



SEARCH FOR THE PRESIDENT



Preparing people to lead extraordinary lives

The Search

Loyola University Chicago (Loyola) invites nominations and applications for its next President. Founded in 1870 as St. Ignatius College by the Society of Jesus, Loyola is one of the largest Catholic universities in the country and Chicago's Jesuit university. In the last decade-plus, Loyola has experienced tremendous growth in virtually every dimension, including undergraduate enrollments, student success measures, research activity, physical footprint, and academic programs. 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, array of quality graduate and professional programs, expanding research initiatives, and engagement with the Chicago community. The next President will be called to build on this past success and continue to move Loyola forward, contributing to a more just and humane world in the Catholic and Jesuit tradition.

Today Loyola enrolls more than 16,000 students across four campuses: Lake Shore (LSC), Water Tower (WTC), Health Sciences (HSC), and the John Felice Rome Center (JFRC) 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, The Graduate School, and Arrupe College of Loyola University Chicago. Loyola's footprint beyond Chicago includes academic centers in Beijing, China, and Ho Chi Minh City, Vietnam; the Cuneo Mansion and Gardens in Vernon Hills, Illinois; and a Retreat and Ecology Campus in Woodstock, Illinois. The University offers more than 80 undergraduate majors and over 80 minors, plus some 140 graduate and professional degree programs.

Recognizing Loyola's excellence, *U.S. News & World Report* ranks Loyola consistently among the top national universities (No. 99 in the 2016 edition). 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. Loyola is also one of only 8 percent of all American colleges and universities to have a Phi Beta Kappa honor society chapter.

Loyola is conducting a national and diverse search for its next President and welcomes Jesuits and lay individuals. In its next President, Loyola seeks a Roman Catholic who is a visionary and academic leader to continue the University's upward trajectory as a trailblazer in Jesuit education. Given the size

and range of its academic programs both at the undergraduate and graduate level, a seasoned administrator with broad academic experience and exposure to health sciences is preferred. Areas of focus for the next leader include the continued actualization of Loyola's Jesuit identity, informed through the 2020 strategic plan that puts Loyola's mission statement into action. As the leader of a tuition-driven institution, the President will also need to balance its goals of access and affordability with financial realities and national enrollment trends. Enhancement of the University's advancement operation will help to strike this balance, putting into place a system that enables the President and the advancement team to broaden its fundraising initiatives and grow the endowment. As part of Loyola's commitment to the community, the President will tend to its relationships in Chicago and lead the University in developing and fostering civic partnerships. Continued growth and national recognition for Loyola also requires the President to promote Loyola's institutional identity as a rising research university, leading the integration of its tradition as a teaching institution with the expanding scholarly goals of faculty and students. Community building through enhanced and transparent communication with the senior leadership team, across all the University's campuses, and through shared governance practices also will be important.

Loyola will be assisted in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence to the firm as indicated on page 10.



WOOD CARVING OF LOYOLA'S SHIELD

History

Loyola University Chicago traces its roots to 1540, when St. Ignatius of Loyola founded the Society of Jesus. An apostolic life of preaching and good deeds defined the mission of the new order, which established its first college in 1548, with several more opening during St. Ignatius's lifetime.

Education is an integral part of the Jesuit philosophy, which motivated Arnold J. Damen, S.J., to found St. Ignatius College. Ever since constructing Holy Family Parish in 1857, the first Jesuit church in Chicago, Father Damen's goal was to establish a college dedicated to the principles of the order.

Erected in 1869 on the corner of Twelfth and May streets, St. Ignatius College opened on September 5, 1870, with a class of just 37 students. These 37 students would be the first to receive a Jesuit education at the college that would later be known as Loyola University Chicago. On October 23, 1909, St. Ignatius College was re-chartered by the State of Illinois as Loyola University, and in 1922 the University moved operations from West Twelfth Street to Sheridan and Devon in the Rogers Park neighborhood. College classes had been offered at the Rogers Park campus since 1912, and Loyola Academy, a Jesuit college preparatory school, opened on the property in 1909.

By 1930, Loyola had become a nationally known and respected university, one that would continue to grow during the next 30 years. The presidency of James F. Maguire, S.J., (1955–1970) was distinguished by unprecedented growth, with the establishment of three new campuses and the erection and

acquisition of many new buildings. The enrollment skyrocketed in the 1960s, aided by the unrestricted admission of women to the College of Arts and Sciences. Loyola became the center of national attention as Coach George Ireland's men's basketball team became the first college basketball team to start four African-American players in every game. In 1963 the team won the NCAA Championship, a significant moment in the integration of college athletics. Loyola is still the only Division I NCAA university in Illinois to win the men's basketball title.

1970 marked the 100th anniversary of the founding of St. Ignatius College and with it a new era for Loyola dawned under the newly appointed President, Raymond C. Baumhart, S.J. Under Father Baumhart's leadership, Loyola sought to redefine its identity and distinguish itself from other contemporary Jesuit universities. One result was Loyola University officially changing its name to Loyola University Chicago. Another was the expansion and enhancement of Loyola's facilities, with the construction and renovation of several buildings, development of the Water Tower Campus, building the Medical Center campus, and the acquisition of Mundelein College.



EAST QUAD, LAKE SHORE CAMPUS • CHICAGO (ROGERS PARK)

An Era of Transformation

2001 began an important transition period for Loyola as Michael J. Garanzini, S.J., became the University's 23rd President. At the time Loyola was facing significant challenges, including substantial debt, low enrollment, and inadequate facilities. Over the next 10 years, Father Garanzini catalyzed dramatic change, leading Loyola into the national spotlight through a massive period of growth not seen at the University since the 1960s.

