

Mission Priority Examen

A Reflective Study on the Jesuit Catholic Identity
of Loyola University New Orleans

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EXECUTIVE SUMMARY



The Mission Priority Examen (MPE) is a reflective self-study of Loyola’s Jesuit Catholic mission in relationship to the Association of Jesuit Colleges and Universities’ Some Characteristics of Jesuit Education¹.

The nine-month reflective process organized around the framework “Looking Back, Looking In, Looking Ahead” engaged faculty, staff, students, alumni, trustees, and the Archbishop of New Orleans in a dialogue on Loyola’s Jesuit Catholic mission. Conversations across the university have afforded privileged time to look deeply into Loyola’s identity and to discern areas of strength and opportunity that will allow us to continue to offer distinctively Jesuit Catholic education in the city of New Orleans.

The MPE process emerges from two questions that V. Rev. Adolfo Nicolás S.J., previous Jesuit Superior General, urged Jesuit colleges and universities’ to consider:

- 1 Do you want to continue to be a Jesuit, Catholic University?
- 2 If so, what are the two to four mission goals (and accompanying strategies) that you will prioritize for the next few years?

The findings of this self-study demonstrate within the Loyola community a strong desire to continue to be a Jesuit, Catholic university and a shared commitment to strengthen Loyola’s Jesuit Catholic mission through continued investment in the people, programs, and priorities that enhance the mission.

Four major priority mission goals have emerged through the process of self-study:

- Priority #1:** *IGNATIAN FORMATION*
- Priority #2:** *DIVERSITY, EQUITY, and INCLUSION*
- Priority #3:** *MISSION-INTENSIVE HIGH IMPACT LEARNING*
- Priority #4:** *CURA APOSTOLICA*

OVERVIEW

Loyola’s Mission Priority Examen followed a seven-step process of discovery engaging students, faculty, staff, alumni, and trustees. The nine-month process was designed by the MPE Steering Committee and approved by the President’s Cabinet.

STEP 1: PLANNING

MPE Executive Steering Committee designed a process to engage stakeholders for input on areas of strength and opportunities for enhancing Loyola’s Jesuit Catholic mission.

STEP 2: PREPARING

MPE Executive Steering Committee developed a communications plan and reflective activities to engage faculty, staff, students, alumni and trustees in semi-structured conversations on Loyola’s Jesuit Catholic mission.

STEP 3: LISTENING

Executive Steering Committee distributed a campus-wide survey yielding 695 unique responses with 55 percent coming from alumni.

STEP 4: DIALOGUING

Classes, teams and departments participated in 35 reflective activities yielding approximately 450 data points from the various sessions.

STEP 5: INTEGRATING

Each of the five schools and faculty and staff senates received reports, based on the data collected within their respective organizations. These reports were reflected upon by the University Strategic Planning Committee, MPE Steering Committee, President’s Cabinet, Student Leaders, and Board of Trustees. Based on these reflections, leadership groups established the three priority areas for continued focus for enhancing Loyola’s mission.

STEP 6: VALIDATING

A site visit was completed March 1-3 to validate the findings of the Mission Priority Examen. AJCU Peer Team included: Nicki Gonzales (Chief Diversity Officer, Regis), Steven Hebert (Provost, John Carroll), Cindy Schmursal (VP Mission and Ministry, Rockhurst), Paul Vu, S.J. (Asst. Dean of Students, LMU).

STEP 7: AFFIRMING AND COMMITTING

The final report was submitted to the Jesuit Central Southern Provincial and Jesuit Father General. The implementation of mission enhancements continue through 2025 with annual progress reports provided to University Leadership, Mission and Identity Committee of the Board of Trustees and Jesuit Provincial.

OUR CONTEXT: LOYOLA IN 2020

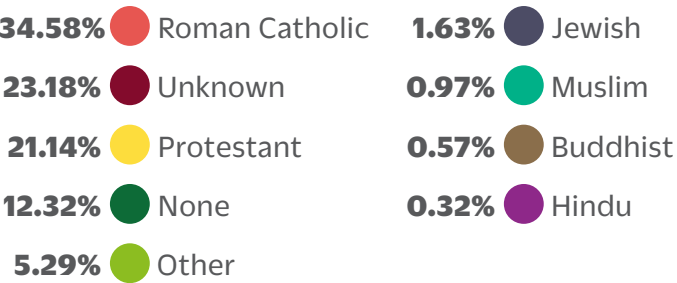


Founded in 1904 as Loyola College by the Society of Jesus, Loyola is dedicated to preparing students of diverse backgrounds in pursuit of truth, wisdom, and virtue with the unifying goal of working for a more just world.

The university is grounded in the liberal arts and sciences while also offering opportunities for professional studies at the undergraduate and graduate levels. 4,400 students including 3,200 undergraduates study in five colleges – the College of Arts and Sciences, the College of Music and Media, the College of Business, the College of Law, and College of Nursing and Health.

Religious, ethnic, political, and socioeconomic diversity enriches the Loyola community. 30 percent of undergraduate report being the first in their family to attend college and 34 percent of undergraduate are Pell recipients (U.S. federal financial grant for students from the lowest socioeconomic background). The table to the right illustrates the richness of Loyola’s religious diversity among undergraduate students.

Reported Religious Affiliation





“Loyola has challenged me to develop into a person for others. This wouldn’t have been possible without the deep friendships I have made at Loyola, and for that, I am grateful.”

– Jessamyn Richmann Young '20
Senior and President,
Student Government Association

Commitment to access and diversity

Providing access to an affordable Loyola education for talented students is a top priority. Loyola’s total cost of attendance (housing, meal plan, tuition) for 2020-21 academic year will be approximately \$55,000. The cost of attendance is discounted through merit and need based scholarships and grants. 90 percent of all students receive some financial-aid and the average discount rate for undergraduate tuition is approximately 65 percent.

Enriching the university community with diverse faculty, staff, and students who are well supported is a top priority. The position of Chief Diversity Officer was created in 2017 to help lead Loyola’s university-wide effort to promote understanding of and appreciation for diversity, equity, and inclusion. The Chief Diversity Officer hosts special events, training, and advocacy resources, as well as advocates for policies that help create a diverse and inclusive environment.

