



Library Director  
Loyola/Notre Dame Library  
Baltimore, Maryland

## THE SEARCH

The Loyola/Notre Dame Library and its constituent universities, Loyola University Maryland and Notre Dame of Maryland University, invite nominations and applications for the position of Director of the Loyola/Notre Dame Library. This is an exciting opportunity for an entrepreneurial leader to continue building on a unique library model known for collaboration and innovation, partnering with two scholarly communities to provide the most up-to-date services and information resources to the universities.

The Loyola/Notre Dame Library (LNDL), located in beautiful, residential northern Baltimore City, serves as the library for Loyola University Maryland and Notre Dame of Maryland University and is a member of the University System of Maryland and Affiliated Institutions (USMAI). Loyola University Maryland, a member of the Association of Jesuit Colleges and Universities (AJCU), is recognized for excellence in teaching and learning, and Notre Dame of Maryland University is a comprehensive university that offers bachelor's degrees, certificates, graduate, and professional programs. The Library serves the needs of both institutions by complementing and accentuating their strengths. The Library serves a total student population of 6,826 FTE, which includes 4,433 FTE at Loyola and 2,393 FTE at Notre Dame. The state-of-the-art facility has become a destination for students, faculty, staff, and community members and is a frequent host to major campus events and celebrations.

The Library Director administers the overall operation of the Loyola Notre Dame Library, Inc., an independent 501(c)(3). Reporting to the provosts of the two universities and a Board of Directors, the Director leads the Library in key initiatives: leading ongoing strategic planning; fostering collaboration on and beyond the campuses; engaging the Library in the academic and intellectual life of both universities; advancing the use of innovative technology in teaching and research; and working externally to help support and represent the Library locally, regionally, and nationally. This

position represents an exceptional opportunity for a creative library leader with a history of decisive, innovative, and effective leadership, including managing fiscal, programmatic, facilities, and personnel needs. Successful candidates will have an understanding and appreciation of the unique partnership between Loyola University Maryland and Notre Dame of Maryland University and will have the capacity to transform and lead within both. The ability to work effectively in a collaborative and diverse workplace is critical.

The Loyola/Notre Dame Library has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All applications, inquiries, and nominations should be directed to the search firm as indicated at the end of this document. All applications and inquiries will remain confidential.

## ABOUT LOYOLA UNIVERSITY MARYLAND AND NOTRE DAME OF MARYLAND UNIVERSITY

### Loyola University Maryland

Loyola University Maryland (“LUM”) aspires to be a preeminent university for student success. Founded in 1852 to serve a primarily local, commuting population, the University today is recognized as a prestigious, highly selective university with a strong residential undergraduate program rooted in the liberal arts as well as graduate programs at the master’s and doctoral levels. Loyola has been ranked among the top ten master’s universities in the North Region by *U.S. News & World Report* for the past decade, is among *Washington Monthly*’s top 50 master’s universities nationally, and is included in the list of Best Values in Private Colleges in *Kiplinger’s Personal Finance Magazine*. Its Sellinger School of Business and Management is highly rated by *Business Week*, *U.S. News & World Report*, and *Financial Times*. As Loyola has grown and changed, it has remained committed to the fundamental principles of Jesuit education: a liberal arts core curriculum that emphasizes the integration of knowledge, a conviction that the exercise of reason discernment, and the practice of faith are complementary and necessary, a focus on the whole person, and a dedication to the ideal of service. Terrence M. Sawyer, J.D., became the 25th president of Loyola in January 2022 after 23 years serving the University in several roles as an administrator and affiliate faculty member. More information on Loyola University Maryland can be found in Appendix A.

### Notre Dame of Maryland University

Notre Dame of Maryland University (“NDMU”) is a private, Catholic university established in 1895 with the mission to educate leaders to transform the world. Founded and chartered by the State of Maryland, NDMU was the first Catholic college for women in the U.S. to award a four-year baccalaureate degree. Embracing the vision of its founders – the School Sisters of Notre Dame – the University offers a liberal arts education in the Catholic tradition and has a history characterized by innovation and service. In 2022, the University became gender inclusive and started to enroll men

