



*Preparing people to lead extraordinary lives*

### **Search for the Dean**

Loyola University Chicago, School of Continuing & Professional Studies  
Chicago, Illinois

Loyola University Chicago (Loyola Chicago) seeks a strategic, dynamic, and forward-thinking leader to serve as its next Dean of the School of Continuing & Professional Studies (SCPS).

The Dean will join a collaborative and committed team dedicated to serving adult students and fulfilling the Jesuit value of *Cura Personalis*—care for the whole person. For more than a century, SCPS has been educating adult learners and working professionals, empowering them to seize new professional opportunities and capture energizing new realities. Ranked in the Top 25 Online Bachelor's Degree Programs by U.S. News, SCPS provides a flexible and online curriculum, serving over 300 students who gain knowledge and skills to immediately apply to their lives. The next Dean will seize on this legacy to set a vision that inspires faculty, staff, and students in support of the School's goals. The Dean will collaborate with fellow deans, department heads and chairs, and university, industry, and community leaders to identify and develop academic offerings that enrich the School's ability to meet the needs of an evolving labor market. This is a transformative and opportune time for strategic growth as SCPS looks to increase its visibility and impact locally, regionally, and beyond.

To help lead SCPS into an era of growth and impact, the next Dean will address the following opportunities and challenges:

- Develop a long-term vision and implement a strategy that meets the needs of an evolving and competitive market;
- Promote and maintain an inclusive environment that supports the needs of a diverse adult student population;
- Support the development of staff and faculty and ensure strong internal systems;
- Champion and advocate for SCPS across Loyola Chicago;
- Cultivate and expand partnerships to increase visibility, prominence, and impact.

Founded in 1870, Loyola University Chicago is one of 27 Jesuit universities and one of the largest Catholic universities in the United States; it is 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 225 graduate and professional degree programs and certificates across its three campuses in the Chicago area (Lake Shore, Water Tower, and the Health Sciences Campus).

## ABOUT LOYOLA UNIVERSITY CHICAGO

Loyola University Chicago is home to 15 schools, colleges, and institutes, including SCPS: College of Arts and Sciences, School of Communication, School of Education, School of Environmental Sustainability, School of Law, School of Social Work, Graduate School, Quinlan School of Business, Marcella Niehoff School of Nursing, Stritch School of Medicine, the Arrupe College of Loyola University Chicago, Institute of Pastoral Studies, and the Parkinson School of Health Sciences and Public Health.

Loyola Chicago offers courses in Ho Chi Minh City, Vietnam; Downers Grove and Vernon Hills, Illinois; a Retreat and Ecology Campus in Woodstock, Illinois; and The John Felice Rome Center, a five-acre campus near Vatican City. Across the University and campuses, Loyola Chicago 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 Chicago has experienced tremendous growth in virtually every dimension, including undergraduate enrollment, student retention, health sciences innovation, physical footprint, and academic programs.

Loyola Chicago's strategic plan, [\*To the Greater Good\*](#), was formally approved by the Board of Trustees in June 2021. It provides 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. The plan outlines six enduring values that define Loyola. They are:

- 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.

Loyola is among eight percent of all-American colleges and universities to have a Phi Beta Kappa honor society chapter. Loyola Chicago 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 more than 800 colleges and universities) and has been designated with the Carnegie Community Engagement elective classification in 2008 and again in 2015. Loyola Chicago students have logged more than 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 25<sup>th</sup> 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 Marcella Niehoff School of Nursing. Prior to this appointment, Callahan served Loyola Chicago 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 Chicago 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 at the University's College of Nursing. There, she led the Marquette University College of Nursing through

a successful reaccreditation, expanded the college's freshman class size, started a hybrid master 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.

The search for a new Provost will occur in the 2023-24 academic year.

### **ABOUT THE SCHOOL OF CONTINUING & PROFESSIONAL STUDIES (SCPS)**

SCPS exists to serve adult learners and is focused on helping working adults and other “non-traditional” students earn degrees through meaningful experiences. Building upon Loyola’s century-long mission of educational outreach and inclusiveness, SCPS focuses on flexibility, accessibility, and providing relevant skills for the contemporary world. As the adult student market has matured, SCPS is focused on growing adult education programs by working with Graduate and Professional Enrollment Management to focus recruitment efforts in untapped markets, including veteran student recruitment, expanding community relations and diversity efforts, strengthening corporate partnerships, and implementing innovative interdisciplinary and applied graduate programs.

