While many themes emerged throughout our planning process, two rose above the others as critical to our mission. They became our guiding commitments and are infused throughout this plan:

1.

**COMMITMENT TO DIVERSITY, EQUITY,
INCLUSION, AND JUSTICE; AND**

2.

**A COMMITMENT TO INNOVATION, GROWTH,
AND OPERATIONAL EXCELLENCE.**

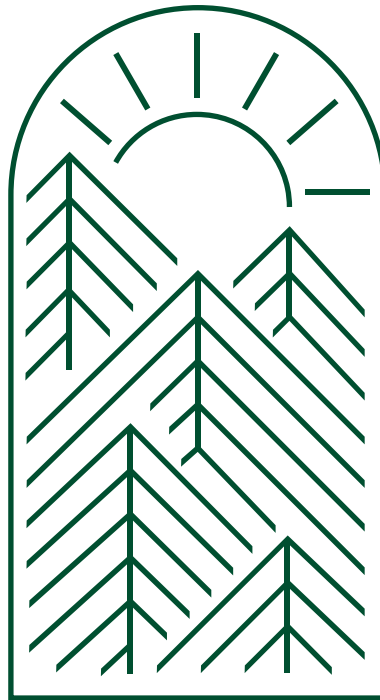
Our guiding commitments are rooted in the Universal Apostolic Preferences of the Society of Jesus: showing the way to God, walking with the excluded, journeying with youth, and caring for our common home.

Our Approach to Student Success

For nearly 175 years, Loyola has graduated accomplished students. This plan outlines how we can enhance our efforts to achieve recognition as a preeminent university for student success.

For us, student success means graduating ethical leaders who find success and significance in working for the good of others. A Loyola education forms students who develop a passion for intellectual endeavors, excellence in their discipline, and habits of curiosity and life-long learning.

Student success is fostered through our unique relationship-rich learning environment that prioritizes inclusion and belonging and pursues academic excellence through experiential learning and personal formation. Loyola students are immersed in the liberal arts, and challenged to think critically and creatively. They are involved in community-engaged learning and innovative problem solving, and ultimately, graduate positioned to live prosperous and meaningful lives.





Focus Area 1: Advance Student and Faculty Formation

Strengthening our commitment to cura personalis (care for the whole person), we will create an integrated and comprehensive support network for students and invest in faculty development. We will expand opportunities for personal and spiritual growth and will deepen our understanding of Ignatian pedagogy. We will elevate mission and school spirit in support of success for all.

Meeting the call of the Universal Apostolic Preferences to show the way to God and to journey with youth, we will ensure that students learn and make meaning through Ignatian pedagogy. Our students will be immersed in the liberal arts and challenged to think creatively about today's challenges. They will be formed through mission-focused experiential learning and community engagement, and they will graduate as informed, ethical leaders who are people for and with others.

To create an unparalleled student experience, we will advance the formation of our faculty, helping them succeed in their educational and leadership roles, thrive in their scholarly and intellectual pursuits, and grow in their understanding of how to integrate Ignatian pedagogy into their classrooms. We will support those who serve our students to ensure that everyone thrives.

→ Initiative 1.1: Advance Student and Faculty Support

Create an integrated and comprehensive support network for students and invest in faculty development in ways that set the standard for student and faculty success and significance.

We will increase and accentuate student support and experiential learning opportunities. Faculty will gain access to more resources and assistance through a new Center for Faculty Excellence. Staff and administrators will benefit from skills-based training, along with greater interdepartmental communication and collaboration.

Paths to Success

While many themes emerged throughout our planning process, two rose above the others as critical to our mission. They became our guiding commitments and are infused throughout this plan:

- Integrate wellbeing education and support throughout a student's experience (i.e., in the classroom, in residence halls, and in university-sponsored activities).
- Develop and launch a Center for Faculty Excellence to strengthen faculty resources, focusing specifically on enhancing Ignatian pedagogical practices, research, community-engaged scholarship, and leadership development.
- Establish and invest in an integrated and comprehensive student support network that enables current and future students to prosper at Loyola and beyond.
- Further develop experiential learning practices, including community-engaged learning and scholarship, that can be integrated and embedded throughout the Loyola student experience.