into the traditional undergraduate program starting in fall 2023. Undergraduate, graduate, and professional degree programs serve a diverse population of women and men through its five Schools: School of Arts, Sciences, and Business, School of Education, School of Nursing, School of Pharmacy and Health Professions, and School of Integrative Health. NDMU is known for being student-centered, for its faculty's commitment to superior teaching and scholarship, and for the importance of service as an integral part of life and of putting one's education to work. *U.S. News and World Report* ranked NDMU 50<sup>th</sup> in its Regional Universities North classification in 2025. NDMU was also ranked 22<sup>nd</sup> in its Top Performers on Social Mobility classification, the highest of any Maryland institution in this regional category, and 10<sup>th</sup> for Best Value Schools. In August 2025, NDMU finalized its acquisition of Maryland University of Integrative Health, making it the first comprehensive University in the country to have a school dedicated to integrative health. More information on Notre Dame of Maryland can be found in Appendix B.

## ABOUT LOYOLA / NOTRE DAME LIBRARY

In 1968, a corporation was formed by the College of Notre Dame and Loyola College for the purpose of building and operating a library that would serve the two colleges. Land was deeded to the corporation by the colleges, and a central site was selected where the property of one college joined the other. The joint library is one of the first such facilities in the country to be sponsored by two independent colleges. The Library serves as an integral part of both campuses by providing information services and resources to support the academic programs and educational concerns of the universities.

### Mission

The Loyola Notre Dame Library is an innovative center of engaged learning and research that advances the academic and spiritual missions of Loyola University Maryland and Notre Dame of Maryland University. The Library fosters a culture of belonging through meaningful engagement with both campuses and community partners. Anchored in a commitment to operational excellence, the library advances the fluent, equitable, and ethical use of information and technology.

### Vision

The Loyola Notre Dame Library will be a community catalyst empowering the transformational educational missions of Loyola University Maryland and Notre Dame of Maryland University. We will cultivate student success, amplify diverse voices in knowledge creation and preservation, and inspire the ethical use of information and resources to work for justice and change the world.

In 2001, the Library expanded its digital capabilities and its physical space, and in 2008, completed an extensive building renovation and expansion project that increased the size of the building to 125,000 square feet. The renovations increased natural light and added new study spaces, an auditorium, a screening room, and a digital media lab. Both universities' archives were moved to a

4,000 square foot space created for the Archives & Special Collections to increase accessibility to the collection for researchers. The permanent exhibition of the Saint John's Bible, made possible by the families of Nicholas B. Mangione and Julie Kline Rybczynski, was installed in 2010.

From 2012 to 2021, the Library continued its transformation into an innovative learning center that adapts to users' changing needs for physical space, information, and technology. Completed projects include the Copyright Information Center, refurbishment of the Gallery and Cybercafe, and creation of The Collaboratory at the Library. These offer different types of learning spaces for different modes of instruction, with high- and low-tech applications, digital learning, group and individual study areas. The Makerspace, launched in 2017, facilitates creation, invention, and learning through technology. Adaptive technology was also mainstreamed throughout the Library in 2017 to expand access for disabled users.

Katy O'Neill became the Library's fifth director in 2021. Under her leadership, the Library was positioned effectively as a community catalyst empowering the transformational missions of both Loyola University Maryland and Notre Dame of Maryland University. Collaboratively, the Library reimagined the Mission, Vision, and Values in 2023 and developed and launched a new strategic plan: [\*LNDL Lifts: A Strategic Framework for Action, 2025-2030\*](#). This plan advanced the Library's impact on student success, retention, and faculty excellence. Finally, throughout her tenure staff development was elevated as a focal point and an innovative, creative, and collaborative organizational culture was cultivated and recognized in recent years locally and nationally as follows: [2023 Winners of the Chesapeake Human Resources Association's James W. Rouse Excellence in Diversity Award](#), and 2025 librarian [Mallory Wareham was announced as one of Library Journal's Movers & Shakers, Community Builder Cohort](#).