Making strategic cuts, Father Garanzini balanced the budget and eliminated the deficit by 2004 and then embarked on an ambitious \$750 million building plan to improve the infrastructure of the Lake Shore Campus to match its already high-quality academic programs. The construction included renovation of 16 buildings and construction of 10 new buildings; adding to campus the East and West Quads; the Quinlan Life Sciences building; Regis, de Nobili, and San Francisco residence halls; the Arnold J. Damen, S.J., Student Center; the Institute of Environmental Sustainability; the Norville Center for Intercollegiate Athletics; and the Richard J. Klarchek Information Commons, with stunning views of Lake Michigan. All of these additions helped transform the University from a largely commuter school to one with a robust residential, experiential community.

Facilities expansion and growth also occurred on Loyola's other campuses during Father Garanzini's tenure. At the Water Tower Campus in downtown Chicago, Loyola opened the Loyola University Museum of Art (LUMA) located on the Magnificent Mile in Lewis Towers, a historic 1926 Gothic Revival

building. The Raymond C. Baumhart, S.J., Residence Hall and Terry Student Center, a soaring high-rise, also opened on the Water Tower Campus. Other changes include the department of communication's move to downtown and the creation of the School of Communication.

In 2008 Loyola announced a \$500 million campaign called "Partner: The Campaign for the Future of Loyola," the largest fundraising initiative in the University's history. Through this campaign the University moved 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 new home of Loyola's Quinlan School of Business that opened in fall 2015. Also new to the Water Tower Campus is Arrupe College, a two-year Jesuit college offering associate degrees and a potential national model for education innovation. True to its Jesuit mission, Arrupe restricts enrollment to young people whose household income is low enough for them to qualify for federal and state grant programs.

Changes also occurred at the Health Sciences Campus in

Maywood, Illinois, a suburb west of Chicago and home to the educational facilities for the University's Stritch School of Medicine, graduate biomedical programs, and post-baccalaureate programs of the University's Marcella Niehoff School of Nursing. Prior to July 1, 2011, the University owned and controlled its then-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. On July 1, 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 the other health care affiliates. Through agreements with the University, LUMC provides clinical and teaching facilities for the University's Health Sciences education programs. The agreement with Trinity also provided the University with funds to build a new Center for Translational Research and Education, an interdisciplinary research facility on the Health Sciences Campus that is scheduled to open in early 2016.

Along with improving the infrastructure, Loyola strengthened its academic programs and resources. Key accomplishments include growth in adult and online offerings (seven bachelor's completion programs, more than a dozen online graduate programs, and over a dozen 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 significant improvement in the four-year graduation rate (55 percent to 69 percent).

The 2009–2014 strategic plan, "Our Commitment to Excellence," also brought changes to the University in this period. The plan affirmed the University's commitment to providing the kind of education—especially for undergraduates—that transforms students to become agents who can in turn transform society. One tenant of the plan called for strengthening environments on each campus that support our transformational educational objectives, including spaces that promote academic, social, and recreational interactions and activity. The emphasis on the social and co-curricular community engagement led the University to switch to the Missouri Valley Conference in 2013, opening the door to greater competitive opportunities for Loyola student-athletes and forums for its community support.

One of Father Garanzini's last accomplishments as President was the development of the 2015–2020 strategic plan, a plan that is tightly aligned with Loyola's Jesuit, Catholic mission focused on building a more just, humane, and sustainable world. The institution is well positioned with a committed campus community, fiscal stability, and engaged student body to carry out this transformative action plan. In addition to Arrupe College, key new academic initiatives in this plan include undergraduate engineering offerings that began in fall 2015 and a targeted response to addressing health disparities in the greater Chicago community.



HEALTH SCIENCES CAMPUS • MAYWOOD, ILLINOIS



ARRUPE COLLEGE OF LOYOLA UNIVERSITY CHICAGO



WATER TOWER CAMPUS • CHICAGO



STATUE OF ST. IGNATIUS OF LOYOLA

The Role of the President

The President is the chief executive officer of Loyola University Chicago and reports to the Board of Trustees. The President is an ex-officio member, with full voting rights, of the Board of Trustees, the Executive Committee, and all the other Committees of the Board, except the Audit Committee. The President's general duties are to supervise and control all of the business and affairs of the University.

The person holding the office of President serves as director of an apostolic work of the Society of Jesus, for which he or she receives a specific mission from the Provincial. This responsibility carries significant implications for the selection and ongoing evaluation of either a Jesuit or lay President. If the President is not a Jesuit, he or she must possess the background and integrity of character suitable for a position of public leadership for a work of the Society of Jesus and a ministry of the Catholic Church.

Direct reports to the President include the Provost, Senior Vice President of Health Sciences, Provost of Health Sciences Division, Senior Vice President for Administrative Services,

Assistant Vice President to the President and Chairman, Senior Vice President for Finance and CFO, Senior Vice President for Capital Planning and Campus Management, Vice President for Advancement, Vice President for Government Affairs, and Vice President and Director of the John Felice Rome Center. These members along with the following form the President's Cabinet: General Counsel and Secretary, Vice President and CIO for Information and Technology Services, Vice President for Student Development, Vice President for University Marketing and Communication, Associate Vice President of Facilities, and Vice President for Human Resources and Chief Diversity and Inclusion Officer.



VIEW FROM THE QUINLAN SCHOOL OF BUSINESS'S SCHREIBER CENTER

Opportunities and Challenges

Loyola University Chicago is well positioned to embark on its next chapter. Its 24th President will have the opportunity to build on the strong foundation laid by Father Garanzini and his predecessors and to further the mission, identity, and values of a Jesuit, Catholic university.

Over the last 14 years, during a time when swift and strategic decisions were essential to address immediate financial challenges, Loyola operated with a centrally controlled leadership model. Today, as a direct result of Father Garanzini's vision and successfully implemented plans, the institution is on solid financial footing with minimum deferred maintenance across its campuses. Loyola's financial stability, strong enrollments, beautiful campus facilities, and capital resources will enable the next President to further strengthen the University, to live out its Jesuit, Catholic mission, and to advance the principles of transparent and collaborative leadership and shared governance. Among the primary tasks that the new President will address are the following opportunities and challenges:

EMBRACE AND ADVANCE THE JESUIT SPIRIT THAT IS INTEGRAL TO LOYOLA'S DISTINCT EXPERIENCES AND TRADITION. The next President must have a thorough understanding of Loyola's Jesuit, Catholic mission and identity and the willingness and ability to lead and advance that tradition. She or he must likewise ensure that the University's

choices about the future are rooted in and informed by a commitment to these values and mission as well as its strong ties to the Jesuit community. It will be important for the next President to articulate both internally and externally the benefits of a Jesuit and Catholic liberal arts education with strong professional schools and embrace Loyola's commitment to serve the community and create a more just society.

