



**LOYOLA
UNIVERSITY
NEW ORLEANS**

New Orleans, Louisiana

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

LEADERSHIP PROFILE

Fall 2011



WITT / KIEFFER

THE OPPORTUNITY

Loyola University New Orleans stands among the best comprehensive universities in the south. Led by a president and a board committed to excellence and a dedicated faculty ready to welcome new leadership, Loyola seeks a Provost and Vice President for Academic Affairs to lead this century-old Jesuit university whose mission is to educate students to lead meaningful lives with and for others; to pursue truth, wisdom, and virtue; and to work for a more just world.

Located in beautiful and historic New Orleans, Loyola is enviably positioned to improve its national visibility and to increase its stature. Among its assets is its combination of outstanding undergraduate programs built on an historic foundation in the liberal arts with graduate and professional programs of distinction, a residential campus in one of the nation's most historic locales, and the deep commitment of its leadership to a strategic and aggressive program of enhancement across the institution.

Serving as both the university's chief academic officer and its second ranking officer, the Provost leads university-wide strategic planning, chairs the University Budget Committee, and is responsible for leadership and oversight of the university's academic program and intellectual life. With Loyola University entering its centennial year, nearing completion of its current strategic plan and on the threshold of developing a new one, the timing is ideal for a new chief academic officer to use this wide sphere of responsibility and influence to make a direct, personal impact on the future of this exceptional institution.

Loyola New Orleans' next Provost will be an academic leader of vision, energy, an inclusive and empowering leadership style, and a strong commitment to the growth of both faculty and students. He or she will possess an earned terminal degree and a record of scholarship, teaching and service commensurate with appointment as a full professor. Above all, the Provost will demonstrate a commitment to the highest ideals of the university and will possess the integrity, dedication, creativity, decisiveness, exquisite judgment, generosity of spirit and courage to lead a good university to greatness.

For information regarding a nomination or expression of personal interest in this position, please see the section entitled, "Procedure for Candidacy" near the end of this document.



LOYOLA UNIVERSITY NEW ORLEANS: AN OVERVIEW

Loyola University New Orleans is a Catholic institution that emphasizes the Jesuit tradition of educating the whole person. One of 28 Jesuit colleges and universities in the United States, Loyola has a rich history and draws upon Jesuit influences that date back to the early 18th century when the Jesuits first arrived among the earliest settlers in New Orleans. Formally inaugurated in 1912, Loyola is located in the Uptown section of New Orleans, one of the city's most prestigious residential neighborhoods and 15 minutes by car or streetcar from downtown and the historic French Quarter.

Loyola combines the academic excellence of its faculty and programs as well as its ideal size that fosters individual student success in a positive learning environment. Its goal is to develop students into a new generation of leaders who possess a love for truth, the critical intelligence to pursue it, and the courage to articulate it.

For the last 17 years, Loyola has retained its position among the top 10 regional universities in the South, according to *U.S. News & World Report*, which also ranks Loyola #5 in Great Schools, Great Prices. According to the *Princeton Review*, Loyola University is #1 in the quality of its racial and social interaction and is named a Best Southeastern College, while *Forbes Magazine* includes Loyola as one of the best undergraduate institutions focused on educational outcomes.



Loyola University New Orleans is flourishing with steady growth and campus enhancements six years post Katrina. The current undergraduate class is among the largest in the history of the university, and this year's applicant pool was the largest in the history of the university. A nationally recognized university library serves as the central hub in a campus-wide, state-of-the-art electronic infrastructure system. Campus initiatives in recent years have dramatically improved student-centeredness, success, and retention. Retention is at 77 percent and the university ranks first nationally in diversity and social integration. The student advertising, marketing, public relations, and law Moot Court teams annually compete successfully in national competitions. Individual students have received awards such as Rhodes and British Marshall scholarships. The university's law school is ranked in the top 55 public interest law schools in the country. Loyola University is one of only 311 universities nationwide to be awarded the Carnegie Foundation's Community Engagement classification.

Mission

Loyola University New Orleans, a Jesuit and Catholic institution of higher education, welcomes students of diverse backgrounds and prepares them to lead meaningful lives with and for others, to pursue truth, wisdom, and virtue, and to work for a more just world. Inspired by Ignatius of Loyola's vision of finding God in all things, the university is grounded in the liberal arts and sciences, while also offering opportunities for professional studies in undergraduate and selected graduate programs. Through teaching, research, creative activities, and service, the faculty, in cooperation with the staff, strives to educate the whole student and to benefit the larger community.

Vision

As a Catholic, Jesuit University, Loyola University New Orleans is an academic community dedicated to the education of the whole person. By thinking critically and acting justly, students are to embody the Ignatian ideals of faith, truth, justice, and service. To meet these goals, the university will strive to become an increasingly selective university with outstanding liberal arts and sciences, professional, and graduate programs grounded in intellectual rigor and reflecting the more than 450 year Ignatian tradition.

