Jo Ann Rooney

EDUCATION:

University of Pennsylvania, Graduate School of Education, EdD in Higher Education Management; Dissertation Topic: "Successful Growth Strategies Of Two Private Higher Education Institutions," May 2005.

Boston University School of Law, LLM in Taxation; Student Editor, *Journal of Tax Law*, May 1991.

Suffolk University Law School, JD, Dean's List Society, February 1987.

Boston University School of Management, BS, Finance Concentration, Graduated Summa Cum Laude, Beta Gamma Sigma, Lock Honor, May 1983.

PROFESSIONAL EXPERIENCE:

8/2016-present *__President__, Loyola University Chicago, Chicago, IL*

Loyola University Chicago, a private university founded in 1870 as St. Ignatius College, is one of the nation's largest Jesuit, Catholic Universities and the only one located in Chicago.

Loyola University Chicago comprises four campuses: Lake Shore (LSC), Water Tower (WTC), Health Sciences (HSC), and the John Felice Rome Center in Italy, and is home to 11 schools and colleges: Quinlan School of Business, Marcella Niehoff School of Nursing, Stritch School of Medicine, College of Arts and Sciences, School of Communication, School of Continuing and Professional Studies, School of Education, School of Law, School of Social Work, Graduate School, and Arrupe College of Loyola University Chicago. Loyola also features course locations in Beijing, China; Saigon-Ho Chi Minh City, Vietnam; Vernon Hills, Illinois (Cuneo Mansion and Gardens); and a Retreat and Ecology Campus in Woodstock, Illinois.

12/2016-present *__Professor__, Quinlan School of Business, Loyola University Chicago, Chicago, IL*

Faculty member in the in the Quinlan School of Business.

12/2016-present *__Professor__, School of Law, Loyola University Chicago, Chicago, IL*

Faculty member in the School of Law.

9/2012–8/2016 ***Managing Director***, Huron Consulting Group, Chicago, IL

As a senior member of Huron Healthcare, responsible for developing a new strategy and advancing a new Federal Government Healthcare Sector consulting practice to build on existing commercial market competencies focused on revenue cycle enhancement, expense reduction, and clinical transformation solutions to mid and large health care organizations, systems, and academic medical centers. Responsible for obtaining GSA MOBIS schedules; leading work on securing FAR regulation compliance and administration; securing positions on IDIQ, BPA, and other federal government contracts as either a prime or member of a team; developing internal and external capture strategies for successful contract bids in DOD, VA, and HHS; and leading all business development activities. Actively engaged in the current Practice Excellence initiatives through participation in the redesign of the internal Quality Assurance program, as well as acting as the lead MD QA reviewer for large integrated commercial health care projects.

9/2013–11/2014 ***Presidential Nominee***, Department of the Navy, Under Secretary of the Navy

Nominated by President Obama for position of Under Secretary of the Navy on September 11, 2013. Completed hearing before Senate Armed Services Committee October 10, 2013. Voted out of Committee favorably on October 31, 2013 and January 9, 2014 (Rule XXXI). Placed on Senate Executive Calendar January 9, 2014. Submitted request for withdrawal of nomination to the President in September 2014 due to inaction by U.S. Senate. Formal withdrawal submitted by the President to the Senate on November 12, 2014.

3/2011–9/2012 ***United States Department of Defense – Office of the Secretary of Defense***, Pentagon, Washington, DC

11/2011–6/2012 ***Acting Under Secretary of Defense for Personnel and Readiness***

6/2011–9/2012 ***Principal Deputy Under Secretary of Defense for Personnel and Readiness*** (hearing before U.S. Senate Armed Services Committee 2/2011, confirmed by the U.S. Senate May 2011)