Outcomes

- Students, overall and across populations, achieve their goals for greater academic and personal development, as represented by
 - increased retention rates,
 - increased graduation rates, and
 - learning outcome achievements that demonstrate they leave Loyola with the knowledge, skills, competencies, and dispositions to thrive in their post-graduation journeys.
- Supported through the Center for Faculty Excellence, faculty gain confidence and skill in employing research-grounded teaching, mentoring, and advising of students that improve student learning through the Ignatian pedagogical paradigm, inclusive academic excellence practices, high-impact practices, such as experiential learning and community-engaged learning, explorations in integral ecology, and scholarly discovery—all within a climate of academic freedom.
- As a result of improved University support, underrepresented faculty and students (e.g., ALANA, first-generation, Pell-eligible, LGBTQIA+) report gains in a sense of belonging, engagement, and growth.
- Students express that they feel supported in intellectual, social, emotional, and physical wellbeing and can identify personal coping mechanisms, manage conflict, and develop self-advocacy skills.
- Students engage in multiple experiential learning opportunities and as a result are better prepared to succeed within their pathway and/or profession of choice.
- Faculty members assess student learning through multiple measures and use their findings for the continuous improvement of teaching and learning.
- Budgets are realigned appropriately to resource faculty development and scholarship resources that support faculty growth as teacher-scholars in the Ignatian tradition.
- Budgets are realigned appropriately to resource an integrated and comprehensive support structure for improved student success.

➔ Initiative 1.2: Advance Our Jesuit Mission and School Spirit

Promote our mission and charism through deepened engagement with Ignatian formation. Pursue new initiatives for students, alumni, and community members that improves student retention and increases alumni engagement and lifelong connections.

We welcome members of all faith traditions and will continue to inspire our community through our Jesuit values. We will offer increased opportunities for students, faculty, administrators, and staff to learn about Ignatian spirituality and will better live our mission as we grow our footprint along York Road.

Greyhound pride will increase as we provide more opportunities for students, faculty, administrators, staff, and alumni to celebrate our inclusive academic excellence and NCAA Division I athletic programs. Together, we will elevate school spirit and strengthen our bond as a community united toward the success of all.

Paths to Success

- Expand Academic Excellence Weekend by developing a series of events and recognition ceremonies.
- Leverage the strength of our NCAA Division I athletic programs to further enhance our school spirit and alumni engagement.
- Reinvigorate and relaunch student immersion programs.

FOCUS AREA 1

- Expand Ignatian formation programs for students, faculty, staff, and administrators by strengthening the Office of Mission Integration and the newly created Mission and Identity division, and strategically advance programmatic initiatives for development in Ignatian pedagogy and spirituality for all members of our community.
- Move elements of the Center for Community, Service, and Justice to York Road as part of the York Road expansion project, so our mission-led community work can have a greater community impact in Baltimore.

Outcomes

- The Loyola community participates in new academic celebrations that increase Greyhound pride and alumni engagement.
- Students and employees express a renewed commitment to our Jesuit mission through service on campus, in Baltimore, and beyond.
- Students engage in more mission-focused immersion programs and gain a better understanding of the Ignatian way of proceeding.
- Student retention increases as students feel an increased sense of connection through enhanced school spirit.
- Alumni feel more connected to Loyola's mission and give back to Loyola in increased participation and philanthropy.





Focus Area 2: **Grow Our Footprint, Influence, and Enrollment**

Building upon our liberal arts foundation, Loyola will implement a university-wide focus on health, allied health, science, technology, engineering, and math (STEM). We will strengthen graduate education and strategically add, grow, and revitalize programs, all with an eye on forming future leaders dedicated to service and justice.

We owe it to today's students and tomorrow's leaders, and our greater Baltimore community, to offer programs that help our graduates make a positive impact in their professions. As an anchor institution in Baltimore, we will work to enhance partnerships and leverage regional resources in ways that support student success and foster growth in our city and state.

Our city boasts some of the best medical schools and healthcare institutions in the country, and our region is known as a hub for biotechnology. Through innovative and interdisciplinary programs, we will prepare our graduates to walk with the marginalized. We will actively work for justice by responding to the need for more nurses and skilled professionals in various health fields, integrating our liberal arts focus on critical thinking and ethical leadership with professional training in science and health. Through updated graduate programs, we will meet the changing needs of Baltimore and Maryland's workforce with the goal of forming people for and with others.

