Draft Strategic Plan Feedback Survey
Summary Report

On January 26, 2021, the Strategic Planning Steering Committee shared with the university community a draft version of the university's proposed new strategic plan, "Creating the World We Want to Live In: LMU, 2021-26." Accompanying the draft plan was an invitation to all community members to fill out a survey sharing feedback on the proposal.

The survey was active from January 26 – February 17, 2021. During this period, 153 members of the LMU community (undergraduate and graduate students, faculty, and staff) completed the survey instrument, which included both quantitative and qualitative questions.

This document includes a summary report of both the quantitative and qualitative sections. The quantitative section includes feedback on the vision statement, the three commitments, and the five spotlight initiatives proposed in the draft strategic plan. The qualitative section summarizes responses to a single open-ended question, "Is there anything else you would like to share with the Strategic Planning Steering Committee?"

Since all quantitative and qualitative questions were voluntary, answer counts for each individual question may not total 153.
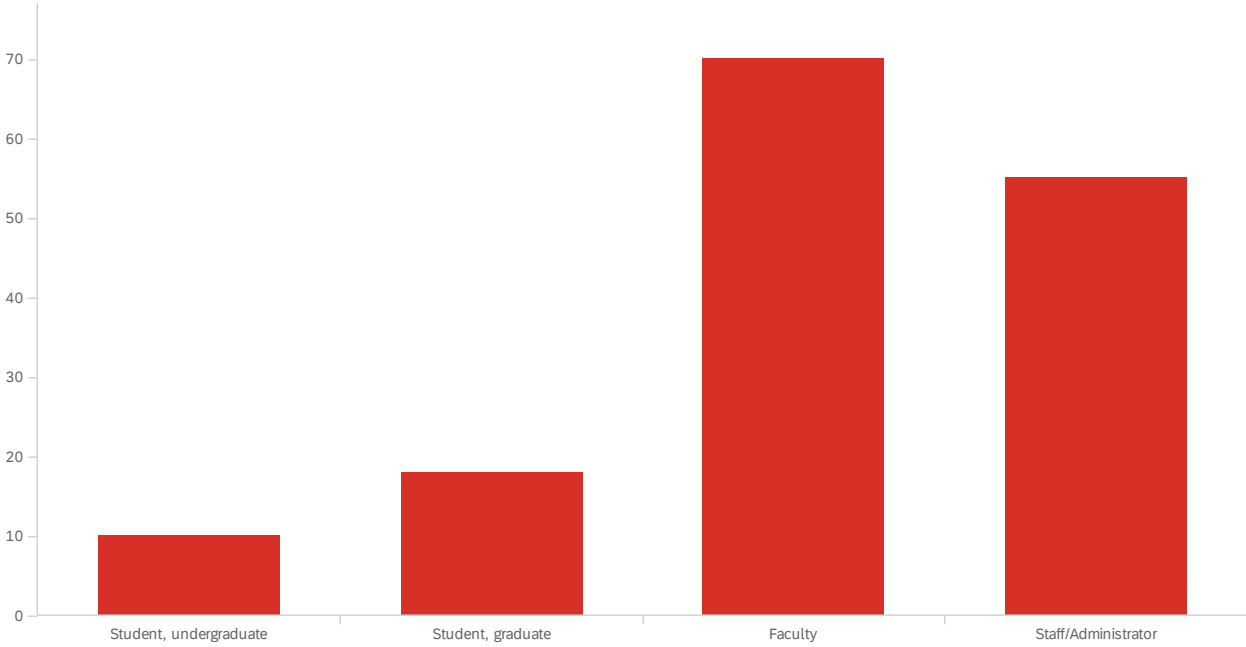
Contents

Draft Strategic Plan Feedback Survey
All LMU community submitted responses

Response counts

Response count

		Choice Count
1	Student, undergraduate	6.5% 10
2	Student, graduate	11.8% 18
4	Staff/Administrator	35.9% 55
3	Faculty	45.8% 70
		153

Vision Statement

Response count
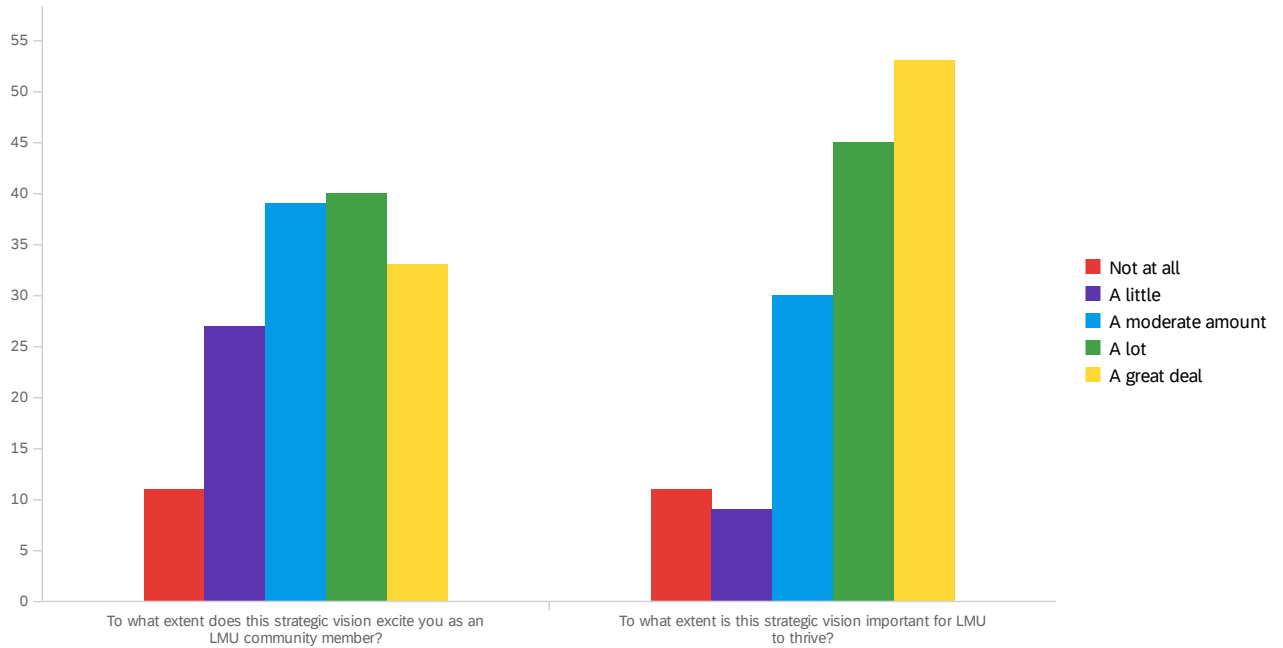
		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this strategic vision excite you as an LMU community member?	7% **11**	18% **27**	26% **39**	27% **40**	22% **33**	150
2	To what extent is this strategic vision important for LMU to thrive?	7% **11**	6% **9**	20% **30**	30% **45**	36% **53**	148

