



**LOYOLA UNIVERSITY
NEW ORLEANS**

Opportunity and Challenge Profile

Search for the President

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Loyola University New Orleans (Loyola) is a Catholic and Jesuit university that seeks a visionary and strategic leader to serve as its 18th president.

Loyola is guided by Jesuit intellectual rigor and Ignatian spirituality, with a mission to prepare students to live meaningful lives. At Loyola University New Orleans, students are encouraged to think creatively and build the foundation for meaningful lives of leadership and service so that they can impact the world.

We live by the mission of being “men and women with and for others” and “*Ad Majorem Dei Gloriam*,” doing everything “for the greater glory of God.” Academic excellence, a commitment to social justice, and strength in diversity and inclusion are all hallmarks of Loyola, an institution dedicated to shaping not only minds but also hearts. Guided by Jesuit intellectual rigor and Ignatian spirituality, Loyola instills in its community the value of always striving for the *magis*, translated in Latin, simply, as “the more.”

The new president of Loyola University New Orleans will draw on Loyola’s incredible history, as well as its rich culture, and work with a dedicated community of students, faculty, alumni, administrators, staff, and trustees to achieve new heights in education, learning, and cultural and social change. This is an

exciting time to join Loyola, as the university has embarked on an ambitious plan, titled Project Magis, to revitalize the university and enhance its financial stability for the future. The Board of Trustees welcomes both candidates from the Society of Jesus and lay candidates who have a deep understanding of Loyola’s Catholic, Jesuit mission and ethos and the ability to inspire and engage others in this mission.

There is no university in America that can provide an experience like Loyola, which offers a transformative Jesuit education in the most unique city in America. New Orleans is a city that stirs deep spiritual traditions into a vibrant multicultural gumbo of music, arts, and heritage. Not only is it the birthplace of jazz and host to a world-class culinary scene; it is also home to a buzzing arts and tech scene and a growing entrepreneurial, professional, and creative class. *Forbes* rated New Orleans as the No. 1 brainpower city in the country, and the *Huffington Post* rated it as the No. 1 city in the U.S. for creative professionals. *Condé Nast’s Travel and Leisure* also recently named New Orleans the No. 2 favorite city in America.

Founded in 1904 as Loyola College by the Society of Jesus, Loyola is one of 28 Jesuit, Catholic universities and colleges in the United States and is dedicated to preparing students of diverse backgrounds in pursuit of truth, wisdom, and virtue and the unifying goal of working for a more just world. The university is grounded in the liberal arts and sciences while also offering opportunities for professional studies at the undergraduate and graduate levels, including a law school. Loyola is the only Jesuit university in the U.S. with a School of Music, part of the College of Music and Fine Arts. With an enrollment of approximately 3,800

students, including 2,500 undergraduates, the university offers 59 undergraduate programs and 11 graduate and professional degree programs. With a student-to-faculty ratio of 10 to 1, Loyola offers meaningful faculty interaction in a picturesque campus in Uptown New Orleans. The campus was ranked No. 13 Best College Campus by Business Insider in 2015, and College Raptor named Loyola as a “hidden gem” for its intimate higher education experience.

The next president of Loyola University New Orleans will share in the university’s commitment to Jesuit, Catholic values in higher education; inspire the university community; and further distinguish Loyola as a premier Catholic and Jesuit institution. This is an exceptional opportunity to shape an exciting new era for the university, which is located in one of the most culturally rich and distinctive cities in the country – a city that is rapidly transforming itself into an enterprising and creative urban center.

The university has a vibrant and distinguished history marked by the zeal and scholarship of the Jesuits and lay collaborators and the valued advice and support of leading citizens of New Orleans. Numerous city leaders from all industry and professional sectors were educated at Loyola, and a multitude of the region’s teachers, scientists, attorneys, business leaders, musicians, and others are dedicated to Loyola as their alma mater. Although its roots are in New Orleans, Loyola draws students from across the country and the world, with the majority of students hailing from outside of Louisiana. The university is consistently ranked among the top institutions in the South and has been recognized for its exceptionally diverse student body, as well as strength in its arts, music, and legal programs. Loyola was named one of the Top

Producers of Fulbright Students and Scholars in the U.S. by the Department of State during the 2015-2016 academic year and – as one might expect of a university steeped in Ignatian ideals – has also been named as a Top Producer of Peace Corps Volunteers and Top Producer of Teach for America Volunteers.

University President the Rev. Kevin Wm. Wildes, S.J., Ph.D., announced this summer that following 14 years of service to Loyola, he will step down in June 2018 and assist the new president as necessary during the transition. His successor will be called upon to lead the university through its next era of growth and distinction. Reporting to the Board of Trustees, the next president will serve as the senior academic and administrative leader for Loyola, overseeing strategic planning and execution; budget management and fundraising; and leading the administration, faculty, and staff in carrying out the university’s mission. In doing so, the next president will execute the vision laid out in Project Magis; institutionalize a culture of innovation and systems to support continuous improvement; provide inspirational leadership for the dynamic, diverse Loyola community; partner with an engaged Board of Trustees; catalyze and strengthen relationships across New Orleans; and creatively grow, leverage, and manage resources to fulfill Loyola’s aspirations.

Loyola University New Orleans is 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 described at the end of this invitation.

