Loyola University Chicago (Loyola) seeks an accomplished, innovative, and equity-minded leader to serve as the Provost and Chief Academic Officer (Provost). Motivated by its Jesuit commitment to social justice and transformative education, Loyola has earned recognition on the national higher education landscape for its robust mission-centered undergraduate experience, an array of quality graduate and professional programs, the university’s research initiatives and engagement with the Chicago community, and excellent health sciences programs that, in partnership with the Loyola University Health System and Trinity Health, is working to transform the expanding healthcare environment.

Loyola is one of 27 Jesuit universities and one of the largest Catholic universities in the United States. It currently enrolls over 17,000 students on its three campuses in the Chicago area: Lake Shore, Water Tower, and the Health Sciences Campus (HSC). In addition, Loyola has a presence with the John Felice Rome Center (JFRC) in Italy. In the last decade, Loyola has experienced tremendous growth in virtually every dimension, including undergraduate enrollment, student retention, healthcare innovation, physical footprint, and academic programs. Under the leadership of Dr. Jo Ann Rooney, who joined Loyola in 2016 as the university’s first lay president, Loyola finds itself at an exciting inflection point as it approaches its 150th anniversary next year. President Rooney has created a new leadership structure, redefining the Provost role to oversee the entire academic enterprise of the university and creating a new Senior Vice President for Strategy and Innovation position that will develop a new strategic plan and initiatives for growth across the university, particularly in the health sciences. This is part of an effort to support the university to drive research, teaching, and successful student outcomes and further achieve its Jesuit and Catholic mission that emphasizes the importance of knowledge, intellectual curiosity, global perspectives, and *cura personalis*, which translates to “care for the whole person.” This is an exceptional opportunity to join the President’s leadership team, and through a reinvigorated commitment to shared governance, steward an academic enterprise that is committed to elevating Loyola’s research profile and cross-disciplinary collaborations, while furthering its distinctive student experience focused on leadership cultivation and engagement with global issues. The Provost will play a critical role in refining the new leadership structure and developing a new academic plan to shape the future trajectory of this highly successful, mission-driven institution, renowned for its academic quality, social justice mission, and community engagement.

The Provost will capitalize on this moment and set aspirational strategic goals at what is already a very successful university. In order to do so, the Provost must embrace the Catholic, Jesuit traditions and values of the institution and its mission to expand knowledge in the service of humanity through...
learning, justice, and faith. The Provost will demonstrate a deep understanding of the current issues in higher education, an enterprising mindset, and have a demonstrated track record of successfully implementing change in response to economic, political, and social forces. The successful candidate will have extensive experience with balancing the business fundamentals of a complex university while prioritizing student success, academic excellence, staff productivity, and diversity and inclusion. Strategic planning experience is highly desirable, as is experience in a highly complex, geographically distributed higher education environment that includes a major health sciences division. Of greatest importance is a leadership style that emphasizes communication, accessibility, collaboration, and decisiveness that are critical to leading the academic enterprise during a time of growth, change, and aspiration.

A list of the desired qualifications and characteristics of the Provost and Chief Academic Officer can be found at the conclusion of this document, which was prepared by the Search Advisory Committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About Loyola University Chicago

Loyola University, founded in 1870 as St. Ignatius College, is one of the largest Catholic universities in the country and Chicago’s only Jesuit university. Loyola enrolls approximately 17,000 students, including over 11,000 undergraduates, and offers more than 80 undergraduate majors and 80 undergraduate minors, as well as more than 170 graduate and professional degree programs and certificates across its campuses in the Chicago area: Lake Shore, Water Tower, and the Health Sciences Campus (HSC) and on the John Felice Rome Center (JFRC) in Italy. The university is home to 14 schools, colleges, and institutes, including the 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, Institute of Pastoral Studies, Institute of Environmental Sustainability, Quinlan School of Business, Marcella Niehoff School of Nursing, Stritch School of Medicine, the Arrupe College of Loyola University Chicago, and the brand new Parkinson School of Health Sciences and Public Health. Loyola also features course locations in Ho Chi Minh City, Vietnam; Downers Grove and Vernon Hills, Illinois; and a Retreat and Ecology Campus in Woodstock, Illinois.