Race/Ethnicity of Students

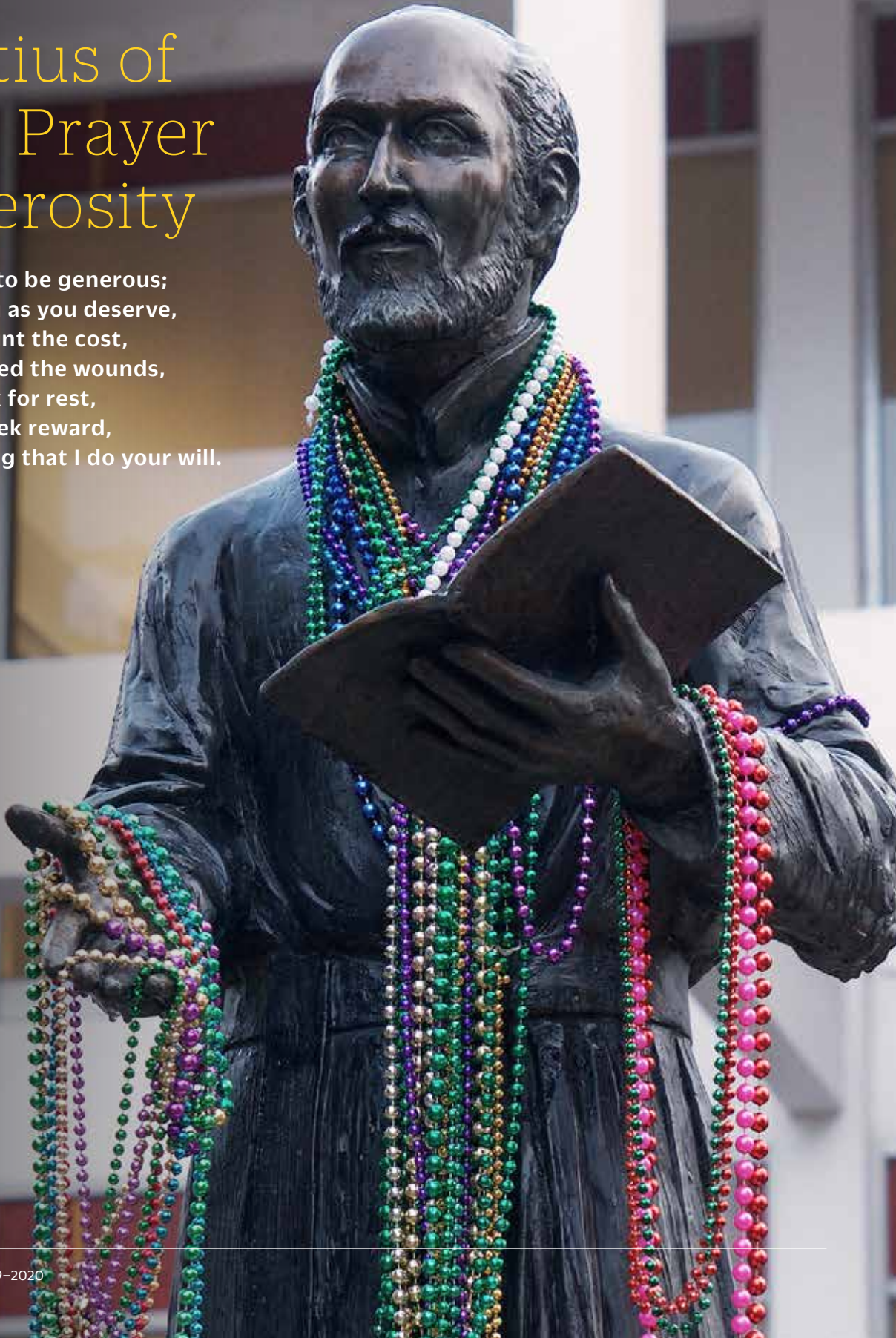
- 48.94% ● White
- 17.03% ● Black
- 16.64% ● Hispanic
- 6.99% ● Declined and Unknown
- 3.55% ● Multiracial
- 2.94% ● International
- 2.89% ● Asian
- 0.68% ● Alaskan/American Indian
- 0.23% ● Hawaiian/Pacific Islander
- 0.11% ● Other



St. Ignatius of Loyola's Prayer for Generosity

Lord Jesus, teach me to be generous;
teach me to serve you as you deserve,
to give and not to count the cost,
to fight and not to heed the wounds,
to toil and not to seek for rest,
to labor and not to seek reward,
except that of knowing that I do your will.

Amen.



Loyola has made significant resource investments in three units that engage in mission intensive activities in service to the local community and Church.

1

THE STUART H. SMITH CENTER LAW CLINIC AND CENTER FOR SOCIAL JUSTICE is a fully functioning legal clinic that gives third-year law students the opportunity to put their classroom knowledge to work in representing those in need under the supervision of experienced attorneys. Students gain practical experience in a number of fields while learning what it means to use the law to serve others.
law.loyno.edu/lawclinic

2

LOYOLA INSTITUTE FOR MINISTRY develops ministerial training programs to serve the Archdiocese of New Orleans and other dioceses where access to education is limited. The institute has served the needs of the church for over 50 years. Signature programs include: Archdiocesan Summer Institute, FaithActs, Summer Youth Theology Institute, East Africa Initiative (funded by 1.5M grant from Hilton Foundation).
cnh.loyno.edu/lim

3

THE JESUIT SOCIAL RESEARCH INSTITUTE works to transform the Gulf South through action research, analysis, education, and advocacy on the core issues of poverty, race, and migration. The Institute is a collaboration of Loyola University New Orleans and the Central and Southern Province of the Society of Jesus, rooted in the faith that does justice.
loyno.edu/jsri

LOYOLA’S COMMITMENT TO THE COMMON GOOD, LEADERSHIP IN VOLUNTARISM, SOCIAL JUSTICE, AND COMMUNITY ENGAGEMENT HAS EARNED RECOGNITION by being named as a Top Producer of Peace Corps Volunteers, a Top Producer of Teach for America Volunteers, as well as to the U.S. President’s Higher Education Honor Roll for Community Service, a federal recognition for service learning, community service, and civic engagement.

273 FULL-TIME TEACHING FACULTY AND 373 STAFF EMBRACE THE CONCEPT OF CURA PERSONALIS OR “CARE FOR THE WHOLE PERSON,” WITH PERSONALIZED ADVISING AND MENTORING FOR THE WHOLE STUDENT. A 12 to 1 student-to-faculty ratio and an average undergraduate class size of 21 create a unique ethos which is often described as a community that feels like family. Loyola faculty members are teacher-scholars and bring a wealth of real-world experience in their fields. Loyola staff are known for their loyalty to the institution and many members of the community have developed careers at Loyola that span decades and grow to include second generation employees.