The Library is a member of the [University System of Maryland & Affiliated Institutions \(USMAI\)](#), a consortium serving 17 academic libraries throughout the state that provides access to over 10.5 million items. The Loyola Notre Dame Library is the most recent member of the Consortium and the only private academic library within the group. Other memberships include the [Eastern Academic Scholars' Trust \(EAST\)](#), a distributed print archive that guarantees access to 10 million volumes via interlibrary loan, the [MICUA Library Directors Roundtable](#) that includes college and university libraries from the Maryland Independent Colleges and University Association, [Maryland Digital Library](#) (MDL) whose mission is to strengthen academic library cooperation and create fiscal efficiencies through cooperative initiatives, and the [Association of Jesuit Colleges and Universities Library Deans and Directors](#) who meet annually to discuss new trends and issues, and continue collaborative initiatives including the AJCU Virtual Library Consortium. Through USMAI, the Library is a member of the [Center for Research Libraries](#) (CRL), an international consortium of university, college, and independent research libraries, and the [Inter-university Consortium for Political and Social Research](#) (ICPSR). The Library's local collection includes 283,712 physical titles and is enhanced by access to collections at USMAI, EAST, and CRL. Electronic content, including 210 databases, 1,128,808 eBooks, 120,738 digital titles, and 130,973 eJournals, is accessible to library users 24/7.

The Library has developed a robust [Research and Learning Program](#) to advance the skills of undergraduate and graduate students on both campuses. All undergraduate students attend at least one library information literacy session during their freshman year. For Notre Dame of Maryland University students, this takes place in their First Year Seminar course. Loyola University Maryland students come to the Library during their Effective Writing course. The Research & Instruction Department and subject matter expert colleagues collaborate with faculty to refine and coordinate an effective, cross-curricular multi-literacies program that embraces engaged learning with primary source archival materials, copyright, maker technology and information, artificial intelligence, and digital and media literacies. This comprehensive program of instruction has grown to feature nearly 300 library teaching sessions per year.

LNDL is a vibrant space for student and community engagement. Since 2023, LNDL has hosted “Fall Fest,” which brings about 400 students in total, with engagement from both institutions, into the Library. The Enoch Pratt Library partners with LNDL to increase outreach to the public during this event, which includes games, crafts, food, and raffle prizes from local businesses. In 2023, the Library also welcomed the [Karson Institute for Race, Peace, & Social Justice](#) into a permanent office on the second floor. The Library currently supports several of the Karson Institute’s initiatives, provides space for its activities and events, and anticipates sustaining and growing this productive partnership. Notre Dame is currently seeking Board approval to move its Women’s Leadership Institute of Baltimore and its Global Solidarity Committee into space on the Library’s lower level. LNDL will continue to build partnerships with both institutions in the coming years.

### **Archives and Special Collections**

Archives and Special Collections holds more than 2,500 linear feet of records reflecting the institutional histories of Loyola University Maryland, Notre Dame of Maryland University, and Loyola Notre Dame Library. Records include administrative university records such as the Office of the President records; records documenting the history of academic departments; photographs dating from the early days of each university to the present; university publications; architectural drawings; ephemera, scrapbooks, and memorabilia.

The rare book collection contains over 4,000 volumes dating from the 14th century to the 20th century. Strengths in the collection include:

- A [fore-edge painted book collection](#), one of the largest in the United States
- 19th-20th century British and American literature (including Gerard Manley Hopkins, Virginia Woolf, Evelyn Waugh, Edith Sitwell, Flannery O'Connor, Henry James, and William Faulkner)
- Philosophy, theology, and religion, including a rare Bible collection and the works of Baltimore Catholic printers and publishers
- European and American History

The Archives contains a small but rich collection of manuscript materials and special collections. Highlights include the [David P. Patterson manuscript collection](#) and several collections of [American theatre playbills](#). Collection guides can be searched in [ArchivesSpace](#).

In recent years, an actively engaged learning program has matured with regular interdisciplinary partnerships with faculty from both Loyola and Notre Dame. The Head of Archives and Special Collections was an active member of [Loyola University Maryland's Universities Studying Slavery Presidential Task Force](#) and remains a member of this task force's implementation team. Additionally, the Archives works closely with Notre Dame to support annual alumni events and programming and is working to develop a Rare Books Learning Lab with faculty from Notre Dame's English Department.

### **Governance and Finances**

The Library is an independent 501(c)(3) organization governed by its own Board of Trustees. The Board currently has 12 members: three Trustees are appointed by each president, and six independent Trustees, in staggered terms of four years each, are appointed by the current board. Either through the provost or through the faculty senate, the supporting institutions each appoint five faculty members to the Faculty Library Committee, which functions in an advisory capacity without administrative duties or powers. The Library Director is an ex officio member of the committee.

