

## Pathways Implementation Update<sup>1</sup>

August 2007

The Board of Trustees approved Pathways, Loyola University New Orleans' strategic plan, a year ago at its meeting in May 2006. Since then, each of the vice presidents and I have focused on working with the faculty and staff to specify and execute the plan.

The plan included a number of unglamorous tasks, such as implementing changes within the academic organization to mirror the university's new structure. Dr. Walter Harris and his staff led the team charged with implementing system changes required to facilitate Pathways. His team successfully reconfigured Loyola's information systems to represent the Pathways configuration. This major effort not only established the College of Social Sciences and College of Humanities and Natural Sciences on Loyola's information systems, but, transitioned student and courses from the old City College into the appropriate new college for Non Traditional Students, and changed the names of the School of Law and College of Business Administration.

Institutional Advancement has been through its own reorganization and staffing to better support the organization of the university and to lay the groundwork for a capital campaign. Student Affairs is also going through a re-organization to better serve our students and to integrate student services, learning, and living with the overall student college experience. Finance and Administration has kept us focused and disciplined in our planning and execution and spent a significant amount of time and energy dealing with our insurance issues and the challenges of staffing in a post-Katrina world.

We believe that our Pathways initiatives have accomplished much over the past year. While not always visible or glamorous, the on-going efforts of the Loyola team deserve recognition and thanks for their hard work.

### **PATHWAYS STRATEGIC GOALS**

#### ***Excel in educating students as whole persons.***

- **ENHANCE THE EDUCATIONAL EXPERIENCE FOR STUDENTS.**
  - **Revise the Common Curriculum to strengthen undergraduate education in the Jesuit tradition.**
    - The Common Curriculum Review Task Force met throughout the year to continue their work on revising the Common Curriculum to strengthen undergraduate education in the Jesuit tradition. The task force is comprised

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<sup>1</sup> This summary report was developed from a similar report done by the provost and his staff on planning in Academic Affairs. I have built on his report and integrated aspects from other parts of the university.

of representatives from all colleges and the library. Championed by the library representative, the issue of information literacy has become an ongoing part of the task force's discussion with strong advocacy for information literacy to be adopted as a learning outcome at Loyola. Information literacy is the ability to find, analyze, and use information, and it is essential to lifelong learning and supports critical thinking. The library has integrated information literacy instruction in the Music Industry Studies Program and is currently talking with English faculty about including it in freshman composition courses.

- **Implement the Quality Enhancement Plan, “*Thinking Critically, Acting Justly*,” with its focus on learning opportunities in post-Katrina New Orleans.<sup>2</sup>**
  - The Quality Enhancement Plan Implementation Team has worked exceptionally hard this year to move the plan forward. The team established three subcommittees, the First-Year Experience Committee, the Faculty and Staff Development Committee, and the Student Leadership Committee. *(See Attachment 1 for detailed plans of each committee.)*
  - QEP First-Year Experience Committee set up a process for choosing the FYE book (*Mountains Beyond Mountains*, by Tracy Kidder) and decided on a theme, “Purpose Beyond Self,” that will tie the book to other FYE activities.
  - QEP Student Leadership Committee has developed a different focus for each year including (1) focus on FYE book, (2) choice of major, (3) leadership in the community, and (4) a capstone experience. There will be an overarching peer-mentoring program.
  - QEP Faculty and Staff Development Committee chose a book for all faculty/staff to read: *Heroic Leadership*, by Chris Lowney.
  - The library continues to support the FYE book theme through collection development, book lists, exhibits, and participation in book discussion groups.
  - The College of Business (CoB) implemented assessment of critical thinking exercises in Intro to Business sections
    - Results collected and recorded
    - Adjust course as necessary
  - CoB introduced ethics simulation in marketing courses
    - Will be assessed at completion of course
    - If successful, implement in other courses
    - Designer of simulation to be invited to campus in 2007-08
  - CoB increased learning opportunities for students working on post-Katrina economic recovery efforts through internships with Small Business Development Center.