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BEST CITY IN THE U.S.
Travel + Leisure Readers' Survey

1

**NEW BRAIN POWER CITY
IN THE U.S.**
Forbes

1

**CITY IN THE U.S. FOR
CREATIVE PROFESSIONALS**
Huffington Post

College Raptor named Loyola as a **"HIDDEN GEM"**
for its intimate higher education experience

**LOYOLA WAS NAMED ONE
OF THE TOP PRODUCER OF:**

Fulbright Students

Peace Corps Volunteers

Teach for America Volunteers

13

BEST COLLEGE CAMPUS
Business Insider

| The University

Loyola's rich history dates to 1540, when St. Ignatius of Loyola founded the Society of Jesus. Throughout their nearly 500-year history, Jesuits have played an integral role in helping men and women achieve moral excellence, and excellence in education has been an essential and constant focus. It was with this focus that the Jesuits first arrived among the earliest settlers in New Orleans and Louisiana and eventually established what would become Loyola University, continuing the Jesuit tradition of creating centers of education.

Jesuit education is a call to human excellence, to the greatest possible development of all human qualities. This implies a rigor and academic excellence that challenges the student to develop all of his or her talents to the fullest. It is a call to critical thinking and disciplined studies, a call to develop the whole person, head and heart, intellect and feelings. The Jesuit vision of education teaches students how to be critical, examine attitudes, challenge assumptions, and analyze motives. All of this is important if they are to be able to make decisions in freedom, the freedom that allows one to make love-filled and faith-filled decisions.



Enrollment of approximately
3,800 STUDENTS
including **2,500 UNDERGRADUATES**

59

undergraduate
programs

11

graduate and
professional
degree programs.

10:1

student-to-faculty ratio

A Time of Transition and Project Magis

In August 2005, Hurricane Katrina marked a turning point in Loyola's history as the devastating storm forced the university to close for the fall semester, scattering students and residents of the rest of the city across the country. Although there was only minimal physical damage to campus, the university was faced with unprecedented challenges and difficult decisions to reach financial equilibrium. In 2006, Loyola implemented Pathways: Toward Our Second Century. Pathways closed several programs and divided the College of Arts and Sciences into two colleges – the College of Humanities and Natural Sciences and the College of Social Sciences – to work alongside The Joseph A. Butt, S.J., College of Business; the College of Music and Fine Arts; and the College of Law. In 2015-2016, the university restored the College of Arts and Sciences by combining College of Humanities and Natural Sciences with the College of Social Sciences. The College of Graduate and Professional Studies, introduced in 2015-2016, will soon be renamed the College of Nursing and Health.

Effective January 2018, Loyola University New Orleans will have five colleges: the College of Arts and Sciences; the Joseph A. Butt, S.J., College of Business; the College of Music and Fine Arts; the College of Nursing and Health; and the College of Law.

Since Katrina, Loyola's sizable endowment has allowed the university to avoid draconian program cuts and facilitated substantial investments in campus and building renovations. However, fluctuating enrollment put a dent in that endowment, which is now valued at \$230 million. In early 2017, the Board of Trustees retained McKinsey & Company to work with the board and the university to create a financial and systems transformation plan to regain financial stability and better Loyola's position in the competitive higher education landscape. While necessary cost reductions were made, the board also committed to making new investments from the endowment to grow programs and establish and strengthen processes that would enable enrollment growth, as well as increases in retention and graduation rates, and expand online learning and continuing education. Members of the Loyola community, including faculty, staff, and administration, were invited to design and propose initiatives, which now constitute 14 actionable workstreams, with goals ranging from improving enrollment to increasing staff productivity. This "bottom-up" planning process – and resulting initiatives with designated and accountable sponsors – is the distinguishing characteristic of Project Magis. Incentive plans also are in place to motivate faculty and staff to complete their workstreams.

The Board of Trustees and university administration are committed to continuing Project Magis, which is off to a promising start. As a case in point, the university's **fall 2017 freshman class has increased 33 percent in size from the year prior**, without a decline in academic credentials or a substantial increase in the discount rate. Under Project Magis, the university is projected to generate significant budget surpluses beginning in 2019.

In December 2017, the university announced that a \$10 million dollar legacy gift was made by Maedell Hoover Braud, a beloved member of the community and long time staff member. Named for her late husband's family, this gift will establish the Murphy-Braud Scholarship Endowment Funds, which will create two new \$5 million scholarship endowments for undergraduates and law students. These scholarships will be awarded, based on students' financial need and academic strength, starting in Fall 2019.

Maedell's \$10 million gift also puts Loyola's Faith in the Future capital campaign at \$81.1 million of its \$100 million goal.

As the result of Project Magis and the Faith in the Future campaign, there is significant energy and excitement as the Loyola community anticipates welcoming its next president.



The Role of the President

The next president of Loyola University New Orleans will be an inspired and creative leader who possesses the ability and the enthusiasm to serve as a visible and inspiring advocate for Loyola University and its Jesuit heritage. The president will be known for the demonstrated capacity to inspire others, implement a strategic vision, lead and manage in complex environments, navigate complexity and change, demonstrate financial acumen, and prodigiously fundraise from a variety of sources. The president is the chief executive officer of the university and reports to the Board of Trustees. The president is an ex officio

member of all standing committees of the Board of Trustees and is responsible for the supervision, management, and governance of the university. The president will be the director of the apostolic work of the Society of Jesus at the university, for which he or she will be so missioned by the Provincial of the Central Southern Province of the Society of Jesus. This role and its responsibilities shall carry significant implications in the selection and ongoing evaluation of the president. A successful candidate must be able to advance the Jesuit, Catholic mission of the university; maintain and develop a strong relationship with the local Jesuit community and especially its rector/superior through regular meetings and other forms of communication; and maintain and develop a strong relationship with the local church and the larger Society of Jesus and its other apostolic works. If the president is not a Jesuit, a Jesuit shall serve as a vice president in the president's cabinet in a position that is committed to furthering the Jesuit mission and Catholic identity of the university.