Mean response
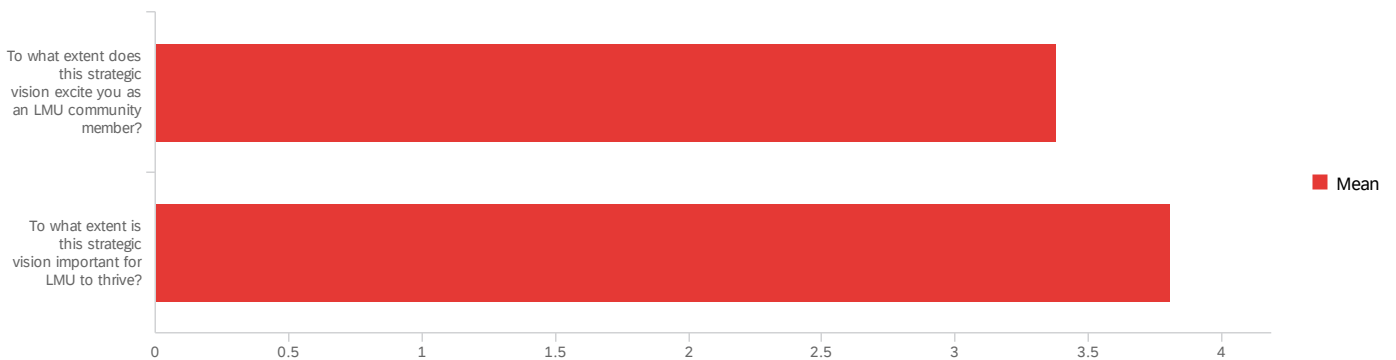
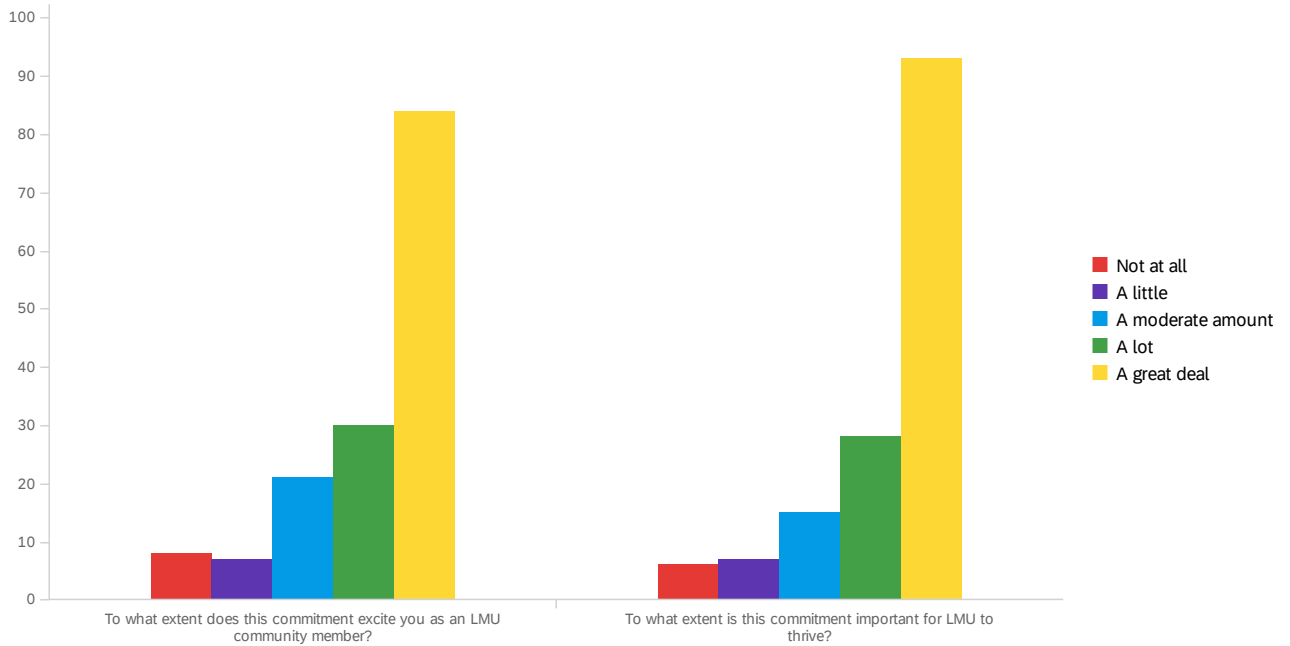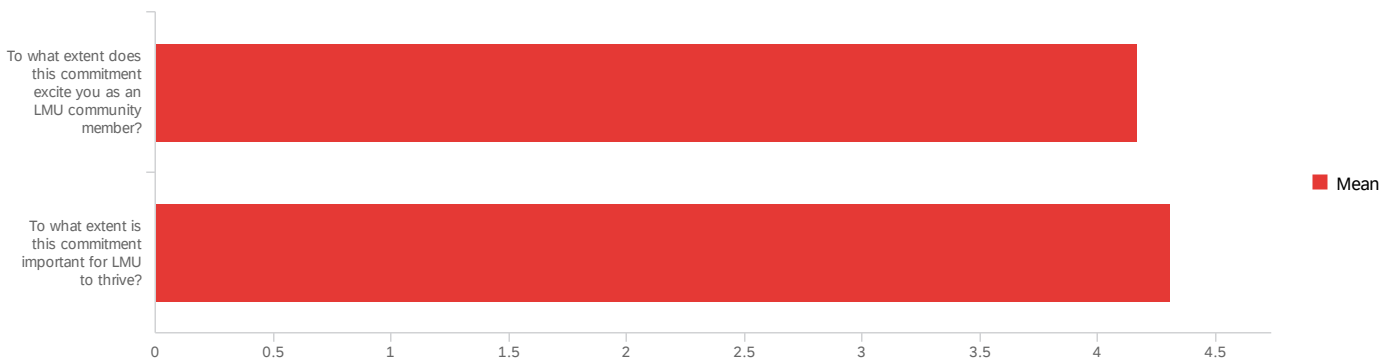|		Mean ▼	Count ▼
1	To what extent does this strategic vision excite you as an LMU community member?	3.38	150
2	To what extent is this strategic vision important for LMU to thrive?	3.81	148