_U.S. News & World Report (USNWR)_ consistently ranks Loyola among the top national universities (#89 in the 2019 edition), and many of Loyola’s schools and programs rank among the best in the nation. _USNWR_ also ranks Loyola 12th nationally in online bachelor’s degree programs. Loyola is among a select group of universities recognized for community service and engagement by prestigious national organizations such as the Carnegie Foundation and the Corporation for National and Community Service. The university has received the Presidential Award for Community Service (out of over 800 colleges and universities) and has been designated with the Carnegie Community Engagement elective classification in 2008 and again in 2015. Loyola is a national leader in graduating women in STEM fields, ranking #7 overall in the number of STEM graduates. Its deep and holistic approach to sustainability and environmental issues has led it to be named a Top 20 Green university by the Sierra Club and it is highly ranked as a university serving veterans. Loyola is also among 10 percent of all American colleges and universities to have a Phi Beta Kappa honor society chapter.

_Loyola’s Chicagoland campuses_

The Lake Shore Campus, where most residential students live, is located in Chicago’s Rogers Park and Edgewater neighborhoods, situated in the nation’s most diverse communities. It is the campus where
students take classes in the College of Arts and Sciences, the Institute of Environmental Sustainability, and graduate studies in arts, social sciences, and sciences. Undergraduate nursing, health systems management, and exercise science students take all or part of their education at this campus.

The downtown campus, known as the Water Tower Campus, is in the heart of Chicago. It is the primary home for the administrative offices of the university as well as the professional schools of Business, Communication, Education, Law, Social Work, and Continuing and Professional Studies; the Institute of Pastoral Studies; and the Arrupe College. Students reside in Baumhart Hall that also houses the Terry Student Center.

The Health Sciences campus is in the western Chicago suburb of Maywood and is home to the university’s health sciences education and research enterprise. It includes the Stritch School of Medicine (SSOM), the Marcella Niehoff School of Nursing, the new Parkinson School of Health Sciences and Public Health, and the Center for Translational Research and Education. They share a common mission to advance the university’s commitment to a socially-just world by developing healthcare leaders and improving human health through education and research, all grounded in Jesuit Catholic values. Faculty in the schools of Nursing and Health Sciences and Public Health reside on both the Maywood and Lake Shore campuses.

An Era of Transformation

Guided by its strategic plan, Plan 2020, Loyola views itself as a "social project," more than a collection of schools, departments, and programs. In 2001 Loyola embarked on an ambitious $750-million building plan to improve the infrastructure of the Lake Shore Campus to match its high-quality academic programs. The construction included renovation of 16 buildings and construction of 10 new LEED certified buildings, including state-of-the-art facilities like the Information Commons, named one of Architectural Digest’s 18 most stunning university libraries in the world; the Norville Center for Intercollegiate Athletics; and the innovative Institute of Environmental Sustainability. Most recently, in 2018, the university broke ground on the Alfie Norville athletic practice facility and in 2019, on Francis Hall, a residence hall on the Lake Shore campus.

At the Water Tower Campus in downtown Chicago, Loyola opened the Raymond C. Baumhart, S.J., Residence Hall and Terry Student Center, a soaring high-rise. Other changes include the department of communication’s move to downtown and the creation of the School of Communication. A successful fundraising campaign in 2008 helped the university move the School of Law into the remodeled Philip H. Corboy Law Center and helped finance the latest addition to the Water Tower Campus, the John and Kathy Schreiber Center, the home of Loyola’s Quinlan School of Business. In 2015, the university launched Arrupe College, a two-year college that continues the Jesuit tradition of offering a rigorous liberal arts education to a diverse population, nearly all of whom are the first in their family to pursue higher education. Arrupe gives students an opportunity to earn an associate’s degree while accumulating little to no debt and helps to set them on the path to employment or a four-year degree.