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<sup>2</sup> See Appendix to this Report.

- Thirteen undergraduates and two M.B.A. students worked with SBDC in spring
    - Interim Dean and director have established working relationship with business incubator in St. Bernard Parish
  - Loyola Corps volunteers worked with more than 50 local businesses in rebuilding efforts during 2006.
  - The College of Music and Fine Arts (CMFA) revised the Bachelor of Science in Music Industry Studies Degree Program as well as the development of new technology-based courses and entrepreneurial units where students develop and manage their own companies.
  - The CMFA received State BESE approval for a teacher certification partnership with Our Lady of Holy Cross College.
  - The CMFA began a four-year partnership with the Thelonious Monk Institute of Jazz.
  - The College of Social Sciences (CSS) endorsed the addition of appropriate upper division CC courses focusing especially on social justice issues.
- **Increase participation in international education.**
- The Center for International Education has received a grant of \$100,000 (\$50,000 per year for two years) from the IFSA Foundation for scholarships for semester and year-long study abroad for Louisiana residents. Less than 15 percent of the Loyola students who study abroad for a semester or longer are Louisiana residents. This is a result of both finances and attitude. The grant will address this by providing from \$1,000 to \$10,000 to students based on need. The goal is to have 10 Louisiana residents abroad in the spring 2008 with at least three of these students from minority descent. In addition, a peer adviser in CIE will mentor Louisiana students through the initial selection of a program, the application for the scholarship, and the student's departure. All student recipients will have a 20-hour service requirement upon their return to mentor potential applicants and promote the program.
  - The CMFA has established an endowed program, the Parents Scholarship for Study Abroad, which provided funding for three students' participation in international study.
  - The CoB introduced new international education program in China—summer 2007.
  - The CoB offered inter-session program in South America—January 2007
  - The CSS began discussions, led by dean, among interested parties in each college of the university on the desirability of establishing a center to support international activities of faculty.
  - Discussions were begun among the dean and faculty members in business, history, and Spanish. Subsequently, the COD adopted a similar goal for the Division of Academic Affairs.

- The CSS established Bahamas study program, and an initial group of students will go to the Bahamas in June.
  - Mass Communication restructured its London program.
  - Mass Communication established collaboratives in Belize involving students, with potential for exchange programs. Workshops were established for students and faculty of University of Belize and Galen University on environmental communication projects. Local students and Loyola students were involved in those projects.
  - Nursing began partnership with Global Scholarship Alliance to educate nurses from abroad in B.S.N. and M.S.N. programs. GSA has begun recruiting students from abroad; the first 29 will enter B.S.N. and M.S.N. programs in 2007-08.
  - On recommendation of the dean, Prof. Lydia Voigt, sociology, will participate in the initial offering of the business college's summer program in Beijing to provide the program with a social science.
  - The librarian liaisons (library faculty who serve as contacts for academic departments) met with Debbie Danna in April to learn more about the Center for International Education and her work with international programs and international students. Brochures about Loyola's study abroad programs are available in the library's literature rack. We continue to explore ways that we can better support our students when they study abroad.
  - The library supports distance education using Internet-based technologies such as videoconferencing, streaming media, and podcasting.
- **Increase interdisciplinary teaching**
    - The CSS began discussions among schools and departments on possible interdisciplinary ventures.
    - Joint LIM/Criminal Justice Master's Degree in Practical Theology and Criminal Justice Program established.
    - The library appointed liaisons to interdisciplinary programs and continues to enhance interdisciplinary collections and information services.
- **Innovatively integrate technology into learning activities**
    - The CMFA requires all courses to have at least a rudimentary Blackboard presence to facilitate instruction on campus as well as during evacuations, and the college has established a college-wide Blackboard site for information and announcements. Offerings in music industry studies and the Common Curriculum are taught as hybrid courses with a combination of online and classroom instruction.
    - Music has instituted a program-wide technology competency which involves basic technological understanding in music as well as information

technology. Recent curricular revisions in the music industry studies curriculum infuse audio and video recording and production coursework throughout the four-year sequence. Most large music ensemble performances are broadcast live on the Internet and will be incorporated into the college website.