→ Initiative 2.1: Grow Health and STEM

Launch a new school focused on health and allied health and develop market-aligned programs and innovative partnerships that are grounded in mission and support program growth, revitalization, and reinvestment throughout the University.

With the advent of digital health and the promise of artificial intelligence, the future healthcare workforce must have a wide breadth of experience and skill sets. Loyola is uniquely positioned to create an irresistible educational experience that provides a foundation in the liberal arts, deep cross-discipline knowledge, and, ultimately, the skills necessary to be leaders in the careers of the future.

Paths to Success

- Explore and develop new market-aligned programs in health and STEM fields that are aligned with mission and enhance future enrollment.
- Identify and explore new, innovative health and STEM industry partnerships and opportunities.
- Create a structure for a new school of health and allied health.
- Make significant investments in health and STEM infrastructure, including the renovation of and addition to the Donnelly Science Center and explore the potential for a new physical structure for the proposed school of health and allied health.

Outcomes

- Loyola launches new high-demand health, health-adjacent, and STEM academic programs, designed with Jesuit principles and values that promote the Universal Apostolic Preferences in a mission of reconciliation and justice, accompanying young people in the creation of a hope-filled future, and collaborating in the care of our common home.
- The majority of new full-time faculty hired for the new health and STEM programs hold terminal degrees in appropriate disciplines.
- New programs meet academically rigorous expectations of related licensing agencies, accreditation bodies, and/or professional organizations.
- Loyola's overall enrollment increases.
- Loyola's admission selectivity increases.
- Loyola establishes new departments and institutional structures to support the eventual founding of a new school with requisite budget lines.

→ Initiative 2.2: Grow Graduate Education

In recognition of the significance of graduate education at Loyola, develop better support structures and further refine our graduate education mission.

In today's competitive graduate landscape, and with committed adult learners who seek more from a graduate degree than just professional credentials, the University must develop better support structures for our graduate students. We must also consider how existing and new graduate programs help Loyola—and our students—live out our Jesuit mission in Baltimore and across the globe.

Paths to Success

- Develop a new graduate education administrative structure that includes a cohesive, coordinated, and adequately resourced team focused on graduate support, market-aligned program creation, and student recruitment.
- Complete a review of appropriate graduate structure and size and establish long-term graduate enrollment and revenue targets.
- Explore and develop new academic graduate programs that are strategically and sufficiently differentiated in the market, enhance enrollment targets and revenue expectations, and align with vision.

Outcomes

- Loyola implements a vision for graduate education animated by the University mission and Universal Apostolic Preferences to guide the development of a portfolio of successful graduate academic programs. Loyola launches new mission-aligned and market-driven programs to meet the changing workforce needs of Baltimore, Maryland, and beyond.
- Graduate and professional students are exposed to the significant values and ethical issues in their fields of study.
- The majority of new full-time faculty hired for new graduate programs hold terminal degrees in appropriate disciplines.
- Loyola's graduate student body increases as a proportion of the overall student population.
- Graduate and professional student tuition revenues increase.
- Graduate student on-time completion rates increase.
- Where relevant, program completer licensure rates remain high.



Focus Area 3: Care for Our Common Home

Deepening our commitment to Ignatian formation and to the Universal Apostolic Preferences, we will step forward to become leaders in caring for our earth and walking with the excluded. In doing so, we will further develop our commitment to place-based justice and community engagement and better demonstrate a faith that does justice.

Our city and our region face the growing impacts of climate change. We will enhance our academic offerings and community engagement to protect our environment and people—especially our neighbors in Baltimore. We will deepen our commitment to community-engaged learning and scholarship with faculty, students, and community members collaborating, learning from one another, and building knowledge together.

At the same time, we will rise to address inequities within our own Loyola community. Our mission requires us to ensure that every member of Loyola, regardless of background or identity, feels a sense of support and belonging. This is our common home. With faith, love, and a hunger for justice, we rise to strengthen our community and our world. In addition, we are called to lead with love and work for justice—to care for our common home, in the broadest sense.

→ Initiative 3.1: Become a Leader in Integral Ecology

Enhance our Laudato Si' commitment to care for our planet and our people through prioritizing sustainable practices that create positive change for our campus, our city, and our planet.