Commitment - Anti-Racism, Diversity, Equity and Inclusion

Response count

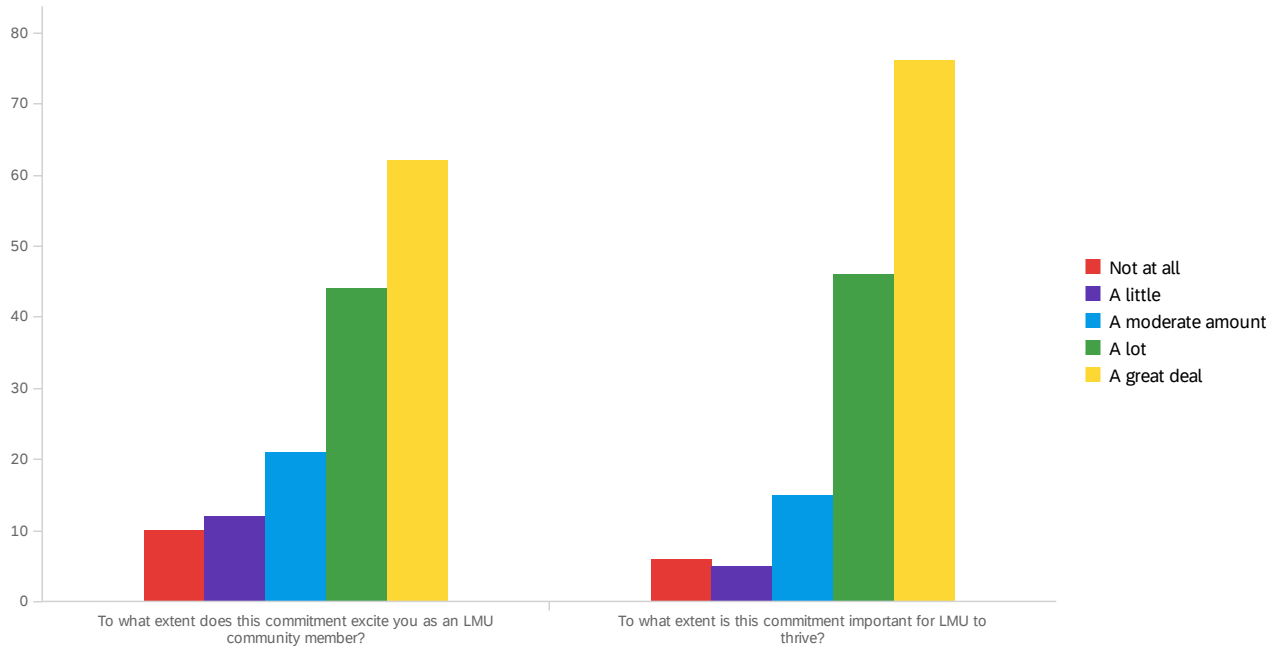|		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this commitment excite you as an LMU community member?	5% 8	5% 7	14% 21	20% 30	56% 84	150
2	To what extent is this commitment important for LMU to thrive?	4% 6	5% 7	10% 15	19% 28	62% 93	149

Mean response

		Mean	Count
1	To what extent does this commitment excite you as an LMU community member?	4.17	150
2	To what extent is this commitment important for LMU to thrive?	4.31	149

Commitment - Innovation and Adaptability

Response count

		Not at all		A little		A moderate amount		A lot		A great deal		Total
1	To what extent does this commitment excite you as an LMU community member?	7%	10	8%	12	14%	21	30%	44	42%	62	149
2	To what extent is this commitment important for LMU to thrive?	4%	6	3%	5	10%	15	31%	46	51%	76	148

Mean response

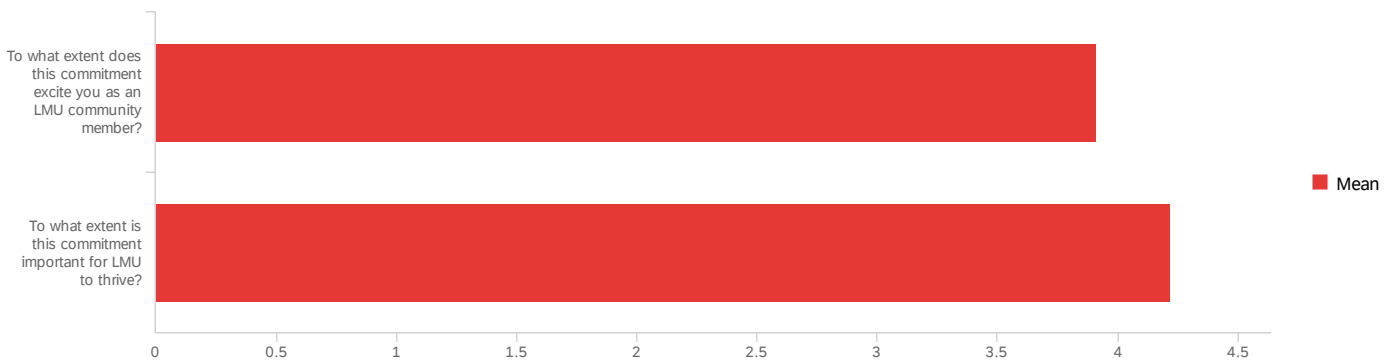|		Mean	Count
1	To what extent does this commitment excite you as an LMU community member?	3.91	149
2	To what extent is this commitment important for LMU to thrive?	4.22	148

Commitment - Extending Our Reach Beyond the Bluff

Response count
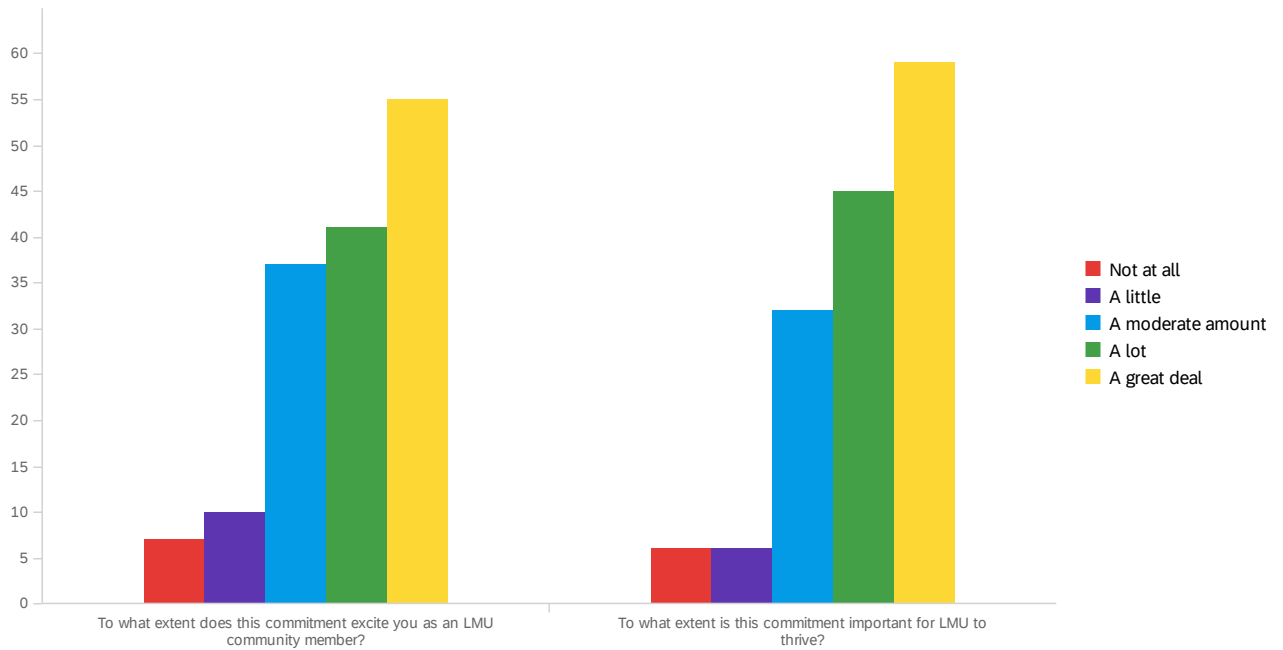
		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this commitment excite you as an LMU community member?	5% 7	7% 10	25% 37	27% 41	37% 55	150
2	To what extent is this commitment important for LMU to thrive?	4% 6	4% 6	22% 32	30% 45	40% 59	148

