

Position and Candidate Specification



Provost and Chief Academic Officer



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LOYOLA UNIVERSITY CHICAGO seeks an accomplished, innovative, and equity-minded leader to serve as Provost and Chief Academic Officer (Provost). Motivated by its Jesuit, Catholic commitment to academic excellence, the liberal arts, social justice, and transformative education, Loyola has earned recognition on the national higher education landscape for its robust mission-centered undergraduate experience and an array of quality graduate and professional programs. The University pursues 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, are working to transform the expanding healthcare environment.

Reporting to President Mark C. Reed, the Provost is the University's chief academic officer responsible for setting priorities and driving excellence across Loyola's educational and research programs. The Provost oversees all of Loyola's academic, academic support, and student development units, including Loyola's 13 Colleges and Schools, several Institutes and Centers of Excellence, University Libraries, Global Initiatives, Enrollment Management, Institutional Diversity, Equity, and Inclusion, Student Academic Services, and University Core Curriculum, Honors, Engineering Science, and Research programs. This includes managing enrollment and student success for the more than 16,500 undergraduate, graduate, and professional students, overseeing a \$350 million operating budget, and leading more than 1,150 full-time and 540 part-time faculty and 960 staff.

With Loyola's president and the senior administrative and academic leadership team, the Provost will play an essential role in Loyola's ability to drive research, teaching, and successful student outcomes and elevate its prominence in higher education. This is an exceptional moment to join the University and capitalize on the tremendous opportunities that will shape its trajectory. The Provost will steward an academic enterprise 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 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.

KEY RELATIONSHIPS

Reports to President

Direct reports Dean & Executive Director, Arrupe College
Dean, College of Arts & Sciences
Dean, Quinlan School of Business
Dean, School of Communication
Dean, School of Continuing & Professional Studies
Dean, School of Education
Dean, School of Environmental Sustainability
Dean, Parkinson School of Health Sciences & Public Health
Dean, The Graduate School
Dean, School of Law
Dean, Stritch School of Medicine
Dean, Niehoff School of Nursing

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KEY RELATIONSHIPS (continued)

Direct reports	Dean, Institute of Pastoral Studies
	Dean, Institute for Racial Justice
	Dean, School of Social Work
	Dean, University Libraries
	Vice Provost, Academic Business & Operations
	Vice Provost, Research Services
	Vice Provost, Faculty Affairs
	Vice Provost, Graduate Education
	Vice Provost, Academic Programs & Planning
	Associate Provost, Academic Records & Processes
	Associate Provost and Director of Institutional Effectiveness
	Associate Provost, Global & Community Engagement
	Vice President, Enrollment Management & Student Success
	Vice President of Institutional Diversity, Equity and Inclusion

OTHER KEY RELATIONSHIP

Board of Trustees

IDEAL EXPERIENCE

THE IDEAL CANDIDATE will be energized by the opportunity to build and lead a mission-driven team of deans and academic leaders committed to upholding and enhancing academic excellence and innovation at Loyola. They will demonstrate a deep understanding of the current issues in higher education, have 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 equal importance is a leadership style that emphasizes communication, accessibility, collaboration, and decisiveness which are critical to leading the academic enterprise during a time of growth, change, and ambition. The successful candidate will possess an authentic and engaging interpersonal style that values and thrives on interacting with faculty members across diverse academic units, students at all stages of their educational journey, administrators, staff, alumni, the Board of Trustees, and external constituents. They will be a champion for diversity, equity, inclusion, and social justice.

THE IDEAL CANDIDATE WILL POSSESS THE FOLLOWING ATTRIBUTES:

- Strong scholarly credentials. Candidates must possess a distinguished academic record and qualifications to attain tenure as a full professor.
- A deep appreciation for research and scholarship, fundamentally committed to the core University mission of teaching and learning and pushing the agenda for innovative interdisciplinary efforts.

- Strong academic and administrative leadership experience overseeing a complex organization, preferably at a research university. Skill and acumen in setting financial priorities and allocating resources in a manner that is data-informed, responsible, and mission-oriented.
- Proven ability to initiate and execute creative academic, research, and student-oriented strategies that have a lasting impact. Experience investing in and integrating research infrastructure across units and disciplines with differing needs and priorities.
- Demonstrated experience successfully supporting and advocating for the core institutional values of diversity, equity, and inclusion, and the ability to point to specific initiatives and improvements in this area.
- A record of attracting, mentoring, and retaining exceptionally talented individuals, and building a team of academic leaders who collaborate effectively to build innovative programs.