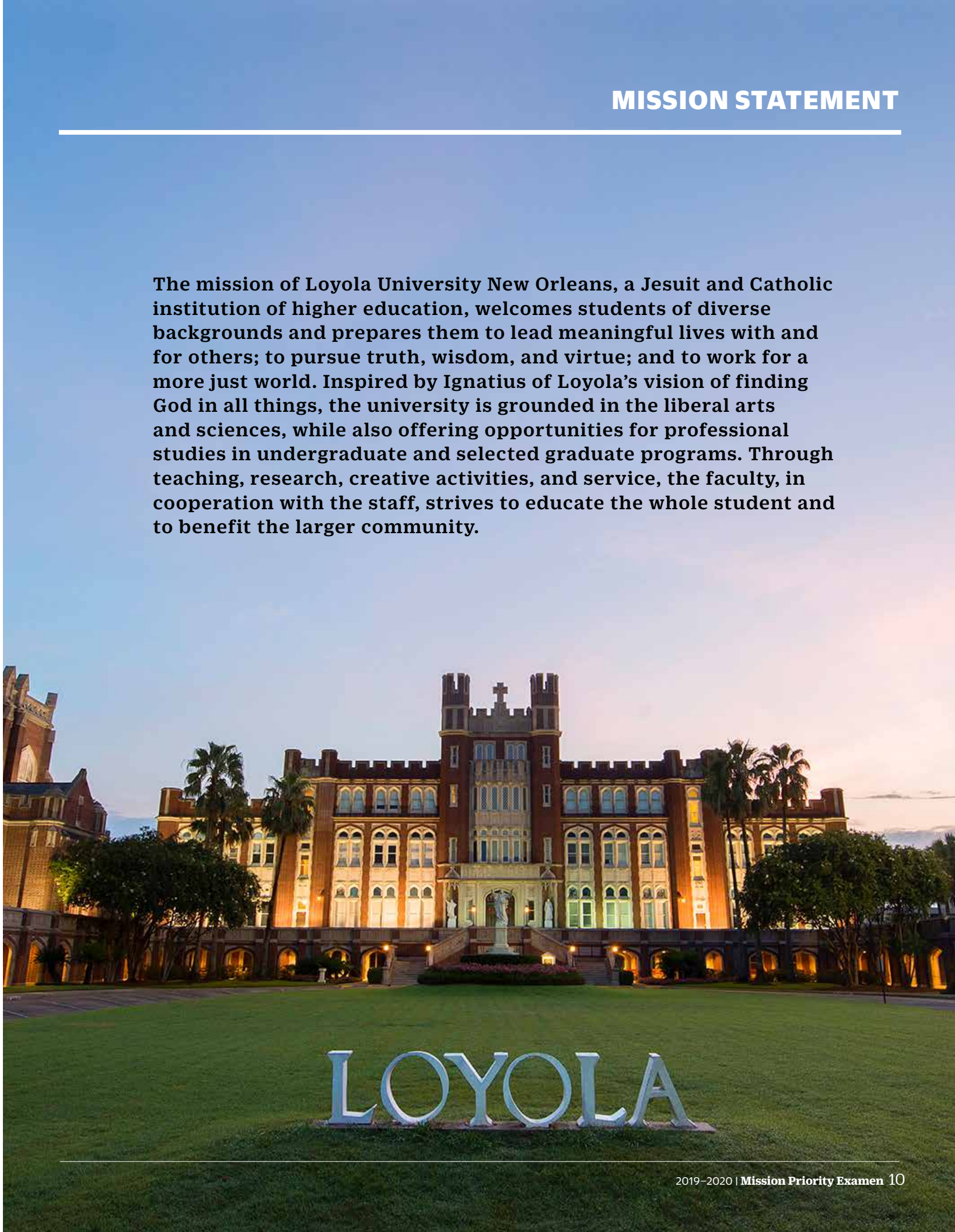
LOYOLA’S TWO CAMPUSES (BROADWAY AND MAIN) ARE LOCATED IN THE UPTOWN DISTRICT OF NEW ORLEANS, ONE OF NATION’S OLDEST AND MOST CULTURALLY DIVERSE CITIES. The 21.6-acre campus is a collection of beautiful Tudor-Gothic buildings and modern architecture including the Holy Name of Jesus Church. 57 percent of undergraduate students live in one of five campus residence halls.

LOYOLA EXPERIENCED SIGNIFICANT INSTITUTIONAL CHALLENGES BEGINNING IN 2013 DUE TO COLLAPSING ENROLLMENTS LEADING TO DEFICIT SPENDING, leadership transitions and ultimately being placed on financial probation by the Association of Schools Commission on Colleges (SACSCOC). Correcting the financial position required a restructuring of the university through the elimination of positions and reduction of benefits. Faculty and staff have not had merit or cost of living raises in six years. A complete timeline of key events related to the erosion of the university’s fiscal health and turn around is included as appendix two. The University was removed from SACSCOC financial probation in December 2019.

PRESIDENT TANIA TETLOW JOINED LOYOLA IN AUGUST 2018, AS THE 17TH PRESIDENT AND FIRST WOMAN AND LAYPERSON TO LEAD THE UNIVERSITY. President Tetlow is ushering in a new and exciting era building a culture of innovation and systems to support continuous improvement; providing inspirational leadership for the dynamic, diverse Loyola community; partnering with an engaged board; catalyzing and strengthening relationships across New Orleans; and creatively growing, leveraging, and managing resources to advance the quality of a Loyola education.

LOYOLA ALUMNI ARE WIDELY KNOWN THROUGHOUT THE REGION FOR THEIR CONTRIBUTIONS TO BUILDING UP THEIR COMMUNITIES THROUGH PROFESSIONAL AND CIVIC CONTRIBUTIONS. The University’s total alumni population is 62,597 with 50,880 living alumni and 20,089 of them residing in the greater New Orleans metropolitan area.

The mission of Loyola University New Orleans, a Jesuit and Catholic institution of higher education, welcomes students of diverse backgrounds and prepares them to lead meaningful lives with and for others; to pursue truth, wisdom, and virtue; and to work for a more just world. Inspired by Ignatius of Loyola’s vision of finding God in all things, the university is grounded in the liberal arts and sciences, while also offering opportunities for professional studies in undergraduate and selected graduate programs. Through teaching, research, creative activities, and service, the faculty, in cooperation with the staff, strives to educate the whole student and to benefit the larger community.





Some Characteristics of Jesuit Colleges and Universities: A self-evaluation instrument², produced by the presidents of the 28 U.S. Jesuit colleges and universities and U.S. Jesuit Provincials, served as the guiding framework for Loyola’s reflective study.

The preamble states:

“Jesuit General Congregation 34 reminds us, ‘As we look to the future, we need consciously to be on guard that both the noun ‘university’ and the adjective ‘Jesuit’ always remain fully honored’ (GC 34, D 17, n. 5). Catholic and Jesuit, descriptors that define us as an institution, are not simply two characteristics among many. Rather, they signify our defining character, what make us uniquely who we are.

As a university our mission is peer reviewed research, research-grounded teaching and teaching as mentoring, and service, all within a climate of academic freedom. As a Jesuit and Catholic university, our primary mission is the education and formation of students in such a way and in order that they may become men and women of faith and of service to their communities. As Father Kolvenbach has said: “The real measure of our Jesuit universities lies in who our students become.”

It was within this spirit of being truly University and truly Jesuit Catholic, the MPE Executive Steering Committee engaged with Loyola stakeholders to deepen awareness of how the university might develop each of the seven characteristics to better fulfill the university’s mission.

The seven characteristics of Jesuit education analyzed in the self-study:


- 1 Leadership’s Commitment to the Mission
- 2 Loyola’s Academic Life
- 3 A Catholic, Jesuit Campus Culture
- 4 Service
- 5 Service to the Archdiocese of New Orleans
- 6 Jesuit Presence
- 7 Integrity

Pages 13-32 of this report provided an overview the strengths, gaps, and emerging interests relative to each of the seven characteristics.

The self-study used a mixed-methodological approach incorporating both qualitative and quantitative data. Respondent validation provided additional confidence in the results. The two major data collection efforts were listening sessions that included a reflection card exercise and a survey designed to reach alumni, online students, and others who may not have been able to be physically present at a listening session.

The 35 listening sessions provided opportunities for deep listening to important constituent groups such as deans and faculty representatives from each college, staff in mission and identity facing roles, and students across a number of organizations who represent various demographic groups. Listening sessions were also encouraged at the department and office level as part of the *Cura Loyola* program, the university’s ongoing organizational development program for faculty and staff. The *Cura Loyola* discussions focused on the importance of mission in one’s daily work. A total of 450 reflection cards across the MPE and Cura-designed listening sessions were collected. The bookmark illustrated to the right was distributed at MPE listening sessions.

The survey instrument provided additional opportunity for data collection. The survey instrument is included as appendix three.



1. BE PRAYERFUL/OPEN-HEARTED

Ask God (Jesus, the Holy Spirit, higher power) for light and/or get in touch with your own highest ideals. Find an inner place of sincerity and reflect from there.