Changes also occurred at the Health Sciences Campus in Maywood, a suburb west of Chicago. Prior to 2011, the university owned and controlled its health care affiliate, Loyola University Health System (LUHS). At that time, LUHS oversaw other health care related entities, including Loyola University Medical Center (LUMC), which was separately incorporated in 1995. In 2011 the university completed a transaction with Trinity Health Corporation, pursuant to which Trinity replaced the university as the sole member of the Health System, and Trinity assumed control of LUMC, Gottlieb Memorial Hospital, and other healthcare affiliates. Through agreements with the university, LUMC provides clinical and teaching
facilities for a number of the university’s health sciences programs. Further, the agreement with Trinity Health Corporation provided funding for the state of the art 225,000-square-foot Center for Translational Research and Education, an interdisciplinary research facility that opened in early 2016. In addition, the first ever building for the Marcella Niehoff School of Nursing was erected in 2012. In 2019, the Parkinson School of Health Sciences and Public Health was established to address the evolving needs of health and healthcare and as another major part of Loyola’s commitment to assist the poor, the underserved, and the disenfranchised in the greater Chicago community and beyond.

During this period, Loyola also significantly strengthened academic programs and resources. Key accomplishments included growth in adult and online offerings (seven bachelor’s completion programs; more than two dozen online graduate programs and certificates); an increase in full-time faculty teaching core and introductory courses (43 percent to 75 percent in 2014); more than 30 endowed professors/chairs; and a significant improvement in the four-year graduation rate (55 percent to 69 percent). In 2012 the university launched the “Engaged Learning” requirement, which exposes students to high intensity, real-life learning experiences. The plan strengthened environments on each campus that support transformational educational objectives, including spaces that promote academic, social, and recreational interactions and activity. In 2018, Loyola participated in the Higher Education Anchor Mission Initiative sponsored by the Coalition of Urban and Metropolitan Universities and worked with other institutions to identify resources and develop new tools for implementing, expanding, and evaluating anchor mission practices within their institutions, higher education, and the communities they serve. Loyola is now a member of the Anchor Learning Network and will spend the next three years working to institutionalize the anchor mission and lead in transforming the national perception of higher education.

In 2017, Arrepe College graduated its first class of more than 100 students. Nationally, just 5 percent of students enrolled full-time in a community college earn an associate’s degree in two years; 52 percent of Arrepe students achieved this goal. Many graduates of the Class of 2017 are pursuing further education to earn bachelor’s degrees at colleges and universities around the country, including Loyola University Chicago, Regis University, Loyola University New Orleans, University of Illinois at Chicago, Dominican University, University of Wisconsin-Madison, Georgetown University, and more. In May of 2019, 47 percent of Arrepe’s first class of graduates earned their bachelor’s degree in four years, two years after they received their associate’s at the inaugural Commencement and two years ahead of the national average. By the end of 2019, it is expected that 84 percent of Arrepe’s first graduating class will have bachelor’s degrees.

Building on the emphasis of social and co-curricular community engagement laid out in the strategic plan, the university switched into the Missouri Valley Conference in 2013, opening the door to greater competitive opportunities for Loyola student athletes and forums for its community support. In 2016, 2017, and 2018, Loyola’s student-athletes tied for the top rank in the country with a 99 percent graduation success rate. In 2018, Loyola also made national headlines when the men’s basketball team won the Missouri Valley Conference Championship and went on to its first NCAA championship appearance in more than 30 years, culminating in an historic run to the NCAA Final Four.

Leadership and Strategic Planning

President

On August 1, 2016, Jo Ann Rooney, J.D., L.L.M., Ed.D., became the university’s 24th president, the first lay president of Loyola University Chicago. Under Dr. Rooney’s leadership, Loyola continues to
experience substantial growth in undergraduate enrollments and to position itself as a leading institution in Chicago, the nation, and internationally.