Opportunities and Challenges

There are several key leadership expectations, outlined below, that the next president will be expected to embrace. They include:

FULFILL THE VISION LAID OUT IN PROJECT MAGIS

The next president will join Loyola at a pivotal moment in time. Much work has been done to address issues of financial and enrollment stability, and the university and the Board of Trustees have laid a foundation for a strong, visionary leader to steer the university through its next era of growth.

The president will build off Project Magis and work to create a distinctive institutional vision for the future that weaves together Loyola's Jesuit mission, New Orleans-based identity, current strengths, and areas for growth and opportunity. As such, the president will be a broad thinker, attuned to the trends

and challenges in the dynamic higher education landscape. As the city of New Orleans continues in its efforts to innovate and remake itself, the university also is primed to grow with the city and be an even more integral part of its future.

INSTITUTIONALIZE A CULTURE OF INNOVATION AND SYSTEMS TO SUPPORT CONTINUOUS IMPROVEMENT

To shepherd Loyola into the future, the president must work to bring the community together around this shared vision. There is a renewed sense of entrepreneurship and innovation on campus, and the president will capitalize on this momentum, further inculcating a culture of innovation and openness to change while developing the structural foundations needed to bring Project Magis to fruition. This requires an individual with genuine intellectual curiosity, an evaluative eye, and the ability to facilitate meaningful and significant initiatives – academic and administrative, large and small, tactical and strategic – across the university.

Faculty and staff are energized as new programs – including degrees in computer science, food studies, music industries, dual-degree programs in physics and pre-engineering, and new online and residential programs – are being approved and offered to students. To ensure the success of these and future efforts, the next president must be capable of making data-driven decisions and lending support to the administrative enterprise to best



track the successes and opportunities for improvement for Loyola students and faculty.

The president also will oversee efforts to build out the operational capabilities of the university to enable continued growth, identifying areas for investment and efficiency pertaining to facilities, administrative policies, technology, and infrastructure. As chief executive officer of the university, the president must thoughtfully evaluate the university's reporting structure and lead a senior team that will best complement his or her own strengths with an eye toward student affairs, finances, and enrollment. Loyola is a dynamic and multidimensional institution, and the president must have a keen understanding of the requirements and demands of overseeing a complex administrative entity while promoting a culture of transparency and accountability. The president must be deeply committed to fulfilling the Jesuit mission and identity of the university.

PROVIDE INSPIRATIONAL LEADERSHIP FOR THE DYNAMIC, DIVERSE LOYOLA COMMUNITY

Loyola boasts an exceptionally diverse student body, and approximately 30 percent of the incoming freshman class are the first in their families to attend college. Loyola also enjoys a cadre of loyal faculty and staff, all deeply committed to the institution's

mission and future success. To best unify and minister to the spirit of the university, the president will be a visible leader on campus, accessible to students, faculty, and staff. This requires a relational leader with high emotional intelligence and an engaging and frequent communicator with a deep appreciation and respect for diverse individuals across a spectrum of intellectual and socioeconomic backgrounds. By influence and by example, the president will foster an informed campus culture that pursues and celebrates diversity, inclusion, and equity as foundations for excellence.

PARTNER WITH AN ENGAGED BOARD

The members of the Loyola Board of Trustees are both passionate about Loyola and its Jesuit mission and identity and generous with their energy and resources. The board also makes tough decisions and takes decisive actions when needed. The president must engage board members and develop a positive and productive working relationship with them, engaging them in collaborative decision-making and strategic planning to best advance the goals and interests of the university. The president will ensure the board is equipped with the information it needs – about both the university and the competitive landscape in higher education – that will allow the members to deliberately consider all opportunities and ensure the future of the university.

CATALYZE AND STRENGTHEN RELATIONSHIPS ACROSS NEW ORLEANS

As it prepares to celebrate its tricentennial in 2018, the city of New Orleans is experiencing a rebirth as an entrepreneurial port city with a growing technology community, established manufacturing and oil/gas sectors, and thriving and vibrant arts and food scenes. Loyola has built partnerships with various public- and private-sector entities in the region and has a long history of leadership, collaboration, and service in the community, as well as strength as one of its largest employers. The new president will continue to leverage this dynamic environment, leading efforts to determine how best to develop and deliver programs that elevate the university, deepening existing ties with current partners and identifying new areas of collaboration.

New Orleans is home to a robust Catholic community with many Catholic high schools and civic organizations eager to partner with the university. The president will lead efforts to strengthen relationships with the local Jesuit and Catholic community and expand relationships with the Jesuit and Catholic communities throughout the U.S. and around the globe.

CREATIVELY GROW, LEVERAGE, AND MANAGE RESOURCES TO FUEL LOYOLA'S ASPIRATIONS

Loyola is a pillar of the New Orleans community, and the president must passionately and persuasively champion on its behalf to build support from a widening circle of friends, supporters, and the university's alumni base. With many alumni choosing to remain in the New Orleans region upon graduation, the president will understand that the opportunity to catalyze their philanthropic energy at this pivotal moment is significant and will make meaningful efforts to engage the alumni base. In addition, significant opportunities exist with supporters both inside and outside the Catholic community who are enthusiastic about Loyola's mission, and the president will be charged to lead efforts in identifying and pursuing new avenues of financial backing.