- CoB incorporated WebX software to deliver M.B.A. course (offered on campus) to student in Houston enabling student to participate in real-time with students in classroom.
- CoB is offering three undergraduate and two M.B.A. classes online—summer 2007.
- CSS will offer four online courses in the summer sessions as a prototype for others in the college.
- Nursing began a new online initiative titled, “Bridge to Leadership Education for Nurses at a Distance” (BLEND), an integration of the former Bridge courses into a comprehensive online offering that allows nurses who have degrees in fields other than nursing to bridge into the master’s program. Trial section of 20 students was successfully completed in spring; the program will be expanded to 80 students in fall.
- The library supports faculty with instructional sessions and assistance in improving their teaching through the use of technology within and outside the classroom. Library workshops include a variety of classes on Blackboard implementation, creating hybrid courses, online course design, research skills, digital imaging, video editing, and creating web pages. The library has established the Blackboard Center that provides instruction and tips for faculty who want to take advantage of Blackboard’s features. The library and IT collaborated to upgrade and move to an off-site hosted version of the Blackboard system that also provides students and faculty with 24/7 support.
- The library also provides workshops for students and a variety of equipment and support that allows students to make use of technology applications for research and class assignments.

- **Place more students in internships.**

- The CMFA placed approximately 75 students in music education, music therapy, and music industry studies in internships.
- Music Industry Studies Program advisory councils in New York, Chicago, Los Angeles, and New Orleans assisted in the placement of both current students in internships and ultimately with jobs.
- All CoB undergraduates are required to complete internship for credit before graduation.
- Enhanced CoB internship requirement through standardization of syllabus academic component, including requirements for classroom component on development of job market skills.

- CoB Internship Coordinator appointed
  - Standardized syllabus will be completed in May 2007
  - Coordinator is working with Career Services to increase number of internship opportunities.
- **Improve the quality of residential life**
  - The reorganization of residential life will be implemented in 2007-08
  - Creation of a residential faculty program in 2006-07
  - Building of learning communities in 2007-09
  - Student Activities reorganized as Office of Co-Curricular Programs with emphasis on supporting the academic mission
  - Reorganization of Athletics and Recreational Sports with emphasis on health and wellness in 2007-08
  - New Health Center arrangement with LSU in 2006-07
  - Separation of Counseling and Career Services with equal emphasis on mental health and placement, internship possibilities in 2006-09
- **Develop and implement a strategic plan for graduate education.**
  - The task force on graduate education has been working all year to build the base for its strategic plan. Writing of the plan began in the spring, and the plan will be completed by late summer.
  - A bridge plan for making our graduate programs more attractive, to be used until the graduate strategic plan is complete, is now under consideration for funding by the president and provost. This proposal includes requests for:
    - A 16-month plan for media buys to increase visibility of our graduate programs,
    - Tuition remission for the top 20 percent of graduate students,
    - Funding for additional graduate fellowships so that we can attract top students to our programs.
  - The CMFA received SCAP approval for reinstatement of the Master of Music in Performance and Master of Music Therapy Degree Programs.
- **Achieve enrollment stability by increasing student satisfaction.**
  - The CMFA utilized the following qualitative and quantitative measures to assess student satisfaction:
    - Student ratings on the Annual Student Questionnaire regarding the overall program quality and academic rigor in all college programs will exceed 4.5/5.0.

- Student ratings on the Graduating Student Exit Survey regarding satisfaction with the quality of their academic program will exceed 3.5/4.0.
- At least 90 percent of current students and alumni would recommend the College of Music and Fine Arts and its programs to someone considering study in the fine and performing arts.
- The CMFA Student Organization Council planned and developed college-wide initiatives to bring students from all programs together. These included the student-produced spring convocation and a Fine Arts Friday.
- CSS established Dean's Student Advisory Council to better address student concerns.

