

A & S Strategic Plan Status Report as of Summer 2004

The following tracks the progress of the College Plan. Status information is gathered from a variety of sources. All members of the College are encouraged to assist in keeping the report current by submitting information on the status of any objective or action strategy.

Goal I. The College Will Enhance the Quality of Its Faculty.

Objective A. Increase support for faculty development.

Action Strategy A1: Increase funding for course releases to faculty members on a competitive basis to enhance the quality of teaching and scholarship.

• **STATUS: Spring 2004 initiative in course releases for enhancing the first-year experiences of students. This will be repeated in 2004-2005 and develop into an on-going initiative of the College as long as funding permits.**

Action Strategy A2: Increase the number of distinguished professorships.

• **STATUS: Twelve new since beginning of Strategic Plan**

Action Strategy A3: Increase financial support for conference travel.

• **STATUS: Since 1998 travel funding has gone up 50%, there was \$115,000 funded in 2002-2003. • Funding for leadership development and cross discipline conferences on teaching and pedagogy is being supported on selective bases.**

Action Strategy A4: More effectively assist faculty in winning external grants.

• **STATUS: 22 faculty were awarded 24 grants with a total value of \$1,91,616 from Board of Regents, NIH, US Dept. of Ed., NSF, DOD, NOAA, American Political Science Assoc., etc.**

Action Strategy A5: Encourage the University to increase funding for internal grants and to implement a summer stipend program.

• **STATUS: Established Program for Instructional Effectiveness Support - PIES • To encourage faculty "to plan, implement and evaluate initiatives designed to enhance the first-year experiences of incoming students.**

Objective B. Increase the diversity of the ordinary faculty.

Action Strategy B1: Develop a strategic plan for hiring ordinary faculty from under-represented populations.

• STATUS: The Dean held a roundtable discussion for departments holding searches during 2003-2004 and plans to repeat the process for future searches. The Directory of Minority and Women PhD. Candidates were purchased for the College.

Action Strategy B2: Establish an endowed chair in African American studies.

• STATUS : CPT drafted a letter to Institutional Advancement requesting planning toward establishing this endowment that Dean Scully is sending from his office. This item has been added to the Academic Affairs Strategic Agenda.

Action Strategy B3: Sponsor lectures by African American scholars.

• STATUS: This item has been added to the Academic Affairs Strategic Agenda. • The College supported the visit and lecture of Wole Soyinka, Nobel Laureate to campus.

Objective C. Increase the number of Jesuits on the ordinary faculty.

Action Strategy C1: Actively recruit and review Jesuits for faculty positions.

• STATUS: The Dean has brought this to the attention of those conducting searches.
• This item has been added to the Academic Affairs Strategic Agenda.

Objective D. Better prepare faculty for tenure review.

Action Strategy D1: Institute a comprehensive year-long orientation program for new ordinary faculty.

• STATUS : 2003-2004 initiated program with a new committee coordinating programming and support for new faculty. Details are available in the report from committee chair Peter Burns. • The CPT recommends that the current committee be invited to stay in place for another year and that they select a member of the new faculty to join them for the planning of 2004-2005. • This strategy will continue as an on-going item.

Action Strategy D2: Offer new ordinary faculty a reduced teaching load in at least one semester during their first three years.

• STATUS: Untenured faculty who have requested release have been given one course release to prepare for pre-tenure review. • A written policy/guideline needs to be prepared to determine who and when a request for pre-tenure course release is appropriate.

Action Strategy D3: Review and revise departmental protocols regarding tenure and the annual review process, including the three-year review.

• STATUS: 2002-2003 Ad Hoc Committee reviewed departmental protocols and made recommendations. • All departments have submitted their protocols regarding tenure and annual review process. • Ad Hoc Protocol Divisional Committees have been established and will begin review of the protocols in spring 2004.

Objective E. Adequately staff departments to meet enrollment demands.

Action Strategy E1. Develop a plan for hiring new tenure-track faculty based on current enrollment demands by department.

• STATUS: Dean Scully has submitted a proposal to the President. • Increased Number of Part-Time and Extraordinary Faculty w/o increases in Full-Time Tenure Track Faculty • Fall 2001: 33% of courses were taught by non-tenure track faculty and in Spring 2001: 31%. 20% of Classes Exceeded Capacity

Action Strategy E2: Continue converting part-time positions to either full-time extraordinary or tenure-track positions, where appropriate.

• STATUS: Dean Scully has initiated this process. • Designed specifically to replace Extraordinary. Faculty Teaching Common Curriculum or Service courses • In Fall 2003 Increased Tenure-Track Faculty by 5 (A&S Goal I.E1 and I.E2): Communications, Education, Mathematics, Religious Studies, Spanish. . Three more conversions will be put in place for fall 2004 in History, Psychology and Biology.

