

College Planning Team
Status Report on the
College of Arts and Sciences
Strategic Plan

The College's Goals

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: 1. Enhancing Teaching. This is on going commitment and will continue through expansion of the PIES Program. This year the PIES program has been expanded and additional faculty have been involved. This year summer stipends for participation have been increased dramatically from \$2,000 (plus \$500 for materials) to \$6,000 (plus \$1,000 for materials). The PIES Program needs greater support from the Provost. 2. Enhancing Research. Through the urging of the A&S CPT the Provost and President have established the Marquette Fellows program to provide summer stipends on a competitive basis for faculty to do research and creative activity in the summer. Through the Initiative to Enhance the Sciences the College is committing one course release per semester to each department in the sciences (Biology, Chemistry, Math & Computer Science, and Physics).

Action Strategy A2: Increase the number of distinguished professorships.

Status: This is ongoing and will continue automatically. In the past year the College received donations for four new distinguished professorships. Two additional professorships are awaiting matching funding from the state.

Action Strategy A3: Increase financial support for conference travel.

Status: The College has committed approximately 50% more funding to faculty travel in the past 4 years than in previous years. This allocation cannot increase further without hurting funding for other budgets in the College.

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

Status: Dean has expressed his willingness to send faculty to Washington or elsewhere to speak with prospective funding agencies to enhance a faculty member's ability to get a grant.

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

Status: Through the urging of the A&S CPT the Provost and President have established the Marquette Fellows program to provide summer stipends on a competitive basis for faculty to do research and creative activity in the summer.

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 College has made departments more aware of how to develop the job description

that will attract minority candidates. We need to do more, but the College has made progress. Dr. McCaughan will draft a motion to the College Assembly establishing a task force to develop a Strategic Plan to support this.

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

Status: The Vice President for Institutional Advancement was contacted by the CPT, but has not responded to the CPT's requests to list this as a priority of the university. The CPT will continue to push this issue.

Action Strategy B3: Sponsor lectures by African American scholars.

Status: The College and University have noticeably increased the number of notable African Americans who lecture at Loyola. This progress should be monitored.

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

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

Status: Each year the dean receives a list of Jesuits completing their Ph.D. degrees and are eligible for academic appointments. The dean has worked with the director of the Jesuit Center to screen these prospective candidates and select those that meet Loyola's needs. This past year the dean invited one candidate to interview for a position in Sociology, but that person declined. The Department of English interviewed one Jesuit for a position in Creative Writing and made him an offer. However, the Jesuit Provincial assigned him to Jesuit High School in Tampa. These efforts will continue.

Objective D. Better prepare faculty for tenure review.

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

Status: Over the past two years the Dean has organized interested faculty to create an orientation program for new faculty, but the involvement of new faculty has not been sustainable during the school year when the workload is high. The Dean is open to suggestions and developments on this, but will not invest additional time and resources until there is more leadership from tenured faculty.

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

Status: The College of Arts and Sciences has institutionalized this now. The policy is clearly understood and implemented in every department.

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

Status: Each department has revised its protocol and the three year review has been added to each. This past year representatives from each department met by division to develop equivalent expectations of faculty. However, there are still significant differences in expectations of faculty across department lines. These discrepancies will be addressed in the coming year.

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: Four years ago the Dean submitted a proposal to the Provost and President to hire additional faculty in departments with too many part-time and extraordinary faculty. The goal was to enhance the quality of the instruction and the proposal was structured to phase in the increase gradually over four years to spread out the impact on the budget over that time. Three years of that proposal have been funded. The fourth year

has been approved, but not funded until it is clear that the enrollment this year will support it.

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

Status: This has been carried out to a great extent since the implementation of the Strategic Plan and will continue to enhance the quality of teaching in the College. See also the explanation under Action Strategy E1 for progress on converting extraordinary positions to tenure-track positions.

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

Status: In the coming year the Dean will increase the minimum stipend for part-time faculty from \$2,500 to \$2700 per 3-credit course. The minimum salary for extraordinary faculty with a masters degree will be increased to \$28,000 and the minimum for Ph.D.s to \$30,000 for teaching four sections. All full-time extraordinary faculty receive full benefits.

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: The College made great progress on this over the past three years with a pool of \$300,000 for equity adjustments across the college. This brought average faculty salaries up to the median of our peer group. The College will continue to fight for increasing that position to the 75th percentile as Loyola's national recognition grows.

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

Status: Through the efforts described in Action Strategy D3, the expectations of faculty across department lines have been made more uniform over this past year. However, there continues to be inequities in some departments. Efforts to bring them more in line will continue. The Ad Hoc Salary Committee made recommendations two years ago which changed the way salary dollars are allocated for merit. These included a percentage increase and an absolute dollar increase. It also ensured that faculty were recognized for their accomplishments with respect to their strengths in teaching, research, and service. The Ad Hoc Salary has been reconvened to examine the success of these recommendations.

