



*Preparing people to lead extraordinary lives*

### **Opportunity and Challenge Profile**

*Search for the Dean*

*Loyola University Chicago, School of Education  
Chicago, Illinois*

Loyola University Chicago (Loyola) seeks a Dean of the School of Education with energy, ambition, thoughtfulness, and the ability to lead the School of Education to greater distinction. The Dean will join Loyola at an exciting time under the leadership of recently inaugurated president Mark C. Reed, EdD, MBA, who is working across the university to actualize a strategic plan based around the alignment of research, scholarship and mission, the promotion of racial justice, and the institution's ability to address complex societal challenges. Building upon the school's strengths and potential, the incoming Dean will have a profound influence on the future of a school where faculty, staff, and students are mutually and deeply committed to creating an impact on Chicago, the educational community, and the world.

Founded in 1870, Loyola University Chicago is one of 27 Jesuit universities and one of the largest Catholic universities in the United States. The School of Education has been educating aspiring teachers and educational leaders for more than 50 years. With an emphasis on equity and social justice, the School of Education boasts a distinctly immersive curriculum, serving over 800 students who are graduating with the tools and experience to profoundly impact the communities they serve. With a variety of different degree and programmatic offerings, including undergraduate, master's, doctoral, certificate, and endorsement programs, the School of Education is a place for all students to learn together in the pursuit of a more inclusive and just world.

Inspired by the Jesuit traditions of academic excellence, intellectual openness, social justice, and service to others, the Dean will work collaboratively with program and center leaders to develop a vision for the School that builds upon and elevates the work of its exceptional faculty, staff, and students. Through careful listening to gain a deep appreciation for the school, the Dean will become an advocate for the School of Education, working to build relationships and garner resources that further enable high-quality and accessible programs, research, and community initiatives. The Dean will help uplift and define the next era of the School of Education and will address a number of key strategic and operational priorities. To be successful in this role, the Dean will:

- Lead the creation of an innovative and strategic vision for the School of Education;
- Grow enrollment and ensure the success of undergraduate and graduate students;
- Develop, recruit, and retain excellent faculty and staff committed to academic excellence;

- Reimagine the structure of the School in order to both build on the strengths of individual programs and simultaneously generate collaborative efforts between them;
- Raise funds and expand resources to ensure the School is able to reach its full potential; and
- Advocate for the School of Education and lead efforts to collaborate with partners both within the University and throughout the wider Chicago area.

A list of the desired qualifications and characteristics of the Dean can be found at the conclusion of this document, which was prepared by the Search Advisory Committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About Loyola University Chicago**

Loyola University Chicago, founded in 1870 as St. Ignatius College, is one of the largest Catholic universities in the country and Chicago's only Jesuit university. Loyola enrolls approximately 17,500 students, including over 11,000 undergraduates, and offers more than 80 undergraduate majors and 80 undergraduate minors, as well as more than 170 graduate and professional degree programs and certificates across its three campuses in the Chicago area (Lake Shore, Water Tower, and the Health Sciences Campus (HSC)). The University is home to 15 schools, colleges, and institutes, including the College of Arts and Sciences, School of Communication, School of Continuing and Professional Studies, School of Education, School of Law, School of Social Work, Graduate School, Institute of Pastoral Studies, School of Environmental Sustainability, Quinlan School of Business, Marcella Niehoff School of Nursing, Stritch School of Medicine, the Arrupe College of Loyola University Chicago, Institute for Racial Justice, and the Parkinson School of Health Sciences and Public Health. Loyola also features course locations in Ho Chi Minh City, Vietnam; Downers Grove and Vernon Hills, Illinois; and a Retreat and Ecology Campus in Woodstock, Illinois. Across the University and campuses, Loyola retains more than 1,000 full-time faculty and maintains an undergraduate student-to-faculty ratio of 14 to 1. In the last decade, Loyola has experienced tremendous growth in virtually every dimension, including undergraduate enrollment, student retention, health sciences innovation, physical footprint, and academic programs.