Mean response

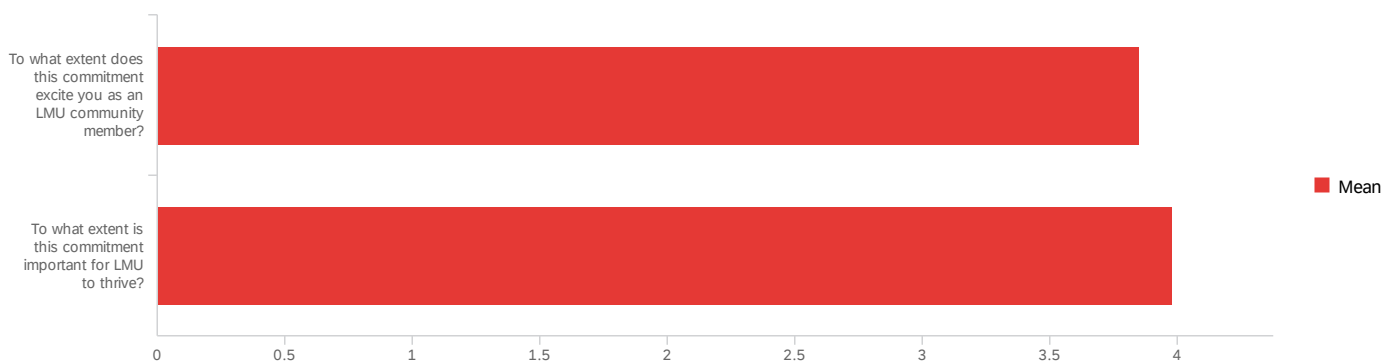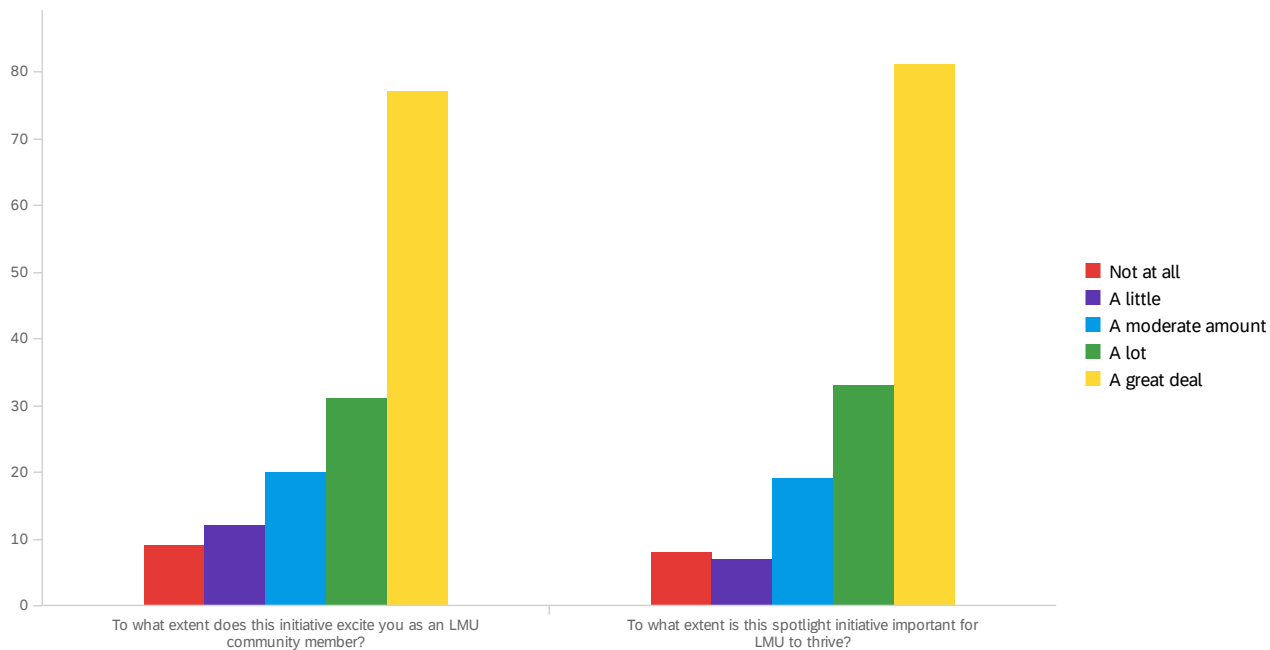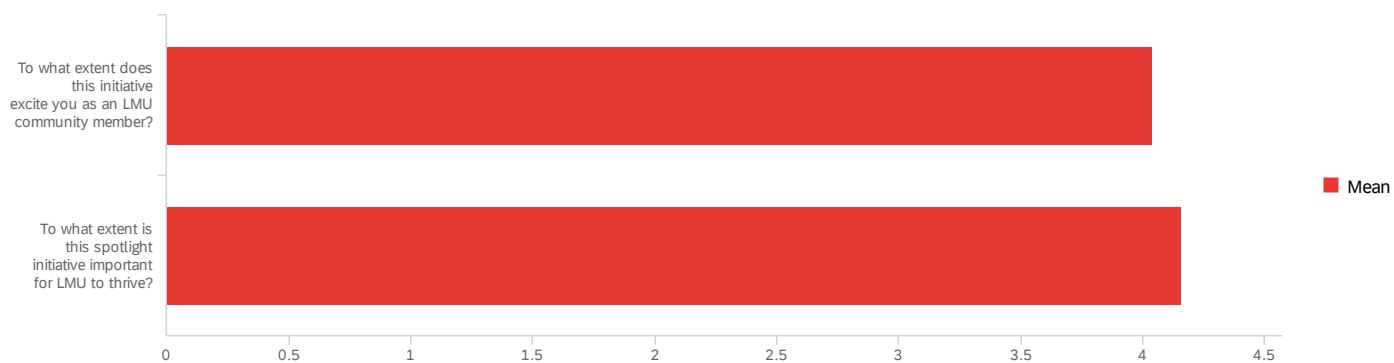|		Mean	Count
1	To what extent does this commitment excite you as an LMU community member?	3.85	150
2	To what extent is this commitment important for LMU to thrive?	3.98	148

Spotlight - Inclusive, Diverse, Equitable and Anti-Racist Learning (IDEAL) Initiative

Response count

		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this initiative excite you as an LMU community member?	6% 9	8% 12	13% 20	21% 31	52% 77	149
2	To what extent is this spotlight initiative important for LMU to thrive?	5% 8	5% 7	13% 19	22% 33	55% 81	148

Mean response

		Mean ▼	Count ▼
1	To what extent does this initiative excite you as an LMU community member?	4.04	149
2	To what extent is this spotlight initiative important for LMU to thrive?	4.16	148