Bringing a broad portfolio of experience in higher education, government, law, healthcare, and business to the position, Dr. Rooney has focused on consolidating the gains of recent years, strengthening Loyola’s position in areas such as sustainability, business, law, education, health care, and social work, and innovations in programs and delivery that anticipate trends in the market and society. She has advocated on behalf of students and families to keep college affordable and accessible, solidified the university’s position in the worldwide Jesuit network, and has engaged externally to build new and important relationships with religious and civic leadership in Chicago and with philanthropic and programmatic partners across the nation. She is implementing a new, longer-term budgeting process utilizing rich demographic and market data to better evaluate program performance and student success that is enabling Loyola to better anticipate and respond to the changing educational needs of students, communities and employers. Furthermore, a proposal for growing Loyola’s technology programming has recently been approved. These funds will be utilized to grow new technology programs and will be developed and delivered through a coordinated effort between the Computer Science Department in the College of Arts & Sciences, the Quinlan School of Business’ Executive & Professional Education Center, and the School of Continuing and Professional Studies, and will include both credit and non-credit programming.

**Interim Provost and Chief Academic Officer**

Margaret Faut Callahan CRNA, PhD, FNAP, FAAN is Acting Provost and Chief Academic Officer. In her previous position as Provost for the Health Sciences Division, Dr. Callahan’s leadership was integral to the upward trajectory of the Health Sciences over the last few years. With her deep strategic expertise and broad experience across our campuses, she will lead the effort to unite the offices of the university provost into an integrated unit that will guide the academic enterprise across all campuses and disciplines. Once a new Provost is in place, she will assume a new role as Senior Vice President for Strategy and Innovation and will continue efforts to expand the university’s impact in health sciences, research, and other important areas and lead the university in a strategic planning process.

**Strategic Plan**

In the spirit of the Jesuit value of *cura personalis*, Loyola is deeply committed to offering an education rooted in caring for the whole person — intellectually, morally, physically, and spiritually. Loyola continues to live its Jesuit mission by translating ideals into action, working to expand knowledge in the service of humanity through learning, justice, and faith, and embracing diversity across all of its work. The current strategic plan, *Plan 2020*, aligns with Loyola’s Jesuit, Catholic mission and focuses on building a more just, humane, and sustainable world. The plan further elaborates and strengthens community engagement and partnerships with communities in the neighborhoods surrounding the campuses. The next Provost will have the opportunity to work with the Senior Vice President for Strategy and Innovation and other senior leaders, faculty, staff, and students to create and implement Loyola’s next strategic plan to ensure the university continues to meet its Jesuit, Catholic mission in the years to come.

**Role of the Provost and Chief Academic Officer**

Reporting to the President, the Provost and Chief Academic Officer’s role is to provide academic vision and leadership to fulfill the university’s mission. The Provost will oversee all academic schools, colleges, institutes, the honors program, core curriculum, engaged learning requirement, research, and many other
academic support functions for the university. The scope of the role includes managing enrollment and student success for the more than 17,000 undergraduate, graduate, and professional students, with financial oversight of a $350 million operating budget, and directly/indirectly leading more than 1,150 full-time and 540 part-time faculty and 960 staff. Positions reporting to the Provost include the deans of the colleges and schools, institute directors, and Provost office personnel.

Earlier this spring, Dr. Rooney announced a single Provost model to create a new organizational leadership structure across all campuses in an effort to better coordinate and elevate the university’s strategic ambitions. This new structure includes the Provost and Chief Academic Officer role as well as a new Senior Vice President for Strategy and Innovation role. Moving back to a single Provost is intended to provide a more integrated approach to the academic enterprise and to better align the management structure and organizational development of Loyola with universities of similar size and complexity. Prior to this point, the deans of the schools and colleges reported to either the Provost or the Provost for the Health Sciences. Once the new Provost is in place, it is expected that the person will continue to work with university leadership to further develop an organizational structure that will best serve the needs of Loyola, support the academic vision and ambitious goals of the university, and emulate best practices for institutions with close relationships to healthcare systems. The Provost will work closely with the President, senior vice presidents for finance and business operations, administrative offices, and strategy and innovation, other vice presidents, faculty and staff leaders, and others around the university. The Provost will also represent the academic mission to the Board of Trustees.