Action Strategy E3: Increase compensation for part-time faculty to competitive levels.

• STATUS: Part-time minimum compensation per course was established in 2003-04 to be \$2,500. • The goal for 2004-2005 is \$3,000.

Objective F. Increase the competitiveness of faculty salaries.

Action Strategy F1: Develop a proposal to increase average salaries relative to Loyola's peer institutions.

- **STATUS:** Develop a proposal to increase average salaries relative to peer institutions • \$77,000 in additional equity increases to salary budget in 2002-2003 - total of \$298,000 over last two years

Action Strategy F2: Review and approve the College's criteria for awarding annual salary merit increases.

- **STATUS:** A college committee was formed and has introduced procedures that were passed by the College Assembly and are being initiated during Spring 2003. • Utilizing CUPA Data the SORC has made progress toward goal. • The College Assembly reviewed and approved the College's criteria for awarding salary merit increases. • Ad Hoc Salary Committee Recommended and the College Implemented: • Point System • Salaries Awarded by Mixed % and Absolute \$ Mechanism • Variable Weighting of T, R, and S

Goal II. The College Will Enhance the Strength of Its Curricula.

Objective A. Promote more effective teaching.

Action Strategy A1: Create an ad hoc committee to review class sizes and make recommendations for enrollment limits that promote student-centered learning.

- **STATUS:** The CPT will request a report from the SCAP representative on status at the university level to determine College impact.

Action Strategy A2: Implement interdisciplinary team-taught courses.

- **STATUS:** This was under discussion with the Faculty Excellence Center Task Force out of the Provost's Office with David Estes serving as Chair. It is currently on hold during Provost transition. A team- taught course is currently being taught by using enrollments that would exist in both courses. (History and Medieval Studies). • Under the PIES initiative courses were developed for 2003-2004 in History/English. Additionally, there was a linked course developed by Religious Studies/Philosophy. . An English 125 course entitled, New Orleans Text and Context, will be linked with a History 194 course in the Fall 2004 semester. A Student Affairs professional will co-teach the English 125 course and numerous educational enrichment activities and excursions are planned to enhance the experiences of students in these first-year courses.

Action Strategy A3: Promote the faculty's use of service learning throughout the curriculum.

• **STATUS:** The Office of Service Learning has been established for the university. This has institutionalized and increased the level of service learning on campus. • A single definition of "service learning" was established under the CAPHE initiative and needs to be shared with members of the College.

Action Strategy A4: Conduct an on-going series on pedagogy and student learning.

• **STATUS:** PIES, Soup and Substance follow-up was presented to the campus in fall 2003. • Champagne and Chocolate Faculty Dialogue Session was presented to the campus in spring 2004 in order for selected faculty to share key themes learned from conferences on teaching and learning attended in the fall 2003. • The Library conducts on-going workshops in technology and teaching.

Action Strategy A5: Expand participation by faculty in conferences on teaching and curriculum.

• **STATUS:** The College has sponsored several faculty to conferences in 2003-2004. These conferences include the following. • Drs. Maria Calzada and Don Hauber attended the Project Kaleidoscope Richmond Assembly entitled, "Linking Insights about How People Learn to Curricula Reform" from October 30-November 1, 2003 in Richmond, VA. • Drs. Mary McCay and Melanie McKay attended the Achieving Greater Expectations Working Conference sponsored by the Association of American Colleges and Universities (AAC&U) from November 13-15, 2003 in Washington, D.C. • A Faculty Dialogue Session is scheduled for Friday, January 30, 2004 from 3:30 - 5:00 p.m. so that these faculty members can share what they learned with other faculty from across the college • Associate Dean Joyner and chairs from Drama and Speech, English and Sociology attended the Academic Chairpersons Conference workshop on Departmental Assessment Plans February 3, 2004 in Orlando, Florida. • Drs. Kate Adams and Melanie McKay attended a First-Year Conference sponsored by the Policy Center on the First College Year in February 2004 in Dallas, Texas.

Objective B. Strengthen the undergraduate curriculum.

Action Strategy B1: Develop a comprehensive Freshman Year Experience with an enhanced curricular component.

• **STATUS:** This will become an on-going items supported by the Office of the Dean. • A&S funding has been made available via the Dean for establishing a first year experience that included: First-Year Reading, Dead Man Walking • See A5 for information on PIES.

Action Strategy B2: Establish a task force to develop a strategic plan for the Common Curriculum.

• **STATUS:** Task force has not been initiated. • An in-depth 5 Year Program Review of the Common Curriculum was completed April 2002 by the Common Curriculum Committee. • Alumni and recent graduate polls are being conducted (2003-2004) by the Dean's office. • A common curriculum alumni survey is being conducted in late spring 2004. • A university wide senior exit and alumni surveys are being coordinated by the Office of Institutional Effectiveness in spring 2004.