The Library receives its operating funds from Loyola University Maryland and Notre Dame of Maryland University. In late fall, the Director proposes a budget to the Finance Committee of the Board. This budget, with changes determined by the Committee, is presented to the Board of Trustees for approval, usually at the June board meeting. At that time, the budget is finalized for the following fiscal year. Funds are allocated by the supporting institutions on the basis of enrollment and also according to categories, i.e., resident, commuter, part-time, and graduate. The Director will manage an estimated budget of nearly \$5 million for the 2025-26 academic year.

### **ROLE OF THE DIRECTOR**

As chief administrator, the Director is responsible for all library activities and reports to the provosts of the two universities and to the independent Library Board of Trustees. The Director provides planning and policy direction in the areas of collection development, public services, technical services, facilities planning, and personnel policies, and works closely with faculty and other academic support departments to develop information policies, resources, and services in support of the missions of both institutions. Working with multiple constituencies, the Director identifies the information and instructional needs of the universities, provides leadership in stimulating program development to meet those needs, communicates the full range of Library services, and articulates support requirements from the supporting institutions to enable delivery of an optimal user experience.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR

Reporting directly to the Board, the Director will oversee approximately 33 full- and part-time staff. Current direct reports include the Associate Director of Research, Technology, and Collection Services, Head of Archives and Special Collections, Head of Building and Access Services, Scholarly Communications and Copyright Librarian, and the Administrative Operations Manager. The Library also works with a Student Advisory Board to gather student input and promote student involvement in Library services and programming. Specific opportunities and challenges for the Director include:

### **Foster strategic alignment and equitable engagement across both campuses**

The Library is distinct in that it serves two dynamic intellectual communities. The incoming Director will be tasked with sustaining and strengthening a unified, collaborative vision for the Library that reflects and supports the strategic priorities of both institutions. This includes engaging with key stakeholders such as provosts, faculty, and campus leadership to ensure that services, resources, and initiatives are appropriately distributed and responsive to the evolving needs of each campus. The Director must navigate differences in institutional priorities and budgetary frameworks with diplomacy and strategic foresight, while also leading annual planning efforts that keep the Library at the forefront of innovation in space, technology, and service delivery.

### **Lead financial stewardship and resource optimization**

As the head of a separately incorporated entity, the Director will oversee all aspects of financial planning and management for the Library, including the development and administration of both operational and facilities budgets. This position requires strong business acumen and the ability to lead complex facilities operations, ensuring that financial decisions are grounded in sound management practices and long-term sustainability. In collaboration with Library leadership and the Board, the Director will allocate resources strategically across departments, services, and infrastructure to ensure alignment with institutional priorities and user needs. This role also involves identifying and securing new funding streams, cultivating external partnerships, and enhancing community engagement to support emerging initiatives. The Director will be expected to bring creativity and fiscal acumen to the stewardship of the Library's financial health, ensuring sustainability and responsiveness in a dynamic academic environment.

### **Position the Library as a vibrant hub for academic and community engagement**

Situated at the intersection of two campuses, the Library holds a unique opportunity to serve as a dynamic gathering space for students, faculty, and external partners. In the post-pandemic landscape, the Library has seen a notable increase in collaborative activity, including meetings, study groups, and events hosted by both institutions and community organizations. The Director will build on this momentum by expanding programming that fosters cross-campus interaction and intellectual exchange. Additionally, the Director will cultivate strategic partnerships across



Baltimore, including continuing engagement with initiatives like the [York Road Initiative](#) to further embed the Library within the broader civic and academic ecosystem.

### **Champion innovation in teaching, research, and digital scholarship**

The Director will serve as a key collaborator in advancing the academic missions of Loyola and Notre Dame by positioning the Library as a vital partner in faculty development, research excellence, and pedagogical innovation. In an era of rapidly evolving technologies, in consultation with the two universities, the Director will lead library efforts to integrate tools such as artificial intelligence into coursework and scholarly inquiry, ensuring that both institutions remain at the forefront of accessible and forward-thinking education.

To deepen the Library's role in supporting faculty, the Director will oversee the development of a dedicated faculty portal and design targeted programming that highlights library expertise, resources, and services aligned with faculty career advancement. The Director will also cultivate new opportunities for faculty and students to engage with emerging technologies, fostering a culture of experimentation and interdisciplinary collaboration. Through outreach, education, and grant-supported initiatives, the Director will expand the community of digital scholarship practitioners across both campuses. By promoting inclusive access to innovative tools and methodologies, the Library will continue to evolve as a dynamic environment for teaching, learning, and scholarly exploration.