3/2011–5/2011 ***Senior Advisor to the Under Secretary of Defense Comptroller***

The Under Secretary for Personnel and Readiness (and in his/her absence the Principal Deputy) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for Total Force Management as it relates to Health Affairs, National Guard and Reserve Component Affairs, and Readiness and Force management including: military personnel policies, civilian personnel policies, readiness, military, community and family programs, equal opportunity, morale, welfare, recreation, and quality of life matters. A Presidential appointee, confirmed by the Senate, this position is the senior advisor to the Secretary of Defense on a broad portfolio encompassing recruitment, career development, pay, and benefits for the Total Force comprised of approximately 1.4 million active duty personnel, 1.3 million Guard and Reserve personnel, and 680,000 DOD civilians, and is responsible for overseeing the state of military readiness. The broad scope of responsibility accounts for approximately $280 billion out of the total defense budget of $650 billion. This role has direct responsibility and accountability for over 30,000 employees and a budget of $73 billion including: the oversight and administration of the $50 billion Defense Health Program (including all military treatment facilities (59 hospitals and 360 clinics), the Graduate Medical University, and Tricare Management Activities); Defense Commissaries and Exchanges with $14.5 billion in annual sales; the Defense Education Activity which supports over 100,000 students worldwide; and the Defense Equal Opportunity Management Institute, the nation's largest equal opportunity training program. In addition, as acting USD/PDUSD and a member of the Secretary's senior leadership team with a top secret security clearance, actively participated alongside uniformed service leaders in the development of the newly released Defense Strategy and defense budget for fiscal years 2013-2017. The acting USD/PDUSD is also called upon to represent the Secretary of Defense in testimony before both houses of Congress and as senior spokesperson for numerous defense-wide issues. Examples of recent high visibility issues include repeal of "Don't Ask

Don’t Tell,” ongoing benefits review since repeal, completion of the Women In the Service Report, development of enhanced sexual assault programs and policies, Dover Port Mortuary task force and response, improvement of the Disability Evaluation System for wounded, ill, and injured service members across each of the uniformed services, treatment and diagnoses for PTSD and TBI, review of military compensation including retirement reform, development of a revolutionary policy and program resulting in a fundamental redesign of the manner in which service members are transitioned to veterans status, and development of the risk mitigation plan for the Secretary of Defense in response to the Chairman of the Joint Chiefs of Staff’s risk assessment.

Secretary of Defense Panetta awarded the Department of Defense Medal for Distinguished Public Service (the highest award given to a civilian by the Secretary of Defense) citing leadership, strategic vision, and managerial ability in serving the men and women of the Armed Forces and civilian workforce in a time of war and ever-increasing budgetary constraints.

7/2010–12/2010 ***President of Mount Ida College***, Newton, MA

Mount Ida College is a private, not-for-profit, bachelor's level college which offers associate’s, bachelor’s, and master’s degrees in a range of professional and liberal arts and science disciplines. Approximately 1,500 students are enrolled in a residential campus housing approximately 900 students and with an annual operating budget of approximately $40 million. During the fall 2010, a contentious union negotiation with employees was successfully concluded with no interruption in service, short-term measures were implemented to address serious financial shortfalls with implications for Title IV eligibility, plans were developed and the first steps implemented to restructure recruiting practices, and the defined benefit retirement portfolio was restructured to provide greater short- and long-term stability and viability. In late September 2010, President Obama announced the nomination for Principal Deputy Under Secretary of Defense for Personnel and Readiness, a position requiring confirmation by the U.S. Senate.

7/2010–12/2010 ***Professor of Business Administration***, Mount Ida College, Newton, MA

Served as a faculty member in the graduate and undergraduate programs in the School of Business.

8/2002–6/2010 ***President of Spalding University***, Louisville, KY

Spalding University is a private, not-for-profit, doctoral level university which offers associate’s, bachelor’s, master’s, and doctoral programs in a range of professional and interdisciplinary liberal arts disciplines. Programs are offered in a variety of innovative and flexible delivery formats. Approximately 2,000 students are enrolled at the main urban campus that has an annual operating budget of over $30 million.

The initial months of this presidency focused on stabilizing the university’s financial condition, restructuring the academic framework, and providing sound fiscal and academic leadership to eliminate a multi-million dollar operating deficit and imminent threats of closure. By the end of the first year, existing university debts were restructured and the necessary corrective actions were in place to end the year with a balanced budget. Having taken the necessary corrective actions to provide for both quality improvement and operational efficiency, the focus of the presidency shifted toward undertaking a comprehensive strategic planning process that included developing campus-wide assessment measures, improving student learning outcomes across the curriculum, building faculty research and scholarship opportunities, enhancing community relations, developing innovative partnerships to advance growth, and expanding university outreach initiatives.