SCPS offers online graduate, undergraduate, and certificate programs led by 70 engaged full- and part-time faculty who are scholars or practitioners in their respective fields and supported by 7 staff members who are dedicated to student success. The student body is also highly diverse and non-traditional. The majority of SCPS students are Pell Grant eligible and come from underrepresented groups, with over 50% being students of color and 70% being women. Students appreciate the high-touch attention and support given by staff and faculty with SCPS, providing students with a sense of belonging that allows for their full academic, professional, and civic engagement.

Ranked in the Top 25 of Best Online Bachelor’s Degrees Programs nationally by U.S. News, SCPS provides a variety of unique opportunities for student learning to its over 300 students. SCPS provides six programs for undergraduate degrees, including applied psychology, applied studies, information technology, management, paralegal studies, and web technologies. SCPS also offers master's degree and certificate programs designed to address emerging needs in the labor market and help students achieve their professional goals in information technology leadership and strategy (MPS), instructional design (MPS), public policy (MPP), urban affairs (MA), and public service leadership (MA).

In addition to the traditional bachelor's and master's degrees, SCPS offers a variety of professional certificate programs, dual- and accelerated programs that can be taken as stand-alone courses or in conjunction with other degree programs in SCPS and across Loyola Chicago, including The Graduate

School, School of Environmental Sustainability (SES), and School of Law. SCPS has three ABM programs where SES students getting a BA/BS can start working on their MPP in Public Policy. Programs are affordable, convenient, and for learners with busy lifestyles and in different stages of life and careers. Through its diverse and accessible programs, Loyola Chicago and SCPS play a vital role in expanding educational opportunities beyond traditional boundaries and promoting lifelong learning and professional development.

For more information about the School of Continuing & Professional Studies programs, please visit <https://www.luc.edu/scps/>.

## **ROLE OF THE DEAN**

Reporting to the Provost and Chief Academic Officer and serving as the chief academic and administrative officer for SCPS, the Dean is responsible for both strategic leadership and operational management, overseeing program development and learning outcomes assessment for the School. Working in close collaboration with University leadership, the Dean will be instrumental in the integration of SCPS with the broader Loyola University Chicago community.

The Dean plays a vital role in ensuring access to high-quality education through innovative programs, flexible learning formats, and community partnerships. Other responsibilities include faculty and staff hiring, mentoring and development, student recruitment, student advising and retention, financial management and stewardship, strategic planning, industry board development, and alumni relations. The Dean will oversee an annual budget of approximately \$3 million and will lead a team of 15 full-time faculty and staff. Direct reports to the Dean include the director of the Institute for Paralegal Studies, the director of the Masters of Urban Affairs and Public Policy program, an associate dean, an assistant dean, an instructional designer, and four faculty program leaders.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN**

With the declining market of traditional undergraduate students, there is a growing need for adult student enrollment in higher education. Thus, the Dean will join Loyola Chicago at a critical time for growth and impact as the University looks for a dynamic and motivated individual to lead the development of market-responsive programming within SCPS to attract students and increase visibility. To be successful in their role, the Dean must effectively and boldly address the following opportunities and challenges:

### ***Develop a long-term vision and implement a strategy that meets the needs of an evolving and competitive market***

The Dean will work with stakeholders to develop a strategic vision and implement a plan for the future of SCPS that aligns with the University's strategic plan. In partnership with campus and senior leadership, the Dean will develop, recommend, and implement short- and long-term goals to increase student

outreach and enrollment, financial support, and interdepartmental collaboration efforts. The Dean will monitor and guide the assessment and, where necessary, restructuring of course offerings by using data to identify the effectiveness, rigor, and attractiveness of academic programs and will work to guide marketing efforts, working with Graduate and Professional Enrollment Management to extend recruitment efforts into untapped markets, utilizing market research and deepening community relations and partnerships within the Chicago community. The Dean will also bolster student engagement within SCPS and the larger Loyola Chicago campus.

***Promote and maintain an inclusive environment that supports the needs of a diverse adult student population***

Motivated by its Jesuit commitment to providing transformative education and supporting the whole student, the next Dean will continue to champion the School's mission to ensure that all students receive a transformational education during their time at SCPS. The Dean will be experienced in online and innovative learning modalities and will work to maintain flexible course schedules that have been a staple and strength of SCPS. In embracing a collaborative learning style, the Dean will advocate and utilize technology to provide effective and leading-edge programs that are designed to address emerging needs in the labor market. The Dean will demonstrate a strong understanding of adult education and the diverse student backgrounds that make up SCPS and will ensure a student-centric approach in all decision-making. The Dean will also work with faculty and staff to engage students and alumni through a variety of events and programs that foster a sense of community and belonging within SCPS and the larger Loyola Chicago community.