In 2021, University embarked on a new strategic plan that reflects the voices and aspirations of the entire Loyola community. This strategic plan will capitalize upon the "One Loyola" concept that has been a focus of the organization for several years that included a March 2019 restructuring of the academic enterprise to a single Provost and Chief Academic Officer for the entire university. The restructuring allows for better coordination of graduate education, strategy, faculty affairs, research, and global and community engagement. In an era of interdisciplinary and transdisciplinary education, having one Provost also helps the university further develop unified strategies and initiatives that drive research, teaching, and successful student outcomes. The concept of "One Loyola" also drives the organization to think about how systems, processes, policies, and structures are designed to support the entire university.

The strategic plan, *To the Greater Good*, was formally approved by the Board of Trustees in June 2021 and will provide the framework for the evolution of Loyola to a more research-intensive institution with a focus on transdisciplinary approaches to complex and urgent social problems. Working together as One Loyola, the community came together through an iterative communal process to formulate six enduring values that define Loyola. They are as follows:

- Care for the whole person
- Extraordinary academics and research
- Community-centered engagement
- Global connections and partnerships
- Operational excellence
- Care for our world

Each enduring value encompasses various priorities and goals that support the development of the University as a whole, while also embedding and highlighting important ideas around anti-racism, diversity, equity, inclusion, and social justice. Additional priorities include aligning graduate education, linking global and community engagement, evolving the core curriculum, reimagining the libraries, reorganizing centers, and strengthening enrollment management to best serve the students of today. While the plan is built around the faith and values that have fueled Loyola University Chicago's work since its founding, the plan's success metrics will evolve to meet the changing needs of today's students and an interconnected world.

*U.S. News & World Report* consistently ranks Loyola among the top national universities in the country (#115 in the 2022 edition), and many of Loyola's schools and programs rank among the best in the nation. Loyola is among 8 percent of all-American colleges and universities to have a Phi Beta Kappa honor society chapter. Loyola is among a select group of universities recognized for community service and engagement by prestigious national organizations such as the Carnegie Foundation and the Corporation for National and Community Service. The university has received the Presidential Award for Community Service (out of over 800 colleges and universities) and has been designated with the Carnegie Community Engagement elective classification in 2008 and again in 2015. Loyola students have logged over 100,000 volunteer hours throughout the Chicago area, many of which are through the University's 867 community partners.

## **University Leadership**

### **President**

In May of 2022, Mark C. Reed, EdD, MBA, was elected unanimously by the Board of Trustees as the 25th president of Loyola University Chicago. Dr. Reed joins Loyola after seven years as president at Saint Joseph's University, and before that, 15 years in senior leadership roles across Fairfield University. His career has focused on strengthening the institutions he has served, particularly in the areas of expanded academic programs, strategic partnerships, university finances and endowment, student formation, and advancement of the Jesuit, Catholic mission.

Dr. Reed oversaw the development and implementation of the university's strategic plan focusing on enriching academic quality and distinction, enhancing student experiences, promoting programs of national prominence, and fostering greater financial strength and stability. He envisioned the new campus master plan to bolster support for academics, athletics, student life, and the overall campus experience. Dr. Reed also made expanding diversity, equity, and inclusion a key priority, steadily increasing the percentage of first-year students of color and opening a dedicated space for students of color, LGBTQIA+ students, and other underrepresented communities.

## **Provost**

Margaret Faut Callahan is the Provost and Chief Academic Officer of Loyola University Chicago. She is also a professor in the Parkinson School of Health Sciences and Public Health. Prior to this appointment, Callahan served Loyola as Provost of the Health Science Division, Interim Provost and Chief Academic Officer and Senior Vice President of Strategy and Innovation.

Callahan received her Bachelor of Science in Nursing from Loyola and has more than 35 years of experience in health care and higher education. Before coming to the University, she served as interim provost at Marquette University and dean and professor of the University's College of Nursing. There she led the Marquette University College of Nursing through a successful reaccreditation, expanded the college's freshmen class size, started a hybrid masters entry program, and implemented the Doctor of Nursing Practice Program.

Before her time at Marquette, she was at Rush University for many years, where she served as chair of adult health nursing, director of the nurse anesthesia program, and professor. Callahan also holds a Master of Science in Nursing and a Doctor of Philosophy in Nursing Science from Rush University College of Nursing. Her research on pain management, palliative/end-of-life care, and health policy is widely published. Additionally, she is a certified registered nurse anesthetist.