2. LOOK BACK

Think back over your time at Loyola or what you know of Loyola’s recent past, and ask, **When/where/how has the University best exemplified its values or lived its mission as a Catholic, Jesuit university?** (According to the University’s Mission Statement: to welcome students of diverse backgrounds, to prepare them to live meaningful lives with and for others, and to work for justice.) Give thanks.

3. LOOK IN

Consider where the University is now in your own experience. **What concerns, troubles me most? What encourages me about pursuit of the mission?** Are we falling short as an institution dedicated to such high values? **Where do you feel God and/or your own highest ideals calling you to fully embrace the mission?**

4. LOOK AHEAD

Thinking about our shared future, what one or two mission-related priorities or goals should this University pursue?

5. CLOSE

Close with a prayer or expression of solidarity with Loyola.

CHARACTERISTIC 1: LEADERSHIP’S COMMITMENT TO THE MISSION

Description from *Some Characteristics* document: Loyola’s leadership competently communicates and enlivens the Jesuit, Catholic mission of the institution.

STRENGTHS

- 1 Loyola’s University President, Cabinet, and Academic Deans (Loyola Leadership) are strongly committed to differentiating the university by emphasizing the university’s Jesuit Catholic Character.
- 2 Loyola Leadership is hopeful about the future and strongly committed to *cura apostolica* despite ongoing fiscal challenges.
- 3 Loyola Leadership is committed to making incremental financial investments to strengthen Loyola’s Jesuit Catholic mission.
- 4 Loyola Leadership is committed to creating space for conversations around challenging Church issues in a manner that respects Church teaching and opens critical dialogue.
- 5 Loyola’s Board of Trustees is strongly committed to the University’s Jesuit Catholic character.
- 6 Loyola has a mission statement that provides a clear articulation of the core purpose of the university.
- 7 Loyola’s by-laws create a governance model that has more than 22 percent of total membership, but not more than 60 percent, Jesuit trustees. There is also a Jesuit Board of Members that provides a structure for ongoing collaboration between the university president and local Jesuit Community.
- 8 Stakeholders see themselves in the mission and vision statements as indicated by the MPE survey (77 percent strongly agree or agree with the statement “I see myself in the mission and vision statements”).

OBSERVED GAPS

- 1 Lack of a formal program and plan to develop Loyola Leadership relative to Jesuit Catholic mission
- 2 Lack of formalized pipeline of talent to assume leadership positions
- 3 Lack of alignment of the primary sources (faculty handbook, mission and vision statements, by-laws, student handbook, school based mission statements) which articulate Jesuit Catholic identity. (Some of these documents have also not been revised in many years.)
- 4 Lack of deep understanding of how many institutional priorities (i.e. diversity and inclusion, service for the common good, access and affordability, etc.) are grounded in Jesuit Catholic values
- 5 Lack of familiarity amongst stakeholders of the University Mission Statement as reported in the MPE survey (41 percent of respondents indicating not being familiar with the University mission statement)
- 6 Lack of familiarity amongst stakeholders of the *Spiritual Exercises* as reported in the MPE survey (60 percent of respondents indicating not being familiar or somewhat familiar with the Spiritual Exercises)

EMERGING INTERESTS

- 1 Develop a comprehensive program to develop Loyola Leadership and Board of Trustees for mission.
- 2 Develop opportunities for Loyola Leadership and trustees to experience the *Spiritual Exercises*.
- 3 Review organization design, structure, and resource allocations to develop a plan for creating a best in class mission and ministry operation.
- 4 Revise and align primary source mission documents to reflect contemporary sensibilities towards mission.
- 5 Rebrand revised mission statement to increase both community and external audience awareness of Loyola’s mission.

CHARACTERISTIC 1: LEADERSHIP’S COMMITMENT TO THE MISSION

“As University trustees, we are entrusted with a privileged governance role, and as we look into the horizon, it is clear that faithfulness to mission will assure our success so the next generation of Loyola students are challenged and transformed by a distinctively Jesuit Catholic education.”

– Sally Forman
Trustee

An Academic Life That Reflects the Catholic and Jesuit Mission as an Integral Part of its Overall Intellectual Commitment to Research and Teaching Excellence

Description from Some Characteristics document:

Loyola's academic life and commitments clearly represent the Catholic and Jesuit interest in and commitment to the liberal arts and Christian humanistic education for all students. In addition, academic programs can be found which are distinctively informed by Loyola's Jesuit and Catholic character, thus contributing to the diversity of higher education in the United States with an education shaped by the service of faith and the promotion of justice.

CURRENT STRENGTHS

- 1 The Pan American Life Student Success Center embodies *cura personalis* by providing a range of services to support student growth and development. These services include accessible education, career exploration, advising and success coaching, and writing and learning support.
- 2 Faculty and staff highlight the pride they have for Loyola students and note the ways in which they think the student body is distinct from other colleges, particularly in terms of racial and ethnic diversity.
- 3 There is a commitment to the central role of the liberal arts as foundational to the undergraduate curriculum as evidenced by Loyola's

Core — a 42-credit program of general education. In addition, MPE survey respondents highlighted other courses in philosophy/religious studies/social science, particularly those with an emphasis on diversity, as being exemplars of how the university's mission can be embodied in the classroom. An overview of Loyola's core is included as appendix four.

- 4 Students who responded to the MPE survey reported that their coursework has allowed them an opportunity to discern their purpose in life.
- 5 Small class size fosters personal interaction and many faculty and staff go above and beyond in their mentoring work with students.

- 6 The university's Quality Enhancement Plan (QEP) for SACSCOC, *Discerning Minds*, focuses on experiential learning and reflection. The reflection component highlights a commitment to the Ignatian Pedagogical Paradigm.
- 7 The clinic opportunities in law school and mental health clinic in Center for Counseling and Education exemplify the opportunity to serve while learning.
- 8 The Ignatian Colloquium in the Honors Program, a marquee program for all first-year Honors students, is one point of pride as is the Social Justice Scholars program facilitated by the Department of Sociology.
- 9 The Loyola Institute for Ministry offers theological and applied religious education in service of the international, national, and local church.
- 10 Loyola's Environment Program and program in Environmental Law highlight a commitment to the Society of Jesus' apostolic preference for care of our common home.
- 11 The university has a long history of serving working adults in its evening programs and this commitment is continued in new online programs.
- 12 The university library has become a champion for accessible and affordable resources including providing free and low-cost learning materials for students through grants and other initiatives.





“I’m grateful to Loyola for helping me deepen my faith life.

And, I’m so excited for future students that will benefit from the Benson Jesuit Center Chapel. The planning is providing us the unique opportunity to reimagine all aspects of faith life and campus community.”

– Benjamin Benigno '21
Member, Chapel Planning Committee

CHARACTERISTIC 2: LOYOLA'S ACADEMIC LIFE

OBSERVED GAPS

- 1 There are unrealized opportunities for Jesuit values to be infused throughout the curriculum especially in the First-Year Seminar.
- 2 There are concerns among some that mission-driven academic programs are getting less funding than other programs with a more professional focus or potential for return on investment.
- 3 There is concern that students are not yet sufficiently integrated with the rest of the university community.
- 4 Alumni respondents to the MPE survey mentioned that they valued the teaching of Catholic theology. Our current curriculum lacks ample opportunity for study of Catholic theology as the curriculum focuses on religious studies.
- 5 Students indicated anecdotally that some core courses have not been the most interesting or inspiring.
- 6 Students indicated the Loyola Core could be more relevant to contemporary life and have more mission focused courses like courses on the life of St. Ignatius.
- 7 There is concern about the low number of Catholic Studies minors.
- 8 Discussions revealed that the partnership with the AJCU varies by area as some units are very engaged with AJCU groups and conferences and others are not.