Fast Facts

- 3,226 Undergraduate Students
- 1,952 Graduate/Professional Students
- 10:1 Student to Faculty Ratio
- 3.66 Average GPA
- 23-29 Middle 50% ACT
- 590-630 SAT Critical Reading Middle 50%
- 560-610 SAT Math Middle 50%
- #7 "Best College Library" Ranking by the Princeton Review in 2011
- #1 ranked in diversity and social integration by the Princeton Review
- #5 Ranked as Great School, Great Price in US News & World Report
- 120+ Clubs and Organizations
- 50 States represented (plus DC, Puerto Rico and US Virgin Islands)
- 57 Foreign Countries represented

Colleges and Academic Support Units

The Provost and Vice President Academic Affairs leads the largest and most complex office of the university, including five colleges (College of Business, College of Humanities and Natural Sciences, College of Law, College of Music and Fine Arts, and the College of Social Sciences), the University Libraries and the following support units:

- Academic Resource Center
- Center for Intercultural Understanding
- Center for International Education
- Grants and Sponsored Programs
- Information Technology
- Institutional Effectiveness and Research
- Professional and Continuing Studies
- Service Learning
- Student Records
- University Honors Program
- Upward Bound
- Women's Resource Center

The Provost and Vice President for Academic Affairs oversees strategic planning, administration and evaluation of academic programs, resource allocation, budget analysis, assessment, and academic policies. In addition, Academic Affairs is responsible for a wide range of matters concerning institutional effectiveness and accreditation requirements and processes; coordination of co-curricular activities and new student orientation with the Office of Student Affairs; coordination of commencement planning, public relations, fund raising, and advancement initiatives with the Office of Institutional Advancement; and with the Office of Finance and Administration coordination of strategic resource allocation.



College of Business

The Joseph A. Butt, S.J., College of Business was founded in 1947. Its mission is to prepare and graduate individuals with the capability and motivation to become effective and socially

responsible business and community leaders. Undergraduate degree programs are offered in accounting, economics, finance, international business, management and marketing. Two graduate programs that lead to an MBA degree are offered in three concentrations: marketing, international business, and finance. Additionally, a joint JD/MBA degree is offered with the university's College of Law. The college's undergraduate and graduate programs have received the accreditation of the Association to Advance Collegiate Schools of Business (AACSB).

The College of Business continuously improves these programs so as to fulfill our vision of creating a learning place that awakens, enlightens, and transforms students to reach their full leadership potential. Both [undergraduate](#) and [graduate students](#) will take part in a unique set of learning experiences that use the city to create the many rich learning and mentoring experiences which enhance Loyola's business program.

College of Humanities and Natural Sciences

The College of Humanities and Natural Sciences was established in the fall of 2006. It was created from the College of Arts and Sciences, which was founded in 1912. The College of Humanities and Natural Sciences serves as one of the anchors for undergraduate study at Loyola. Centered in the Liberal Arts and the Jesuit educational tradition, the college provides most of the common core and Honors courses required across the university in writing, literature, mathematics, science, philosophy, history, religious studies and languages. This common grounding in the liberal arts enables students to explore a variety of disciplines and to build a common base of knowledge to serve them well in the larger world. The college also offers a wide variety of disciplinary majors, concentrations and minors within these disciplines, and minors and majors in interdisciplinary fields, with a focus on writing, analysis and research, and methodologies relevant to each of these programs. The college offers the degree of Bachelor of Arts in the fields of English, Environmental Studies, History, Languages and Cultures, Philosophy and Religious Studies. The Bachelor of Science is offered in Biological Sciences, Chemistry, Environmental Sciences, Mathematical Sciences, Physics and Psychological Sciences. There are thirteen interdisciplinary programs including Environmental Studies/Sciences; they are African and African-American Studies, American Studies, Asian Studies, Catholic Studies, Computational Studies, Film Studies, Latin American Studies, Legal Studies, Medieval Studies, Middle East Peace Studies, New Orleans Studies, and Women's Studies. The college's programs are distinguished from those of other undergraduate institutions in their strong emphasis on undergraduate research, publication and conference travel and presentations. The college offers pre-law and pre-health programs and preparation. It also houses the Center for the Latin American and Caribbean Studies, the Walker Percy Center for Writing and Publishing, and the Center for Writing across the Curriculum. Its students have been awarded prestigious Rhodes, British Marshall, Mellon, Goldwater, Davies-Jackson, James Madison and Fulbright scholarships. The faculty has published widely and has received grants and scholarships from the NEA, NEH, NIH, Fulbright, NIST, NSF, the

Louisiana Endowment for the Humanities, the Louisiana Endowment for the Arts and the Louisiana Board of Regents. They have received numerous awards, including Pulitzer Prize nominations. The impressive successes of students, faculty and alumni/ae from the College of Humanities and Natural Sciences can be seen on the home website for the college.

College of Law

The College of Law was established in 1914 and is located at 526 Pine Street, approximately six blocks from the main campus. The college is accredited by the American Bar Association and is a member of the Association of American Law Schools. Three programs of study, Civil Law (day and evening) and Common Law (day) are offered. Loyola graduates are prepared to practice law in all 50 states, the District of Columbia, and Puerto Rico.

The Loyola University College of Law awards the Juris Doctor degree and the Master of Laws (LL.M.). Through agreements with Loyola's College of Business and with the University of New Orleans, the following combined degrees are also offered: Juris Doctor/Master of Business Administration, Juris Doctor/Master of Urban and Regional Planning, and Juris Doctor/Master of Public Administration. Certificate programs are offered in common law studies (for civil law majors), in civil law studies (for common law majors), and in international law. The College of Law also houses the Gillis Long Poverty Law Center and the Loyola Law Clinic.

College of Music and Fine Arts



The College of Music and Fine Arts serves as the preeminent center of performing and visual arts study among all Jesuit colleges and universities throughout the United States and recognizes the historical role of music and the arts in the Roman Catholic Church. The college prepares students for professions in the arts, or other fields, in a manner that reflects the Jesuit ideals of truth, service, and justice, and provides the campus, region, and nation with activities demonstrating the University's commitment to the arts. The college offers a wide range of programs, including baccalaureate and master's programs in music performance (vocal, instrumental, and keyboard), programs in music education, and the third oldest program in music therapy in the United States. Loyola's programs in music industry (featuring a Bachelor of Science and a Bachelor of Music option) are extremely popular, as is its opera program - arguably the best in the entire Gulf Coast region. In the visual arts, the college offers the BA and BFA degrees in Studio Practice and the BA in Graphic Design. The Theatre Arts and Dance department offers the BA in Drama, the BA in Drama/Communications, and the BA in Theatre Arts with a minor in Business Administration. Loyola's Dance program offers a minor in Ballet. The college enjoys special relationships with