## **About the School of Education**

Established in 1969, the School of Education (SOE) prepares students to be extraordinary teachers, administrators, counselors, psychologists, and policymakers who demonstrate professionalism in the service of social justice. Through an immersive learning environment, students graduate prepared to face the challenges and rewards of teaching in today's educational environments. Loyola's School of Education has been a proven model of success for more than 50 years. Not only do students leave ready to teach once they graduate, but they are highly sought-after. SOE's undergraduate programs have 99 percent employment placement by graduation, and the master's degree programs boast 95 percent placement within three months of degree completion. Loyola SOE graduates also go on to have long, satisfying careers, becoming leaders in their communities as administrators and superintendents.

The School of Education reaches across the city, immersing students as both graduate and undergraduates, in classrooms in Chicago's schools. Students take classes on the Water Tower, Lake Shore, and Cuneo campuses of Loyola, and the SOE is located at the Water Tower Campus in the heart of downtown Chicago. As Loyola's urban center, Water Tower Campus connects students to internships, careers, and networking opportunities, as well as to the vast social and cultural resources of the city. The undergraduate programs campus and faculty who support those programs are offered on the Lake Shore campus.

## **Faculty and Staff**

The SOE faculty members are experienced and recognized leaders in their fields who integrate research and practical experiences in the classroom. SOE faculty are research-active and passionate about teaching, placing a high value on personal interaction with students. Faculty members challenge students intellectually and guide them with compassion, creating a community of learning that values creative

expression, critical thought, and mutual respect. Additionally, The School of Education boasts 11 full-time staff members who work tirelessly to provide students with an engaging, intimate, and mission-focused educational experience.

### **Program and Center Offerings**

As a school for professional studies, the SOE prepares students to work in a variety of educational and professional occupations. They offer a wide range of degrees including undergraduate, master's, doctoral, as well as certificate and endorsement programs that fit a wide range of academic, personal, and professional goals areas of study include Administration and Supervision; Counseling Psychology; Higher Education; Research Methodology; School Psychology; and Teaching and Learning.

For a full list of programs, please visit: <https://www.luc.edu/education/academics/areasofstudy/>.

Through the distinct learning opportunities available to students, including integrated curriculum linking theory and classroom experience; varied clinical experiences in the classroom, starting as early as first year; international study that enables students to complete courses at Loyola's John Felice Rome Center; and participation in a professional learning community of students and faculty, students graduate with the tools necessary to positively impact the communities in which they are serving.

The School of Education also hosts a robust apparatus of centers and partnership initiatives, each of which focuses attention on a subject of critical importance to the field of education. The SOE centers and initiatives facilitate cooperation between Loyola and communities on the local, national, and global levels:

- [Andrew M. Greeley Center for Catholic Education](#) is dedicated to supporting PK-12 teaching and learning in faith-based schools. The Center was created to support the mission of pre-Kindergarten-12th grade Catholic schools through consultation and professional learning. The center focuses on creating strategies to build the capacity of Catholic schools so they can continue to meet the spiritual and educational needs of the students they serve.
- [University-School Partnerships](#) focus on connecting the Loyola community with public schools in Rogers Park and Edgewater. They strive to work with schools toward meeting academic, civic, and social-emotional learning goals. Loyola's various University-School Partnership initiatives collectively serve more than 1000 Chicago Public School students in nine neighborhood CPS schools.
- [Loyola Cultural Institutions in Teacher Education \(CITE\) Partnership](#) work with local museums and other informal learning institutions, including their education staff, collections, programming, and pedagogical approaches, as integrated mutually beneficial partners in the Teaching, Learning and Leading with Schools & Communities (TLLSC) initial teacher preparation program.

### **Role of the Dean**

The incoming Dean will be a collaborative, reflective, and detail-oriented leader who leverages the expertise housed within the programs to ensure the success and growth of the SOE. They will be a dedicated leader who actively listens to the various constituents within the school and builds alongside

them in order to grow programs and ensure healthy enrollment numbers. The Dean must be an excellent communicator who not only promotes the work of the school but leverages that expertise to reel in funding that continues to support the institution. They will lead through the social justice mission of the Jesuit institution and ensure the SOE is accessible to all students who wish to further their education and serve as leaders in their community. Overall, the Dean will lead by example and foster an inclusive environment that welcomes ideas and promotes a culture of trust and transparency to ensure the success of the School of Education.