LEAD LOYOLA'S PLAN 2020. Loyola's next strategic plan is intended to guide the University from 2015 to its sesquicentennial anniversary in 2020. It addresses a critical question: How does Loyola, as a university, live in and for the current social reality and use its influence to transform it? Said another way: How might Loyola become a beacon of hope for others and an instrument for preparing young men and women for the project of building a more just, humane, and sustainable world? To address this challenge, Loyola must view itself as a "social project," more than a collection of schools, departments, and programs. Upon introduction in early 2015, Plan 2020 was met with resounding support across the University.

The next President will guide Loyola in realizing and further developing this plan, allowing the University to truly be transformative to the students and communities it serves.

ENSURE THE UNIVERSITY'S FUTURE FINANCIAL STRENGTH AND STABILITY WHILE BALANCING THE INCREASING COSTS OF HIGHER EDUCATION AND AFFORDABILITY AND ACCESS.

The next President, in close collaboration with the Board of Trustees and the senior leadership team, will be responsible for ensuring that the University's short- and long-term financial condition remains sound. Like many private universities today, Loyola is tuition-dependent and increasingly concerned about the rising costs of education. Like its counterparts, it faces higher expectations for academic quality, access, state-of-the-art facilities, technology adoption, and student services. Under Father Garanzini, a greater degree of discipline was introduced into the University's financial strategy and operations. Looking to the future, the new President must continue this effort, ensuring that institutional strategy and financial imperatives are aligned. The next President must provide collaborative and transparent leadership regarding a core challenge ahead: balancing the need to grow enrollments and build new revenue streams with high academic quality and the Jesuit mission of social justice and access to education.

STRENGTHEN THE ENDOWMENT AND ENHANCE LOYOLA'S ADVANCEMENT OPERATION.

Loyola has had moderate success in fundraising in recent years. It boasts a strong alumni base of 150,000 alums—82,000 of whom are in the Chicago area. The University completed a \$500 million campaign ahead of schedule, yet alumni participation is currently less than 10 percent. The University's endowment is approximately \$540 million, which for an institution of its size is inadequate to weather potential financial challenges. The University intends to triple its endowment over the next decade or so and grow its alumni participation to 20 percent by 2017. Loyola seeks a President who will bring a sharp focus on fundraising, collaborating with the Vice President for Advancement and deans to improve the fundraising operations and expand engagement opportunities at all levels of giving. With a more robust advancement operation, the President will be well positioned to lead a major fundraising effort aimed at increasing the University's endowment.

FOSTER AND GROW LOYOLA'S EXTERNAL RELATIONSHIPS WITH CHICAGO AND ALL THE COMMUNITIES IT SERVES.

Loyola is commonly known as "Chicago's Jesuit University," and the institution's relationship with its neighbors and community is important for the next President to maintain and strengthen. Given Loyola's commitment to social justice, it is often asked to be a stakeholder in initiatives and conversations across the city. It will be crucial for the next

President to be a collaborator with civil and business leaders and allow for Loyola to be part of Chicago's solution to create a more just and equitable community. Strategic and genuine relationships will also create additional learning opportunities for Loyola students and will enhance professional and leadership prospects for alumni.

LEAD ONGOING EFFORT TO EVOLVE LOYOLA'S INSTITUTIONAL IDENTITY, PROMOTING THE INTEGRATION OF A TEACHING AND RESEARCH ACADEMIC MODEL.

Loyola will always be a student-centered institution committed to teaching, a fundamental tenet of the Jesuit tradition. The University, however, has moved into the ranks of top national universities and is classified as a Carnegie Research University/High Research Activity in recognition of its expanding sponsored research and scholarly activities. Within this classification, Loyola is one of the largest Catholic research universities in the United States. The next President must provide leadership on the University's evolving identity, articulate how research and teaching can complement and strengthen each other, and establish policies to support the balance and advancement of both.

PROMOTE COMMUNITY BUILDING THROUGH COLLABORATION AND COMMUNICATION ACROSS THE UNIVERSITY.

Loyola is a complex institution with a wide spectrum of academic offerings that span the liberal arts, professional programs, and health sciences spread across the three main Chicago campuses plus operations abroad. There is a need for the next President to be a visible leader who can unite the campuses and schools and share with the entire University community the work being done and progress being made. This transparent messaging will allow those in all the schools to benefit and learn from each other, and will foster more opportunities for shared academic collaborations and research partnerships. The need for more transparent communication also requires the next President to have an open dialogue with the University Senate and to explore other initiatives that will enhance shared governance.

ADD STRENGTH TO LOYOLA'S DIVERSITY AND CREATE A MORE INCLUSIVE CLIMATE FOR ALL AT THE UNIVERSITY.

Diversity is central to the Jesuit mission, and Loyola has greatly enhanced the diversity of the student body. As at most universities, issues of race, religion, socio-economic background, gender, and sexual orientation are important topics at Loyola. Faculty, staff, and students are eager to make the campus more inclusive, to add to the curriculum, and to invent living and learning environments and cultural opportunities that embrace all identities. The next President must personally commit, actively lead, and measurably improve Loyola's efforts to include all of its community in its traditions.