Spotlight - Integrative and Interdisciplinary Thinking Initiative

Response count
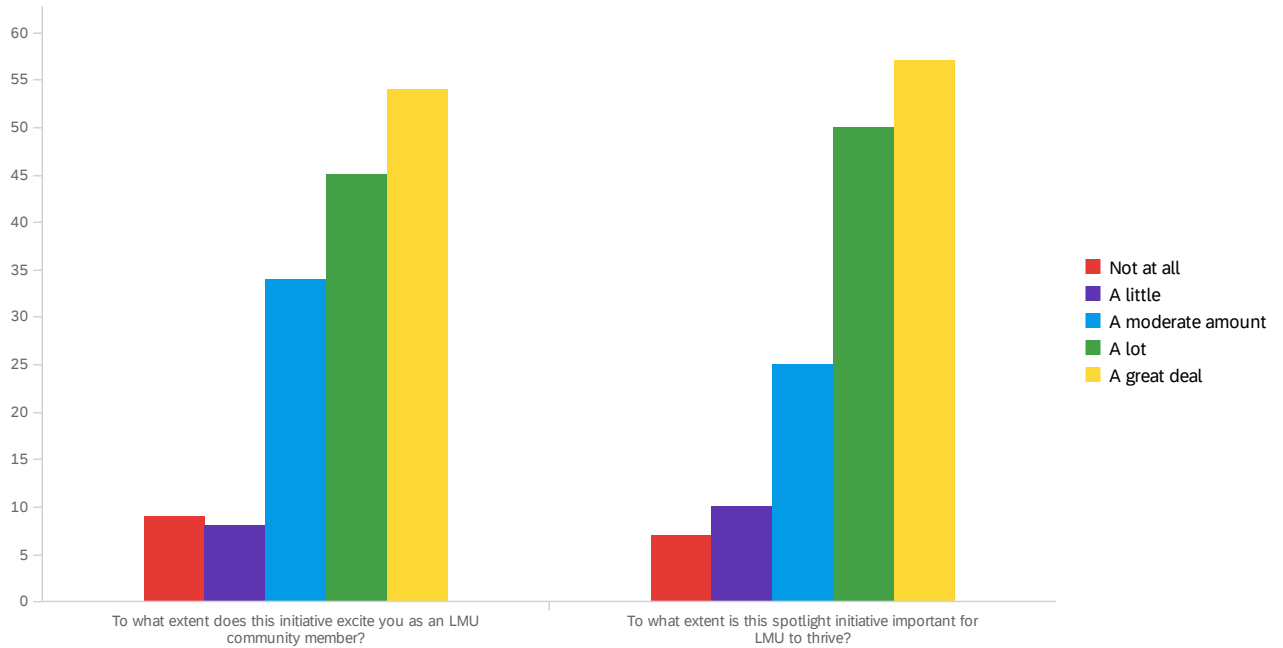
		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this initiative excite you as an LMU community member?	6% 9	5% 8	23% 34	30% 45	36% 54	150
2	To what extent is this spotlight initiative important for LMU to thrive?	5% 7	7% 10	17% 25	34% 50	38% 57	149

Mean response

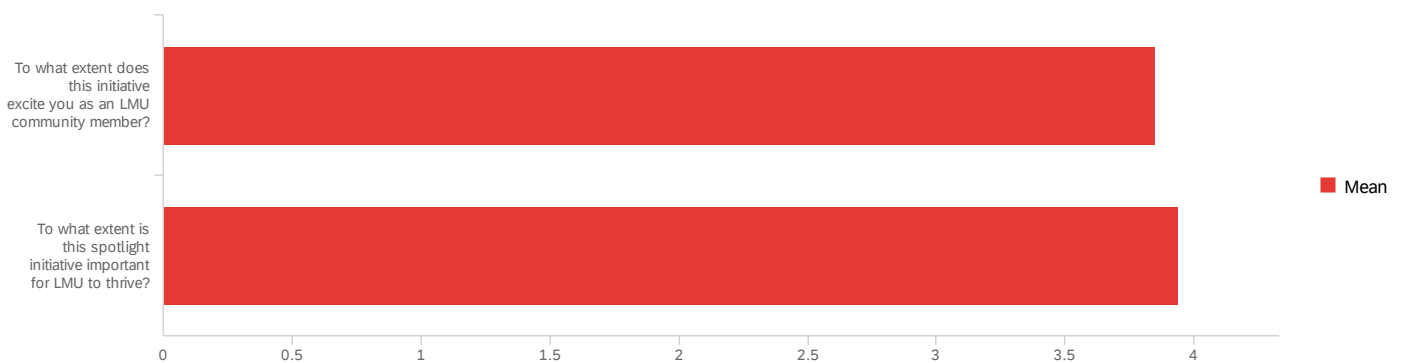|		Mean ▼	Count ▼
1	To what extent does this initiative excite you as an LMU community member?	3.85	150
2	To what extent is this spotlight initiative important for LMU to thrive?	3.94	149

Spotlight - Personalized Connections Initiative

Response count

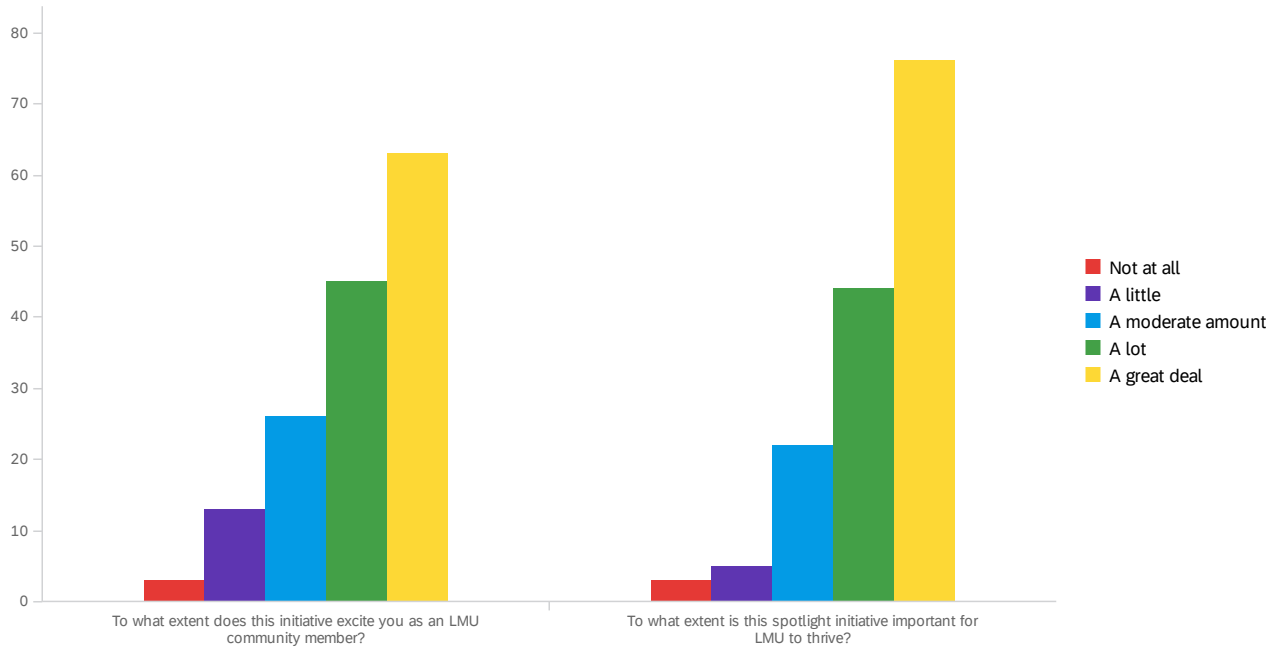|		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this initiative excite you as an LMU community member?	2% 3	9% 13	17% 26	30% 45	42% 63	150
2	To what extent is this spotlight initiative important for LMU to thrive?	2% 3	3% 5	15% 22	29% 44	51% 76	150