The Dean oversees a budget of \$8.5M as well as over 100 full and part-time faculty members. The SOE is organized into several programs led by program chairs who report to the Dean and work collaboratively with the Dean's office on enrollment, program requirements, advising, orientation, matriculation, and more. Because faculty are not appointed to a program upon their hire, program chairs do not have direct oversight of faculty and all faculty are overseen by the Dean's office directly. The Dean's office includes an Associate Dean of Academic Affairs and Community Engagement, an Associate Dean for Research, and an Assistant Dean for Student Academic Affairs as well as the center directors, a business manager, and several other directors and coordinators. See <https://www.luc.edu/education/faculty/directory/> for more information.

### **Key Opportunities and Challenges for the Dean of Education**

The Dean will be expected to address the following key opportunities and challenges:

#### ***Lead the creation of an innovative and strategic vision for the School of Education***

The Dean will lead the strategic planning for the SOE, defining measurable objectives that take into consideration Loyola's institutional goals and position the school to reach its full potential. The Dean will use their deep understanding of the shifting higher education landscape to evaluate current programming, determine field needs, and work collaboratively in response to trends in the region and beyond. The Dean will solicit the expertise and opinions of those within the SOE to develop strategy and set priorities for the future of the School that uphold Loyola's Jesuit values. This includes leading the equity and inclusion efforts to ensure the success of all students by offering accessible high-quality education supported by highly skilled and dedicated faculty and staff. It also includes identifying ways that the programs can work together with the schools to increase their effectiveness and provide even better support for the schools and Loyola's students. The Dean must be a stable leader who galvanizes the faculty, staff, students, and community partners to collaborate in strengthening the SOE and ensuring it continues to meet the needs of Chicago, the surrounding area, and education more broadly.

#### ***Grow enrollment and ensure the success of undergraduate and graduate students***

To ensure the growth of the school, the Dean must prioritize the recruitment and retention of exceptional students. This includes coordinating with program chairs, faculty, staff, and leaders across campus to develop programming, garner funding, and develop an environment that attracts students from diverse backgrounds who want to participate in the school's programs. The Dean will lead conversations that identify the identity and impact of the school and use those findings to ensure the marketing strategy of the SOE centers students who align with the core mission of the School. Additionally, to ensure the retention of students, specifically under-resourced and underrepresented students, the Dean will work to

develop pipelines, scholarships, and financial resources to ensure the success of students while in their programs. Unlike many Education Schools, practitioner placement throughout the community is a core piece of the curriculum at Loyola. Therefore, the Dean will work to ensure students are accurately placed in schools that meet their interests and leverage impact and community integration to ensure the SOE is recognized for its contributions. The SOE also aims to grow graduate enrollment to prepare the field's next data analysts, evaluators, and researchers in order to further impact academic institutions, professional organizations, and the field of education more broadly. The Dean will continue to make the success of Loyola students a priority by working to eliminate achievement gaps and ensuring that students have the resources needed to support their academic and professional goals.

***Develop, recruit, and retain excellent faculty and staff committed to academic excellence***

The next Dean will be a consultative, accessible, and inclusive leader dedicated to staff and faculty development and growth. They will prioritize fostering a collaborative culture of inclusive excellence, focused on strong mentorship and professional development of all employees. Given that the SOE spans the different campuses, the Dean must intentionally connect with those within the School to develop an understanding of the different programs, centers, and offices and their functions. The Dean will strategically invest in the development of initiatives that support a wide range of educators to ensure the success of all housed within the SOE. The Dean will be a generative thinker who prioritizes transparency and encourages engagement driven by purpose and who not only listens to the needs of the faculty and staff but serves as an advocate on behalf of them.

***Reimagine the structure of the School to build upon the strengths of individual programs and generate collaborative efforts***

With the current structure of the SOE, the Dean is the central administrator who directly oversees the faculty and staff of the School, working closely with the Dean's office, staff, program chairs and center directors. To ensure the Dean has the capacity to build and support programs, advocate externally for the SOE, and support the faculty and staff, they will need to work alongside the leadership team to reimagine the structure of the organization. They must develop an operation that allows programs to flourish and provides more opportunity for collaboration among them. This may also include more clearly integrating the work of the centers within the SOE. The goal will be to make sure leadership is adequately disbursed, leading to more capacity for the Dean. The Dean will be an excellent communicator who encourages conversations to promote innovation, improved efficiencies, and potential organizational infrastructure changes to help fulfill School ambitions and an effective manager who can lead through the changes.