Action Strategy B3: Increase the operating budget for maintaining and replacing equipment.

• **STATUS:** An computer refresh for faculty was established for 2003-04 • Funds were freed up for equipment through the following initiatives. • 5 Departments have \$75 lab fees for courses that use expendables. • Communications Major Fee is a \$100/sem. • Fees go directly to departments - closest to students • The Operating Budgets was supplemented by >\$185,000/year • Last Year - Operating Budgets were increased by an average of 20%

Action Strategy B4: Establish an endowment fund for equipment.

• **STATUS:** In order for an endowment fund to be established it must be approved by the Board of Trustees to enable Institutional Advancement to be authorized to raise the funding. The Dean has placed this item on the A&S priority list for fundraising that is currently under review. • A \$25.00 per student tech fee was established in fall 2003. • These funds will return directly to the respective colleges. The funds for A&S are being utilized to refresh and maintain computer labs at the department level.

Objective C. Strengthen existing graduate programs.

Action Strategy C1: Centralize the College's graduate programs.

• **STATUS:** The A&S Graduate Council is to review goals and actions and to give report by middle of spring 2004.

Objective D: Promote a "culture of assessment" across the College

Amended to Plan April 29, 2004

Action Strategy D1: Support the development of student learning outcomes assessment across academic majors, minors, the common curriculum, and support units.

Goal III. The College Will Enhance the Effectiveness of Its Service

Objective A. Increase the role of faculty in planning and evaluation.

Action Strategy A1: Establish a permanent College Planning Team.

• STATUS: Complete. The College has established a permanent planning team in February 2002. • CPT protocols were developed and approved by the A&S College Assembly 4/18/02

Objective B. Enhance the College's leadership role in creating a shared intellectual life at Loyola.

Action Strategy B1: Establish an annual series on a significant theme that sponsors presentations by faculty across the disciplines.

• STATUS: The possibility of linking this to proposals submitted to 1 st Year Experience Committee is currently being explored. • A planning committee for this series is currently meeting under the guidance of Associate Dean Tom Smith.

Action Strategy B2: Establish a program of off-campus learning excursions led by faculty.

• STATUS: The current Loyola abroad programs in Paris, Berlin, Spain and Mexico would be examples of off-campus learning.

• The first year experience has included off-campus initiatives.

• There should be an effort to identify other off campus programs that exist within Departments conducted by individual faculty. It is recommend that an announcement at College Assembly be made to ask faculty to self-identify off-campus learning that they incorporate into their courses.

Objective C. Improve awareness of the activities and accomplishments of faculty, students, and staff in the College.

Action Strategy C1: Publish a College newsletter.

• STATUS: Dr. Melanie McKay, English was named as founding editor March 2004. April 2004 the first College Newsletter was published and distributed.

• STATUS: The Dean has requested that CPT determine appropriate topics for the newsletter

• STATUS: The CPT passed a resolution for initial guidance on the College newsletter. Applications and nominations for the editorship were sought. December 2003 the CPT approved Richard Wilson to act as support for the newsletter and broadened the criteria for the content editor to encourage faculty to submit their interest.

Action Strategy C2: Increase recognition of students on the Dean's List.

• STATUS: A student recognition section should be added to the College web page and departments should be encouraged to submit items for inclusion.

• Special Accomplishments of Students • 1999 Rhodes Scholar • 2001 British Marshall Scholar • 2000 and 2002 Rhodes and British Marshall Finalists • 2001 USA Today Senior - 1 of top 20 seniors in U.S. • Communications Majors - National Bateman PR Team and National Ad Team Awards.

Objective D: Enhance the effectiveness of academic advising.

Action Strategy D1: Create a task force on academic advising.

• STATUS: As of March 2004 no task force has been established. • When the Protocol Review Committee is established the CPT recommends that they check that all protocols address how advising is handled within the department. • The vitae update should include specific information on advising.

Action Strategy D2: Improve the advising program for general studies students.

• STATUS: The CPT will request a report from Assoc. Dean Smith on current status.

• STATUS: Specific initiatives need to be developed and initiated.

Objective E: Review and revise College structures, processes, and operational policies to facilitate faculty governance and the integration of planning, assessment and budgeting.

Amended to Plan April 29, 2004

Action Strategy E1: Review the existing committee structure within the College to ensure that each committee has a clearly defined protocol, structure, responsibilities, lines of communication, and assessment mechanisms.

• STATUS:

Action Strategy E2: The process of academic program review will be examined to ensure that it encourages the advancement of institutional mission and the integration of departmental/academic short- and long-range plans with that of the College Strategic Plan.

• **STATUS:**