The corrective action of the first year combined with the strategic planning of the second year led to significant restructuring in the financial functions, administrative management, institutional support service operations, academic programs, academic calendar, faculty and trustee governance, advising, retention, marketing, public relations, development, and recruiting and enrollment services. The budget surplus realized at the end of the first year continued to significantly grow in each of the ensuing years, resulting in fiscal stability and well-structured growth and expansion.

The five year Strategic Plan for 2004-2009 focused on five areas critical to the long-term success of Spalding University. The first area was “Academic Excellence” as evidenced by the quality of the faculty, the learning outcomes of the students, the use of integrative technologies in the classroom, and overall student satisfaction. The second area of focus was “Student Engagement.” To advance in this area, the university needed to improve academic advising and student services to support student persistence and enrollment growth. The third element was “Community Involvement.” Spalding had earned the reputation as a “hidden gem.” It was critical to boost the visibility of the university and to enhance its presence in the community along with its influence on public policy in Kentucky and nationally. The fourth element was “Fiscal Integrity and Stewardship.” Without unquestionable integrity and stewardship of resources, achieving the other goals would become improbable if not impossible. The fifth goal required significant improvement and expansion of university “Facilities and Technology.”

During the development of the Strategic Plan and during its implementation, major strides were made in all areas. There was substantial baseline and follow-up data collected and available to assess student learning outcomes, academic advising was completely revamped, and a new faculty governance structure was drafted, approved, and implemented with dramatic results. Retention efforts were focused on improving student persistence and student satisfaction. Several new joint-initiatives were begun with metro government, community service providers, businesses, and health care institutions. In the area of facilities and technology, the funds necessary to renovate the residence hall, to purchase and renovate new student commons, and to make significant capital and accessibility improvements across the campus were raised. A new classroom building opened in fall of 2004 following a successful fundraising campaign to secure all resources needed for the purchase and renovation. In March 2006, a second new building was purchased and received extensive rehabilitation and renovation into a state-of-the-art science education and laboratory facility under the guidelines of a campus master plan adopted during academic year 2006/2007. Funding for this $8M+ facility was provided through a combination of bond financing, operating surpluses, and external fundraising. The College of Health and Natural Sciences began occupancy of the building in September 2008 with the formal dedication occurring in November 2008. Hardware, software, and database technology were completely converted to new platforms enabling integration of technology throughout the campus and curriculum. In December 2008, a capital campaign raising $2.6 million for need-based scholarship endowment was successfully completed.

A major milestone in the transformation of Spalding University occurred in March 2007 following the on-site visit and formal reaffirmation efforts of the institution with the Southern Association of Colleges and Schools (SACS). The on-site visiting committee issued a report indicating that the preliminary assessment of the university indicated that it was fully compliant with all 74 standards of the Commission. The final action on the report was made by the Commission on Colleges in December 2007, reaccrediting the institution for a full 10-year term with no follow-up reporting required.

Throughout the efforts to transform and strengthen the organization, it was vital, as President, to remain highly visible and actively involved in numerous community, civic, and business governing boards. It was also integral to enhancing the credibility of the university that national presentations on topics including higher education financial strategies, development of organizational growth strategies, organization leadership, change and transformation, board engagement in organizational change, and successful teaching and learning techniques for adult students were presented on a regular basis.

8/2002–6/2010 ***Professor of Business Administration***, Spalding University, Louisville, KY

Served as a faculty member in the graduate and undergraduate programs in the College of Business and Communications and taught a masters-level course, "Communicating Complex Financial Information" in fall 2009. Participated as a guest lecturer in numerous doctoral, master's, and undergraduate classes along with being an active member of various student doctoral dissertation committees in the College of Education.

8/1994–8/2002 ***Adjunct Faculty***, Emmanuel College, Boston, MA

Adjunct faculty member in the accelerated graduate and undergraduate business degree programs responsible for teaching courses in corporate financial management, business law, management and strategic planning, and business policy. Faculty advisor to students in the graduate management program preparing final applied action research projects. Responsible for the development of new courses in corporate finance and strategic management in the MSM program as well as the revision of existing curriculum in finance, management, and strategic planning in the undergraduate program. Served for two years on college-wide program committee responsible for reviewing and recommending changes to existing programs and curriculum and new program initiatives. Member of business advisory committee composed of business professionals with the responsibility of assisting the administration in reviewing and recommending strategic changes and new initiatives in the college's professional programs. Served in role as workshop leader conducting faculty development workshop programs as well as assessor in faculty assessment programs for the accelerated programs.