### ***Strengthen the Jesuit identity of the university***

- **Implement integrated mission/identity programs for faculty, staff, students, and alumni.**
  - Review and revision of charge to the Mission Identity Committee of the Board of Trustees (Completed spring 2007).
  - Review of our current structures of the Jesuit Center and University Ministry (2006-07) with revision of the structures (Completed spring and summer 2007).
  - Nominated *Heroic Leadership* book for First-Year reading program.
  - Supported business faculty participation in Colleagues in Jesuit Education summer program and in faculty and staff participation in Heartlands program.
  - Development of a discernment theme for the sophomore year in Career Services 2007-09.
- **Promote further engagement with the New Orleans community to address social needs.**
  - CMFA programs in music education, music therapy, and music industry studies emphasized social engagement components through required field experiences and internships.
  - The CMFA enhanced partnerships with the New Orleans Center for the Creative Arts, New Orleans Opera Association, Music Arts Society of New Orleans, Greater New Orleans Youth Orchestra, Louisiana Philharmonic Orchestra, Metropolitan Opera Young Artists Program, and the Thelonious Monk Institute of Jazz Performance that address the role of the arts in rebuilding New Orleans.

- CoB involved business students in successful service learning program through Junior Achievement Elementary School program.
  - Assess with reflection papers
- All M.B.A. students must complete 50 hours of community service work before graduation.
- Complete the establishment of the Jesuit Research Center to promote interdisciplinary research on social questions. Housed in the College of Social Sciences, the center will be open to faculty members and research from every college.

***Modernize facilities to maximize student and faculty success.***

- **Develop a comprehensive facilities plan as a basis for assuring high quality learning.**
  - Development of a comprehensive facilities plan for completion by fall 2007.
  - Refurbishment of the Danna Student Center in 2006-09.
  - Refurbishment of residential lounges in 2007-09.
  - The CMFA developed a comprehensive facilities plan that incorporated current and anticipated needs for all programs.
  - Media Services staff continues to upgrade classroom technology each summer as funding becomes available.

***Support high quality faculty, staff, and administrators.***

- **Increase participation in professional development activities that enhance the quality of teaching, research, creative activities, and service.**
  - CoB implemented monthly teaching development workshops for faculty.
  - CoB implemented research roundtable program for junior faculty.
  - CSS staff member attended Regis consortium annual meeting in Denver.
  - The library has created a number of initiatives to help support teaching and learning. Library workshops on topics such as Microsoft Office and Macromedia Contribute support staff development.
- **Establish Centers of Excellence that enhance Loyola's reputation.**
  - CoB developed proposal for entrepreneurship center.
    - Proposal reviewed by current faculty
    - Seeking funding from donors



- The CMFA Planning Team explored cross-disciplinary alliances both within and outside the college that could become Centers of Excellence. The Music Industry Studies Program currently meets the norms to be designated a Center of Excellence.
  - Nursing began work toward designation as a National League of Nursing Center of Excellence in Nursing Education.
  - Nursing won reaccreditation by the National League of Nursing—a first step toward designation as a Center of Excellence in Nursing Education and similar designation within the university.
- **Revise governance processes to promote shared decision-making in line with new academic structures.**
    - The CMFA established a College Handbook Revision Committee which completed its work this past fall. The faculty and staff approved the new Handbook on January 5, 2007.
    - CSS faculty gave tentative approval of a college protocol. Faculty approved protocols of curriculum and rank and tenure committees. A faculty committee began work on a strategic plan for the college.