### **Strengthen the Library's leadership role in professional communities**

The Library has established itself as a respected voice within Maryland and across national library consortia, contributing meaningfully to the advancement of the profession. The Director will be expected to sustain and grow this influence by actively engaging with professional organizations, consortia, and thought leadership networks. This includes staying current with emerging trends and scholarship in the field, contributing to professional discourse, and representing the Library in regional and national forums.

In addition to their own engagement, the Director will foster a culture of professional development among Library staff, encouraging participation in conferences, publications, and collaborative initiatives that elevate both individual expertise and institutional visibility. By amplifying the Library's presence in external communities, the Director will enhance its reputation, attract new partnerships, and ensure that LNDL continues to serve as a model of innovation and excellence for both campuses the broader Baltimore region, state, and nationally.

### **Inspire and invest in a high-performing, inclusive library team**

The Director will lead a dedicated and service-oriented staff, fostering a culture of collaboration, innovation, and continuous learning. Building on a strong foundation of mission-driven work and collegiality, the Director will articulate a clear and inclusive vision for the Library's future—one that



aligns with the goals outlined in [LNDL Lifts: A Strategic Framework for Action, 2025–2030](#). Central to this work will be the recruitment, development, and retention of a talented and diverse team capable of advancing the Library’s evolving role in academic life.

The Director will evaluate and refine the Library’s organizational structure and support systems to ensure staff are empowered, well-positioned, and equipped to succeed. This includes expanding professional development opportunities, mentoring emerging leaders, and cultivating a pipeline of librarians and paraprofessionals from underrepresented communities. Through transparent leadership and a commitment to equity and excellence, the Director will nurture a workplace culture that values curiosity, accountability, and shared purpose.

## QUALIFICATIONS AND CHARACTERISTICS

Minimum additional qualifications include an ALA-accredited master's degree in library or information science, preferably ten years of relevant and progressively responsible experience in library administration, and demonstrated effective leadership and management experience in high-level positions in an academic library setting. The successful candidate will also bring many, if not all, of the following professional qualifications and personal attributes:

- Evidence of success managing complex budgets and large-scale projects.
- Substantial leadership with a history of increasingly responsible administrative positions, including the management of librarians and staff in an academic environment.
- Ability to work successfully in a highly collaborative environment and to function effectively as a member of a strong leadership team and governing board.
- Demonstrated leadership in developing an organizational culture that supports all backgrounds
- Demonstrated innovation and creativity in advancing and supporting library services, ideally with experience in collection development.
- Record of academic library research, publication, and/or professional contributions.
- Superior communication skills that demonstrate effective collaboration and persuasiveness.
- Knowledge of information technology trends and the impact of technology in academic libraries.
- Demonstrated experience with effective assessment for continuous improvement.
- A strong understanding of the Library’s role as an educational partner within higher education.
- Experience as an administrator in a library consortium or as a board member of a library consortium.
- Knowledge of current issues and opportunities in a multi-institutional collaboration.
- Experience in facilities management
- Enthusiasm for the universities’ distinctive Catholic and Jesuit missions and for the continued development of an innovative, shared library of the highest quality.

Research shows that people belonging to structurally marginalized groups often only apply for jobs if they meet 100% of the qualifications. As no one ever meets 100% of the qualifications, we encourage you to apply if you feel that most of the above qualifications reflect your experience and expertise.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website. The target salary range for this role is \$150,000 to \$185,000 and will be commensurate with experience. LNDL offers an excellent benefits package that includes generous vacation and sick leaves, medical, dental, vision, disability, and life insurance as well as TIAA retirement. All positions at LNDL are eligible for Public Service Loan Forgiveness.