Personal and Professional Qualifications

Loyola University Chicago seeks a visionary leader to guide the institution's next period of growth and evolution. Candidates should have a history of organizational leadership, the ability to build and cultivate financial support for the University and its programs, and a record of accomplishment in creating and supporting a climate of community, understanding, and excellence. The Search Committee welcomes Jesuits and lay individuals. It understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- Must be a practicing Roman Catholic and must personify and advance the Jesuit tradition and the Catholic mission of Loyola and promote institutional priorities in line with such values;
- A thorough understanding of the goals and values of a Jesuit education and the understanding that such an education supports and intersects with professional preparation in the 21st century;
- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching;
- Experience as a strategic administrative leader of an academic organization of similar scale and complexity, and evidence of recruiting and retaining high-quality faculty and staff;
- Strong management, planning, and financial skills; an astute understanding of university finances and the relationships among academic priorities; experience setting and overseeing budgets;
- An understanding and demonstrated commitment to university life; eagerness to be an active and visible member of the campus community with students, faculty, and staff;
- An appreciation for health sciences and academic medical centers; understanding the demanding teaching, research, and clinical missions of medical schools, nursing schools, and academic medical centers, as well as respect for their complexity, their financial challenges, and the opportunities they offer to higher education and to society;
- A commitment to professional and graduate education and an appreciation for the role of graduate education as an essential element in the modern academy;
- An established record in fundraising, including an ability to engage a broader community in support of the University; and an enthusiasm for and successful experience with major donor, foundation, and corporate relationships, or evidence of such capacity;
- A collaborative and transparent leadership style that will succeed in and foster an environment of empowered leadership and shared governance;



MADONNA DELLA STRADA CHAPEL, LAKE SHORE CAMPUS

- A proven commitment to diversity and demonstrated success in diversity initiatives; a broad experience with diverse students, faculty, and communities; and the will to embrace diversity in all aspects of Loyola including the capacity to recruit, welcome, retain, and build an integrated, diverse student body, faculty, and staff;
- A compelling and genuine communication style and ability to connect with a variety of audiences as the spokesperson for Loyola; this includes the ability to create meaningful dialogue around important issues and to lead in times of crisis;
- Energy, passion, flexibility, and a healthy sense of humor.



VIEW OF LAKE MICHIGAN FROM THE LAKE SHORE CAMPUS

To apply

Loyola University Chicago has retained Isaacson, Miller, a national executive search firm, to assist in this search. Confidential inquiries, nominations, referrals, and resumes with cover letters should be submitted in confidence through the Isaacson, Miller website to the attention of:

Vivian Brocard, Vice President
Leslie McCarthy, Senior Associate
Isaacson, Miller
263 Summer St., 7th Floor
Boston, MA 02210
www.imsearch.com/5659

Electronic applications strongly encouraged.

Loyola University Chicago is an Equal Opportunity Employer. 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, marital status, sexual orientation, gender identity, or protected veteran status and will not be discriminated against on the basis of disability.

APPENDIX

BACKGROUND

A Transformative Jesuit Education

As a Catholic and Jesuit university, Loyola is guided by and seeks to articulate a living intellectual tradition. All of Loyola's undertakings—its teaching, research, and service—are infused with a conviction regarding the sacred character of all reality, the dignity of every human person, the mutually informing dynamic between faith and reason, and the responsibility to care for those who are suffering most in our world. And Loyola's Jesuit pedagogy is informed by the conviction that faith, knowledge, and the promotion of justice are intrinsically related; they are not three independent aspects of education that are merely juxtaposed, but rather they form a triad in which each is dynamically related and incomplete without the others. The University invites those of all faith traditions who share this outlook to join in pursuing its goals.

This intellectual tradition encompasses a rich record of discursive knowledge—or *theoria*—developed by intellectuals across the centuries. It includes the creative word—or *poiesis*—of artists who have

expressed their Catholic vision through architecture, painting, sculpture, poetry, music, and dance. It also involves the social action—or *praxis*—of prophets and activists who generously devoted their lives to making the world a home for all. The Jesuit and Catholic tradition is ever evolving in new and unexpected ways and both elicits participation and engenders personal and communal transformation.

A Jesuit education seeks to address the world in which we actually live as well as the hopes and challenges of that world. Indeed, one can view the current situation in the world against a backdrop of a whole range of key desires, or “hungers” of the contemporary world for wholeness, peace, and justice for all. This educational mission of the University lies precisely in the study, debate, conversation, and discovery that help students identify these hungers, form their own assessment of them, and decide how they might address them for themselves and the world they seek to shape.

Academics

COLLEGES AND SCHOOLS

COLLEGE OF ARTS AND SCIENCES: The College of Arts and Sciences (CAS) offers undergraduate students the opportunity to earn a Bachelor of Arts (BA); a Bachelor of Arts, Classics (BA Classics); a Bachelor of Science (BS); or a Bachelor of Science, Classics (BS Classics) degree in nearly 60 majors, preparing them for meaningful careers in a variety of fields. The college also offers more than a dozen distinctive dual-degree five-year programs, allowing students to pair the bachelor's degree with graduate degrees in business, computer science, criminal justice, education, mathematics, and more. Students in any major may choose to prepare for further professional study in one of the college's pre-professional programs or to gain distinction by

earning academic honors. Through the University's Core Curriculum and its many majors and minors, the CAS is dedicated to the Jesuit tradition of a transformative education in the disciplines encompassed by the humanities, natural sciences, and social sciences. The college encourages students to acquire, experience, and reflect on knowledge, and then decide what it means for them in terms of individual choice, action, commitment, and service to others.

ARRUPE COLLEGE: Arrupe College of Loyola University Chicago is the newly created two-year associate's degree program for motivated students with limited financial resources and an interest in attending a four-year institution after graduation. The affordability of Arrupe College is a critical element in the model. All students who enroll will

receive student aid, and the expectation is that students will carry little to no debt after completion of the program. Arrupe College offers associate's degrees in arts and humanities, business, or social and behavioral sciences. Upon successful completion of the program, students will be qualified to transfer to a public or private college/university. To retain its students and lead them to success, Arrupe College will offer an educational experience that includes extensive one-on-one contact with experienced, full-time faculty members. The curriculum will be delivered in eight-week sessions and run four days per week with two classes each eight-week session. Students will complete most of their out-of-class work at school, and they are encouraged to hold part-time jobs.