several important cultural organizations, particularly the Louisiana Symphony Orchestra and the New Orleans Opera, many of whose artists also work at Loyola. The past several years have seen continuing success in all aspects of Loyola's arts programs: faculty members, many with national and international reputations in their fields, continue to demonstrate that Loyola's arts programs may be some of the most advanced at the university. The college's student successes are remarkable, with several national and regional competition winners, a wide variety of graduating seniors accepted to prestigious graduate programs, and many alumni engaged in successful careers in the arts. Successful alumni in voice include performers at the Metropolitan Opera, Covent Garden, Vienna, and La Scala; instrumentalists perform in major orchestras across the country and in Europe; graduates in ballet and theatre perform and direct companies across the United States. A number of Loyola's visual arts students have led successful careers in the arts and in business.

College of Social Sciences

Established in fall 2006, the College of Social Sciences was created from the College of Arts and Sciences which was founded in 1912, and City College, formerly Loyola's evening college with roots dating back to 1919. The College of Social Sciences houses the School of Mass Communication and the School of Nursing; the departments of Sociology, Counseling, Criminal Justice, Loyola Institute for Ministry, and Political Science; the Jesuit Social Research Institute (a research institute); the Center for the Study of New Orleans, the Lindy Boggs National Center for Community Literacy, the Loyola Institute for Quality & Equity in Education, Center for Environmental Communications, the Shawn M. Donnelley Center for Nonprofit Communications and the Twomey Center for Peace through Justice (an advocacy center). Undergraduate programs are offered in criminal justice, mass communication, nursing, political science, economics and sociology. Graduate degree programs are offered in criminal justice, nursing, counseling, religious education, and pastoral studies.

The Jesuit Social Research Institute (JSRI) is a non-teaching unit of the college. The JSRI is a joint effort of the university and the New Orleans Province of the Society of Jesus. Its fellows engage in research, social analysis, theological reflection and practical strategies for improving the social and economic conditions in the southern United States and in select parts of the Caribbean and Latin America, with a particular focus on issues of poverty, race, and migration.

Building on the scholarly resources of Loyola University New Orleans, the Center for the Study of New Orleans promotes research into the city's history, culture, society and environment. By integrating social justice and analytical thinking into courses, internships, research and public programming, the center fosters a critical understanding of New Orleans and an opportunity to aid its renewal.

The Lindy Boggs National Center for Community Literacy promotes adult literacy as a vehicle for personal, economic, and community empowerment in the local community by providing professional development, technical assistance, and evaluation support. The center facilitates networking for literacy organizations; links providers focused on the relationship between adult literacy, racism and poverty, and fosters service-learning opportunities for Loyola students and faculty.

The College of Social Sciences hopes to improve the research and study of the city's educational system by enriching the Loyola Institute for Quality & Equity in Education, which seeks to provide the data necessary to assess the success of current reforms in providing accessible, high-quality educational opportunities for all students as well as the research needed to guide future school reforms. With adequate resources, this emerging institute can be equipped to provide research data critical for making informed decisions for the local school system.

The Center for Environmental Communications is dedicated to teaching, research, and outreach on the relationship between the environment and media, with a focus on environmental issues facing Louisiana which also profoundly affect national and global economies, particularly Louisiana's coastal land-loss emergency. At a time when Louisiana's environmental challenges are growing in complexity and magnitude, this center is a powerful advocate, working to improve understanding of the coast's natural resources and management of its assets.

The Shawn M. Donnelley Center for Nonprofit Communications offers communications students an opportunity to assist nonprofit organizations with advertising and promotional campaigns, providing services as simple as the design of a flyer, or as complex as an integrated communications campaign.

The Twomey Center for Peace Through Justice seeks to shape social justice consciousness through education, and to take action on critical social problems confronting society. The Twomey Center acts as a catalyst for research and action on critical issues of workers' rights, racism, poverty and justice. Their mission is achieved through action, reflection and dialogue generating community partnerships.

University Library

The J. Edgar and Louise S. Monroe Library, which opened in January 1999 and received in 2003 the Association of College and Research Libraries Excellence in Academic Libraries award, is one of the most innovative facilities of its kind in the region. The library's primary focus is the academic success of our students. The Monroe Library is a team-based organization that engages in a continuous



process of organizational renewal. As a learning organization, the library regularly reexamines its structure and work patterns to ensure that it remains flexible and is able to respond effectively to the needs of the University community. The Monroe Library's reputation has been built upon its high standards of excellence, its beautiful, comfortable, and inviting facility, and the culture of outstanding service that has been developed by the Library faculty and staff.

The Quality Enhancement Plan

In 2006 the Quality Enhancement Plan (QEP) of Loyola University New Orleans was designed around the theme, "Thinking Critically, Acting Justly." This theme is consistent with the university's mission, Jesuit character and Ignatian traditions, and responds to the Southern Association of Colleges and Schools (SACS) mandate for enhancement of student learning. The QEP was designed and developed through the involvement of the entire Loyola University New Orleans community and with input from faculty, staff, students, and administrators.

The QEP has three initiatives: Faculty and Staff Development; First-Year Experiences; and Student Leadership. The plan is centered on the Jesuit ideal of educating the whole person and visualizes a curriculum that is transformative and humanistic, promoting the intellectual, moral, and spiritual development of the student. The QEP includes efforts to enhance student learning through service learning and student leadership programs such as Loyola Rebuilds, the Student Leadership Projects Funding Board, and the Law Clinic for Hurricane Katrina Victims. The plan was approved by the SACS Leadership Team on January 23, 2006. A full description of the QEP can be found at:

http://www.loyno.edu/sacs/qep/documents/FinalQEPLOYOLAReport2.3.06_000.pdf

These three initiatives have largely been successful and continue to expand. There has been significant increased emphasis on faculty research, the institution of faculty workshops and academies on pedagogy, opportunities for staff development both on and off campus, the successful implementation of First-Year Seminars for all incoming freshmen, and growing opportunities for student leadership.