The next president, working in close collaboration with the Board of Trustees and key university leadership, will be tasked with strategic and creative management of existing resources to ensure that Loyola is able to meet its goals. A successful candidate will bring strong financial acumen, as the president is responsible for ensuring that university's financial position is healthy and aligned with institutional goals.

Personal and Professional Qualifications

The Search Committee and Board of Trustees welcome Jesuits and lay individuals for consideration. While understanding that no single candidate will possess all the ideal qualifications, Loyola seeks candidates with the following experience and abilities:

- A deep personal commitment to the Catholic faith tradition with strong preference given to candidates who personify and advance the Jesuit, Catholic mission of the university and promote institutional priorities in line with these values
- An understanding of the goals and values of a Jesuit education and the understanding that such an education supports and intersects with professional preparation for the future
- Successful leadership and management experience in a complex organization of similar scale and complexity, and evidence of recruiting and retaining high-quality faculty and/or staff
- An understanding of and facility in change management, with the ability to delegate, empower, and build consensus
- A proven ability to bring disparate groups together around new ideas and/or initiatives
- An informed vision about trends and developments in higher education that will have an impact on private institutions and Loyola University New Orleans in particular, as well as a strategic point of view on how to respond given the university's strengths
- A collaborative and transparent leadership style that will succeed in and foster an environment of empowered leadership, service, and shared governance
- Exceptionally strong operational management skills and experience with strategic financial planning, intelligent budgeting, development of achievable business plans and analyses, generation of innovative revenue streams, and prudent expense control
- An understanding of and demonstrated commitment to engaged university life

- An eagerness to be an active, visible, and accessible member of the campus community with students, faculty, staff, alumni, and friends of the institution
- An appreciation of or capacity for developing marketing, positioning, and messaging as appropriate within a higher education context
- Demonstrated ability and aptitude for fundraising, including the ability to engage a broader community in support of the university and the enthusiasm for and successful experience with major donor, foundation, and corporate relationships or evidence of such capacity
- A proven commitment to diversity and equity with demonstrated success in diversity initiatives and a willingness to embrace diversity in all aspects of Loyola, including the capacity to recruit, welcome, retain, and build an integrated, diverse community of students, faculty, and staff
- A compelling and genuine communication style and ability to connect with a variety of audiences as the spokesperson for Loyola and Jesuit education; this includes the ability to create meaningful dialogue around important issues and to lead in times of challenge or crisis
- Energy, passion, flexibility, resilience, and a healthy sense of humor

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Loyola University New Orleans has retained Isaacson, Miller, a national executive search firm, to assist in this search. Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. Confidential inquiries, nominations, referrals, and curricula vitae with cover letters should be submitted in confidence via the Isaacson, Miller website for this search: www.imsearch.com/6378

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Loyola University New Orleans does not unlawfully discriminate on the basis of race, color, gender, sexual orientation, age, religion, disability, veteran's status, or national origin in its educational programs or activities, including employment and admissions. At the same time, Loyola cherishes its right to seek and retain personnel who will make a positive contribution to its religious character, goals, and mission in order to enhance the Jesuit, Catholic tradition.



Appendix

JESUIT EDUCATION

The Jesuit educational network is one of the largest systems in American higher education, with more than 200,000 students currently enrolled in the 28 U.S. Jesuit universities and colleges. Worldwide, Jesuit universities and colleges have graduated more than 1 million students.

Jesuit education is a call to human excellence, to the fullest possible development of all human qualities. This implies a rigor and academic excellence that challenges the student to develop all of his or her talents to the fullest. It is a call to critical thinking and disciplined studies, a call to develop the whole person, head and heart, intellect and feelings.

The Jesuit vision of education implies further that students learn how to be critical, examine attitudes, challenge assumptions, and analyze motives. All of this is important if they are to be able to make decisions in freedom, the freedom that allows one to make love-filled and faith-filled decisions.

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.

The Jesuit ideals below are enshrined in front of the J. Edgar and Louise S. Monroe Library, as a joint gift from the classes of 2002 and 2003, to serve as a reminder to all members of the Loyola community.

- Pursuit of Excellence
- Respect for the World, Its History And Mystery
- Learning from Experience
- Contemplative Vision Formed by Hope
- Development of Personal Potential
- Critical Thinking and Effective Communication
- Appreciation of Things Both Great And Small
- Commitment to Service
- Special Concern for the Poor And Oppressed
- Linking Faith with Justice
- International and Global Perspective
- Discerning Mindset: Finding God in All Things

HISTORY OF LOYOLA UNIVERSITY

The university was chartered by the state of Louisiana in 1912, succeeding Loyola College, which was founded by the Jesuits in 1904. The institution grew rapidly under the direction of the first president, Father Albert Bieber, and with the advice and financial support of New Orleans citizens would continue to grow and evolve over the next 50 years, forming new degree programs, incorporating with existing institutions such as the New Orleans College of Pharmacy and New Orleans Conservatory of Music and Dramatic Art, and developing robust evening courses that served the educational needs of working adults. The period from 1960 to 1990 was characterized by physical expansion, with the acquisition of the 4.2-acre Broadway campus (located a few blocks from Loyola's main campus) in 1984. Several major renovations and capital projects have broadened the university's physical footprint since then. The Thresholds campaign for Loyola University New Orleans, a \$50 million capital campaign, exceeded its goal within its established five-year framework (1993-1998) with a total of more than \$51 million raised, supporting the J. Edgar and Louise S. Monroe Library and providing endowment funds for faculty, staff, and student financial aid.