QUINLAN SCHOOL OF BUSINESS: Loyola University Chicago's Quinlan School of Business educates responsible leaders who strengthen the global business system. The school uses the resources of its world-class location in the heart of Chicago and its industry-leading faculty to offer a nationally ranked business education. It offers undergraduate degree programs, graduate degree programs, graduate certificate programs, and executive education. Drawing on the expertise of its faculty and students, the school developed leadership centers and labs in response to the needs of the Chicago business community and its students. The school also collaborates with the various schools and departments within Loyola—from medicine and law to social work and sustainability—to provide interdisciplinary solutions to complex business and social challenges. The work is done with both a local and global approach and connects to the Jesuit tradition, making a contribution to society and commitment to social justice.

SCHOOL OF COMMUNICATION: Located in Chicago, one of the world's great communication centers, the School of Communication provides an avenue for integrating study with practical application in the expanding field of communication. Students benefit from a distinguished scholarly faculty and work with experienced communication professionals in journalism, media studies, documentary film production, cultural communication, and public advocacy. The school offers on-site production facilities as well as proximity to Chicago's vast production community, a 24-hour FM radio station, an award-winning student newspaper, and an extensive internship program.

SCHOOL OF CONTINUING AND PROFESSIONAL STUDIES: The School of Continuing and Professional Studies serves Loyola's adult learners and offers blended course formats and prior learning assessment. This format helps students go back to school and obtain an undergraduate degree or certificate without rearranging their life or finances. The accelerated evening, weekend, and online options give students convenience. The application-oriented undergraduate degree programs and certificates provide leading-edge knowledge and skills to prepare working professionals for today's dynamic workplace.

SCHOOL OF EDUCATION: The School of Education's aim is to help students serve as educators, to attain new expertise, to gain greater professional satisfaction and opportunity, and to achieve deeper personal fulfillment. Loyola graduates are accomplished

leaders in the fields of teaching, counseling, psychology, research methodology, and administration. Programs are offered at the undergraduate, master, and doctorate levels and also include endorsement-only and education specialist programs. Faculty at the school are known for their ability to blend the practical with the theoretical and to inspire students to see their future work as teachers, administrators, counselors, psychologists, and higher education professionals in the Jesuit traditions of transforming our society through service, intellectual interrogation, and social justice.

THE GRADUATE SCHOOL: From academic fields to professional specialties, The Graduate School offers advanced study and research programs on the leading edge of a wide variety of disciplines in the humanities, natural and biomedical sciences, social sciences, and the professions. The Graduate School's inception in 1926 has been marked by innovation, excellence, and commitment to teaching, research, and service. Approximately 1,500 graduate students are enrolled in more than two dozen PhD programs, a professional doctorate program, nearly 40 master's programs, more than a dozen advanced bachelor's/master's programs, and several dual-degree programs. They work with more than 600 graduate faculty members on three campuses. Because Loyola's graduate programs have an ethics component, the University's Graduate School provides both the opportunity and the impetus for students from a wide variety of disciplines to conduct research that directly benefits humanity.

SCHOOL OF LAW: For more than 100 years, the School of Law has offered excellence in legal education to men and women from across the country and around the world. Today, nearly 1,000 students enrolled in the School of Law take advantage of classes taught by full-time faculty and by part-time faculty who are practicing attorneys in greater Chicago. Law classes take place in the Philip H. Corboy Law Center on the University's Water Tower Campus. Students can complement their studies by joining one of the more than 30 student-run organizations or working on one of the school's six distinguished law publications. The School of Law offers an atmosphere that encourages learning while nurturing personal growth through the Jesuit ideals of service and ethics.

STRITCH SCHOOL OF MEDICINE: Loyola University Chicago Stritch School of Medicine is committed to scholarship and the education of medical professionals and biomedical scientists. The school's faculty, trainees, and staff are called to go beyond facts, experimentation, and treatment of disease to prepare people to lead extraordinary lives and treat the human spirit in an environment that encourages innovation, embraces diversity, respects life, and values human dignity.

The school is located in Maywood, Illinois. The medical campus includes the Loyola University Medical Center (formerly the Foster G. McGaw Hospital), Cardinal Bernardin Cancer Center, the Loyola Outpatient Center, and the Loyola University Center for Health and Fitness along with other administrative buildings and departments that branch off from the hospital. While the Loyola hospital, outpatient clinic, and satellite sites serve as the main places of teaching, the Edward Hines Veterans Administration Hospital is within walking distance and also serves as a teaching hospital for the Stritch School of Medicine.

MARCELLA NIEHOFF SCHOOL OF NURSING: The Marcella Niehoff School of Nursing provides a transformative education in the Jesuit, Catholic tradition, preparing leaders in the health professions to enhance the health of persons, communities, and the larger global environment through the discovery, application, and dissemination of knowledge and service with others. A part of Loyola's Health Sciences Division, the school has an outstanding faculty that is dedicated to teaching. More than 85 percent of full-time faculty have doctoral degrees; many are certified in their areas of clinical expertise and serve in leadership positions for regional and national nursing organizations. The School of Nursing offers undergraduate (BSN), master's (MSN), and doctoral programs (DNP and PhD) for the education of professional nurses; a graduate (MS) and internship program for professional dietitians; and undergraduate programs in health systems management (BS) and exercise science (BS).

SCHOOL OF SOCIAL WORK: Founded in 1914, Loyola University Chicago's School of Social Work educates students to become leaders in the profession. Within a learning community dedicated to excellence in scholarship and service, students select a curriculum focused in clinical, organizational, community, and social justice issues. Loyola's Master of Social Work (MSW) degree program has been continuously accredited by the Council on Social Work Education (CSWE) since 1921, while its Bachelor of Social Work (BSW) degree program has been continuously accredited by the CSWE since 1976. Loyola offers a combined BSW/MSW degree that allows full-time students to complete both an undergraduate and graduate degree in social work in just five years. For the master's program, two advanced domains of study are available: clinical social work, and leadership and development in the social services. The PhD in social work trains scholars adept in clinical research, scholarship, and teaching. The school and the University embrace ideals of social justice and service to others, commitments that inform the program's examination of clinical theories, practices, and systems of service delivery.