Sean Farrell, Arianna Williams, Drew Chang  
Isaacson, Miller

<https://www.imsearch.com/open-searches/loyola-notre-dame-library/director>

*Loyola/Notre Dame Library, Loyola University Maryland and Notre Dame of Maryland University do not discriminate on the basis of race, color, creed, ethnicity, religion, sex, national origin, marital status, veteran status, actual or perceived sexual orientation, gender identity and expression, status with regard to public assistance, disability, or age in providing employment or access to their educational facilities and activities.*

## APPENDIX A: LOYOLA UNIVERSITY MARYLAND

Loyola University Maryland, located in the northern neighborhoods of the vibrant city of Baltimore, aspires to be a preeminent university for student success, an institution that equips students to prosper and achieve significance by living a meaningful life for and with others. Founded in 1852 to serve a primarily local, commuting population, the University is recognized today as a prestigious, selective master's comprehensive university with a strong residential, liberal-arts-based undergraduate program and professional graduate programs at the master's and doctoral levels. Loyola has been consistently ranked among the top 10 universities in the North region by *U.S. News & World Report* for the past decade, ranking #3 in undergraduate teaching in 2025.

Loyola enrolls about 4,000 undergraduate and 1,000 graduate students in its three schools: Loyola College of Arts & Sciences, the Sellinger School of Business & Management, and the School of Education. The beautiful, historic Evergreen campus is in a lush residential neighborhood on the north side of the city, located 15 minutes from downtown Baltimore. In keeping with the University's Jesuit tradition, its educational philosophy focuses on the care and education of the whole person – in mind, body, and spirit – and its mission centers on preparing its students to learn, lead, and serve in a diverse and changing world.

There are more than 45 majors and 60 minors, with the largest concentration of undergraduate student majors in Biology, Psychology, Engineering, Business Economics, Finance, and Forensic Science. Recently added majors of Nursing, Forensic Science, Biohealth, Data Science, Environmental Science and Environmental Studies, Sustainability Management and Real Estate show the vibrancy of an evolving curriculum to meet today's societal needs. Loyola also offers more than 30 graduate programs. The student/faculty ratio at Loyola is 12:1, and the average class size is 20. Over 50% of students participate in study abroad programs in more than 20 countries. Programs range from summer and holiday tour programs to a single semester (most commonly) or full year (usually in the junior year), and are available to all majors. [The Messina program](#) is Loyola's signature first-year program, serving as a foundation for student success at Loyola and well beyond. The faculty member serving as the advisor and associated enrichment opportunities and outside activities provide connections with other student, faculty, and Baltimore. Loyola competes in numerous Division I NCAA sports within the Patriot League and provides access to numerous clubs. Loyola also has a strong community engaged learning program and Reserve Officer Training Corps (ROTC) program

Master's and doctoral graduate degrees are also available in a wide range of programs and areas of study. Loyola seeks to prepare graduate students for lives of meaningful professional service and leadership and to capitalize on potential benefits to both undergraduate and graduate students in terms of research opportunities, mentoring, and networking that are unique to comprehensive institutions. The [Loyola Clinical Centers](#) (LCC)—located in nearby Belvedere Square—provides graduate students in speech-language pathology, clinical psychology, and literacy with valuable experience while offering services to the community.

The scholarship conducted by world renown faculty maintains academic excellence and allows students to experience the thrill of expanding knowledge. The superior teaching and scholarship for which Loyola is known is supported by several centers such as the Center for the Humanities, the Simon Center for Innovation and Entrepreneurship, and the School of Education Center for Research and Evaluation. The Office of Research and Sponsored Programs and Office of Digital Teaching and Learning further support these efforts. Loyola will soon launch a Center for Faculty Excellence, supporting all aspects of a faculty career.

In February 2024, Loyola launched [Together We Rise: Loyola University Maryland's Strategic Plan for 2030](#). The University continues to advance this plan through four focus areas: Advance Student and Faculty Formation, Grow Our Footprint, Influence, and Enrollment, Care for Our Common Home, and Thrive by Investing in and Supporting Our Team.

To learn more about Loyola, visit <https://www.loyola.edu/>.

## Mission

Since its founding in 1852, Loyola has demonstrated a profound commitment to its mission: “Loyola University Maryland is a Jesuit, Catholic university committed to the educational and spiritual traditions of the Society of Jesus and to the ideals of liberal education and the development of the whole person. Accordingly, the University will inspire students to learn, lead, and serve in a diverse and changing world.”