Most recently, Loyola completed the \$93 million renovation of the J. Edgar Monroe Memorial Hall, where more than 40 percent of undergraduate classes take place. The state-of-the-art and top-to-bottom renovation brings an additional two floors and 114,000 square feet, improving classroom and meeting space in the building, and has ensured new chemistry, physics, and biology laboratories, as well as a 3,000-square-foot

rooftop greenhouse made possible by The Azby Fund, a local philanthropic organization. The building is also home to the College of Music and Fine Arts' theatre arts and dance and visual arts departments and includes cutting-edge design and studio art spaces, where students study sculpture, welding, printmaking, painting, drawing, and graphic design, as well as a theatre design laboratory; a performance studio; and "the costume shop," a studio space where theatre arts students make elaborate costumes for theatrical performances. The rededication of Monroe Hall has ushered in amazing new resources and solidified Loyola's position as a leader in STEM studies.

Loyola also possesses a colorful sports history. Olympic and national champions have worn Loyola colors. The former Loyola Field House was home to Loyola's basketball team, which earned a spot in the NCAA Division I playoff tournament on three occasions. Loyola also held the first major integrated sporting events in New Orleans when it hosted basketball teams from LaSalle University and the University of San Francisco in the mid-1950s. A double-decker stadium on Freret Street was the scene of exciting football games, including the first collegiate night game in the South. Financial pressures of competing at the Division I level and other factors led to the discontinuation of the intercollegiate athletics program in 1972. However, the program was reinstated in 1991, following a student referendum in which students voted for its return. The Wolf Pack currently competes in the National Association of Intercollegiate Athletes (NAIA), with 18 varsity teams for men and women competing in the Southern States Athletic Conference. In spring 2017, both the men's and women's basketball teams advanced to the NAIA championship playoffs, ushering in further excitement and enthusiasm for the university athletics program.





ABOUT LOYOLA UNIVERSITY NEW ORLEANS COLLEGES

| College of Arts and Sciences

The College of Arts and Sciences serves as the anchor for all undergraduate study at Loyola and offers undergraduate students the opportunity to earn bachelor of arts or bachelor of science degrees that span the humanities, natural sciences, and social sciences, preparing graduates for careers in a variety of fields. The college also offers a variety of adult part-time programs in criminology and interdisciplinary studies and administers the Loyola Core curriculum. In fulfilling its mission to provide all Loyola students with the foundation of knowledge through teaching and scholarship within and across the liberal arts and sciences, the College of Arts and Sciences educates students to lead meaningful lives with and for others; to appreciate and contribute to global cultures; to think critically and make decisions for the common good; and to have a commitment to the Jesuit tradition of lives of justice, service, and intellectual engagement.

Within Loyola's College of Arts and Sciences is the award-winning School of Mass Communication, which won a record

93 awards during the 2014-2015 academic year, including a national Pacemaker Award from the Associated College Press, often referred to as "the Pulitzer Prize for college journalism." The 2015-2016 academic year brought a close second round of awards, as well as recognition from The Princeton Review of *The Maroon*, Loyola's 94-year-old college newspaper, as the No. 5 Best College Newspaper in the U.S. And the 2017-2018 academic year has begun with not only a bevy of prizes but also an award from the College Media Association recognizing *The Maroon* as the No. 2 Best College Media Association in the U.S. Loyola also is the first Jesuit institution with a School of Mass Communication to hold accreditations from the Accrediting Council on Education in Journalism and Mass Communications and the Certification in Education for Public Relations.

Among myriad accomplishments, Loyola also has made new forays into STEM studies. Loyola recently participated for the first time in Louisiana's Biomedical Research Summit. In Loyola's newly renovated Monroe Hall, students perform undergraduate scientific research working side-by-side with professional researchers in state-of-the-art laboratories exploring topics from limb regeneration to Chagas disease and biodiversity among spider species.

The award-winning School of Mass Communication won a record **93 AWARDS** during the 2014-2015 academic year, including the Pacemaker Award, known as the **PULITZER PRIZE FOR COLLEGE JOURNALISM**

#5

**BEST COLLEGE
NEWSPAPER
IN THE U.S.**

The Princeton Review

#2

**BEST COLLEGE
MEDIA ASSOCIATION
IN THE U.S.**

College Media Association

100%

**OF MAJORS INCLUDE
REAL-WORLD EXPERIENCE**



| College of Business

Faculty in the Father Joseph A. Butt, S.J., College of Business are devoted to shaping ethical, empowered leaders who invite trust, build community, and value their professional responsibility and to administering undergraduate and graduate degree programs that help students understand and compete in today's global marketplace. Students take part in a unique set of opportunities that use the city to create the many rich learning and mentoring experiences that enhance the program. Freshmen in the College of Business participate in the Executive Mentor Program, and upperclassmen complete a semester-long comprehensive internship. Eighty-six percent of graduates are employed in meaningful work within six months of graduation.