***Develop stronger ties with the city and the region.***

- **Assess possibilities for on-site programs in other cities in the South.**
  - Two business faculty members developed comprehensive study of possible sites for expansion of Loyola programs into new markets.
  - The CMFA submitted a \$7.5 million Board of Regents grant and requested \$1 million in federal funding for the establishment of the International Center for Music Industry Studies to educate students with an equal emphasis on the business, art, ethics, and technological aspects of the music industry. Courses would be taught over the Internet using uniquely developed rich-media enhanced instructional modules so the center would be able to deliver universally, constantly—updated multimedia instruction to the maximum number of students.
- **Continue to provide quality support to the city of New Orleans as it rebuilds.**
  - Led by Professor Michael Cowan, the university continues to sponsor the Common Good initiative to provide an organized voice for the nonprofit community of the city.
  - Fr. Wildes, S.J., serves as the chair of the city’s newly created Ethics Review Board. Professor Kathy Lorio is also a member. The offices for the

ERB have been located, for the time being, in the President's Office of the university.

- Students and faculty provided assistance to regional businesses through the Small Business Development Center and Loyola Corps.
- Student interns provide support for businesses and not-for-profit organizations in New Orleans area.
- The CMFA enhanced partnerships with the New Orleans Center for the Creative Arts, New Orleans Opera Association, Music Arts Society of New Orleans, Greater New Orleans Youth Orchestra, Louisiana Philharmonic Orchestra, Metropolitan Opera Young Artists Program, and the Thelonious Monk Institute that address the role of the arts in re-building New Orleans.
- Increased numbers of parishes in New Orleans neighborhoods served by nursing interns working in Church Nurse Program. Twenty-two churches are in served as of May 2007; half are new clients for the program.
- The provost, dean of College of Law, interim dean of CSS, and faculty participated in planning sessions for a proposed Jesuit Social Research Institute to be located within CSS.
- The assistant to the director for grants and research participated in planning sessions with City Council members on a proposed crime and justice research center to be located on campus.

### ***Enhance the effectiveness of development activities***

- **Initiate a capital campaign.**
  - A campaign timeline was developed with the projected start date of August 2008 for the quiet phase.
  - Eleven dialogue dinners involving the president, faculty members, and benefactors were held in 2006-07. The dinners were held in order to re-engage with longtime friends of Loyola as well as to identify new prospective benefactors for the campaign.
  - Campaign Counsel for the campaign was retained, and preparation meetings were held with the advancement staff and university administration.
  - The Council of Deans met and sent a list of priorities to the Cabinet.
  - The Cabinet held two meetings to determine the priorities of the campaign.
  - A campaign budget is being developed.
  - A draft campaign case statement is nearing completion. It will be presented first for approval to the Cabinet, and then for comment to approximately 125 trusted university benefactors (via a series of gatherings) in fall 2007.
  - A seasoned staff of major gift officers is in place covering all five colleges. In consultation with research staff, trustees, and the deans, they are developing a list of top 125 prospects for the campaign.

- A new prospect moves/tracking system has been implemented to allow more strategic cultivation of prospects and to introduce an atmosphere of greater accountability into the work of development officers.
- Strengthen our national network of alumni and donors.
  - In the 2006-07 academic year, 75 events were held in 16 cities, with attendance exceeding 5,000 people.
  - Faculty lecture/events were held in Washington, D.C., and Houston. Attendance was excellent, and the faculty presentations (one on history and art, the other on crime and recovery in New Orleans) were received with great enthusiasm by alumni and guests.
  - The Office of the Annual Fund's direct mail program was evaluated and has undergone major improvements. New staff members are focusing on direct mail and parent participation, respectively.
  - A concerted effort to reach out to alumni, particularly young alumni, has resulted in the creation of a regular e-newsletter, a Loyola MySpace page, and greater use of the Internet generally in organizing and communicating about alumni activities.
  - A Summer Send-Off program is being initiated in three cities this summer. This program brings new first-year students and their families together with alumni and friends of the university in their hometowns.
  - The alumni magazine sports a revised design and an effort to broaden the focus of stories.