INSTITUTES

INSTITUTE OF ENVIRONMENTAL SUSTAINABILITY: The mission of Loyola University Chicago's Institute of Environmental Sustainability (IES) is to engage students in understanding and responding to local and global environmental issues by: delivering core environmental science courses to raise awareness and action in all undergraduate students; preparing IES baccalaureate and graduate students for socially responsible professions in environmental science, policy, education, business, and health; and advancing the knowledge of environmental problems and developing solutions through original research and community outreach. With the Office of Sustainability, the Institute is working to decrease the campus's environmental footprint, making Loyola among the most energy efficient campuses in the U.S. The new state-of-the-art, LEED Gold certified Institute facility features an adjoining residence hall, greenhouse, aquaponics facilities, biodiesel lab, collaborative research labs, and the largest geothermal facility in the Chicago region.

INSTITUTE OF PASTORAL STUDIES: The Institute of Pastoral Studies (IPS) educates adults for professional ministry, spiritual

development, and faith-based leadership in a wide range of professions. Through their course of study and their spiritual formation, students develop real-world knowledge and skills in theological reflection, ministerial practice, and ethical judgment. IPS has six graduate degree programs that engage students at the nexus of theory and practice. Each program is built on foundational knowledge, enhanced by professional skills, and requires contextual education. No program at IPS is complete without an integration project, ensuring that the academic knowledge, skills, and context come together so that our degree students graduate as true "masters" in their chosen field of study.

INTERNATIONAL PROGRAMS

ROME: Founded in 1962, the John Felice Rome Center is the oldest continual U.S. university program in Italy and is one of the largest centers in Western Europe for international education in the arts and sciences. Students live and study on a picturesque five-acre campus on Via Massimi in Monte Mario, four miles from downtown Rome. More than 400 students a year discover the cultural advantages of studying abroad in Rome. Because the Rome Center is an actual campus and academic center of Loyola University Chicago, it is fully accredited and credits earned are easily transferable to other American universities.

BEIJING: The Beijing Center is a study abroad program established in 1998 to provide Jesuit university students with a premier, comprehensive education about China. About 100 students from more than 25 U.S. Jesuit institutions, including Loyola University Chicago, have studied at the Beijing Center. There are over 60 courses about China offered during the regular academic year taught in English by professors from Beijing's top universities. In January 2006, the University became the United States host university to the Beijing Center. As such, credit to students participating in the program is currently given through the University.

VIETNAM: Launched in January 2011, the University's semester program in Vietnam provides students with the opportunity to experience and learn about the social, cultural, political, and economic dynamics shaping contemporary Vietnam. Students participating in this program immerse themselves in Ho Chi Minh City through a service or internship placement while also having the opportunity to see Vietnam during academic excursions.

2015 YEAR IN REVIEW

To view a photographic collection of University highlights, please visit: <http://LUC.edu/winter2015/bestoftheyear2015gallery/>

Scholarly and research activities

Loyola University Chicago is classified as a Carnegie Research University/High Research Activity (RU/H), recognizing the quality of research and scholarship by its exceptional faculty. Within this classification, Loyola is one of the largest Catholic research universities in the United States.

During the academic year 2013-14, faculty of The Graduate School submitted \$71 million worth of research funding requests to federal agencies and private foundations. The Health Sciences Division also reports its grant-funded research expenditures by funding agency for Fiscal Year 2014 at \$39.9 million, and during the first quarter of Fiscal Year 2015, faculty of the Health Sciences Division received more than \$13.9 million in new or competing renewal awards. Sponsored research expenditures for the University totaled \$57.9 million in Fiscal Year 2014.

Loyola's research enterprise is evident in its nationally ranked graduate programs in biological sciences, clinical psychology, counseling psychology, English, education, nursing, public history, philosophy, social work, and sociology. Loyola's centers of excellence and institutes, a key initiative in the University's strategic plan for 2009-2015, serve as vehicles to foster interdisciplinary collaboration among graduate programs, advance cutting-edge research, promote global awareness, address societal concerns, and advance the mission of the University. These centers and institutes reflect Loyola's mission, areas of academic strength, and strategic emphases.

- Center for the Human Rights of Children

- Center for Science and Math Education
- Center for Urban Research and Learning
- Hank Center for the Catholic Intellectual Heritage
- Gannon Center for Women and Leadership
- Institute for Environmental Sustainability
- Institute of Public Health
- Neiswanger Institute for Bioethics
- Neuroscience Research Institute
- Oncology Research Institute

Loyola's research enterprise is supported by the outstanding contributions of its faculty, who are experts in their fields. Loyola has more than 600 full-time faculty members and has a student-faculty ratio of 14:1. The distinguished scholars who hold endowed chairs and professorships support the University's efforts to build scholarly strength in areas of strategic emphasis and mission alignment. Along with academic freedom, membership on the faculty at Loyola carries with it academic duties and responsibilities, such as those associated with teaching, research, and scholarship, professional practice, service to the University, and educational advising of students.

Loyola also has a robust student research enterprise, at both the graduate and undergraduate level. For example, the Loyola Undergraduate Research Opportunities Program (LUROP) offers fellowships for mentored research, guides to external research opportunities, travel grants for conference presentations, workshops on research and presentation skills, a spring symposium, and more.

Enrollment

Loyola's enrollment is stable overall with a total headcount over 16,000. This includes more than 8,000 students on the University's main Lake Shore Campus; more than 6,500 students at the downtown Water Tower Campus; and 1,500 students on the Health Sciences Campus. Undergraduate enrollment continues to increase whereas there was a slight decline in the professional school enrollment. Sixty percent of Loyola students come from Illinois.

Over 90 percent of all undergraduate students receive some form of financial aid as well as grants or scholarships. The overall undergraduate discount rate has increased slightly in 2014-15 (now 43.9 percent, up from 43.4 percent), and the average financial aid package was \$24,146.