Loyola's nationally ranked and internationally accredited College of Business features the Business Portfolio Program and provides experiential internships with local and national companies. Considered one of the nation's Best Business Schools by The Princeton Review, the college has forged a partnership with NASA's Stennis Space Center and launched the Center for Entrepreneurship and Community Development, a hub for entrepreneurial activity across campus and a vital link to the New Orleans entrepreneurial community. Loyola also is home to the Center for Spiritual Capital, which is a haven for entrepreneurial leaders in the business, academic, religious, and political communities to engage in the search for new ethical norms to guide the evolving economic relationships of the postmodern era. Loyola students also can achieve further professional development through a "fast-track" or traditional MBA.

Best Business School

The Princeton Review

86 %

of graduates are employed in meaningful work within six months of graduation





**College of Graduate and Professional Studies
(soon to be the College of Nursing and Health)**

The College of Graduate and Professional Studies was established in 2015-2016 and offers advanced study, dual-degree, and certificate programs across a wide array of disciplines in nursing, ministry, counseling, and health and human services. Effective January 2018, the College of Graduate and Professional Studies will be renamed the College of Nursing and Health.

Within the future College of Nursing and Health is Loyola's School of Nursing, which enjoys bachelor's, master's, and doctoral programs and continues to educate nursing and health care

professionals around the nation through its award-winning online education programs.

Also within the college is the Loyola Institute of Ministry, which offers graduate degrees, continuing education certificates, and advanced-level certificates in religious education and pastoral studies designed to suit our students' wide array of interests and ambitions. LIM students from around the world have drawn on their studies to lead careers in the fields of education, health care, law, business – indeed, any field can be conceived of in terms of ministry. Others have gone on to leadership positions in traditional ministerial settings in dioceses, parishes, schools, universities, and nonprofits around the world.

| College of Law

Considered by The Princeton Review as one of the nation's Best Law Schools, the Loyola College of Law opened its doors in 1914 and has offered excellence in legal education to students ever since. Through ABA-accredited civil and common law programs, faculty further the Jesuit tradition of academic rigor, pursuit of justice, and service to others, with a deep commitment to educating the next generation of legal professionals who will use the law to make a difference in the world. The College of Law operates the Gillis Long Poverty Law Center, which addresses poverty issues through lawyering. Since 1993, the center has provided over \$2 million in stipends to law students to gain valuable hands-on experience through legal internships focused on social justice across the nation. Students have the option to participate in three law degree programs, as well as

three joint degree programs and nine certificates in specialized fields, with the option to partake in full-time or part-time night and day programs. The college boasts a cadre of accomplished alumni around the country, including federal judges, federal and state prosecutors, state and local politicians, law firm partners, corporate attorneys, and executives. Law school faculty hold degrees from top law schools such as Yale, Harvard, Columbia, University of Pennsylvania, Duke, Michigan, Virginia, and NYU and have been published in a number of scholarly publications.

Through externships and practical experience working with Loyola's Law Clinic, Incubator Program, and Gillis Long Poverty Law Center, Loyola law students thrive as "practicing professionals," gaining valuable career experience in their fields well before graduation. Many go on to national and international positions – or help to lead the local legal fields.





| College of Music and Fine Arts

Loyola has the only School of Music among the 28 Jesuit universities in the U.S. Our College of Music and Fine Arts serves as the preeminent center of performing and visual arts study among Jesuit colleges and universities across the country and recognizes the historical role of music and the arts in the Roman Catholic church. Located within the CMFA, Loyola's School of Music is a conservatory in which professional musicians are trained in a rich academic environment and where students can roam the halls and learn from Grammy Award winners and internationally renowned musicians. The CMFA also includes Loyola's acclaimed Film and Music Industry Studies Department, which prepares aspiring musicians, singers, performers, directors, producers, and crafts and industry executives for entrepreneurial success in the creative professions.

The college offers baccalaureate and master's degrees that prepare students for professions in a variety of fields, including music performance, music therapy, music education, visual arts, theatre arts, and dance; the college also is home to nationally renowned programs such as music industry studies and opera. The college leverages the resources of its world-class location in the cultural hub of New Orleans and enjoys special relationships with cultural organizations such as the Louisiana Philharmonic Orchestra, Southern Rep Theatre, the Jefferson Performing Arts Society, and the New Orleans Opera. Many graduating seniors are accepted to prestigious graduate programs, and successful alumni include performers at the Metropolitan Opera and Covent Garden, as well as with major orchestras and ballet and theatre companies across the country and in Europe.

FACULTY AND SCHOLARLY ACTIVITIES

With 243 full-time teaching faculty, Loyola New Orleans has a student-to-faculty ratio of 10 to 1 and an average class size of 18. Loyola faculty members are teacher-scholars and bring a wealth of real-world experience in their fields. Terminal degrees are held by more than 91 percent of the full-time faculty, and the university enjoys numerous endowed chairs in fields ranging from environmental biology to music industry studies. Faculty embrace the concept of *cura personalis*, or “care for the whole person,” with personalized advising and mentoring for the whole student.