Key Opportunities and Challenges for the Provost and Chief Academic Officer

Realize the potential of a single Provost organizational structure

The move to a single Provost organizational structure is a tremendous opportunity for the university even though the announcement was met with some questions about the need for such a change. While efforts are already underway to create a new combined organizational structure, the new Provost will need to work through the shared governance process with leaders across the institution. They will develop and implement an integrated organizational structure that recognizes and values the variation in how organizational units fulfill the university’s mission and also provide for better ways to align resources and efforts. The Provost will challenge deans and other leaders to transcend traditional school, college, and campus based approaches and think creatively about teaching, research, and scholarship, clinical operations, service learning, and resource allocation. Loyola has a longstanding tradition of community engagement and the Provost will work with university leaders to collaboratively plan for purposeful growth to strategically capitalize on opportunities for new or expanded programs that meet societal needs and increasingly better position Loyola as an engaged partner with the Chicago community and beyond.

Contribute to the development of a new vision and strategic plan

Plan 2020, the strategic plan that has guided Loyola’s strategy and operations for the past several years, will soon reach its endpoint. Since the creation of that plan, the university has transitioned presidential leadership and now anticipates the arrival of a new Provost that will oversee the entire academic enterprise. The confluence of these events, heading into the sesquicentennial anniversary of Loyola in 2020, provides the university with the opportunity to shape a new and compelling strategic vision and plan that engages all divisions and is developed with special attention to shared governance. The Provost will play a central role in its development and in the oversight of its implementation and will ensure that all voices are included in the planning process.

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The creation of this plan will offer the Provost the opportunity to address several key issues that will set the tone and the path for the future of the university’s academic enterprise. Among these issues are: integrating the work of faculty, staff, and students from many backgrounds and religious traditions into the Catholic, Jesuit mission and priorities; continuing to attract leading scholars to the faculty and striking the correct balance among tenured/tenure-track, full-time non-tenure track, and adjunct faculty within the academic programs; encouraging a substantial increase in the volume and quality of multidisciplinary and interdisciplinary research and teaching; finding ways that Loyola’s multiple campuses can interrelate more productively; enhancing the diversity and inclusion of students, faculty, and staff; and driving innovation around curricular and co-curricular experiences and program delivery that supports strong student outcomes and will help increase alumni engagement, community partnerships, and philanthropy.

**Continuously review academic and co-curricular programs**

Like most tuition-driven institutions, Loyola relies upon its academic and co-curricular programs to drive demand for admission and to ensure persistence through graduation. In recent years, several new programs have been developed and implemented successfully in this regard. The university is continuously adapting curriculum and other offerings to prepare students to meet the demands and expectations of a 21st century workforce, and the chief academic officer is the key to success in driving innovation. The Provost will work with the faculty and the Office of Institutional Effectiveness to build on a re-invigorated process that focuses on continual periodic review of academic and co-curricular programs with the anticipation of making ongoing adjustments in the allocation of resources to those programs.

**Build a dynamic team with innovative, enterprising leadership**

The advent of a new Provost at Loyola brings opportunities to reorganize the work of the Provost’s office. Recent and anticipated departures from that operation allow this transition to be highly organic, within the context of the university’s larger organizational development. The new Provost will work from the outset to build a team and set of policies and processes that will best serve the needs of students, faculty, and staff while, at the same time, strengthening the Jesuit Catholic mission of the university.

The Provost will work with the university’s deans and other academic leaders to enhance their capacity to lead with increased accountability for their units’ outcomes. Loyola is converting to a new business intelligence system that will provide more data and clearer analysis of the data than has been available previously. The Provost will make immediate, careful, and considered use of this new utility to provide deans and unit leaders with key information on which to base decisions and use the data to gauge the performance of the university’s operations. Deans and unit leaders will have the ability to more fully understand their operations and to have a greater impact on the financial circumstances of their units, justify new investments, understand personnel planning, and generate new revenue enhancing programs, including philanthropic activities.