CRITICAL LEADERSHIP CAPABILITIES

Academic Vision and Strategic Leadership

IN PARTNERSHIP WITH the President and University leadership, the Provost will develop the academic vision and strategy for Loyola's next chapter by:

- driving institutional thinking and prioritization that advances the mission of the University, collaboratively engaging across campuses to align academic and non-academic units with shared goals and ambition.
- investing in and expanding research infrastructure and systems that support interdisciplinary, cutting-edge innovation and propel the training of the next generation of faculty.
- articulating a strong commitment to the humanities and the liberal arts in the age of increasing professionalization of education.
- cultivating and developing the partnerships required to ensure the continued excellence of the academic enterprise, thereby raising the institution's national and international profile.
- directing the University's global initiatives, expanding Loyola's global connections and partnerships with other Jesuit institutions.
- supporting continued innovation in curricular and co-curricular experiences and program delivery that enhances student outcomes and increases alumni engagement, community partnerships, and philanthropy.
- strengthening the University's engagement with the Catholic intellectual tradition across disciplines and fields of study.
- crafting an effective strategy that is responsive to the changing higher education landscape and supports the long-term financial health of Loyola.

Inclusivity and Collaboration

IN AN INSTITUTION that values shared governance and community, the Provost will build consensus and support for strategic priorities and initiatives by:

- thoughtfully sustaining and strengthening the University's Jesuit, Catholic mission; building a genuine culture of trust and connection.
- demonstrating inclusive excellence, working collaboratively with the president and other senior leaders to create an environment where all voices are invited and heard, facilitating challenging discussions, and transparently making decisions.
- advancing the recognition and appreciation of Loyola's diverse community, promoting multicultural education across campus, and investing in the retention and success of underserved students, faculty, and staff.

- championing an accessible research and learning atmosphere where everyone feels welcome and respected.
- fostering greater connectedness between Loyola's campuses and their communities.

Leading People and Driving Change

THE PROVOST WILL build a strong, stable leadership team that will best serve the evolving needs of students, faculty, and staff by:

- thoughtfully aligning incentives for deans, unit heads, and department chairs with the overarching academic strategy of the institution.
- strengthening the pipeline of academic leadership by investing in professional development and nurturing emerging talent.
- modernizing systems and leveraging technology that supports the integration of new modalities of instruction and pedagogy; creating policies and procedures that are effective and equitable across campuses with unique environments.
- 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 and finding ways that Loyola's multiple campuses can interrelate more productively.

OTHER PERSONAL CHARACTERISTICS

- demonstrated record of dedication to and activity in support of the Jesuit, Catholic mission.
- unimpeachable integrity and superb judgment, exemplified by fairness, flexibility, empathy, and responsiveness.
- entrepreneurial spirit, creativity, and the agility necessary to bring ideas to fruition in a timely fashion.

THE SEARCH PROCESS

LOYOLA UNIVERSITY CHICAGO is being assisted in this process by Spencer Stuart and welcomes nominations or expressions of interest. If you wish to submit your application materials or nominate someone to serve as the next Provost, please send an email message with supporting materials to: LUCProvost@SpencerStuart.com.

Loyola University Chicago, as an Equal Opportunity/Affirmative Action employer, attempts to abide by all applicable provisions of Federal, State, and Local Law. Loyola does not discriminate in its employment policies and practices on the basis of race, color, religion (except where religion is a Bona Fide Occupational Qualification for the job), national origin or ancestry, sex, age, marital status, veteran status, physical or mental handicap/disability, or any other classification protected by applicable law.

For the University's complete Equal Opportunity/Affirmative Action/Non-Discrimination Statement, please see [LUC.edu/hr/policies/policy_equalopp.shtml](https://luc.edu/hr/policies/policy_equalopp.shtml).