- 9 There is concern among students and university leadership alike that some of the best faculty leave for other opportunities.
- 10 There is a concern that use of adjuncts is compromising academic quality in some areas as well as raising ethical issues about compensation and dignity in work.
- 11 There are initiatives championed by individual faculty, departments, or colleges that are not supported across the institution. This can lead to uneven experiences for students depending on major.
- 12 There may be an opportunity, given the apostolic preferences, to do even more work on the environment.

EMERGING INTERESTS

- 1 Revisit the mission, structure, and purpose of the First-Year Seminar.
- 2 Ensure students address topics of diversity, equity, and justice in their respective curricula.
- 3 Offer more opportunities to study the Catholic intellectual tradition, Catholic theology, Ignatian spirituality perhaps through visiting speakers, post-docs, symposia, and more course offerings.
- 4 Consider creating a Catholic Studies learning community.

- 5 Find ways to bring more Jesuits to campus to be involved in the academic enterprise including, perhaps, through post-docs and visiting lecturer and faculty positions.
- 6 Provide more structured opportunity for engaging in mission as part of regular program of faculty development including offering more opportunities for faculty to engage with the Ignatian Pedagogical Paradigm which focuses on context, experience, reflection, action, and evaluation.
- 7 Consider an optional “great conversations” core program that puts great books—including some in the Catholic intellectual tradition—into dialogue with writings of diverse peoples and cultures. This could incorporate the Catholic intellectual tradition and might also be part of a reimagining of the First-Year Seminar.
- 8 Incentivize faculty research and creative activity in the Catholic intellectual tradition, Jesuit studies, and the liberal arts, privileging projects that bridge gaps between traditional and emerging disciplines (technology, business/finance, etc.)
- 9 Consider promoting study abroad programs that utilize best practices for addressing complex social issues and engagement with people on the margins of society.
- 10 Review Loyola Core offerings to ensure appropriate course representation and coverage of all areas key to a Jesuit education.

“This proudly Catholic university, with a capital C, is also beautifully ‘catholic’ with a lowercase c, that is, universal. While Catholics still form a plurality, our students, faculty, and staff come from many different faith traditions and, in this age of “nones,” no religious tradition at all. That’s both a blessing and a challenge that any Jesuit institution should be able to embrace with intelligence and sensitivity.”

– Greg Waldrop, S.J.
Rector

Description from Some Characteristics document: Loyola works to foster within its students, faculty, staff, and administrators a virtuous life characterized by personal responsibility, respect, forgiveness, compassion, a habit of reflection, and the integration of body, mind, and soul.

CURRENT STRENGTHS

- 1 Survey respondents could articulate in their own words that the mission centers on educating the whole person, a commitment to justice, and a celebration of finding God in all things.
- 2 Many faculty and staff report that their colleagues are one of the reasons they continue to work at Loyola. Students report generally positive interactions with staff and faculty.
- 3 The relatively small size of campus creates a close-knit community.
- 4 Students benefit from opportunities for retreats such as Awakening. Programs for spiritual development are mentioned frequently by alumni as integral to their Loyola experience.
- 5 Many students mentioned the Honors Program, the Women’s Resource Center, and the Office of Equity and Inclusion as spaces that foster community and put together important events.

OBSERVED GAPS

- 1 The diversity of Loyola’s student body is not mirrored in the faculty and staff.
- 2 There is a (natural) tension between celebrating our Catholic identity and acknowledging diversity in beliefs.
- 3 The survey revealed that many students are not familiar with the *Spiritual Exercises* and have not been offered an opportunity to engage in a retreat.
- 4 Many students report not knowing about the Office of Mission and Identity or the Jesuit Social Research Institute.
- 5 The rationale for creating Student Life and Ministry may not have been communicated well as it has led to the sense that mission activities are now “just one of many student life” activities.
- 6 There is concern that some of the most beloved and needed programs—Women’s Resource Center, Honors, Office of Equity and Inclusion are under-funded.
- 7 There is concern that some programming do not have diverse participation. For example, the University Honors Program has few men of color.

- 8 Students requested more support for mental health resources.
- 9 Conservative students have expressed concern about their place on campus and in some classrooms.
- 10 There is a lack of coordinated undergraduate experience that integrates academic and student life in a manner that is consistent with Jesuit education.
- 11 There is a lack of a student statement relative to our values and aspirations that grounds our behaviors in relationality and responsibility.

EMERGING INTERESTS

- 1 Make a strategic effort to increase the number of faculty and staff from diverse backgrounds with special focus on hiring individuals who share the same background as students.
- 2 Ensure Office of Equity and Inclusion has adequate support. Provide better support and space for LGBTQ+ students.
- 3 Increase Jesuit presence on campus outside of the classroom and ensure that the work of mission related offices is communicated effectively.
- 4 Expand opportunities for students to engage in the *Spiritual Exercises*, participate in retreats, and provide resources in support of this.
- 5 Finalize the building of the Benson Jesuit Center Chapel and fund diverse, creative liturgical and other programming in this new campus resource.
- 6 Encourage interfaith initiatives.
- 7 Create more opportunities for students to engage in the work of the JSRI.
- 8 Ensure that College of Law has chaplaincy and other support services for their faculty, staff, and students.
- 9 Acknowledge the growing challenges that come with the cost of higher education and provide resources to ensure students graduate (with as little debt as possible).
- 10 Provide opportunities for online students to engage in spiritual development.
- 11 Provide robust mental health resources.
- 12 Gather students to create a “student promise statement” that would ground student life in Jesuit Catholic values.

CHARACTERISTIC 4: SERVICE

Description from Some Characteristics document:
Loyola as an institution and all of its various parts seeks to insert itself in the world on the side of the poor, the marginalized, and those seeking justice. It does this in particular by using its academic and professional resources.

CURRENT STRENGTHS

- 1 The Office of Community Engaged Teaching, Learning, and Scholarship which coordinates service learning recently hired a full-time director with extensive experience.
- 2 Iggy’s Cupboard, provides food for students, faculty, and staff in need, and is an example of Loyola’s efforts to care for the whole person.
- 3 Ignacio Volunteers is a signature program that is singled out as a transformative experience by student participants.
- 4 Loyola’s Community Action Program (LUCAP), provides direct service outreach to New Orleans and is a marquee student organization that is also referenced frequently by alumni.
- 5 Greek life provides a place where students find service opportunities and students emphasized that Greek life is very different here than at other schools.
- 6 There are examples of service outside of service learning that are rooted in departments. For example, Late Night science program with Anna’s Place and the Philosophy Department’s Philosopher Kids program.

OBSERVED GAPS

- 1 Service is not coordinated by a single entity which means overall impact is not easily measured or communicated to internal and external stakeholders.
- 2 Loyola University Community Action Program (LUCAP) and other coordinated service opportunities could likely benefit from additional staffing resources.
- 3 The number of immersion opportunities may not match student demand to engage in these experiences.
- 4 Several members of the community have raised whether we should have a formal service or service learning requirement.
- 5 Transportation issues prevent service on West Bank and in New Orleans East areas where there is significant need.
- 6 There is a lack of opportunity for faculty and staff to engage in service and existing opportunities might be communicated ineffectively.