To be a leading institution in integral ecology means that we care for our common home at the intersection of ecological and social justice. It means that the Loyola community understands how environmental problems are inextricably linked with social, political, and economic issues and works to address them. Ultimately, it means that we demonstrate our commitment to environmental sustainability, place-based justice, and community engagement across all areas of our campus.

Paths to Success

- Organize a collaborative Laudato Si' commission that builds upon our existing strengths to help us become a leader in integral ecology.
- Better coordinate the work of the Office of Sustainability, the Laudato Si' commission, the Center for Community, Service, and Justice, the York Road Initiative, and the Office of Mission. Integration to advance a shared vision of integral ecology that benefits the Loyola and Baltimore communities.
- Strengthen the partnership between the Office of Mission Integration, Academic Affairs, and the new Center for Faculty Excellence to enhance faculty investment in community-engaged learning and scholarship.
- Create more ways for students to connect their educational experience with integral ecology, including through the creation of an environmental studies or science program and ongoing investment in service-learning opportunities within the Baltimore community.
- Update the University's Climate Action Plan to focus on just and equitable action that supports our local Baltimore communities.
- Adopt and invest in sustainable practices to achieve a STARS (Sustainability Tracking Assessment and Rating System) Platinum rating.

Outcomes

- Students grow in their understanding of integral ecology through interdisciplinary and community-engaged learning experiences.
- Loyola receives the coveted STARS Platinum rating, which means that,
 - Loyola will have gained international recognition for its sustainability efforts, be listed as a top performer in the 2030 Sustainable Campus Index and named among the top 50 in The Princeton Review Guide to Green Colleges.
 - Loyola will have reduced its greenhouse gas emissions by 60%.
 - Loyola will offer top-tier academic programs in sustainability.
 - Loyola will have a tangible culture of sustainability that attracts students, faculty, and staff.

➔ Initiative 3.2: Cultivate a Community of Belonging

Further refine and invest in a mission-centered strategy to enact justice and support equity, inclusion, and belonging for all members of our university community.

We will continue the work of becoming a more welcoming community, one that lives the strong truths that our Jesuit, Catholic values inspire in us. This is not work with an easy solution, but it is work that is integral to our focus on student success.

Paths to Success

- Create a university-wide implementation group to discern a path forward and steward actions related to the recommendations from the President's Task Force Examining Loyola's Connection to Slavery.
- Increase support for the Office of Equity and Inclusion, Human Resources, and ALANA Services, including for LGBTQIA+ students, faculty, administrators, and staff.
- Investigate new student and employee DEIJ training and learning opportunities and increase coordination of justice-related activities that reinforce the University's core values and shared principles of diversity, equity, inclusion, and justice.
- Explore the creation of an Ombudsperson Office, which would focus on resolving conflict and challenging situations in a fair and inclusive manner.

Outcomes

- Loyola faculty, staff, and administrators have a clearer understanding of DEIJ roles and responsibilities across campus and improve coordination of DEIJ efforts.
- Traditionally underrepresented populations experience better support through improvements to policy and advocacy.
- Traditionally underrepresented populations express an increased sense of belonging, influence, and integration within the Loyola community.
- Loyola retains traditionally underrepresented students at a higher rate.



Focus Area 4: **Thrive by Investing in and Supporting Our Team**

Focusing on the Jesuit ideals of cura personalis and cura apostolica, we will ensure that every member of the University has the tools and support they need to develop their professional potential.

Loyola's greatest strength is our people. No matter their role, all Loyola employees are educators, first and foremost. If we want to be known as a preeminent university for student success, then we must also be known as a university that invests in the success of its people.

Together we will ensure that everyone has the professional tools and support necessary to succeed and the personal tools of discernment and reflection to thrive in our challenging world. Through the implementation of this plan, faculty, staff, and administrators will experience professional advancement and developmental opportunities and will make measurable progress in compensation. The University will also elevate its processes and operations to ensure greater efficiency and effectiveness. We will improve our systems and create a culture of innovation that enables us to become more agile to meet the ever-changing needs of our community. Loyola succeeds when we all—faculty, staff, and administrators—thrive.

→ Initiative 4.1: Become a Destination Employer

Be recognized as a destination employer for faculty, staff, and administrators.

The advancement of our University is only possible with a thriving team—and with prospective employees who find Loyola to be an irresistible place to work and develop professionally. To attract, support, and retain an exceptional workforce and to better animate our Jesuit mission, we will accelerate efforts to advance compensation and benefits, promote wellbeing and flexibility, and further professional success.