Loyola New Orleans is classified by the Carnegie Classification as a “Master’s L,” which identifies Master’s Colleges and Universities (larger programs), and is home to centers and institutes that collaborate with and complement Loyola’s academic programs. From centers for environmental and nonprofit communications to the Loyola Institute for Ministry, these organizations give students hands-on learning opportunities, allow faculty unique research opportunities, and provide needed services to citizens of the New Orleans community:

- Center for Environmental Communication
- Center for Environmental Law and Land Use
- Center for International Business

- Center for International and Comparative Programs
- Center for International Education
- Center for Latin American and Caribbean Studies
- Center for Play Therapy Education
- Center for Spiritual Capital
- Center for the Study of New Orleans
- Gillis Long Poverty Law Center
- Institute for Environmental Communication
- Institute of Politics
- Institute for Continuing Legal Education
- Institute for Quality and Equity in Education
- Jesuit Center
- Jesuit Social Research Institute
- Loyola Institute for Ministry
- Loyola Pastoral Life Center
- Modern Slavery Research Project
- Shawn M. Donnelley Center for Nonprofit Communications
- Stuart H. Smith Law Clinic and Center for Social Justice
- Twomey Center for Peace through Justice
- Upward Bound
- Walker Percy Center for Writing and Publishing
- Women’s Resource Center

Detailed information about Loyola’s centers and institutes can be found at academicaffairs.loyno.edu/centers-institutes





STUDENT LIFE

Loyola's 22-acre main campus is located in the heart of the picturesque Uptown neighborhood of New Orleans, known for the iconic St. Charles Avenue streetcar, graceful Southern mansions, and century-old oak trees. Historic Audubon Park provides another 300 acres of green space as well as the Audubon Zoo and many amenities, including riding stables, tennis courts, a golf course and clubhouse, jogging trails, lagoons, baseball fields, and soccer fields for students to enjoy. New Orleans is one of the nation's oldest and most culturally diverse cities but also one of the most innovative and vibrant. Heralded as a top city for entrepreneurs and creative professionals, New Orleans has buzzing tech and arts scenes. The famous French Quarter and downtown area, where jazz was born and lives on, is a breezy streetcar ride away. On campus, there are palm trees and an average of 216 days of sunshine, making New Orleans a paradise city. With 21 James Beard Award-winning chefs and more than 1,400 restaurants, dining out in New Orleans is truly an experience like no other. And with 65 festivals a year, there is always something new and different to experience.

Loyola is a residential institution with four residence halls and access to university-owned apartments. Eighty-four percent of freshmen live on campus, and the residential life program provides a safe, comfortable living environment while offering services designed to facilitate the learning, growth, and personal development of each student. Residential life, including “theme-based living communities,” offers further opportunities for academic growth and student involvement. Loyola also has integrated local traditions into many aspects of campus life, including the annual crawfish boil, the Family Weekend Jazz Brunch, and a second-line after commencement. Campus fun also includes festivals; concerts; and special events such as Sneaux, a winter celebration that blankets Loyola's lawn with snow for community fun.

A nearby 4-acre campus that was formerly Dominican College houses the law school, a residence hall, and staff offices. The university has deep roots in the city of New Orleans and is surrounded by rich cultural resources and opportunities for experiential learning and community service.

The university is home to more than 130 student organizations, providing opportunities for engagement with a variety of issues, topics, and initiatives. Loyola students also are active in the 13 fraternities and five sororities on campus. The Loyola community takes great pride in the wealth of opportunities for students to participate in programs centered around leadership development and social justice, in service to the city of New Orleans and the world at large. One program of note is the Ignacio Volunteer program, which provides international and domestic service immersion opportunities for undergraduate students. Another is the 40-year-old Loyola University Community Action Program (LUCAP), one of the nation's oldest student-run volunteer programs.

Loyola Wolf Pack's 18 varsity teams compete in the NAIA Division I as a member of the Southern States Athletic Conference, and the university also offers 14 club sports and seven intramural sports. Loyola's athletics program boasts more than 200 student-athletes, with a goal of growing to more than 300 student-athletes by 2020. Teams include men's and women's basketball, men's and women's golf, men's and women's swimming, men's and women's cross country, men's and women's indoor track, men's and women's outdoor track, men's and women's tennis, men's baseball, women's volleyball, coed cheer, and coed dance.

Loyola is among the top in the nation for its study abroad participation, with 35 percent of its undergraduate students studying abroad in over 50 countries.



ENROLLMENT AND RANKINGS

In fall 2016, Loyola enrolled 2,506 undergraduates and 635 graduate students, with 84 percent of first-year students living on campus. In 2016, 94 percent of undergraduates were full-time students. Approximately 60 percent of undergraduate students are female, and 40 percent are male. Loyola boasts a diverse student body representing 44 states and seven countries, and ethnic minorities represent 39 percent of all first-year students. The university has been consistently recognized for its excellence in diversity and inclusiveness and in 2015 was ranked by The Princeton Review as the second most culturally inclusive university in the nation.

In the 2018 Best Colleges edition of *U.S. News & World Report*, Loyola ranks ninth in the region as a Best Value college and 10th among Best Regional Universities in the South. A top-tier school, Loyola this year jumped three spots from No. 12 to No. 9 in the Best Value ranking, a measure that demonstrates affordability and access among universities with high academic opportunities and achievement. *U.S. News & World Report* also ranks Loyola New Orleans eighth in the region for diversity and No. 6 in the South for Best Colleges for Veterans.

#9 **BEST VALUE COLLEGE**
U.S. News & World Report

#10 **BEST REGIONAL UNIVERSITIES
IN THE SOUTH**
U.S. News & World Report

Loyola University New Orleans is one of the nation's best institutions for undergraduate education, is one of the most culturally inclusive, and has some of the nation's happiest students, according to The Princeton Review. In its 2018 rankings, The Princeton Review singles out Loyola in national Top 20 rankings five times: Best College Newspaper, No. 5; Best Quality of Life, No. 18; Lots of Race/Class Interaction, No. 11; College City Gets High Marks, No. 16; and Town-Gown Relations Are Great, No. 12.