***Raise funds and expand resources to ensure the School is able to reach its full potential***

The Dean will develop a keen understanding of the impact, strengths, and opportunities for each program and center and will leverage those strengths and advocate for resources to further support the growth and impact of the school. By centering the work of the faculty, students, programs, and centers, the Dean will market the accomplishments of the SOE in order to attract funding from a range of sources. In particular, the Dean will identify ways the various programs can work even more effectively within the Chicago schools and beyond, delivering even greater value to those schools. The Dean will be a savvy leader who markets the impact of the school across the university and with various audiences in the

Chicago education space for resource generation through fundraising, foundations, and other community partnerships.

***Advocate for the School of Education and lead efforts to collaborate with partners both within the University and throughout the wider Chicago area***

The Dean plays an important role as the lead representative for the SOE and must prioritize strengthening relationships and forging new partnerships in order to build the reach of the institution. Internally, the Dean will serve as the face of the school and further establish the presence of the School of Education throughout the university as an invaluable part of the institution. They will be expected to connect regularly with different colleges across Loyola to ensure impactful collaborations and initiatives are being developed. They will work to continuously assess and improve the School's programs and initiatives to confirm they meet the needs of the university and Chicago education system.

Externally, the SOE is directly connected to the Chicago education system, leading the School to serve as a bridge between the wider community and Loyola. Building off excellent groundwork, the Dean will work to further integrate Loyola's School of Education into the community and further establish their footprint in the local area and beyond. To continue growing partnerships, the Dean must be an excellent communicator who promotes the impact of the SOE effectively to local and national stakeholders. The Dean will also serve as the lead representative both internally and externally, by participating in broader educational professional associations as well as more local community events to help bring further visibility to the work of the SOE.

**Qualifications and Characteristics**

The next Dean will be an experienced and successful leader with a progressive record of academic achievement and hold substantial experience working within the field of education. While no single candidate will have all the ideal qualifications, candidates should possess many of the following qualifications and characteristics:

- A doctorate degree in a relevant discipline and a strong academic orientation;
- Proven ability to build and maintain effective partnerships with academic affairs and other areas across a complex university;
- Demonstrated executive leadership skills including visionary leadership, strategic thinking, and an innovative spirit with a commitment to promote excellence in education;
- Excellent collaboration and consensus-building abilities;
- Knowledge and experience working effectively with varied student populations including first-generation students, students from various socio-economic backgrounds, students from diverse cultural, religious, and ethnic backgrounds, international students, students with disabilities, veterans, and students pursuing degrees at various stages in their careers and lives;
- A deep personal passion and dedication to the field of education and the role plays in everyday life;
- Experience with a diverse student body, preferably student-centered philosophy and practices involving significant work with undergraduate, graduate and professional students;
- Demonstrated support of both the University's Catholic/Jesuit mission and the SOE Mission;



- Competence in full range of operations and managerial responsibilities including budget and financial management and staffing;
- Strategic capacity with an affinity for change and continuous improvement and a willingness to look ahead, think big, and try new approaches;
- Strong personal orientation toward collaboration, teamwork, transparency, accessibility, accountability and delegation;
- Demonstrated ability to be entrepreneurial, move swiftly, take initiative and be proactive;
- Committed to solid working relationships with the University's other professional schools, as well as advocacy on behalf of the School of Education; and
- A "unifier" with strong listening skills and the desire to work collaboratively with constituencies.

### **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 for the search: <https://www.imsearch.com/search-detail/8881>. Electronic submission of materials is strongly encouraged.

Julie Filizetti, Kathy Martinez, and Katie Pusecker Kilcawley  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111  
Phone: 415.655.4900  
Fax: 415.655.4905

*Loyola University Chicago is an Equal Opportunity / Affirmative Action employer with a strong commitment to hiring for our mission and diversifying our faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion (except where religion is a bona fide occupational qualification for the job), national origin, sex, age, disability, marital status, sexual orientation, gender identity, protected veteran status or any other factor protected by law.*