The Jesuit philosophy strives to educate women and men of competence, imbued with the desire to seek the greater glory of God in all things. At Loyola, this ideal is further underscored by the guiding belief that a Catholic university is truly Catholic only insofar as it is truly a university, committed to education that looks critically at the human condition, raises fundamental questions about meaning, and promotes a love for learning and discovery. The Catholic intellectual tradition that the University embraces asserts that faith and reason complement each other, and questions of faith are encouraged and examined as intellectual inquiries. This approach nurtures a community committed to an examined life of intellectual, social, and spiritual discernment, as well as the understanding that leadership and service to the world are intimately connected.

## Leadership

Terrence M. Sawyer, J.D., has been the 25<sup>th</sup> president of Loyola University Maryland since January 1, 2022.

A mission-focused leader, President Sawyer is leading efforts to launch [a nursing program](#), invest in health and STEM program infrastructure, including the [renovation and expansion of Donnelly Science Center](#); welcome diverse, [record-breaking incoming classes](#); and oversee the expansion of programs and [initiatives related to sustainability](#).

President Sawyer, who joined the Loyola community in 1998, served most recently as senior vice president. In that role, he oversaw an advancement team that raised more than \$100 million through the *Bright Minds, Bold Hearts* campaign and secured gifts to build the Fernandez Center of Innovation and Collaborative Learning, a career services team that has re-envisioned the University's approach to the discernment and pursuit of careers for its students and alumni; and the office of marketing and communications.

Earlier in his career at Loyola, President Sawyer was instrumental in developing and launching the [York Road Initiative](#), where Loyola collaborates with neighbors and partners in the Govans community to bring positive change in the areas of civic capacity, education, and economic and business development.

His previous positions at Loyola included vice president for advancement and vice president for administration, and—in his first role—special assistant to the president for government and community relations. He is an affiliate professor in Loyola's Sellinger School of Business and Management.

President Sawyer is a graduate of the Ignatian Colleagues Program, a program run by the Association of Jesuit Colleges and Universities that is designed to educate and form administrators and faculty more deeply in the Jesuit and Catholic tradition of higher education. During the program, President Sawyer completed the Spiritual Exercises and participated in an immersion experience in El Salvador. In the summer of 2016 and again in 2023, he walked in the steps of St. Ignatius on a pilgrimage through Spain and Italy.

A native of Wayne, N.J., President Sawyer earned his bachelor's degree in government and politics from the University of Maryland, College Park, and a Juris Doctor degree from the Widener University School of Law. President Sawyer also completed the Harvard Graduate School of Education's Institute for Educational Management program. Prior to working at Loyola, President Sawyer was an attorney for the Maryland Department of Business and Economic Development and practiced civil and criminal law in Baltimore City. He is a member of the Maryland State Bar.

## APPENDIX B: NOTRE DAME OF MARYLAND UNIVERSITY

Founded and chartered by the State of Maryland in 1895, Notre Dame of Maryland University (NDMU) was the first Catholic college for women in the U.S. to award a four-year baccalaureate degree. Embracing the vision of its founders – the School Sisters of Notre Dame – the University offers a liberal arts education in the Catholic tradition and has a history characterized by innovation and service. Today, NDMU is a fully coeducational institution, welcoming both women and men into its undergraduate, graduate, and professional programs. The University serves a diverse population through its five Schools: the School of Arts, Sciences, and Business; the School of Education; the School of Nursing; and the School of Pharmacy and Health Professions, and the School of Integrative Health. NDMU is known for being student-centered, for its faculty's commitment to superior teaching and scholarship, and for the importance of service as an integral part of life and of putting one's education to work.

NDMU's full-time, traditional undergraduate program became fully coeducational in Fall 2023, marking a historic transition in the University's evolution. The undergraduate program offers more than 40 majors, and its students are predominantly from Maryland, with a large concentration of first-generation and Pell-eligible students. The University competes in NCAA Division III athletics through the United East Conference, offering 14 varsity sports for men and women, with approximately 25% of undergraduates participating as student-athletes.

NDMU also enrolls women and men in undergraduate, graduate, and doctoral degree programs through its College of Adult Undergraduate Studies (CAUS) and the College of Graduate and Professional Studies (GRAD). CAUS, which has its roots in the pioneering Weekend College, offers academic programs designed for adult learners and transfer students, including the RN to BSN and Accelerated BSN pathways. GRAD offers more than 30 graduate and doctoral programs, including a PhD in Instructional Leadership and a PhD in Higher Education for Changing Populations. Graduate offerings include innovative programs such as Art Therapy (the first and only in Maryland), Risk Management, Analytics, Nonprofit Management, Special Education, TESOL (Teaching English to Speakers of Other Languages), K-8 STEM Education, and the Master of Science in Nursing. The University has also launched a Doctorate in Occupational Therapy (only the second in Maryland and the only one offered by a private institution) and a Master of Science in Physician Assistant Studies (the only private program of its kind in the state).