***Support the development of staff and faculty and ensure strong internal systems***

As the School continues to expand its impact, the Dean will be tasked with supporting staff to ensure the operational needs of the School are being met, while promoting an authentic spirit of collegiality among faculty, staff, administration, and students. By being accessible and cooperative, the Dean will foster a culture of trust, transparency, and inclusivity. Effective coaching, performance management, and mentoring, as well as promoting opportunities for professional development, will be critical to this effort to nurture staff and faculty development as it relates to adult learners and online education. The Dean will leverage the expertise of current staff and faculty, encourage new ideas, and engage in thoughtful conversations on an ongoing basis to ensure that faculty—most of whom are adjunct instructors—feel valued, respected, and included. The Dean will also evaluate and assess current systems and processes and make adjustments as necessary to ensure efficiency, transparency, and organization within the School.

***Champion and advocate for SCPS across Loyola Chicago***

Changes in the higher education landscape have made the School's work crucial in supporting non-traditional students, though many of its accomplishments have gone under-recognized by the larger

Loyola Chicago community. As the spokesperson for SCPS, the Dean will be an inspirational, visible, and respected representative for the SCPS community, building productive relationships across all schools and departments at Loyola Chicago. The Dean will be a champion for our adult students, ensuring that the unique needs of these students are attended to through various support services provided by SCPS and other support units throughout the university. Additionally, the Dean will work in close partnership with deans and senior leadership across Loyola Chicago to strengthen relationships between schools and expand interdepartmental communication and collaboration.

***Cultivate and expand partnerships to increase visibility, prominence, and impact***

SCPS has a tremendous opportunity to expand its reach and impact both within and beyond the Chicago area. To meet the School's mission, the Dean must ensure that graduates are set up with the skills to succeed in a dynamic job market by actively engaging with local businesses and industry to understand the region's workforce needs and developing programs that align with those economic priorities. Additionally, the Dean will plan and execute a broad outreach effort to expand the student population by collaborating with Loyola Chicago schools and local institutions. By actively engaging with the local, regional, and national community, the Dean will continue to increase the School's visibility, prominence, and impact as a leader in adult online education.

**QUALIFICATIONS AND CHARACTERISTICS**

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

- A terminal degree and academic achievement commensurate with the rank of clinical professor is required;
- At least five years of experience in a leadership position at a complex organization with direct supervision of employees, preferably within a higher education context, is required;
- Knowledge and experience working effectively with diverse student populations, including adult students, non-traditional students, 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 and/or continuing education at various stages in their careers and lives;
- Demonstrated executive leadership skills, including visionary leadership, strategic thinking, and an innovative spirit with a commitment to promoting excellence in continuing and online education;
- Excellent collaboration and consensus-building abilities;

- A deep personal passion and dedication to the field of education and the role it plays in everyday life;
- Demonstrated support of both the University's Catholic/Jesuit mission and the SCPS mission;
- Competence in a 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 based on solid research and/or market demand;
- Strong personal orientation toward collaboration, teamwork, transparency, accessibility, accountability, and delegation;
- An effective track record of building, managing, growing, and/or sustaining robust external partnerships;
- Demonstrated ability to be entrepreneurial and nimble, to take initiative, and to be proactive;
- Demonstrated experience in data-driven, strategic decision-making. A demonstrated entrepreneurial approach to planning and implementation that includes innovation and agility;
- Demonstrated experience with positively impacting student recruitment, enrollment, and retention;
- Committed to solid working relationships with the University's other schools and colleges, as well as advocacy on behalf of the School of Continuing & Professional Studies;
- Strong listening skills, and the desire to work collaboratively with constituencies.

## LOCATION

A leading center of commerce, non-profits, and government, and one of the preeminent cities in the country, the Chicago metropolitan area is home to more than 9.5 million people, with 2.7 million residing within city limits. The Chicagoland community anchored within the Midwest is large and diverse, offering students, staff, and faculty unique opportunities to form connections with numerous small, medium, and large businesses. The city is also home to over 100 culturally diverse neighborhoods and a vibrant arts and culture scene with more than 70 museums, 200 theaters, and 400 different neighborhood festivals. Despite having excellent school systems, a world-class mass transit system, one of the largest international airports in the world, and over 25 miles of lakefront, the cost of living in Chicago is extremely reasonable compared to other major cities. For more information, please visit <https://www.luc.edu/about/chicago.shtml>.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. The search committee is being chaired by Lorna Finnegan, Dean of the Loyola University Chicago Marcella Niehoff School of Nursing, and has broad representation from across SCPS and the University. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website



for the search: <https://www.imsearch.com/open-searches/loyola-university-chicago/Dean-school-continuing-and-professional-studies>. Electronic submission of materials is strongly encouraged.

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*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.*