The Office of Student Affairs enhances the academic enterprise by cultivating a learning community in the Jesuit tradition, which engages students in the full development of all human qualities. The Ignatius Loyola Institute for Values Education (iLIVE) provides each undergraduate student strategic co-curricular experiences and opportunities to discover, develop, and apply principles for building ethical and meaningful lives. This year iLIVE won the Ignatian Medal for Best Campus Programs from the Jesuit Association of Student Personnel Administrators. Under the iLIVE umbrella the first-year Packport and the sophoMORE Initiative provide students avenues to explore transition issues and develop effective personal decision-making skills. The iLIVE leadership series gives every student an opportunity to

discover, develop, and apply his own brand of leadership. Combined all these programs contribute to students' commitment to personal success at Loyola.

The Office of Mission and Ministry's Ignacio Volunteer Program coordinates six student immersion trips to Belize and Jamaica annually. Loyola is also one of 10 colleges in the US and Jamaica that has hosted Campaign College, a student-led program that teaches women how to run for elective office.

A Revised Common Curriculum

In 2005 a faculty committee (the Common Curriculum Review Task Force) was established to review the common curriculum, which forms the core of studies for all Loyola students. The report that it published in May 2009 formed the basis for a revised Common Curriculum. A Common Curriculum Implementation Task Force was then convened to develop a working model and implementation plan, currently scheduled to be fully implemented in the fall of 2013. Beginning with interdisciplinary, small First-Year Seminars for all freshmen, the revised Common Curriculum will include, at both the introductory and advanced levels, two philosophy courses, two religious studies courses, two history courses, courses on writing, literature, mathematics, science process, natural science in context and a science lab, a course in the Social Sciences, a Creative Arts and Cultures course, and an Ethics course. Currently the Standing Committee on the Common Curriculum is evaluating the role of the languages in the revised Common Curriculum. The Common Curriculum integrates the common curriculum with the undergraduate curriculum as a whole and offers a holistic and developmental approach, grounded in the liberal arts and, to a large extent, with collaborative and interdisciplinary approaches. This broad introduction to a variety of disciplines and to interdisciplinary questions and approaches complements the student's more focused disciplinary training in his or her major discipline or pre-professional program.

Loyola Today: Moving Forward

Loyola University New Orleans seeks to strengthen its national reputation as a comprehensive university rooted in the Jesuit and Catholic tradition of liberal education and aspires to become known as one of the best Jesuit universities in the nation. Loyola is determined to strengthen its historic ties to the city of New Orleans post-Hurricane Katrina and will work to enhance its standing as the center of Jesuit higher education in both the city and the South.

Loyola's many post-Katrina achievements include the successful completion of its SACS reaffirmation of accreditation in 2006, its continual ranking among the top 10 regional institutions in *U.S. News*



and World Report, a library ranked seventh in The Princeton Review's 2011 Best 373 Colleges, and its receipt of the Carnegie Foundation classification of Community Engagement in 2010. These accomplishments are tributes to the hard work and dedication of all the people affiliated with the institution. In addition, Loyola was able to take advantage of the excellent market for recent Ph.D.s as increased its number of full-time faculty by forty between 2007 and today.

This is an exciting time for Loyola University New Orleans as it approaches its centennial year, reaffirming its dedication to educating students, in their hearts and minds, in the Ignatian tradition. Through its programs, values, and unwavering commitment to its community, Loyola is determined to have a lasting and meaningful impact on the rebirth of New Orleans.

The President



The Rev. Kevin Wm. Wildes, S.J., Ph.D., is the president of Loyola University New Orleans. He entered the Society of Jesus in 1976 after graduating from St. Joseph's University in Philadelphia, Pennsylvania. He holds advanced degrees in theology and in philosophy, receiving his Ph.D. from Rice University in 1993. His professional work is in the field of bioethics. He serves as associate editor to and on the editorial board of a number of ethics and medicine journals and book series, and he is a founding editor of the *Journal of Christian Bioethics*. He was a member of the Department of Philosophy and a Senior Research Scholar in the Kennedy Institute of Ethics at Georgetown University, where he also held an appointment at the Georgetown University School of Medicine. He is a member of the Department of Philosophy at Loyola and teaches undergraduate and law students each year. Wildes authored *Moral Acquaintances: Methodology in Bioethics* published by the University of Notre Dame Press (2000), and is the editor or co-editor of four books. He has lectured internationally on medicine, ethics, and health care. He is developing a new book on organizational ethics in health care. He is currently a member of the boards of Loyola University Chicago and St. Joseph's University in Philadelphia. He is a member of the New Orleans Business Council and serves as the vice chair of the Board of Directors of Friends of New Orleans. He is a founding member of the New Orleans Ethics Review Board (ERB) which he chaired for four years. The ERB oversees the Office of the Inspector General in New Orleans. In 2010, he was appointed a Commissioner of the New Orleans Public Belt Railroad. In 2011, the Mayor of the City of New Orleans, the Honorable Mitch Landrieu, and the City Council appointed him to the Civil Service Commission for the City of New Orleans, where he now serves as Chair.

Students, Faculty, and Staff

Loyola is a comprehensive Catholic university that embodies the standards of academic excellence synonymous with Jesuit education. As a community united in the search for truth

and wisdom, Loyola's faculty, students, and staff are committed to scholarship, service, and justice. Consistent with its Jesuit and Catholic heritage, the university is open to all qualified persons.