NDMU's School of Education remains one of the largest providers of new teacher certifications in Maryland. The School of Nursing has consistently achieved NCLEX-RN pass rates above 90%, including a 100% first-time pass rate in 2024. The School of Pharmacy, founded in 2008, offers a Doctor of Pharmacy (Pharm.D.) program and recently added a Master of Science in Pharmaceutical Sciences and a 2+4 accelerated Pharm.D. pathway, preparing students to lead in a rapidly evolving healthcare landscape.

In addition, NDMU offers innovative and rigorous non-credit academic programs through the Renaissance Institute, a learning cooperative for people over 50. A Child's Place (ACP) is an MSDE-approved early childhood education center and kindergarten, and its students actively participate in campus life. Located on the Notre Dame campus, ACP is managed by Georgetown Hill, a Maryland-based company with a strong record of school education. The fulfillment of lifelong learning is not an abstraction at NDMU, but a tangible part of daily life.

In February 2024, Notre Dame of Maryland University acquired the Maryland University of Integrative Health (MUIH), a nationally recognized graduate institution specializing in whole-person, relationship-centered healthcare. The institutions merged in August 2025, creating the new School of Integrative Health at NDMU. NDMU is the first comprehensive university in the nation to house a dedicated school of integrative health, offering graduate programs in areas such as nutrition, herbal medicine, Ayurveda, yoga therapy, and health and wellness coaching. The new school fosters interprofessional collaboration between integrative and conventional healthcare disciplines, further advancing NDMU's leadership in holistic and innovative health education.

NDMU is located on the North Charles Street college corridor in northern Baltimore and occupies 60 acres in a residential setting. The University benefits from both a beautiful campus and proximity to Baltimore City's businesses and mass transit, as well as cultural, recreational, and professional opportunities. NDMU also offers classes for part-time students online and an accelerated Bachelor of Science in Nursing degree at its Elkridge, MD center.

To learn more about Notre Dame of Maryland, visit <https://www.ndm.edu/>.

## **Mission**

NDMU educates leaders to transform the world. Embracing the vision of the founders, the School Sisters of Notre Dame, the University promotes the advancement of women and provides a liberal arts education in the Catholic tradition. NDMU challenges women and men to strive for intellectual and professional excellence, to build inclusive communities, to engage in service to others, and to promote social responsibility.

## **Leadership**

Marylou Yam, PhD, was appointed the fourteenth president of Notre Dame of Maryland University on July 1, 2014. Prior to becoming President, Dr. Yam was the Provost and Vice President of Academic Affairs at Saint Peter's University in New Jersey. She also held the position of Dean of the College of Arts, Sciences, and Business (the first woman to hold the position in the University's history and Associate/Founding Dean of the School of Nursing at Saint Peter's).

Governor Hogan appointed Dr. Yam to the Maryland Commission on Women. While on the commission, she chaired the Health & Wellness Committee for three years and led the development of the *Maryland Women: A Status Report*, completed in 2021. She serves on the board of directors



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for the National Association of Independent Colleges and Universities (NAICU) and is the immediate past chair of the Maryland Independent Colleges and Universities Association (MICUA). Her past board positions include serving as vice chair of the Keswick Multi-Care Center, chair of the Colonial States Athletic Conference, and trustee on the board of Caroline Center.

*The Daily Record* named Dr. Yam one of Maryland's 2021 Most Admired CEOs and inducted her into the Circle of Excellence after selecting her as a Maryland Top 100 Women recipient in 2024, 2020, and 2017.

Dr. Yam is a registered nurse by training and has published in the field of intimate partner abuse. She has also presented at numerous national and international conferences on topics including domestic violence, women's education, higher education, and leadership. President Yam received a BSN degree from Mercy College in New York, MA, and an MEd degree from Teachers College, Columbia, a PhD from Adelphi University, and was a post-doctoral fellow at Johns Hopkins University.

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