9/1994–8/2002 ***Corporate General Counsel/Chief Financial Officer (CFO)/Chief Operating Officer (COO)/Partner***, The Lyons Companies, LLC (and affiliated companies), Waltham, MA

Served in roles as CFO/COO as well as in-house tax counsel for the operations of a multi-faceted financial services firm. The firm maintained a national practice specializing in estate planning, business succession planning, executive compensation planning, design and administration, charitable planning for individuals and nonprofit organizations, and capital advising including the financial instruments and insurance funding appropriate to implement each strategy. Responsibilities included reviewing the current business strategies, legal and tax situations of clients, advising clients of various financial, legal, and operational alternatives, and working directly with clients and advisors in implementing and monitoring these strategic plans.

Worked directly with members of the Boston Ballet, Boston Lyric Opera, and Wang Center in developing and launching major charitable fundraising campaigns. Responsible for training staff in advanced planning techniques as well as providing ongoing guidance and resources to all personnel involved in the planning process and client services. Responsible for administration of all corporate legal issues, contracts, compliance and registration requirements for all affiliated companies, corporate financial management, including preparation of budgets, review of monthly financial reports, pro-active tax planning, and management of banking relationships.

Responsible for working with the CEO to develop and implement marketing and public relations strategies, including writing numerous articles and commentaries for professional journals, along with developing short- and long-term corporate strategic plans. Responsible for developing, monitoring, and revising business plans as needed. In 2001, acted as lead counsel in negotiating and effectuating the sale of Lyons Compensation and Benefits, LLC to Clark Bardes, Inc. Continued as special legal counsel overseeing the transition of operations and personnel through December 31, 2001.

7/1992–12/1993 ***Partner***, Stearns, Rooney & Associates, Hingham, MA

Founding partner of firm specializing in wealth transfer strategies affecting estate planning, employee benefits and pension planning, and business continuity planning. Firm focused on consulting with other organizations and financial planning firms to develop training programs, seminars, and personal plans. Prepared and implemented tax and financial plans for high net worth individuals, business owners, and highly compensated executives. Conducted educational public seminars focusing on estate preservation and maximization. Developed training programs for officers and support staffs in the private banking and asset management divisions of two major institutional lenders.

7/1993–9/1994 ***Tax Attorney***, Maselan & Jones, P.C., Boston, MA

Practice emphasized numerous areas of tax planning and tax litigation including estate planning, employee benefits and pension planning, general corporate and partnership tax issues, business transfer and succession strategies. In addition, practice also included corporate financing through government and private financial institutions, commercial real estate leasing and property transfers, development project approvals, and appeals from regulatory agencies.

6/1991–7/1993 ***Staff Attorney*** (7/1992–7/1993), ***Technical Manager*** (6/1991–6/1992)
CIGNA Companies – IFSD

Affiliated with both the Boston, Massachusetts, and White Plains, New York, field offices. Responsible for working with financial consultants and insurance agents, their clients, and advisors in the design and implementation of individualized financial plans. Areas of financial planning encompassed estate planning and wealth preservation, business continuity and transfer strategies, fringe benefit analysis, and accumulation strategies.

Assisted in the development and implementation of recruiting and selection plans for attracting new hires. Trained new hires in the technical issues as well as the life and health insurance products used throughout the processes. Communicated changes in tax strategies and new marketing ideas to senior consultants. Acted as Director of Sales for CIGNA Securities in the regional office coordinating the sales and marketing of various equity products.

9/1990–5/1991 ***Attorney***, Caprio Law Offices, Providence, RI

Practice emphasized tax issues as related to individuals and small businesses, business transfer and succession strategies, probate and estate law, and real-estate development and transfers.

6/1984–9/1990 ***Vice President***, The Codman Company, Boston, MA

Senior Property Manager – Responsible for overseeing the asset management of a residential portfolio of condominium and rental units. Developed business plan and marketing strategy for expansion of division. Responsible for new business acquisitions, corporate budgeting, hiring, training, and review of property managers and administrative staff. Assisted in development and implementation of new residential property management accounting computer system. Reviewed policies and procedures, property budgets, and daily management with individual property managers. Worked extensively with institutional lenders on the takeover, management, completion, and owner/tenant relations of properties throughout New England.