Mean response

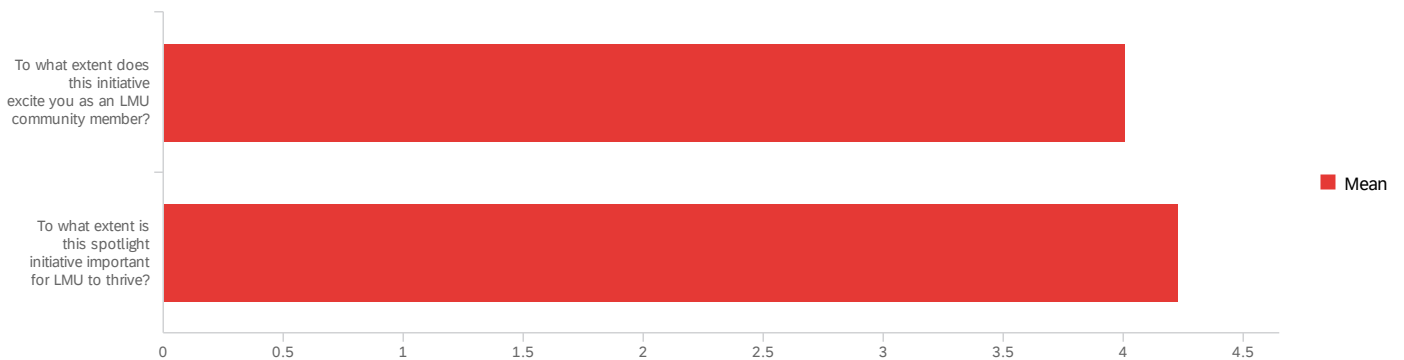|		Mean	Count
1	To what extent does this initiative excite you as an LMU community member?	4.01	150
2	To what extent is this spotlight initiative important for LMU to thrive?	4.23	150

Spotlight - Innovative Graduate and Professional Education Initiative

Response count

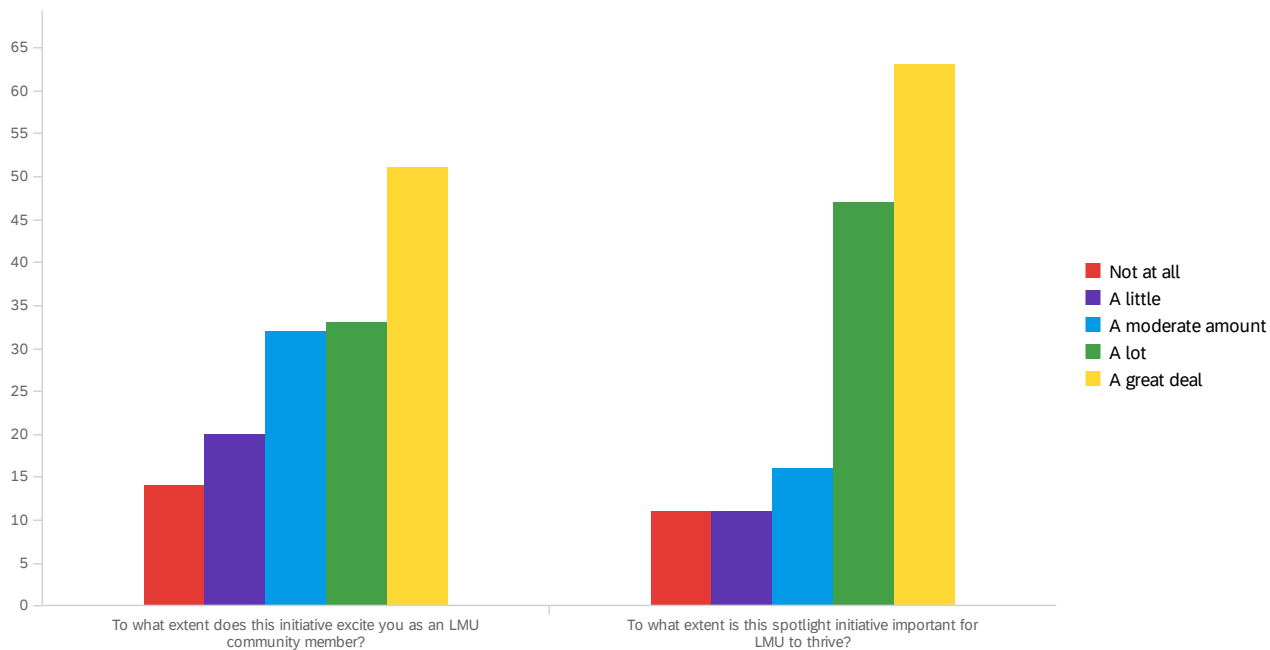|		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this initiative excite you as an LMU community member?	9% 14	13% 20	21% 32	22% 33	34% 51	150
2	To what extent is this spotlight initiative important for LMU to thrive?	7% 11	7% 11	11% 16	32% 47	43% 63	148

Mean response

		Mean ▼	Count ▼
1	To what extent does this initiative excite you as an LMU community member?	3.58	150
2	To what extent is this spotlight initiative important for LMU to thrive?	3.95	148

Spotlight - New Pathways Initiative

Response count

		Not at all	A little	A moderate amount	A lot	A great deal	Total
1	To what extent does this initiative excite you as an LMU community member?	6% 9	10% 15	21% 31	29% 44	34% 51	150
2	To what extent is this spotlight initiative important for LMU to thrive?	3% 4	9% 13	20% 30	29% 42	39% 58	147