As enunciated in the [University Identity Statement](#), the mission of Loyola University New Orleans is to provide a rigorous education grounded in values for an academically able student body selected from diverse geographic, ethnic, and economic backgrounds. While reaffirming its commitment to the educational needs of the citizens of New Orleans and of Louisiana, Loyola will continue to seek students from throughout the region, the nation, and the world.

To achieve its goals, Loyola recruits faculty who are dedicated to instruction and advising, to research that enriches their teaching, and to service both to the university and to the larger community. To preserve its Jesuit character, Loyola seeks to maintain a substantial presence of Jesuits as faculty members. Acknowledging that education is not limited to the classroom, the institution employs staff members who are committed to the education of the whole student. Through the curriculum, advising, university ministry, co-curricular activities, and student life programming, faculty and staff strive to provide a supportive but challenging environment in which students can realize their individual potentials while coming to recognize their responsibility to serve others. To meet the diverse needs of its students, Loyola offers a curriculum rooted in the liberal arts and sciences and fully supportive of a wide range of pre-professional and professional programs. Though its principal focus is undergraduate education, the institution offers selected graduate programs that are consistent with its mission.

In the Ignatian tradition, Loyola University endeavors to develop students into a new generation of leaders who possess a love for truth, the critical intelligence to pursue it, and the eloquence to articulate it. The goal of a Loyola education is not mere technical competence but wisdom and social responsibility.

The university has approximately 335 full-time instructional faculty, 89.5 percent of whom hold terminal degrees in their field. The student to faculty ratio at Loyola is 10 to 1 at the undergraduate level. In addition, Loyola has approximately 504 full-time staff members.

Resources

Loyola University's annual approximate operating expenses for the most recent fiscal year was \$142,425 million with an endowment in excess of \$262 million. The university raised close to \$14.5 million dollars in pledges and gifts this past year. The advancement office was recently reorganized and has begun planning for a \$100 million comprehensive campaign as part of the university's centennial celebration.

Campus, Facilities, and Student Life

Loyola is located in a residential area of the Uptown section of New Orleans, fronting on oak-lined St. Charles Avenue where streetcars are the mode of public transportation. The main campus faces Audubon Park, home of the famous Audubon Zoo, directly across the avenue. The 20-acre campus is a collection of beautiful Tudor-Gothic buildings and modern architecture. Two blocks up St. Charles Avenue is the four-acre Broadway Campus, where the School of Law, the visual arts department, the Division of Institutional Advancement, and upperclassman residential halls are located. The campus is 15 minutes away from downtown and the French Quarter allowing students to take advantage of the city's broad cultural environment.



According to the Student Government Association at Loyola, *“At the heart of Loyola University New Orleans are the students that make up this institution. If there is one common thread, it is that every student can find his or her niche. Whether it is in one of Loyola’s 80+ student run clubs/organizations, or participating in a community service event within New Orleans, there is a place for everyone. The undergraduate experience is shaped by both a natural love and respect for others that is evident in an overwhelming majority of the students that come to Loyola. It is also shaped by the rigorous academic plan that the common curriculum and Jesuit ideals of education instill in all students throughout the university.*

From the perspective of the students, the job of the Provost is not only to uphold the academic integrity of the University, but also to foster the positive spirit of the students and the mentoring relationship between students and teachers in pursuing the academic mission of the university.”

Loyola is a medium-size, comprehensive university offering 60 undergraduate degree programs and concentrations, four pre-professional programs, 12 graduate programs, and the Juris Doctor degree to over 5,200 students, including over 3,200 undergraduate students and 2,000 graduate, law, and other students. Loyola’s student body is geographically diverse with students representing all 50 states, the District of Columbia, Puerto Rico, US Virgin Islands and 57 foreign countries. Students also represent a wide range of social and economic backgrounds with minority students comprising approximately 35 percent of the student body and first generation students 26 percent of the student body.

The university’s residence halls, equipped with computer labs, kitchen, laundry, and study facilities, are home to 76 percent of freshmen and 56 percent of sophomores. Additionally, 18 percent of upperclassmen continue to live in the residential halls.

Loyola University, a nationally recognized institution, is also closely identified with the city of New Orleans. It is the only university with a Center for the Study of New Orleans. It has a strong environmental program, programs and exchanges that reach into the Caribbean and Latin America, a history of involvement in educational issues, and evening programming for students from the community. In 2009-2010 the university spent nearly \$8.5 million on community engagement. This funding supported academic centers dedicated to social justice, student and faculty community outreach activities, legal clinics for low-income populations, and institutes to improve community learning. Loyola's service learning program is among the top 29 in the nation. The university contributes an estimated \$128.9 million into the local economy. An example of Loyola's proactive approach toward the city and the region has been its response to the oil spill in 2010 where the university served as a resource for journalists, providing expert advice to media outlets around the world through its faculty and organizing volunteer efforts to help businesses in the area recoup losses.

More information about Loyola University New Orleans may be found at its Web site: www.loyno.edu.



LEADERSHIP OPPORTUNITIES FOR THE NEXT PROVOST

The Provost and Vice President of Academic Affairs will arrive at a pivotal and exciting time, for Loyola University. With its excellent foundation, Loyola New Orleans is an important contributor to the rebuilding of New Orleans' cultural infrastructure, and is regarded at the national level as a top-ranked university. Faculty, staff, and students at the university uniformly report that outgoing Provost Edward Kvet leaves behind a university with enormous strength and tremendous potential; the atmosphere is unusual in its tone of joyfulness, smooth-running efficiency, optimism, and vibrancy.

