

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.

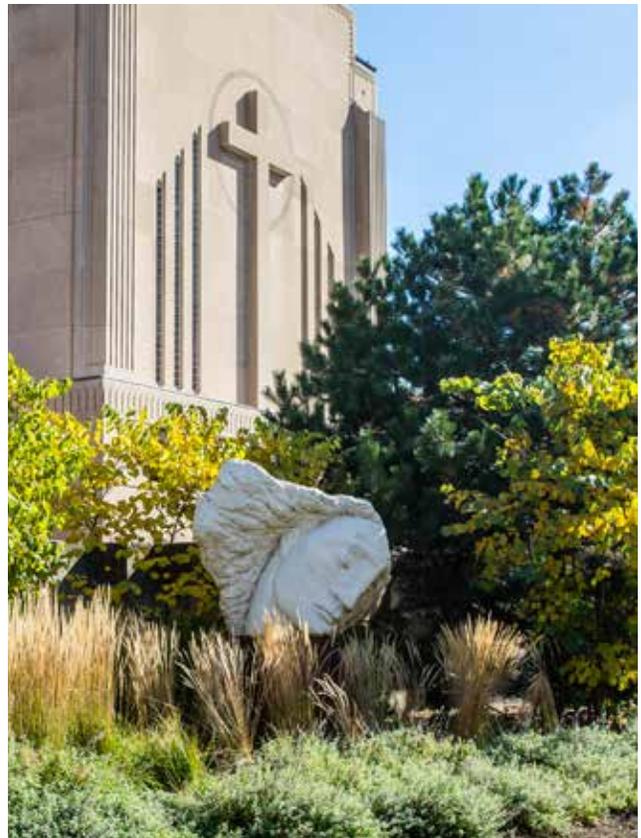
ADD STRENGTH TO LOYOLA'S DIVERSITY AND CREATE A MORE INCLUSIVE CLIMATE FOR ALL AT THE UNIVERSITY.

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.