Loyola was named the one of the Top Producers of Fulbright Students and Scholars in the U.S. by the Department of State during the 2015-2016 academic year – and is on track to receive the same honor this year, having received five Fulbright award offers for 2017-2018. Recipients of Fulbright grants are selected on the basis of academic and professional achievement, as well as demonstrated leadership potential. Students and alumni have also been awarded Gates-Cambridge, British Marshall, Goldwater, Mellon, Mitchell, and Rhodes scholarships.

Loyola faculty have received numerous prestigious national awards including Pulitzer Prize nominations, book reviews in *The New York Times*, the O. Henry Award, and international scientific recognition. Esteemed faculty also have been given grants from NEA, NEH, NIH, Fulbright, NIST, NSF, Louisiana Endowment for the Humanities, Louisiana Endowment for the Arts, and Louisiana Board of Regents.

A longstanding leader in volunteerism, social justice, and community engagement efforts, Loyola also is consistently recognized by the President's Higher Education Community Service Honor Roll, an honor bestowed in recognition of students' meaningful engagement in the community. This distinction is the highest federal recognition colleges and universities can receive for community service, service-learning, and civic engagement.

The university is committed to inclusive excellence and attracts highly motivated, well-prepared, and committed students. The average GPA of the most recent incoming freshman class was 3.6, and ACT composite scores range from 23 to 29 for the middle 50 percent of students. Approximately 90 percent of all undergraduate students receive some form of financial aid, as well as grants or scholarships.

6 **BEST COLLEGES
FOR VETERANS**
U.S. News & World Report

11 **TOWN-GOWN RELATIONS
ARE GREAT**
The Princeton Review

Class of 2020 Profile

- 2,506** Undergraduates
- 635** Graduate students
- 94%** Full-time students
- 60%** Female
- 40%** Male
- 39%** Ethnic minorities
- 3.6** Average GPA
- 23-29** ACT composite scores
- 84%** First-year students living on campus

90%

undergraduate students receive some form of financial aid, as well as grants or scholarships

#2

CULTURALLY INCLUSIVE
UNIVERSITY IN
THE NATION

The Princeton Review

35%

OF UNDERGRADUATE
STUDENTS STUDY
ABROAD IN OVER
50 COUNTRIES

Our Students Come from:

44

STATES/TERRITORIES

7

COUNTRIES





to Air Port

Dining

Oak S. Carrollton

Loyola University

Freret Street Market

Canal Bourbon

FRENCH QUARTER

DOWNTOWN

Arts District

St. Charles

Loyola Law School

LOYOLA

Audubon Park

UPTOWN

Magazine

COMMANDER'S PALACE

SHOPPING

ZOO

GARDEN DISTRICT

Schoupsitoulas Napoleon

CLINICAL TRAINING

GOVERNANCE

As a private Jesuit, Catholic university, Loyola University New Orleans is governed by a highly engaged Board of Trustees composed of 32 members. The board is responsible for establishing the general, educational, and financial policies and procedures that govern the university's operations.

Loyola trustees, administrators, faculty, staff, students, and alumni are actively engaged in both university governance and planning. The university's shared governance model and participatory mindset gave rise to the formation of the University Senate in 1968, consisting of faculty representatives from all departments, colleges, and schools. The University Senate is an advisory body whose function is to advise the university on matters that the senate deems appropriate concerning the whole university, such as policy recommendations on curriculum, methods of instruction, research, and faculty development. The Staff Senate represents staff concerns, and the Student Government Association union provides the student body with official representation to the university community.

FISCAL AFFAIRS

Loyola University New Orleans is a tuition-driven institution whose enrollment has fluctuated over the past decade. In 2013, enrollment expectations fell short by 200 students, causing a significant budget gap. However, the university enrolled more than 800 first-time students in fall 2017, which marks a 33 percent increase from the year prior and the highest number since 2013. As discussed in the Opportunities and Challenges section, enrollment management is an issue the next president will address, building off the significant progress made over the past year under Project Magis.

The university has experienced annual deficits for several years but has made conscious efforts to maintain equilibrium. The institution has utilized a spending draw of approximately 5 percent annually from its endowment for the past few years as part of its operating budget but has exceeded that percentage in recent years. The Board of Trustees, which includes experienced businesspeople and financial professionals, assumed an active role by initiating the Project Magis restructuring effort and retained McKinsey to assist. Through Project Magis, the university seeks to rebuild the endowment and keep future draws at sustainable levels.

The market value for Loyola's total endowment was \$230 million as of July 31, 2017.

ADVANCEMENT

The university has an active alumni program with 29 active chapters around the country and more than 40,000 living alumni, many of whom decided to remain in the New Orleans region. Many alumni give back to the Loyola community through fundraising, leadership in the Alumni Association, student recruitment, and hosting student experiential learning opportunities.

In 2014, the university embarked on Faith in the Future: The Campaign for Loyola University New Orleans, a comprehensive fundraising campaign with a goal to raise \$100 million in philanthropic dollars to enhance academic programs, enrich campus life, ensure financial aid for deserving students, transform the physical campus, and strengthen the Jesuit identity of the university. The university has made great strides in the campaign, meeting over 80 percent of its goal with an estimated completion at the end of 2018. This is the largest campaign in the university's history.



LOYOLA
UNIVERSITY
NEW ORLEANS

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