EMERGING INTERESTS

- 1 Evaluate the pros and cons of required service.
- 2 Ensure all students can participate in service by acknowledging the scheduling and transportation barriers that make it difficult.
- 3 Consider re-imagining LUCAP advisor and campus ministry positions to provide students an opportunity to combine service with rich mentoring.
- 4 Volunteers and other service programs increase philanthropic efforts to provide additional funding for Ignacio Volunteers.



CHARACTERISTIC 4: SERVICE

“All my service experiences at Loyola were made fuller by a deeper knowledge of the Jesuit mission. Service became more than just doing nice things for people. Through service, I seek to make a “return of love,” and in so doing, I am able to see God deepening in me.”

– Charlie Seiter '19
Alum

CHARACTERISTIC 5: SERVICE TO THE ARCHDIOCESE



Jesuit universities rely on an identity that leads them to “bind people’s lives to a more humane world, advocating justice and reconciliation among individuals, peoples and the environment.”

– Arturo Sosa, S.J,
Superior General of the Society of Jesus

CHARACTERISTIC 5: SERVICE TO THE ARCHDIOCESE

Description from *Some Characteristics* document:
Loyola offers educational and informational programs and resources that build up the Archdiocese of New Orleans; in union with the Archdiocese, it also provides a locus where people of faith can wrestle with difficult questions facing the Church and the world.

CURRENT STRENGTHS

- 1

There is a strong relationship between President and Archbishop with open and direct lines of communication. Same is true between Archbishop, the Jesuit provincial, and the local Loyola Jesuit Community.
- 2

Leadership’s commitment to creating a community that is grounded in the sacramental life of the Church is evidenced through access to Catholic sacraments and the celebration of religious feasts.
- 3

The Loyola Jesuit community extends the service of the university
- 4

Leadership has a commitment to animating the University with Ignatian spirituality through retreats and other programmatic offerings grounded in the *Spiritual Exercises*.
- 5

Leadership’s commitment to making a positive impact in our local community is evidenced through providing direct service and creating systemic change for marginalized populations.
- 6

Leadership has a commitment to support units at Loyola that provide direct service to the local church including Loyola Institute for Ministry, The Stuart H. Smith Center Law Clinic and Center for Social Justice, The Jesuit Social Research Institute, LUCAP, Dept. of Counseling clinic, service learning, and student organizations.
- 7

Holy Name of Jesus Parish’s presence on the footprint of Loyola’s campus provides a symbol of our connectivity with the Roman Catholic Church, and the Ignatius Chapel Community provides an intentional faith community for Catholics from diverse backgrounds from across the Archdiocese.
- 8

Loyola has office space for the Ignatian Volunteer Corps which provides opportunities for local retired persons to engage in service in the Jesuit Catholic tradition some volunteer on campus with Iggy’s Cupboard.
- 9

Leadership’s commitments to shaping a distinctively Jesuit Catholic experience for student learning includes a commitment to:
 - advancing the Catholic intellectual tradition evidenced through the undergraduate liberal arts core curriculum: 42 credit hours including two philosophy and two religious studies courses [one course must be in Christianity],
 - developing undergraduate and graduate curricula that help transform students to have a great concern for creating a more just world,
 - fostering *cura personalis* evidenced through a strong student-centered learning environment where caring relationships between faculty, staff, and students are highly valued,
 - and challenging and encouraging students to develop purposeful lives for and with others through a distinctive program for character formation offered by the Office of Student Life and Ministry.

“Inspired by the riches of the Catholic tradition, the Loyola community seeks through its teaching, research, and service to articulate truth, promote goodness, and express beauty for the well-being of the whole world.”

– Tom Ryan
Director, Loyola Institute for Ministry

OBSERVED GAPS

- 1 Lack of systematic approach to involving the Archbishop and other Church leadership on-campus
- 2 Lack of strategic approach to utilize the university to help address the polarization found within the Church and society
- 3 Lack of strategy to assist faculty in developing scholarship important to the Archdiocese and Church
- 4 Lack of resources to study the Catholic Intellectual Tradition, Catholic theology, and Ignatian spirituality
- 5 Lack of deep partnerships between Loyola and other Catholic organizations and Jesuit ministries in the Archdiocese (i.e. Catholic Charities)
- 6 Lack of coherent narrative that addresses how Loyola responds to issues important to the Church and Society of Jesus [i.e. immigration, poverty, life, Jesuit apostolic preferences]

EMERGING INTERESTS

- 1 Create a Chapel Lecture Series in partnership with the Archdiocese to explore contemporary issues facing the Church and World.
- 2 Develop a better coordinated plan to include the Archbishop and other Church leaders at campus events.
- 3 Create a deeper university partnership with the Archdiocesan annual interfaith prayer service and other activities hosted at Loyola.
- 4 Create deeper partnerships with other Catholic organizations in the Archdiocese.



A Catholic University, as any University, is immersed in human society; as an extension of its service to the Church, and always within its proper competence, it is called on to become an ever more effective instrument of cultural progress for individuals as well as for society.

– Ex Corde Ecclesiae



“During my career as a professor and administrator, my relationship with Jesuits introduced me to a distinctive Ignatian worldview and helped me appropriate that worldview into my own vision for leading at Loyola which is grounded in our Ignatian tradition.”

– Maria Calzada
Interim Provost and alumna of
the Ignatian Colleagues Program

Description from Some Characteristics document:
The University values the presence, work, and witness of Jesuits on Loyola's campuses with its students, colleagues, and alumni.

CURRENT STRENGTHS

- 1 Members of the Loyola Jesuit Community are involved in diverse roles throughout the university including faculty, staff, administration, and trustees.
- 2 The Loyola Jesuit community's proximity to campus provides a location to share hospitality, host colleagues, and build community.
- 3 Jesuits living in student residence halls provide a pastoral presence and resource for students and staff.
- 4 Loyola Jesuit community provides priestly support for liturgies, retreats, and spiritual direction.
- 5 The Rector has a strong working relationship with the President and serves as a member of the Board of Trustees.
- 6 Provincial and President enjoy open and frequent communication.
- 7 Individual Jesuit and Jesuit corporate presence are generally valued and appreciated by members of the campus community.
- 8 Individual Jesuits are respected for their contributions to the life of the university relative to their respective work.
- 9 VP for Mission and identity is a member of the Loyola Jesuit Community.

OBSERVED GAPS

- 1 The Loyola Jesuit Community hasn't developed a strong corporate apostolic presence.
- 2 There are no clear succession plans for Jesuits who soon will be retiring.

- 3 There is no structured program to advance the promotion of vocations.
- 4 Protocols to promote, incentivize, and facilitate Jesuit hiring are under-developed.
- 5 The relationship between the various Jesuit sponsored works in the Archdiocese could be strengthened by stronger collaboration.