A constellation of issues will take priority during the first few years of the new Provost's tenure, including:

- Completing work on the university's existing strategic plan: A tremendous amount of planning and energy has gone into achieving Loyola 2012. Initiatives that will likely need to be guided to their conclusion by the new Provost include:
 - Completing the renovation and expansion of Monroe Hall
 - Completing the multi-year implementation of the revised Common Curriculum
 - Continued building out of a strong faculty governance structure and transparency in university decision-making
 - Continued work toward increasing student retention, promoting Jesuit mission and enhancing the university's academic reputation
- Leading work on the university's next strategic plan: The outcomes of Loyola 2012 will be assessed during the 2011-12 academic year, leading directly into the next planning effort, to be conducted in 2012-13 and led by the university's new provost.
- Leading the formation of future university budgets in a time of fiscal constraint: As Loyola looks forward to its centennial, an important challenge for the new Provost and Vice President of Academic Affairs will be to address financial challenges, especially a much needed increase in operating budgets, building up the deferred maintenance fund and resources for matching grant funds. It will be essential for the new Provost to address opportunities to establish new revenue streams; these will come primarily through enhancing the university's graduate and online offerings, and through the comprehensive campaign to grow the endowment.



THE ROLE OF THE PROVOST AT LOYOLA NEW ORLEANS

The Provost and Vice President for Academic Affairs reports directly to the President of the university. Reporting directly to the Provost are the following: Vice Provosts, Deans, Directors, and the Academic Affairs Administrative Staff. The university's chief student affairs and chief enrollment officers serve jointly as both vice presidents and associate provosts, with dotted lines to the provost and straight lines to the president. (See Appendix I for organization chart.)

The Provost and Vice President for Academic Affairs also interacts with the Board of Trustees, other Vice Presidents, university committees, staff, parents, students, and other individuals involved with business of the university, directly and indirectly.

The opportunities are many, and there is much to be done to shape the strongest possible future for the university. In addition to the opportunities described above, the Provost's responsibilities include the following:

- Ordinarily assumes the duties of the chief executive officer of the University during the President's absence.
- Chairs the University Budget Committee; prepares and coordinates with the Vice President for Finance and Administration, for presentation to the President, the annual budget for education and general expenses including instruction and research. Oversees, with approval from the President, all funding in support of the education mission of the university.
- Chairs the university's Strategic Planning Team, which assumes overall leadership of the university's strategic planning. Provides the impetus for the planning of future academic programs; develops and operates a plan of continuous evaluation of academic programs and teaching effectiveness within the university.
- Provides the leadership and coordinating force in developing the staff and operational units required to successfully attain the basic educational goals and objectives of the institution; provides the leadership necessary to allow the university to achieve and maintain high-quality educational programs, supporting the university's mission through the academic enterprise.
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- Provides the impetus for the planning of future academic programs; develops and operates a plan of continuous evaluation of academic programs and teaching effectiveness within the university.
- Organizes and directs necessary research to formulate long-term requirements for educational programs and provides the necessary staff and plant facilities required to implement approved programs.
- Exercises general supervision and responsibility for faculty governance.
- Develops and recommends standards and policies governing faculty and instructional personnel, including qualifications for appointment, promotion and tenure, leave of absence, sabbatical leaves, salaries, retirement, and the acceptance of outside work; maintains academic personnel records, including information on research and other scholarly activities.
- In collaboration with the Deans, reviews the educational offerings and activities of the various academic departments in order to identify any unnecessary duplication of courses or programs, or courses no longer needed; approves changes in curricula; determines the existence of, and compliance with, adequate standards of examination; reviews the quality of instruction and academic counseling and guidance of students.
- Supervises the operations of the libraries to ensure that their functions are in full support of academic activities.
- Encourages the existence of an atmosphere conducive to high faculty morale; provides fair and objective reviews of all questions of concern to the faculty and evaluates the results of such endeavors; develops and encourages other special programs for the faculty and students designed to upgrade academic activities and further the university's public image.
- Appoints Deans after consultation with college faculty and with the approval of the President; appoints department chairs on the recommendation of the Dean.
- Approves the appointment of all faculty members on recommendations of the Deans and department chairs.
- Oversees, with the Vice Provost for Information Technology and Chief Technology Officer, all aspects of information technology for the university including academic and administrative computing, network services, user support, telecommunications and the computer center. Provides general direction for application of information technology to education and administration.

- Works closely with the two associate provosts (enrollment management and student affairs) toward greater integration of academic affairs, student affairs and enrollment; meets regularly with the Vice President and Associate Provost for Enrollment Management on overall enrollment policy and direction providing active guidance in support of all aspects of recruitment, admissions, retention, and scholarships and financial aid; meets regularly with the Vice President and Associate Provost for Student Affairs on overall student life policies and issues, providing active guidance in support of the strongest possible student experience.
- Submits periodic reports to the President on the state of the university.
- Chairs the Standing Council for Academic Planning, the University Courses and Curriculum Committee, and the Provost's Council.
- Oversees curriculum development and all reaccreditation processes including, but not limited to, SACS, ABA/AALS, AACSB, ACS, CACREP, NLN, CCNE and NASM.
- Approves grants, research proposals and all requests to hire faculty and academic staff members.
- Works together with The Board, the President and other members of the administration to improve the facilities on campus.
- Other duties as assigned by the President.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

The successful candidate will have an earned doctorate or appropriate terminal degree and distinguished academic credentials appropriate for appointment within the university. It is expected that the new Provost will possess outstanding leadership qualities, appropriate administrative experience in an environment of shared governance, a track record of success in fund raising, and an expansive vision for the place of a world-class university. The Provost will demonstrate exemplary interpersonal and communication skills and the ability to formulate and enact a strategic plan for the university's continued development.

Further desired qualifications include:

- Academic and scholarly accomplishments: Academic and scholarly credentials and accomplishments that earn the respect of the university community, and that are appropriate for tenure. Extensive administrative experience in a major academic administrative position.