About the Institution

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 more than 16,500 students, including over 11,700 undergraduates, and offers more than 125 undergraduate majors and 102 undergraduate minors, as well as more than 300 graduate and professional degree programs and certificates across its campuses in the Chicago area: Lake Shore, Water Tower, and the Health Sciences Campus; and on the John Felice Rome Center in Italy. The University is home to 13 schools and colleges, including Arrupe College, 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, the School of Environmental Sustainability, Quinlan School of Business, Marcella Niehoff School of Nursing, Stritch School of Medicine, and the Parkinson School of Health Sciences and Public Health. Major institutes include the Institute for Pastoral Studies and the Institute for Racial Justice. Loyola also features course locations in Downers Grove and Vernon Hills, Illinois, in addition to the Loyola University Retreat and Ecology Campus (LUREC) in Woodstock, Illinois.

Loyola ranks among leading national universities and many of Loyola's schools and programs rank among the best in the nation. 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 a national leader in graduating women in STEM fields. 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 School 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 Arrupe College. Students reside in Baumhart Hall which 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, the Marcella Niehoff School of Nursing, the Parkinson School of Health Sciences and Public Health, and the Center for Translational Research and Education. They share a common goal to advance the University's mission 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

OVER RECENT DECADES, Loyola has transformed itself from a commuter school into a residential institution. 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 the renovation of 16 buildings and the 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 School of Environmental Sustainability. The Alfie Norville athletic practice facility opened in 2019 and Francis Hall, a residence hall on the Lake Shore Campus, opened in 2021.

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, in 2006. 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. Prior to 2011, the University owned and controlled its healthcare affiliate, Loyola University Health System (LUHS). At that time, LUHS oversaw other healthcare-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, under 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

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 completed 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.

Since 2017, Arrupe College has graduated 591 students. Nationally, just 13 percent of students enrolled full-time in a community college earn an associate's degree in two years, while 38 percent of Arrupe students achieved this goal. Graduates have pursued 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.

Building on the emphasis of social and co-curricular community engagement, the University switched to 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 a historic run to the NCAA Final Four. Following additional NCAA tournament appearances, including another Sweet Sixteen, Loyola accepted the invitation to become a member of the Atlantic 10 Conference in 2022.

LEADERSHIP

MARK C. REED, EdD, was installed as the 25th president of Loyola University Chicago in 2022.

Prior to his appointment at Loyola, Dr. Reed served for seven years as the first non-Jesuit president at Saint Joseph's University in Philadelphia, Pennsylvania. Before that, he served for 15 years across senior leadership roles in student development, administration, advancement, and senior vice president and chief of staff at Fairfield University in Fairfield, Connecticut. His career has focused on strengthening the institutions he has served, particularly in the areas of expanded academic programs, strategic partnerships, university finances and endowment, student formation, and advancement of the Jesuit, Catholic mission.

At Loyola, he will lead the implementation of a new strategic plan that builds on Loyola's legacy as one of the world's leading Catholic universities. A student-centered leader, Dr. Reed knows the life of any university depends on the experience of its students. Whether in the classroom teaching calculus or statistics, on retreats and service trips, or attending sports events and artistic performances, he is committed to being an active participant in the academic, spiritual, and social life of the university.

At Saint Joseph's University, Dr. Reed led the university's strategic plan focusing on enriching academic quality and distinction, enhancing student experiences, promoting programs of national prominence, and fostering greater financial strength and stability. He led and oversaw the acquisition of the University of the Sciences and planned the acquisition of the Pennsylvania College of Health Sciences, the completion of a campus master plan, the launch of the largest capital campaign in the university's history, and expanded the campus footprint. Dr. Reed made expanding diversity, equity, and inclusion a key priority, steadily increasing the percentage of first-year students of color and adding new staffing and programming resources for students of color, LGBTQIA+ students, and other underrepresented communities.

He is a lifelong product of Jesuit, Catholic education beginning with his time in high school at St. Joseph's Prep. He earned his BS in mathematics and MBA from Fairfield University, MEd in secondary educational administration from Boston College, and EdD in higher education management from the University of Pennsylvania.

Dr. Reed currently serves on and is past chair of the Council of Presidents for the Atlantic 10 Conference and serves on the Boards of Directors for the American Council on Education (ACE), the Association of Catholic Colleges and Universities (ACCU), and the Association of Jesuit Colleges and Universities (AJCU). He is a member of the Board of Trustees of Loyola Academy in Wilmette, Illinois, and is a member and past chair of the Board of Trustees for St. Joseph's Prep.

More information about Loyola can be found at [LUC.edu](https://luc.edu).