To: Walter Harris, Academic Vice President and Provost  
From: Mary A. McCay, Interim Dean  
Date: September 24, 2007  
Re: Additions to the Pathways Implementation Update

Please add the following items where I have indicated. I have taken the information from the departments' Annual Reports and other documents in the Dean's Office:

#### EXCEL IN EDUCATING THE WHOLE PERSON

1. Page 2, Implementation of the QEP: please add HuNS encouraged ENGL T122 faculty to integrate the text, *Mountains Beyond Mountains* through discussion and writing assignments.
2. Page 3, Increase Participation in International Education. HuNS ran study abroad programs in Belgium, France, India, Ireland, Mexico, and Spain, giving scholarships to five students to attend summer programs run by Loyola. India was a new program established this year, giving study abroad another dimension by doing a service learning segment in the program. HuNS faculty have worked with IA and with donors in the college to get additional support for Study Abroad Scholarships and have been successful with one more donor.
3. Page 4, Increase Interdisciplinary teaching: HuNS is the major component in all of the Interdisciplinary Minors, Africana Studies, American Studies, Environmental Studies, Film Studies, Latin American Studies, and Medieval Studies. Last year the college reconfigured the Film Studies minor because CMMN was no longer participating. Two HuNS departments offered film courses for minors.
4. Page 4, Innovatively integrate technology into learning activities: HuNS proposed several truly innovative online courses for summer school, using Instructional technology for online lectures, interactive assignments, and discussion boards. English did three very innovative courses using the template recommended by OCICU.
5. Page 5, Place more students in internships: HuNS had 53 students in internships for the academic year, 2006-2007, and WAC created a student assistantship program for the lab and for faculty working on special projects; there were 5 student assistants in HuNS during 2006-2007.

#### STRENGTHEN THE JESUIT IDENTITY OF THE COLLEGE

1. Page 7, Implement integrated mission identity programs for faculty, staff, and students, and alumni The Catholic Studies Program integrates Jesuit identity into its curriculum as does the Religious Studies program.

2. Page 7, Promote further engagement with the New Orleans community to address social needs: Many HuNS internships are situated in the community, such as in schools, veterans hospitals, and in the police department.

#### MODERNIZE FACILITIES TO MAXIMIZE STUDENT FACULTY SUCCESS

1. Page 8 Modernize facilities to maximize student and faculty success: One department converted the old Writing Lab into a seminar room for small classes, giving faculty and students a place for learning and meeting. The room was painted by the faculty, and a picture was donated by Richard Johnson, Emeritus Professor and successful painter.
2. Page 8 Modernize facilities: Many extraordinary faculty members in HuNS were given single offices and computers, making them more successful at conferencing with students and more able to work with students online.

#### SUPPORT HIGH QUALITY FACULTY, STAFF, AND ADMINISTRATORS.

1. Page 8, Increase participation in professional development activities HuNS implemented several initiatives to support teaching and learning, an evaluation of all Freshman English Courses, Brown Bag lunches for First Year Course teachers, and workshops on Contribute for people working on HuNS web pages.
2. Page 8, Increase participation in professional dev. Activities. Two HuNS faculty attended a conference on collaborative research, several faculty already participate in collaborative research and creative activity with students.
3. . Page 8, Increase participation in professional development activities: Several Science faculty have won prestigious NSF grants, Regents Grants, and have discovered important information of diseases not thought to be indigenous to New Orleans.
4. Page 8, Establish Centers of Excellence. HuNS faculty members have proposed centers of excellence and signature programs in Creative Writing and Forensic Science. Religious Studies has a program of lectures, Faculty seminars, and visiting lecturers that could easily be turned into a Center of Excellence.
5. Page 9, Revise governance processes. HuNS has been working on a Strategic Plan for the College during the academic year 2006-2007.
6. Page 9, Continue to provide quality support to the city of New Orleans as it rebuilds. HuNS faculty and students have been instrumental in assisting Charter School development, visiting schools to teach and to tutor.