Mean response

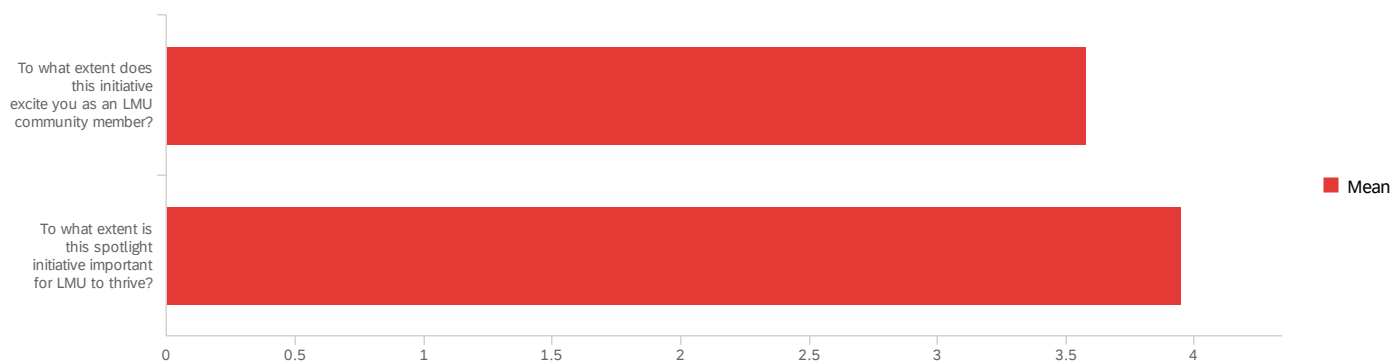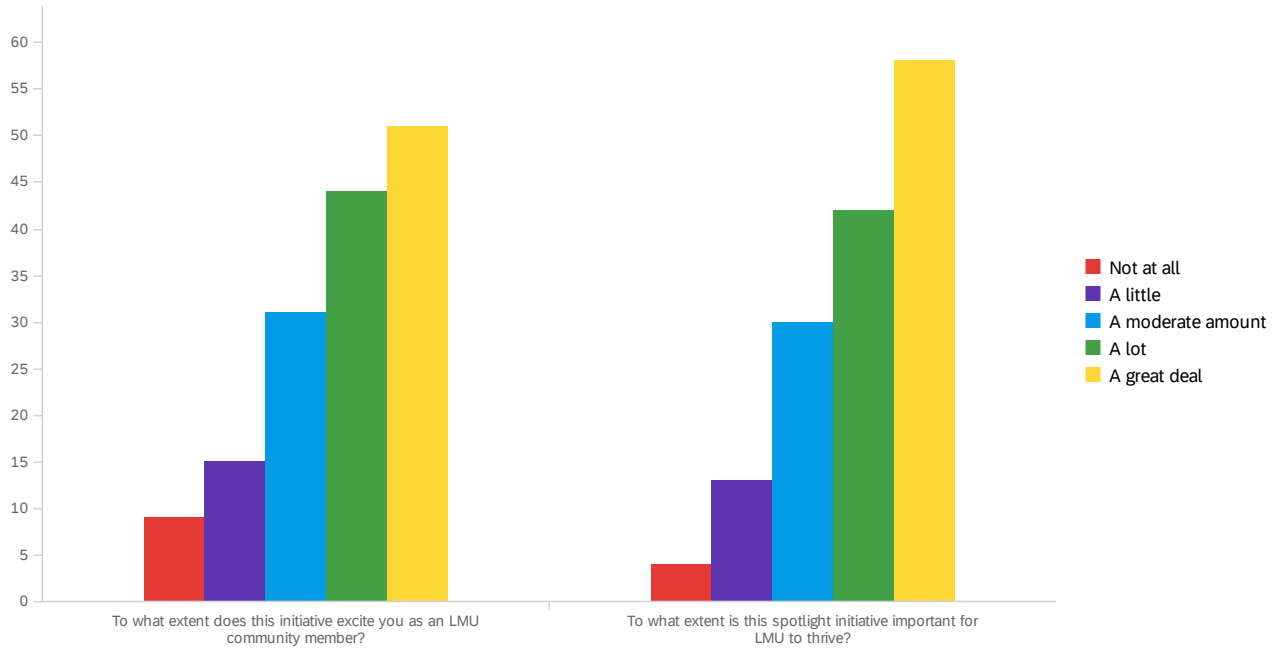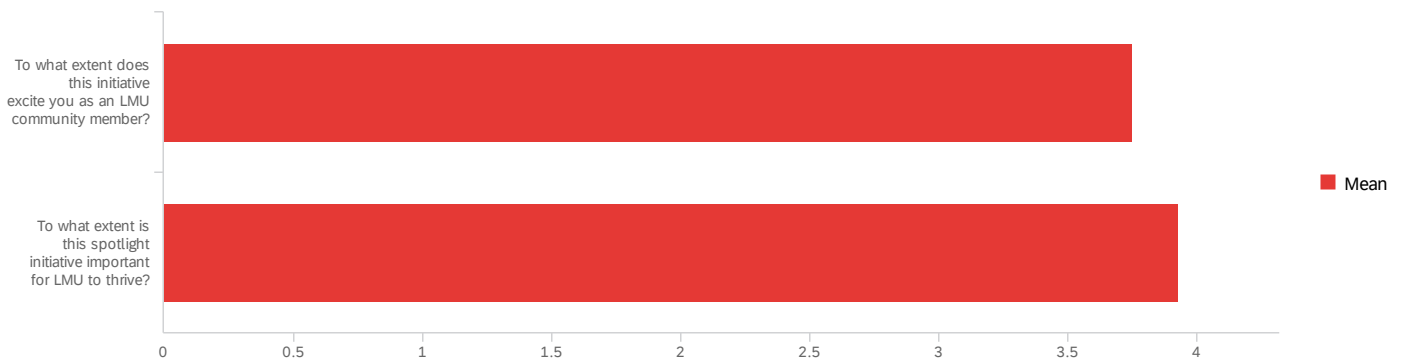|		Mean ▼	Count ▼
1	To what extent does this initiative excite you as an LMU community member?	3.75	150
2	To what extent is this spotlight initiative important for LMU to thrive?	3.93	147

In the spring of 2021, members of the LMU community, including faculty, staff, and students, were invited to participate in LMU's Strategic Plan Draft Feedback Survey. This report summarizes the responses to the open-ended question on the survey. A total of 97 community members provided a response to the open-ended item. Table 1, below, provides a breakdown of responses by affiliation. Responses were summarized by affiliation in order to capture the unique concerns and common themes for each group.

Table 1. Count of Responses by Affiliation			
Question	Faculty	Staff	Students
Q. Is there anything else you would like to share with the Strategic Planning Steering Committee?	44	38	15

Faculty Responses
The following provides a summary of faculty responses to the open-ended item included in the Strategic Plan Draft Feedback Survey. The number of participants represented is provided in parentheses. Themes representing three or more responses are included below.

Resources and Support
Over a third of faculty responses (16) mentioned a need for resources to fund particular aspects of the plan or to support the stated initiatives, including a desire for the following:
- A commitment to resources to be included in the plan
- An actionable plan for fundraising
- A commitment to fund centers and institutes
- Greater support for faculty, including:
  - Course remissions to better enable faculty to engage in this work
  - More competitive and equitable faculty and staff wages and more affordable housing
  - Resources and funding for research/scholarship in keeping with our new designation as an R2 institution
  - Need for a greater investment in full-time faculty
  - Workshops and working groups focused on interdisciplinary methodologies

Clarity and Specificity
Nearly a third of faculty responses (13) expressed a desire for greater clarity and specificity on various aspects of the plan, desiring use of more concrete, direct and impactful language. In particular, faculty identified a need for:
- Greater clarity and specificity on concepts such as "wicked problems," "skills and abilities," "diversity, equity, and inclusion," "compassionate discernment," and "ethical leaders"
- More precise language, including suggestions for replacing "usage" with "use," "transferal" with "transfer," "leaders" with "active citizens," "the more universal good" with "the common good," and "abilities" with "skills"
- Clarity on how the plan would be implemented and which people and programs/units would be involved