The incoming class has 2,194 freshmen from 39 states and 33

foreign countries with roughly 60 percent identifying as Roman Catholic. The selectivity rate was 63 percent with an average GPA of 3.73. The ACT middle 50 percent was 24-29 composite, SAT middle 50 percent verbal was 520-630, and SAT middle 50 percent math 518-630. Students of color make up more than one-third of the class.

The University continues to see an increase in retention and graduation rates. The freshmen retention rate is 88 percent, the highest it has been in three years. The four-year graduation rate is 69 percent, a 17-point gain in 10 years, and the six-year graduation rate is 74 percent, a 9-point gain in 10 years. These graduation percentages are significantly higher than the average graduation rates among public and private universities nationwide. (See chart on page 17.)

Student Life

With two of its campuses on the lakefront and in the heart of downtown, Loyola University Chicago has deep roots in the city of Chicago. It is surrounded by rich cultural resources and is steps away from thousands of internship and networking opportunities at Fortune 500 companies, non-profits, and fast-growing startups. Through the Core Curriculum, Loyola challenges its undergraduate students to learn broadly, to think critically, to serve generously, to lead with

integrity, and to respect diversity.

By collaborating with academic advisors, faculty, and staff, Loyola undergraduate students develop their own comprehensive and personalized four-year plan to help them shape their college experience. This collaborative process is key to preparing students to graduate in four years, saving them both time and money. In addition to working with students to plot out their four-year academic blueprint, Loyola

also offers a variety of other options to help students stay on track, including summer sessions, online learning options, and accelerated January Term courses.

Unless granted an exemption, all full-time first- and second-year undergraduate students are required to live in University housing, meaning that 85 percent of these undergraduate students live in the University's 20-plus residence halls managed by the Department of Residence Life. An important part of the residence hall experience are the learning communities, home to more than 1,000 Loyola students who share similar interests and live together in a residential community. Learning Community students participate in curricular and co-curricular activities that represent Loyola's mission and key institutional values, including social change, wellness, sustainability, global perspectives, service and faith learning, and multiculturalism.

As a Jesuit, Catholic university, Loyola values faith and spirituality as essential components of education. Students' spiritual needs are given appropriate attention and support through Campus Ministry, which welcomes students of all faiths. Students are invited to celebrate their faith and discover its depth and richness by connecting with others, engaging in service opportunities, and growing in spirituality. Among its programs are student retreats, interfaith activities, and alternative break immersions. Sacramental Life, a unit of Campus Ministry, serves to promote the Catholic identity through liturgical worship, the celebration of the sacraments, and training students to be future leaders in the Church.

Across its schools, Loyola is deeply committed to diversifying its population and meeting the needs of all its students. The Department of Student Diversity and Multicultural Affairs advances the recognition and appreciation of the diverse community, promotes multicultural education across campus, works to ensure the retention and success of underrepresented student groups, and fosters a supportive, inclusive environment for all students, faculty, and staff. Among its many programs are supports for LGBTQI students. Other support programs include the Men's Project; the People's Institute, an experience designed to explore and reflect upon the interconnection between leadership and social justice; and STARS (Students Together Are Reaching Success), a peer mentorship and college success program that connects first-year students with successful upperclassmen for one-on-one and group mentoring.

Leadership development is also an important element of Loyola's co-curricular efforts. In collaboration with other departments, divisions, and community partners, Student Leadership Development (SLD) provides workshops, retreats, conferences, and resources. The SLD program supports institutional values and mission with its focus on social justice, values-based leadership, creating positive social change, and enhancing self-awareness through reflection.

Fraternities and sororities (non-residential) have been a part of Loyola University Chicago since 1924 and continue to play an important role in the lives of students and alumni. More than 1,100 students are members of Greek organizations and contribute to the campus community through educational programs, service and philanthropy projects, and social activities.

Loyola has continued to fortify its commitment to graduate, professional, and adult student support services. There are nearly 6,000 graduate, professional, and adult students at Loyola, making up more than 30 percent of the total student body. Through the work of Water Tower Campus Life (WTCL), Loyola offers a centralized graduate, professional, and adult student resource orientation to supplement the robust academic orientations provided by the colleges, school, and academic departments. WTCL has also supported the inception of the graduate, professional, and adult council, with representatives from Loyola's graduate and professional schools. There have also been advances in student engagement, wellness services, career counseling, diversity and interdisciplinary programming.

ATHLETICS: As part of the University's plan to reimagine a more vibrant campus life, there has been a renewed focus, investment, and interest in intercollegiate athletics. Loyola is home to 15 Division I varsity teams, and 14 of them are members of the Missouri Valley Conference. The men's volleyball team captured its second straight national title in 2015, becoming just the fourth school in the tournament's 45-year history to win back-to-back NCAA titles. Loyola athletes also find success in the classroom with a combined 3.12 grade point average and a graduation rate in the top 7 percent of all NCAA Division I schools. Recent upgrades to the athletic facilities include the state-of-the-art Norville Center for Intercollegiate Athletics and the renovated and upgraded Gentile Arena.

Fiscal Affairs

Loyola, a tuition-dependent institution, continues to demonstrate strong operating performance. In the last 10 years, cash and investments have doubled and total net assets tripled. Total assets of the University are \$2.1 billion with \$1.4 billion in net assets. For the fiscal year ending June 2015, operating income on a full-accrual basis was \$39 million, or a 5 percent operating margin.

In May 2012, Moody's Investors Service assigned an A2 rating to the University, which is rated as an upper-medium grade with low credit risk. The rating was affirmed in May 2014. Standard & Poor's Ratings Services affirmed its "A" rating on various revenue bonds in November 2014. The University has close to \$500 million in debt and is on track with a rapid debt amortization schedule. Having largely completed a recent capital expenditure program, the University has no immediate

need and is not planning any new debt issuance right now. Recent construction, including the new John and Kathy Schreiber Center, home to the Quinlan School of Business, and the Center for Translational Research and Education, were both financed debt-free through internal funding and external gifts. The University's capital budget is funded by having depreciation fully funded in its operating budget.