EMERGING INTERESTS

- 1 Recruit experienced Jesuits for strategic roles at the University (Dir. of Catholic Studies, Religious Studies, JSRI, Student Life and Ministry).
- 2 Develop creative methods to attract Jesuit talent on a short-term basis through post docs and visiting faculty fellowship programs and long term basis through faculty and staff positions.
- 3 Develop protocols to promote, incentivize, and facilitate Jesuit hiring.
- 4 Develop a structured program to advance Jesuit presence through the development of faculty and staff in Ignatian pedagogy, spirituality, and worldview.
- 5 Solicit from the university suggestions where a corporate Jesuit voice could be helpful (e.g. core curriculum, model for Student Life and Ministry, etc.).
- 6 Create a cohort of spiritual directors who could support expanding opportunities for the offering of the 19th annotation retreat.
- 7 Create structured programs to advance the promotion of vocations.
- 8 Leverage Jesuit impact in the city of New Orleans through stronger collaboration by the Jesuit ministries and Jesuit collaborators (e.g. Ignatian Volunteer Corps and Jesuit Volunteer Corps) in the Archdiocese of New Orleans.

“At Loyola, we prepare students to be successful leaders in their fields. Most importantly, we challenge and encourage students to live ethically and ground their lives in values that help create a more just and humane world.”

– Madeleine Landrieu J.D.
College of Law Dean

Description from Some Characteristics document:
Loyola's management and administration reflect its mission and identity.

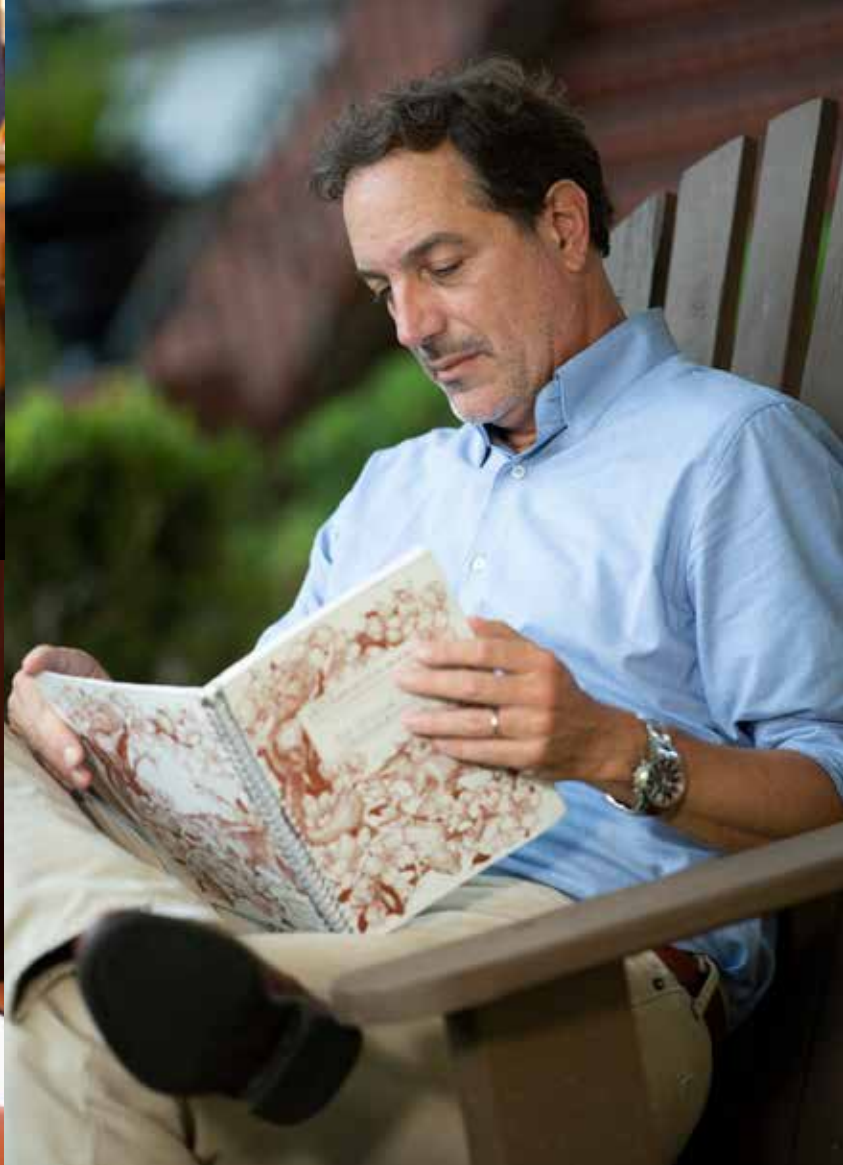
CURRENT STRENGTHS

- 1 Strong commitment to the value of *cura personalis* is demonstrated through an institutional culture that is characterized by a strong common care for the well-being of faculty, staff, and students.
- 2 There is a strong commitment towards building a diverse and inclusive community where all members are valued and welcomed.
- 3 There is a strong commitment towards environmental justice with academic programs and application in campus infrastructure decision making.
- 4 The Center for Faculty Innovation supports the intellectual life of the Loyola community by nurturing connections among faculty as learners, teachers, and scholars within the context of our distinctive Jesuit identity.
- 5 A paid leave policy for staff to engage in spiritual retreats exists.
- 6 The university has a clear statement on non-discrimination on the basis of race, color, gender, sexual orientation, age, religion, disability, veteran's status, or national origin in its educational programs or activities, including employment and admissions. At the same time, Loyola cherishes its right to seek and retain personnel who will make a positive contribution to its religious character, goals, and mission in order to enhance the Jesuit, Catholic tradition.
- 7 The Loyola Leadership Academy, a professional development program for faculty and staff, has been developed to integrate mission throughout the curriculum.
- 8 The university has a critical consciousness that advocates for the most vulnerable contract employees and low income, first generation, underrepresented students.



“Love is shown more in deeds than in words.”

– St. Ignatius of Loyola



CHARACTERISTIC 7: INTEGRITY

“Catholic education should help students discover their vocation in life—above all, their vocation to love and serve.”

– Dean Brackley, S.J.

OBSERVED GAPS

- 1 Lack of financial resources to provide raises and modifications to benefit plans has faculty and staff feeling undervalued.
- 2 Lack of enterprise business practices that support hiring and retaining diverse faculty and staff creates inconsistent approaches to diversity across the organization with some units prioritizing diversity and others not.
- 3 Lack of enterprise business practices that support hiring and retaining for mission creates inconsistent approaches across the organization with some units prioritizing hiring/retaining for mission and others not.
- 4 Lack of programming that teaches/encourages deepening one's understanding of Jesuit Catholic identity not only from an explicitly religious point of view, but also from life, belief and practical, day-by-day way to differentiate Loyola's culture and programs.
- 5 There is a lack of communications for alumni and other external stakeholders that articulate how Loyola is distinctively Jesuit Catholic.
- 6 The perception among some stakeholders is that Loyola is overly dependent on contingent faculty.
- 7 Perception among some stakeholders is that Loyola is *Catholic in name only*.
- 8 Perception among some stakeholders is that Ignatian values are aspirational and theoretical as opposed to being applied in the context of daily reality.
- 9 Perception among some stakeholders is that the university isn't working hard enough to support low-income, first generation students.



EMERGING INTERESTS

- 1 Develop a comprehensive program to recruit and retain a diverse faculty and staff committed to advancing Loyola's Jesuit Catholic mission.
- 2 Create a clear hiring process for mission philosophy and revise relevant policies.
- 3 Support a successful transition to Human Resources of the Loyola Leadership Academy and continue to build upon the programming to foster an institutional culture that has distinctive ways of working that are grounded in Jesuit Catholic values.
- 4 Complete the Benson Jesuit Center Chapel building project.
- 5 Develop a comprehensive communications plan that explains how Loyola is faithfully Jesuit Catholic.
- 6 Create a rubric for administrative decision-making to assist with the application of Jesuit Catholic values into everyday decision making.