Mission, Catholic, Jesuit and Marymount Identities
Several faculty (9) also indicated that the plan should better incorporate LMU's mission, and our Catholic, Jesuit and Marymount identities. Faculty also indicated that the plan:
- Should explicitly include faith in discussions of virtues and critical thinking
- Should include cura personalis more explicitly as a criterion for evaluation and promotion of faculty and staff
- Should better incorporate the legacy of a Jesuit education, particularly challenging our students to ask hard ethical questions and to engage in rigorous thinking
- Better connect the commitment to anti-racism to our mission

Anti-Racism, Diversity, Equity, and Inclusion Initiative
Faculty (9) also commented on various aspects of the Anti-Racism, Diversity, Equity, and Inclusion commitments and initiative, including:
- The discussion needs to be broader, deeper, and more inclusive
- Address our current standard reward system that has contributed to the exclusion of diversity
- We should strive for rigorous intellectual argumentation and avoid censorship
- The actions indicated should also reach beyond LMU's borders and not focus solely inward

- The conceptualization at two levels (i.e., commitments and spotlight initiatives) is confusing
- Needs hiring objects and resources
- Concerns that this may be tied to penalties for those that do not meet certain standards

Corporate and Revenue Driven
Some faculty (8) expressed concern that the plan is reflective of corporate values, with an overemphasis on generating revenue, and neglecting to highlight the uniqueness of LMU. For instance, faculty mentioned that initiatives related to anti-racism and cura personalis come across as symbolic gestures with no stated resources, in an attempt to market ourselves.

Accountability
Some faculty (8) indicated that the plan lacks clear targets, metrics, and accountability for success. For instance, a suggestion was made to adopt the United Nation's Sustainable Development Goals as targets for teaching and scholarship.

Liberal Arts and the Humanities
A few faculty (6) also expressed a desire for the plan to have a stronger focus on the liberal arts and/or humanities. Some also expressed concerns that the plan reflected an erosion of LMU's commitment to the liberal arts and humanities.

Other Comments
A variety of other comments related to the plan were also mentioned, including the following:
- Some faculty expressed support for initiatives related to graduate education, noting that these programs should be built organically from our strengths (4)
- Some faculty felt that globalization should be more actively integrated into the plan, as well as incorporating our local community in Los Angeles (4)
- A few faculty felt that the strategic planning process should be paused in consideration of the current environment for LMU community members as a result of the pandemic (3)
- While some faculty expressed support for the Integrative and Interdisciplinary Thinking Initiative, they also stressed that this work should be resourced and mission focused (3)
- Some faculty noted that the IDEAL acronym already exists in the School of Education (i.e., iDeal Institute), and using it in the plan may be confusing (3)

Staff Responses
The following provides a summary of staff response to the open-ended item included in the Strategic Plan Draft Feedback Survey. The number of participants represented is provided in parentheses. Themes representing three or more responses are included below.

Resources and Support
Close to a third of staff (11) expressed a concern over the amount of resources, training, and other support that would be required to successfully implement a number of the initiatives stated in the plan, including the financial support that would be needed for transfer and post-traditional students.

Inclusion of Staff
Nearly a quarter of staff responses (9) noted an absence of the role of staff within the strategic plan. In particular, staff noted that:
- Hiring of additional highly skilled staff and training of existing staff would be needed to implement the various initiatives outlined in the plan
- Staff should be explicitly mentioned in the Anti-Racism, Diversity, Equity, and Inclusion initiative, particularly hiring and retaining a diverse staff

Clarity and Specificity
Several staff (9) also expressed a desire for greater focus, clarity, and specificity on various aspects of the plan, noting that at times concepts and various objectives and actions are vague, and expressing a desire for more clearly defined approachable language. In particular, staff identified a need for greater clarity on:
- Concepts such as, "virtual pipeline," "wicked problems," "consolidate," and "who LMU serves"
- How the stated commitments, core values, and spotlight initiatives relate to one another

IDEAL Acronym
Nearly a quarter of staff (9) expressed concern over the IDEAL acronym, noting that this may cause confusion for stakeholders. While respondents were supportive of the initiative, they noted that LMU's Innovation in Digital Education and Leadership Institute in the School of Education has used the iDEAL acronym since 2015. A suggestion was made to use the acronym ALLIED (Anti-Racism Leadership & Learning through Inclusion, Equity & Diversity).

New Pathways Initiative
Several staff (7) comments pertained to the New Pathways initiative, including the need to:
- Highlight the importance of specific forms of support required to serve and ensure success of this population
- Rename the initiative, as "pathways" is the terminology used for strategic community college partnerships that are already in existence
- Address inequality, racism, financial instability, technology access, and other socioeconomic factors for this population
- Acknowledge that LMU currently has a well-established transfer pipeline

Anti-Racism, Diversity, Equity, and Inclusion Initiative
A few staff (6) also noted their support for the Anti-Racism, Diversity, Equity, and Inclusion Initiative, while also expressing a desire for it to include anti-prejudice and address campus climate factors.

Other Comments
Staff also provided a variety of other comments related to the plan, including:
- Concern over the use of the term "vanguard," noting that the term has militaristic connotations (5)
- Concern that the plan lacks clear targets, metrics, and accountability for success (4)
- Staff noted that many of the initiatives will require great change in the status quo, and our organizational culture and structures do not always nurture innovation, adaptability, or cross-disciplinary/divisional partnerships (4)
- A desire for the plan to focus more on the existing mission-related strengths of LMU, building upon and celebrating our Catholic, Jesuit, and Marymount traditions (4)
- A desire for greater emphasis on international students, including recruitment, retention, graduate international programming, virtual offerings, and the incorporation of the ACE Internationalization Lab recommendations (3)

Student Responses
The following provides a summary of undergraduate and graduate student responses to the open-ended item included in the Strategic Plan Draft Feedback Survey. The number of participants represented is provided in parentheses.

Resources and Support
Over a third of the student responses (6) called for an increase in financial support and resource availability. Specifically, students asked for an increase in financial aid, scholarships, and grants as well as making tuition affordable. Additionally, a suggestion was made for the inclusion of undocumented students to be a part of the initiatives.

Academics
Students (6) also identified various aspects related to academics and education at LMU in their responses. Students emphasized that the "high touch" campus experience should be maintained but also noted that the plan should:
- Set a more substantive and meaningful commitment to liberal arts education
- Emphasize an education that promotes diverse thinking
- Include a revision to the Core Curriculum that incorporates different religions, cultures, and sexualities
- Increase funding for STEM programs

Faculty
Some students (4) highlighted the need for increased faculty support and resources. Regarding the hiring of faculty, some students mentioned that there needs to be an increase in the number of Black and/or African American professors while others noted that there should be an equal opportunity for all, regardless of race or ethnicity.

Other Comments
A few students (4) provided additional feedback. Students commented on:
- Their discontent with LMU's current leadership
- A need for the strategic plan to set clear expectations for each initiative and how to reach them
- How university expansion should not come at the cost of what makes LMU a destination for students
- The IDEAL initiative acronym may be confused with LMU's existing iDEAL Institute