Regional Marketing Director – Responsible for planning and execution of division expansion including the opening of a regional office. Developed new business. Planned and directed full marketing programs for new residential developments. Formulated detailed quarterly and yearly budgeting of regional office and marketing programs. Consulted with developers, architects, and contractors in drafting housing plans and specifications. Worked extensively with attorneys throughout the approval process, drafting legal presentations and negotiating property sales. Consulted on urban design recommendations for the Central Artery project and rehabilitation of the Prudential Center complex.

Director of Residential Market Research – Responsible for founding the market research department. Developed business plan and coordinated promotion of capabilities. Hired, trained, and supervised staff. Conducted, wrote, and edited feasibility studies and field analyses for municipalities, financial institutions, and private developers. Designed specifications and implemented marketing database. Wrote technical and user manuals. Developed computerized cash flow analyses for use in the project development process.

9/1986–12/1987 ***Senior Lecturer***, Boston University Metropolitan College, Boston, MA

Designed course curriculum and taught undergraduate evening students in real estate principles and finance.

PROFESSIONAL and COMMUNITY ACTIVITIES:

- Board of Director – Association of Jesuit Colleges and Universities; Aug 2016 - present
- Board of Trustees – Regis University, Denver, CO; 2004–June 2011, April 2015–present (Executive Committee and Standing Committee Chair, 2008–June 2011)
- American Bar Association – National Appellate Advocacy Competition, Boston, MA; 2011, 2012 (Judge)
- Board of Trustees – Jewish Hospital & St. Mary's HealthCare, Louisville, KY; 2007–June 2011 (Vice Chair July 2008–June 2011)
    - Committees: Environment of Care (2006–June 2011), Strategic Planning (2007–June 2011), Investment (2007–June 2011), Management Review (2008–June 2011), Transition Committee (2009–June 2011), Benefits Measurement Committee (2009–June 2011), CEO search co-chair (2009–June 2011)
- Board of Directors – The Housing Partnership, Louisville, KY; 2003–June 2010 (Board Chair June 2008–June 2010; Executive Committee – Treasurer 2005–2006, Chair Elect 2006–2008)
- Board of Directors – Fifth Third Bank (Kentucky) Louisville, KY; 2005–March 2010 (Executive Committee 2007–March 2010)
- Board of Directors – Bostonian Group, LLC, Boston, MA; 2004–May 2010 *(NOTE: Company acquired May 2010)*
- Board of Directors – Greater Louisville, Inc. (chamber of commerce); 2002–June 2010
- Board of Directors – Kentuckiana Metroversity; 2002–June 2010
- Board of Directors – Association of Independent Kentucky Colleges and Universities (AIKCU); 2002–June 2010
- Board of Directors – Catholic Education Foundation (Executive Committee; Treasurer 2004–2006); 2003–2007
- Board of Trustees – Collegiate School, Louisville, KY; 2006–2007
- Board of Directors – Louisville Science Center; 2003–2006
- Board of Directors – Health Enterprises Network; 2003–2007
- Judge for Massachusetts high school Mock Trial competition (preliminary through "elite" eight competition rounds); 2001–2002
- Guest Lecturer at Northeastern University Graduate Tax Program; 1999–2002
- Youth Ministry Leader, Saint Paul Parish, Hingham, MA; 1999–2001
- Parish Finance Council – Responsible for the managing of parish finances as well as major capital fundraising initiatives for Saint Paul Parish; 1998–2002, 2010–2012
- Member of career advisory program at Boston University School of Management and School of Law; 1992–2000
- Participant in career mentoring program at Suffolk Law School; 2000–2001

DISSERTATION:

NAVIGATING IN A BUILDING SEA OF CHANGE: SUCCESSFUL GROWTH STRATEGIES OF TWO PRIVATE HIGHER EDUCATION INSTITUTIONS

"There is much that continues to be written about the growing crises within higher education both from those directly involved in its institutions and those viewing these institutions from outside of the academy. The changing environment and the need for higher education to adapt and change are not questioned, but understanding successful change creates greater uncertainty and debate." (Excerpt from abstract)