At June 30, 2014, the market value of long-term investments was \$595 million, which includes \$57 million of institutional reserves with the remainder the University endowment. The long-term portfolio asset allocation is about 74 percent equities, including public, private, and real estate and related strategies; 15 percent in credit strategies; and 11 percent in cash and fixed-income investments.

Governance

As a private Jesuit, Catholic university, Loyola University Chicago is governed by a Board of Trustees as established in its bylaws. The Board is responsible for establishing the policies and procedures that govern the University's operation, which are delineated in the bylaws as "all powers necessary or convenient to effect any and all purposes of the University." The organizational chart for the University outlines the divisions of the University, both academic and non-academic.

Loyola trustees, administrators, faculty, staff, students, and alumni are actively engaged in both University governance and planning. The primary locus for shared governance is Loyola's University Senate, established in September 2014 following a two-year experiment with a provisional senate. The University Senate consists of 34 members,

representing faculty, staff, students, and administrators. It is a deliberative and consultative body that brings major constituencies together to discuss issues of mutual concern and to recommend University-wide policy.

Loyola has several affinity groups that participate in shared governance. These include the Faculty Council, Staff Council, and Student Government. Membership on these bodies is determined through a nomination and election process conducted by each group. These three groups are also represented on the University Senate. The University's shared governance model involves administration, faculty, staff, and students in setting various academic requirements and policies and participating in processes that foster collaboration.

Advancement

Annual giving in Fiscal Year 2013 was \$25.7 million and \$28.2 million in Fiscal Year 2014. In 2011, Loyola successfully completed its \$500 million comprehensive campaign, exceeding the goal by \$34 million and concluding two years early, despite launching the public phase of the campaign one week after the September 2008 economic downturn.

In Fiscal Year 2012, Michael R. Quinlan, then Chairman of the University's Board of Trustees, and Marilyn Quinlan pledged a gift to the University of \$40 million. In recognition of this gift, the University has named its School of Business the Michael R. Quinlan School of Business. In Fiscal Year 2010, the University received a \$50.1 million gift of property, artwork, cash, and securities from the Cuneo Foundation.

Campus Locations

The University operates three major campuses in the Chicago metropolitan area. The main campus, known as the Lake Shore Campus, is located in Chicago's Rogers Park and Edgewater neighborhoods. It is the central undergraduate campus and is home to the College of Arts and Sciences and The Graduate School. Approximately 4,000 undergraduate students live in residence halls at this campus, which are staffed by 135 residence life employees and resident assistants.

LAKE SHORE: At the Lake Shore Campus, more than 8,000 students take classes in Arts and Sciences, Institute of Environmental Sustainability, and graduate studies in arts, social sciences, and sciences. In addition, undergraduate nursing students take all or part of their education at this campus. The Lake Shore Campus has a faculty that includes more than 500 full-time and over 450 part-time professors, plus a staff of nearly 800 to support instruction, student life, and facilities.

WATER TOWER: The downtown campus is known as the Water Tower Campus and is the primary home for the professional schools of Business, Communication, Education, Law, Social Work, Continuing and Professional Studies, and the new Arrupe College as well as the Institute of Pastoral Studies. Approximately 400 students live in Baumhart Hall. At this campus, more than 6,500 students are enrolled in degree programs. The campus is staffed with over 500 staff and

has a faculty of 275 full-time and as many as 700 part-time instructors across the professional schools.

HEALTH SCIENCES: The Health Sciences Campus is located in Maywood and is home to the Schools of Medicine and Nursing, as well as the program in public health. The campus provides instruction and experiential learning for the 1,500 nursing, medical, and biomedical students. There are 175 medical, biomedical, and nursing faculty, augmented with 157 part-time instructors at the Health Sciences Campus, along with over 350 support staff.

ROME CENTER: Loyola's fourth campus is in Rome, at the John Felice Rome Center. (Please see International Studies for details on the Center and its location.)

SATELLITES: In Woodstock, Illinois, just 50 miles northeast of the Lake Shore Campus, Loyola operates the Retreat and Ecology Campus. Its 100 acres of prairies, savannas, woodlands, wetlands, and ponds provides a tranquil location for students to study and reflect in nature. The Cuneo Mansion and Gardens in Vernon Hills, Illinois, is home to the Cuneo family collection of fine art and furnishing. In 2009, the Cuneo Foundation, the family foundation of John Cuneo Jr. and his wife, Herta, gave the estate to Loyola University Chicago, and the site is used for courses, lectures, and special events.

Enrollment, Fall 2016

UNIVERSITY TOTAL 16,595

- Undergraduate 11,079
- Master’s 3,331
- Doctoral 730
- Professional 1,297

LAKESIDE SCHOOLS AND COLLEGES

ARTS AND SCIENCES 7,100

- Undergraduate 6,326
- Master’s 482
- Doctoral 292

ARRUPE COLLEGE 158

QUINLAN BUSINESS 2,363

- Undergraduate 1,770
- Master’s 593

COMMUNICATION 733

- Undergraduate 686
- Master’s 47

CONTINUING AND PROFESSIONAL STUDIES 293

EDUCATION 912

- Undergraduate 246
- Master’s 423
- Doctoral 243

LAW 1,053

- Master’s 392
- Doctoral 6
- Professional (JD) 655

SOCIAL WORK 762

- Undergraduate 131
- Master’s 611
- Doctoral 20

INSTITUTES AND CENTERS

ENVIRONMENTAL SUSTAINABILITY 195

PASTORAL STUDIES 213

HEALTH SCIENCES SCHOOLS

NIEHOFF NURSING 1,526

- Undergraduate 1,120
- Master’s 344
- Doctoral 62

STRITCH MEDICINE (MD) 642

BIOMEDICAL SCIENCES 333

- Master’s 228
- Doctoral 105

OTHER

BEIJING CENTER 48

ROME CENTER 234

ST. JOSEPH’S SEMINARY 30