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: This discussion is taking place in SCAP which will develop guidelines university-wide. This discussion should continue in the Council of Chairs.

Action Strategy A2: Implement interdisciplinary team-taught courses.

Status: Through the PIES Program the College has been supporting the development of team-taught courses. This year the creation of Living-Learning Communities is connected to the development of exciting new team-taught courses. These initiatives are truly an exciting development in the College. Over the next few years the College hopes to develop First-Year Seminar classes and these will enhance the development of more interdisciplinary team-taught courses

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

Status: The College has been the biggest supporter of the development of service-learning courses.

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

Status: The College has made remarkable progress in this area. Over the past two years through the PIES Program the College has sponsored regular faculty-led seminars on

best teaching practices. PIES fellows have shared their learning with colleagues their insights into student learning. This past year the College sponsored a visiting speaker on Critical Thinking.

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

Status: The College has supported the travel of faculty across the College to attend conferences on teaching, learning, and the curriculum development. This support has been above support for travel to conferences related to their scholarly activity.

Objective B. Strengthen the undergraduate curriculum.

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

Status: The College has executed two First Year Experiences and is planning its third for this fall. These have consisted of a Common Reading Program that forms the basis of a theme for the year around which many other activities are designed. The kick-off event is the visit of and a presentation by the author of the book. In addition, this year the College has partnered with Student Affairs professionals to create Living-Learning Communities. These consist of four communities of 20 students each. Students in each community will take two linked courses together and live on the same floor in the residence halls. The faculty assigned to these communities also serve as the advisors to the students. Additional community-building activities are planned by Student Affairs.

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

Status: Through the recommendation of the CPT the Provost has formed a task force of faculty to review and revise the Common Curriculum. The task force consists of faculty, both elected and appointed, from the four undergraduate colleges, a representative from the Law School and the library. The first activity was the attendance of six representatives of this committee at the AAC&U Workshop on General Education at Salve Regina College this summer. Regular meetings of the Task Force will begin in the fall.

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

Status: Two years ago all students were assessed a Technology Fee that was returned to the colleges in proportion to the number of Student Credit Hours taken in that college each semester by students. This fee was designed to enable deans to refresh computers and equipment used by students in classrooms and labs. This has greatly benefited those departments that are equipment-intensive disciplines and enabled them to repair broken equipment and replace outdated equipment with more modern ones.

Action Strategy B4: Establish an endowment fund for equipment.

Status: Conversations with the Institutional Advancement professionals suggest that, while it is not impossible, it is highly unlikely that they will be able to identify a benefactor who is willing to establish an endowment for the purchase or refresh of equipment refresh.

Objective C. Strengthen existing graduate programs.

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

Status: Provost has a task force on graduate programs but he is not sure where it is going. Dean Scully said that this will probably be tied to the Center of Excellence.

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: This has been established and operative for 2 ½ years. It has helped to enhance the involvement of faculty in the governance of the College.

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: This past year the College established the Faculty Forum. Faculty selected a theme which this year was related to the FYE theme of Better Access to Quality Education for All. They planned a series of five seminars over the year by faculty experts from across the College, from the New Orleans Community, and nationally recognized guests. The seminars were reasonably well-attended by faculty, students, and people from the New Orleans community. More importantly, it brought together faculty from disparate disciplines related to the theme and enhanced the academic life of these faculty.

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

[Note: The Dean also listed here the establishment of a new study abroad program with University of Southern Mississippi in Pontlevoy, France]

Status: This past year the College established a new study abroad program in collaboration with the University of Southern Mississippi in Pontlevoy, France. In addition, in each of the past two years the College has sponsored off-campus excursions associated with the FYE theme for all first year students. These have greatly enriched the academic experience of students and their insight into the different aspects of the FYE theme.

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: The College has published a newsletter for the past two years, but it has not accomplished all that it was designed to do in informing faculty of activities in the College. Many faculty report that they simply do not read it or have time to read it. The Dean's Office is evaluating whether this is a wise investment of time and money. In the meanwhile, with the help of Institutional Advancement the College has developed an e-newsletter to send to all alumni for which we have good e-mail addresses. It is also being sent to faculty. It reports the most interesting and exciting activities going on in the College and has been well received.

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

Status: This recommendation has been implemented by posting the names of Dean's List students on a webpage linked to the A&S web page.

Objective D: Enhance the effectiveness of academic advising.

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

Status: The College formed an Ad Hoc Committee on Advising last fall. The Committee deliberated throughout the year and reported its recommendations to the College Assembly at its April meeting.

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

Status: The College has maintained General Studies sections of courses for students who have not declared a major. In addition, this year the College has formed Living-Learning Communities. Three of the four communities are comprised solely of General Studies students.

Objective E: Review and revise college structures.

Status: The Dean's Office has reviewed committees and their protocols and ensured that they are up to date and correspond to the current functioning of the committee. It has also ensured that their functioning relates to an appropriate university level committee when appropriate.