**Enhance the culture and mission of the institution**

Loyola operates under a system of shared governance that includes a University Senate composed of faculty, staff, students, and administrators along with separate bodies of a Faculty Council, Staff Council, and Student Government of Loyola Chicago. There are multiple campuses, both graduate and undergraduate education programs and a variety of colleges with different resource structures and demands. While commitment to Loyola’s mission and values remain extremely strong across Loyola, there are opportunities to lead this faculty and staff toward a new direction and create more cohesion. The Provost will work to understand the current shared governance structures and, if needed, propose changes.
that will more effectively support an environment of continuous improvement, informed and transparent decision-making and nimble and efficient operations while integrating the efforts of faculty, staff and students.

Loyola is committed to upholding the Catholic intellectual heritage of fearless inquiry, education, and civil discourse. The formation of faith, the furtherance of Ignatian charism, a well-rounded education, and pursuit of social justice in the context of place and community are foundational to this heritage. Sustaining and strengthening the culture and mission of the university is a priority, as is honoring the university as an anchor institution in the community. The Provost will proactively address mission-centered programming for faculty and staff and, in conjunction with the senior mission integration officer, establish institutional policies, practices, and organizational mechanisms that contribute to a healthy campus culture.

The Jesuit tradition is marked by a deep commitment to diversity, equity, and justice. The Provost will work with faculty, staff, students, and relevant stakeholders to understand the challenges and tensions that pervade society and design strategies to address these concerns. The Provost will be expected to provide institutional leadership on diversity and inclusion. Loyola resides in the heart of a diverse and multicultural city, yet it has not had the success it has hoped in attracting a representative community in the faculty or student bodies. The new Provost will work to advance the themes of diversity and inclusion and to develop processes and initiatives to make significant progress in attracting a broader pool of talent at every level. The Provost should champion a research and learning environment where everyone feels welcome and respected, and where a diversity of ideas and opinions flourish.

**Qualifications and Characteristics**

The next Provost will be an experienced and successful leader of an academic enterprise characterized by collaboration with a minimum of 10 years of progressively responsible experience in a position of considerable managerial authority and responsibility. The successful candidate will possess an earned terminal degree and a record of research, teaching, and service commensurate with an appointment to the Loyola University Chicago faculty at the rank of professor. Previous experience at the provost and/or chief academic officer level is highly desirable as is experience with health sciences education. The Provost must also have a commitment to strengthening and extending Loyola’s Jesuit Catholic mission.

While no single candidate will have all the ideal qualifications, candidates should possess many of the following qualifications and characteristics:

- Demonstrated history of dedication to and activity in support of social justice
- Unimpeachable integrity and superb judgment, exemplified by fairness, flexibility, empathy, and responsiveness
- Deep respect for the role of faculty, staff, and students in the governance of the institution
- Track record of respect for shared governance, inclusive decision-making, open communication, strong listening skills, and courage of conviction
- Proven track record of diversity and inclusion
- Excellent collaboration and consensus building abilities to bring together a diverse group of constituents
- An empowering and transparent management style and a record for facilitating the success of deans and other academic leaders are essential
• Experience with multiple campuses, a global footprint, and geographically distributed workforces
• Experience with leading academic programs that include health science education
• Knowledge of and experience with higher education financing and budgets and a strong history of productive allocation of resources
• Significant experience in leading a strategic planning process including strategic thinking, action-oriented creative planning, and successful implementation and delegation
• Track record of academic and co-curricular program review
• Experience with collective bargaining units
• Collaborative spirit with students
• Sound and actionable understanding of higher education’s current and evolving environment combined with a record of leading an institution during a period of change
• A demonstrated entrepreneurial spirit, creativity, and the agility necessary to bring ideas to fruition in a timely fashion
• A sense of humor

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/6944. Electronic submission of materials is strongly encouraged.

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Loyola University Chicago is an Equal Opportunity/Affirmative Action employer with a strong commitment to hiring for our mission and diversifying our faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion (except where religion is a bona fide occupational qualification for the job), national origin, sex, age, disability, marital status, sexual orientation, gender identity, protected veteran status or any other factor protected by law.