- Inclusive and empowering approach: Commitment to the inclusive and collaborative leadership that is a hallmark of Loyola New Orleans; ability to set a pace for deliberation and decision making that is both inclusive and purposeful; commitment to humility and servant leadership in a relationship-based culture; ability to listen, facilitate, and empower faculty and staff to realize their professional and institutional aspirations.
- Leadership ability: Strong leadership skills with demonstrated strategic planning ability to successfully develop and implement short-and long-term educational objectives coupled with the ability to develop and implement the budget to achieve these goals while ensuring institutional effectiveness of curricula, faculty, and resources. The ability to provide both visionary and creative leadership; to maintain exceptionally strong bridges among the faculty; to develop partnerships with the deans; and to exercise excellent judgment and to be an effective university citizen and senior leader, working closely with the President.
- Management skills: The ability to work effectively with Deans and Vice Presidents of the university; the ability to cultivate a climate of creativity, energy, intellectual excitement, and general responsiveness and respect; the wherewithal to carry out the many responsibilities of the office including planning, resource allocation and supervision, and faculty and staff personnel decisions.
- Successful pursuit of academic excellence: Demonstrated ability to advance the strength and stature of an academic area; and a demonstrated ability to facilitate and support a curriculum that is pluralistic, inclusive and global. Demonstrated ability and experience in promoting research excellence.
- Ability to foster diversity: Demonstrated successful efforts to enhance diversity and the ability to bring similar success to Loyola; proven ability to work with complex and diverse cultures, backgrounds and perspectives; a demonstrated understanding of the challenges and needs related to creating and sustaining a diverse and inclusive learning community; and a demonstrated knowledge of and accomplishments in articulating, constructing and implementing diversity-related policies, procedures and strategies.
- Student commitment: Student centered with a commitment to excellence in teaching and a strong focus on the educational agenda. Maintaining core values of academic excellence and providing this service to students.
- Ability to build external relationships: The capacity to represent Loyola University New Orleans and its academic agenda effectively among diverse internal as well as external constituencies.

- Contribution to the university's mission and religious tradition: The capacity to contribute to all aspects of the university's mission, including the values inherent in its Jesuit and Catholic heritage and traditions.
- Development of the leadership of others: The capacity to identify and nurture leadership potential and to develop the skills of faculty for leadership as department chairs, directors, assistant and associate deans, and other key personnel.
- Ability to work effectively within the university: Readiness to listen with care and responsiveness and to work with faculty, staff, and others to reach critical decisions, the ability to communicate effectively about difficult decisions, and the commitment to advocate for faculty and college shared governance.

PROCEDURE FOR CANDIDACY

Information on this search may be found at <http://www.wittkieffer.com/position/loyola-university-new-orleans/provost-and-vice-president-for-academic-affairs/7809>. The search process will be conducted with a keen sense of candidates' needs for confidentiality.

Recruitment will begin immediately and continue until late 2011. Nominations, expressions of interest, and applications are invited and should be submitted via email (attachments are strongly preferred) to LoyNOProvost@wittkieffer.com. In order to receive the fullest consideration, applicant materials (including a current CV and a letter describing interest, qualifications and relevant experience) should be received by December 1, 2011.

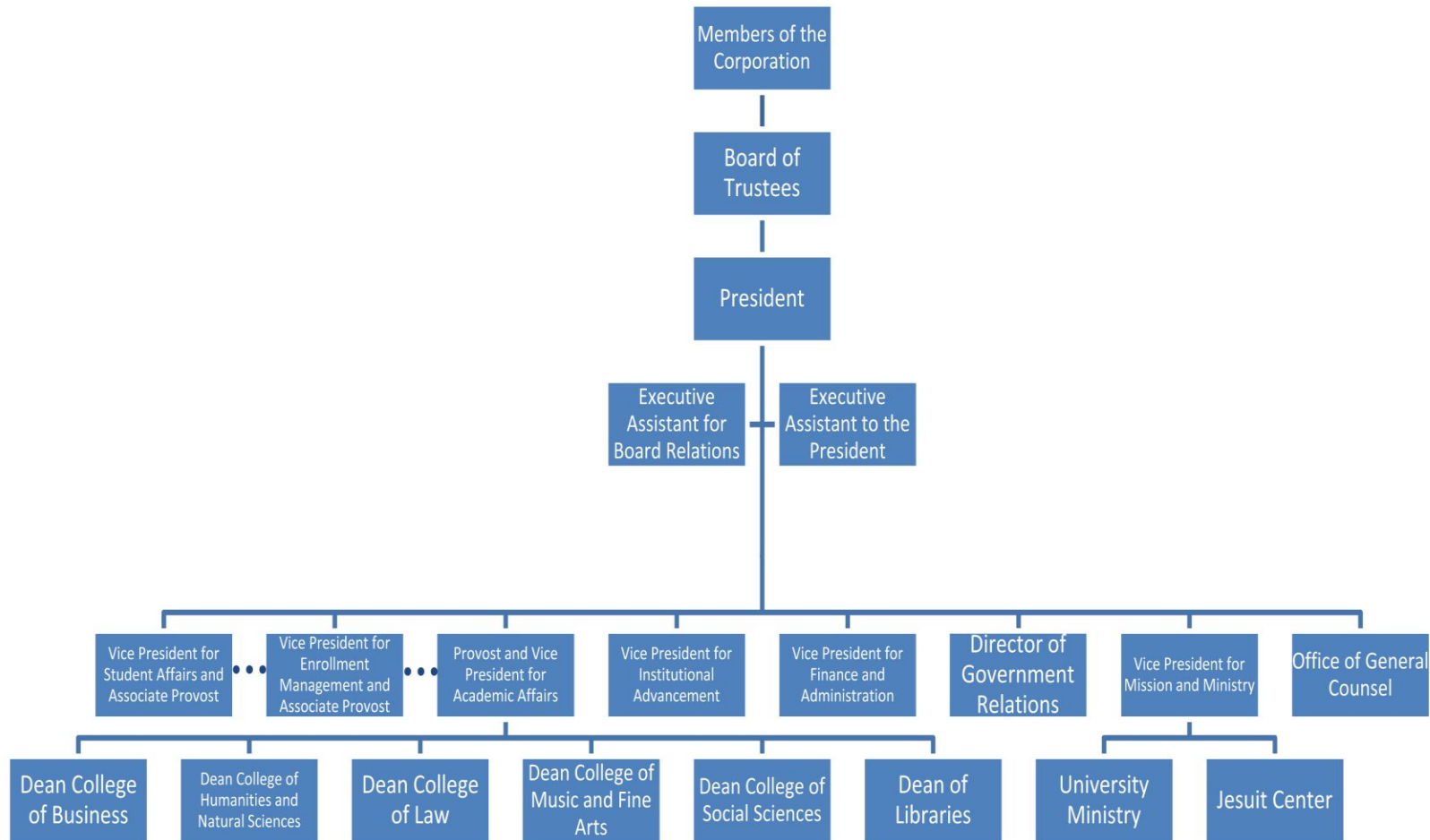
Confidential inquiries and questions concerning this search may be directed to the consultants supporting this search, Robin Mamlet, Sheila Murphy and Jean Dowdall, through the office of Kelly Torres at (630) 575-6118.