PROFESSIONAL LICENSES:

- Member – Massachusetts, Rhode Island, and Florida State Bar Associations
- Member – American Bar Association (ABA)
- Member U.S. District Court
- Member U.S. Tax Court
- Securities Licenses Series 7, 62, 63, 65 (expired 2003-2004)

AWARDS:

- Department of Defense Medal for Distinguished Public Service – September 2012
- *Today's Woman Magazine*, 2006 Most Admired Woman in Education
- Business and Professional Women/River City, 2006 Woman of Achievement
- *Business First*, Partners in Health Care Award 2006, 2007, 2008, 2009, and 2010
- *Scholar House*, Lucy Award 2009 (outstanding achievement supporting educational opportunities for women and families)
- Mayor's Citation for Community Service to the City of Louisville, February 1, 2010 (presented for distinguished and outstanding service to the City of Louisville)

PROFESSIONAL PRESENTATIONS:

- *November 1, 2012* University of Michigan, 6th annual Susan B. Meister Lecturer in Child Health Policy, "Our Military's Children: Insights From Over a Decade of War," Prepared and presented by Dr. Jo Ann Rooney

- *April 2009* Association of Governing Boards (AGB) National Conference on Trusteeship, "Board Engagement in Major Academic Change," Prepared and presented by Dr. Jo Ann Rooney and Dr. L. Randy Strickland

- *May 2008* Kentucky Council on Post-Secondary Education (CPE) 8th Annual Conference on the Scholarship of Teaching and Learning—Challenging Student to Think Critically and Learn Deeply, Keynote Address "Boomers vs. X vs. Y: Educating Across Generations," Prepared and presented by Dr. Jo Ann Rooney

- *April 2008* Association of Governing Boards (AGB) National Conference on Trusteeship, "Fostering Active Board Participation in Academic Governance," Prepared and presented by Dr. Jo Ann Rooney and Dr. L. Randy Strickland

- *February 2008* Kentucky Council on Post-Secondary Education (CPE) Adult Learner Summit, "Best Practices in Retention in Accelerated Programs," Prepared and presented by Dr. Jo Ann Rooney

- *December 2007* Commission on Colleges of the Southern Association of Colleges and Schools (SACS) Annual Meeting, "Reaffirmation 101: A Case Study of Spalding University," Prepared and presented by Dr. Jo Ann Rooney, Dr. L. Randy Strickland, Dr. Lynn Gillette, and Victoria Murden McClure

- *December 2007* Commission on Colleges of the Southern Association of Colleges and Schools (SACS) Annual Meeting, "General Education Assessment ASAP," Prepared and presented by Dr. Jo Ann Rooney, Dr. L. Randy Strickland, and Dr. Lynn Gillette

- *November 2007* Council for Accelerated and Experiential Learning (CAEL) International Conference, "Demonstrating the Effectiveness of Accelerated Programs," Prepared and presented by Dr. Jo Ann Rooney, Dr. L. Randy Strickland, and Dr. Lynn Gillette

- *November 2007* Commission for Accelerated Programs (CAP) Annual Meeting Plenary Session, "Best Practices in Retention in Accelerated Programs," Prepared and presented by Dr. Jo Ann Rooney, Dr. L. Randy Strickland, and Dr. Lynn Gillette

- *May 2007* Educational Policy Institute RETENTION 2007, "How to Use Assessment Data and Accreditation to Develop a QEP focused on Improving Students' Math Skills and Increasing Retention," Prepared by Dr. Jo Ann Rooney, Dr. L. Randy Strickland, and Dr. Lynn Gillette

- *April 2007* N.C. State Undergraduate Assessment Symposium, "From Assessing for Accreditation to Assessing for Improvement–The Case of Spalding University," Prepared by Dr. Jo Ann Rooney, Dr. L. Randy Strickland, and Dr. Lynn Gillette

- *January 2006* CIC President's Institute, "Restoring the Luster to Good Places: Institutional Turn-around Stories," Prepared and presented by Dr. Jo Ann Rooney

- *November 2005* Commission for Accelerated Programs (CAP), "Teaching Accelerated Courses or Achieving Successful Outcomes with Adult Learners in Accelerated Courses," Prepared and presented by Dr. Jo Ann Rooney