

## Academic Affairs Retreat

### Welcoming Address from Barbara Leonard, Chair, Faculty Council

Welcome Deans, Chairs, Faculty, Graduate and Undergraduate Students and last but certainly not least staff. I first wish to acknowledge and thank Ms. Arlene Renalli, Office of Academic Affairs, for helping to make this retreat possible. We all know that without the support of staff very little would get done. So let's have a hand for Arlene and all the other staff that contribute so much to Loyola.

Is Loyola in a crisis? Many of us think so. We fear that our financial and cultural stability has recently been compromised. While Loyola's net operational assets, endowment, and intangible assets such as excellent programs and faculty remain strong, many fear that this may not be so in the future.

As indicated in Columbia President Levine's remarks, academia faces a future of threats and opportunities. Many colleges and universities are facing constraints that were unheard of in the last fifty years. We are becoming a mature industry, and the process of review is necessary even if we didn't seem to have any problems right now. The review process itself is as important as the outcome. I hope that this is a beginning for a healing process that will continue as we learn to work together in teams to meet the opportunities of the future.

Faculty council will be presenting a new Senate Constitution for your consideration sometime this Spring. The Senate will hopefully further faculty's role in governance here at Loyola. The Faculty Handbook will also need revision as well. We have much to do. We must be creative and be willing to change. Use this retreat as an opportunity to think creatively, and use the vision statements as a beginning, not an end, to that process. We hope to follow up this retreat with other activities to continue this process. We hope that you continue this conversation in your schools and departments as well.

I recently read some management tips from Bettina Whyte, a turnaround expert. Whyte has rescued firms such as America West Airlines and Service Merchandise from near financial collapse. Whyte suggests that the following six steps must take place in order to turn an organization in crisis around:

1. Often the entire organizational culture must change. For Loyola this would mean how we approach problems and opportunities. How we deal with students, staff and faculty. We should strive to be an employer of choice. Working harder does not necessarily mean working better.
2. A team based approach and analysis of the organization's problems must occur. The team must reach a consensus of how and why we got here, and what must be done now to improve our situation, and what must be done over the long term to improve things.
3. Whyte suggests that we ask those who cannot accept changes to resign. Since we are a tenured faculty, we must try to convince our colleagues to work toward creative and positive resolution of our problems.
4. Determine what the plan is early and communicate it to all. Articulate how it will resolve the problems, and what the benefits will be to each individual as well as to the organization of achieving the plan.
5. Define your goals in series of small steps, so you can measure progress early and often.
6. Communicate, communicate, communicate. Get the bad news out early, and never promise something you can't deliver.

I hope that we can use some of Whyte's turnaround tips ourselves. We must learn to work together in participatory governance structures rather than autocratic ones. We must all be actively involved in the future of Loyola. We must create structures that enlist all our talents and energies. May this retreat be a beginning to that process.