Loyola University New Orleans seeks excellence through diversity in its students, faculty, and staff; applications from all underrepresented groups are actively encouraged.

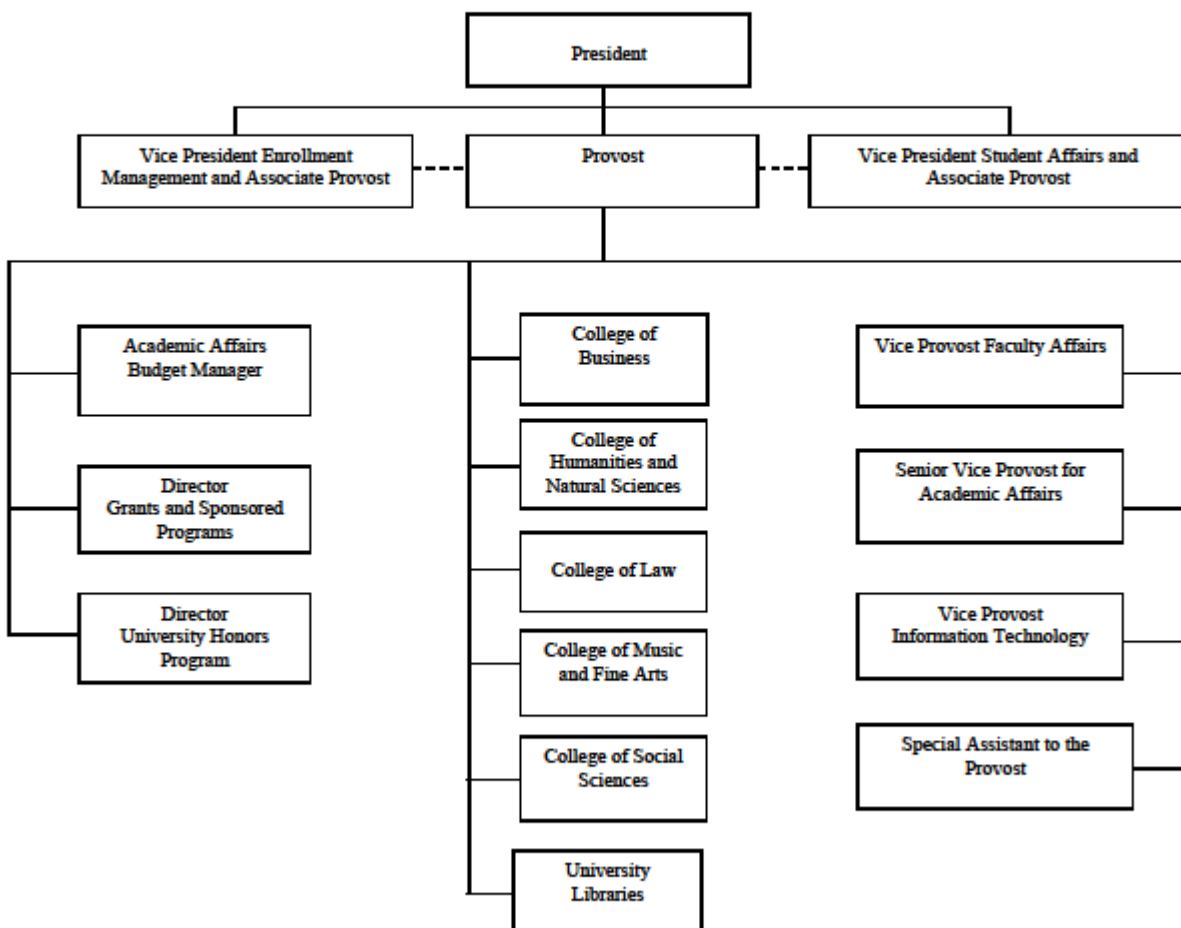
The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Loyola University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

APPENDIX I – ORGANIZATIONAL CHARTS

LOYOLA UNIVERSITY NEW ORLEANS ORGANIZATION CHART



**Loyola University New Orleans Office of Academic Affairs
2011-2012**



October 24, 2011

[Witt/Kieffer](#) is the nation's leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.