Paths to Success

- Cultivate a culture of care and engagement for all employees under the leadership of the inaugural Chief People and Culture Officer.
- Establish and optimize policies and practices that equitably prioritize flexibility to increase work-life balance for all employees.
- Create a robust lifecycle-based professional development system that supports the growth of all employees.
- Develop an innovative approach to benefits rooted in equity that increases employee satisfaction and retention.
- Make measurable progress in compensation following the Segal compensation studies for faculty, staff, and administrators.

Outcomes

- Loyola is recognized as a “Great College to Work For” by *The Chronicle of Higher Education*.
- Loyola compensation levels result in competitive recruitment of diverse pools of highly qualified faculty, administrators, and staff.
- Loyola retains faculty, administrators, and staff at higher rates.
- Loyola continues to increase the diversity of its faculty, staff, and administrators.
- Faculty, administrators, and staff satisfaction increases, across populations, as measured in survey responses.
- Institutional continuity improves as a result of decreased turnover rates.

➔ Initiative 4.2: Pursue Operational and Digital Transformation

Create a culture of change and operational excellence across the University as part of the successful implementation of new digital infrastructure and work processes.

We have identified key steps regarding operational and digital transformation that the University must take to move forward. As we transition to a new digital infrastructure and introduce new work processes, we will create a stronger culture of flexibility and innovation.

Paths to Success

- Implement Workday Platform and Student modules.
- Establish a Change Agent Leadership Group to create opportunities for collaboration between divisions, and to lead efforts in communication, training, awareness, and organizational culture change.
- Implement operational efficiencies through streamlining and sunsetting legacy systems that can be activated within Workday and by improving existing business processes.
- Use the Workday implementation process to improve communication structures, clarify roles and responsibilities, streamline decision-making, and remove barriers to effective management across the University.
- Ensure that our performance evaluation system incentivizes the desired operational effectiveness and efficiencies.





Outcomes

- Loyola provides faculty, administrators, and staff with appropriate levels of secured access to live data that improves decision-making and their ability to achieve greater effectiveness in their professional roles.
- Clearer policies and procedures, improved role definition, clarity of responsibilities, and more efficient process workflows result from the digital transformation.
- Appropriate policies and procedures are disseminated to provide a shared understanding of new ways to operate within and among university areas, especially through leveraging new technological tools.
- Appropriate training for faculty, administrators, and staff empowers them to use new digital platforms optimally and increases their data literacy.
- Faculty, administrators, and staff identify and remove barriers to student success through new access to live data dashboards.



Our Success

As we look forward to implementation, we are conscious of the need to monitor our success. While specific metrics are still under development, the table below outlines some of the performance indicators we will use to determine whether we are achieving our desired outcomes.

 ADVANCE	 GROW	 CARE	 THRIVE
<p>Increase in retention and graduation rates</p> <p>Increase in faculty satisfaction, teaching effectiveness in Ignatian pedagogy, and scholarly engagement</p> <p>Increase in mission-related impact through community engagement and immersion experiences with our partners in Baltimore and around the world</p>	<p>Increase in innovative health and STEM programs</p> <p>Growth in undergraduate applications, enrollment, and selectivity</p> <p>Increase in graduate and undergraduate net tuition revenue</p>	<p>Recognition as a leader in integral ecology</p> <p>Achieve STARS Platinum rating</p> <p>Increase experience of Loyola as a place that values DEIJ among faculty, administrators, and staff</p>	<p>Recognition as a 'Great College to Work For'</p> <p>Increase in attraction and retention of diverse highly qualified faculty, administrators, and staff</p> <p>Increase in competitive compensation for faculty, administrators, and staff</p>

As an outgrowth of this plan, each division will develop operational and initiative plans that outline project-level goals, objectives, resources, and tactics planned for implementation as well as describe how performance indicators will be achieved.

Conclusion: Together We Rise

At the fulfillment of this plan, Loyola will be a preeminent university for student success. We will emerge a stronger, more inclusive institution that builds on our greatest strengths. We will be a leader in inclusive academic practices that lead to prosperous graduates who are people for and with others. We will be a university where students from all backgrounds can learn, transform, and leave ready to engage the world in their pursuit of love and justice.

Together we rise.



**TOGETHER
WE RISE**