The adaptation of the Ignatian Examen “Looking Back. Looking in. Looking Ahead” provided a framework for the University community to engage in deep reflection on Loyola’s Jesuit Catholic mission. The synthesis of these reflections has been presented on pages 13-32 of this self-study as strengths, gaps and emerging interests to strengthen Loyola’s Jesuit Catholic character.

The University Strategic Planning Committee and MPE Steering Committee held retreats to discern a pathway forward that would enable the University to prioritize the emerging interests.

Three focus areas and five strategic initiatives emerged during the retreats in a process of collective discernment. An additional area of focus, Cura Apostolica, was recommended by the AJCU Peer Visit Team and was accepted by the University. Other initiatives of importance are likely to also advance; however, the following areas have the highest-level priority since they arose from a process of prayerful discernment in the Loyola Community.

Annual progress reports on the strategic initiatives will be provided to the Mission Committee of the Board of Trustees and University Leadership.

1 IGNATIAN FORMATION

Investment in Ignatian Formation at every level of Loyola to provide all stakeholder groups with developmentally appropriate opportunities for professional and personal development grounded in the Spiritual Exercises.

Strategic initiatives

- Develop programs for faculty, staff, students, alumni and the Board of Trustees to engage with the Spiritual Exercises. Provide faculty and staff training in Ignatian Pedagogy.
- Incentivize faculty research and creative activity in the Catholic Intellectual & Jesuit Traditions.
- Leverage the Benson Center Chapel as a dynamic center for campus conversations on topics related to Ignatian Spirituality.

2 DIVERSITY, EQUITY, AND INCLUSION

Investment in diversity, equity & inclusion initiatives that are grounded in Loyola’s Jesuit Catholic values to create a distinctive Loyola Way to foster a diverse and inclusive community.

Strategic initiatives

- Invest in diversity, equity & inclusion initiatives that are grounded in Loyola’s Jesuit Catholic values to create a distinctive Loyola Way to foster a diverse and inclusive community.
- Assure the Benson Center Chapel is an inviting and welcoming space for all students and use the building of the Chapel as an opportunity to rethink all sacred spaces on campus to assure students from diverse faith traditions are well supported in their ability to worship on campus.

3 MISSION INTENSIVE HIGH IMPACT LEARNING

Investment in Mission Intensive High Impact Learning Experiences for students that link the development of faith and intellect in an integrative and holistic approach that is distinctively Jesuit Catholic.

Strategic initiatives

- Design opportunities for students, faculty, and staff to walk with the poor in a mission of reconciliation and justice through both short term immersion experiences and long term study abroad opportunities.
- Create signature programs that foster deep thinking about the Catholic Intellectual & Jesuit Traditions including visiting scholars/lectures & Catholic Studies.
- Utilize the building of the Jesuit Center Chapel as an opportunity to imagine new possibilities for developing Jesuit Catholic Christian Community in the 21st century.

4 CURA APOSTOLICA “CARE FOR THE WORK”

Investment in the development of business practices and policies for stewarding University resources from a mission based lens.

Strategic initiatives

- Invest in the care of faculty and staff through providing competitive salary and benefits and opportunities for on-going professional development.
- Create a pathway forward for fiscal sustainability.
- Develop a process for enterprise-level and unit-level decision making grounded in Ignatian discernment and Jesuit Catholic values.

“I am uplifted and most grateful when I consider
the diverse gifts
and talents in the
Loyola community.”

Our human capital coupled with Jesuit courage and New Orleans’ creativity gives us the fertile ground to serve the students of today and tomorrow.”

– Tania Tetlow
University President

The Loyola Community is committed to excelling truly as a university and truly as Jesuit Catholic thereby creating a unique institutional ethos where the integration of faith and reason are welcomed, valued, and celebrated. We are committed to our Jesuit Catholic mission which compels our faculty and staff to collaborate as a community striving to educate the whole student and to create a positive impact in New Orleans.

The Loyola community is grateful for our living spiritual tradition which grounds us a discerning community seeking God in all things—working for the pursuits of justice—elevating members of the human family society places on the margins. We remain grateful to the Loyolans who have gone before that have faithfully and generously lived our mission. We remain grateful to our alumni and trustees who use the gifts of their Loyola education for the good of others. We are grateful to our students who daily inspire, the faculty and staff, to authentically live the mission so we truly create a community that fosters living meaningful lives with and for others; to pursue truth, wisdom, and virtue; and to work for a more just and humane world.

The Loyola community looks to the future with hope and faith that in the midst of the challenges facing U.S. higher education, we will continue to strengthen the quality of Loyola education there by creating more benefit for our world. We remain committed to advancing Loyola’s Jesuit Catholic mission through focusing on 1) Ignatian Formation, 2) Diversity, Equity and Inclusion, 3) Mission Intensive High Impact Learning, and 4) *Cura Apostolica* since it has been through conversation, reflection, and communal discernment, we have come to believe these areas of emphasis will enhance our Jesuit Catholic mission today and into our future.



STEERING COMMITTEE



The Mission Priority Examen Executive Steering Committee was composed of 18 members of the Loyola Community. Committee membership as follows:

- Jeffery Albert '92**
Associate Professor and Director of School of Music Industry

Maria Calzada, Ph.D.
Interim Provost and Vice-President for Academic Affairs

Alice Clark, Ph.D.
Professor of Music History

Justin Daffron, S.J.
Co-chair
Vice President of Mission and Identity

Shannon Duplantis
Bursar,
Office of Finance and Administration

Angelique Dyer '11
Digital Marketing Manager,
Office of Marketing and Communications

Lesli Harris, J.D.
Chief of Staff, Office of the President

Johanna Kalb, J.D.
Professor of Law

Laurie Leiva
Assistant VP for Alumni Engagement,
University Advancement
- John Levendis, Ph.D. '97**
Professor of Economics

Hector Linares, J.D.
Associate Clinical Professor of Law

Carol Ann MacGregor, Ph.D.
Co-chair
Vice Provost and Associate Professor of Sociology

Mary Musso '96
Director of Student Financial Services,
Office of Admissions and Enrollment

Dale O'Neil, Ph.D.
Director of Student Life and Ministry

Angel Parham, Ph.D.
Associate Professor of Sociology

Deborah Poole
Dean of Libraries

Gregory Waldrop, S.J.
Visiting Assistant Professor of Art and Rector of the Loyola Jesuit Community

Jessamyn Reichmann Young '20
President,
Student Government Association

PEER REVIEW COMMITTEE AND ADDITIONAL RESOURCES



- Association of Jesuit Colleges and Universities
Peer Review Team
- Nicki Gonzales**
Chief Diversity Officer,
Regis University
- Steven Hebert**
Provost,
John Carroll University
- Cindy Schmersal**
Vice President Mission and Ministry,
Rockhurst University
- Paul Vu, SJ**
Assistant Dean of Students,
Loyola Marymount University

Additional Resources

1. **Some Characteristics of Jesuit Colleges and Universities: A Self-Evaluation Instrument**
2. **Loyola University New Orleans in 2020**
3. **MPE Survey**
4. **Core Curriculum**
5. **AJCU Site Visit Report**



**OFFICE OF MISSION
AND IDENTITY**

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loyno.edu

“Go forth
and set the
world on fire.”

Saint Ignatius of Loyola