

# Director

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INSTITUTE of PASTORAL STUDIES



*Preparing people to lead extraordinary lives*

## **THE OPPORTUNITY**

OVER THE PAST DECADE, under the leadership of its visionary president, Rev. Michael J. Garanzini, S.J., Loyola University Chicago has undergone a renaissance. Focusing on its core mission and values as the largest Jesuit, Catholic university in the nation, Loyola today enjoys robust enrollments, an outstanding reputation for the quality of its teaching, an increasing level of excellence in research, and is in the process of surpassing a \$500 million comprehensive campaign goal.

The University, after two terms under Robert Ludwig, seeks a director to lead the Loyola University Chicago Institute of Pastoral Studies to even higher levels of distinction and visibility.

The next Director of the Institute of Pastoral Studies will inherit an institution with an exciting strategic plan in place, historically high enrollments, two new 5-year BA/MA collaboration with the undergraduate Theology Department and the School of Continuing and Professional Studies, and new programs in health care ministry about to take off.

Success in leading this effort requires an academic leader with a deep and abiding understanding of the academic and ministry worlds. A doctorate degree in pastoral theology or a related field is highly preferred; absolutely required is the expertise necessary to build close relationships and partnerships between Loyola's faculty and students on the one hand and the religious and service communities—in Chicago, across the country, and around the world—on the other. Loyola University Chicago's Director of the Institute of Pastoral Studies will be dedicated to educating tomorrow's ministerial leaders on the graduate levels and will identify with the University's Jesuit, Catholic mission and focus on transformative education.

The new director will lead an enterprise that benefits not only from the momentum generated by the University as a whole but from its location within one of the world's most vibrant and supportive urban communities. With Chicago as a home base and the world as its opportunity, Loyola's Institute of Pastoral Studies is ready to follow bold and visionary leadership to new heights.

## LOYOLA UNIVERSITY CHICAGO – AN OVERVIEW

LOYOLA UNIVERSITY CHICAGO (LUC), a private university founded in 1870 as St. Ignatius College, is the nation's largest Jesuit, Catholic university and the only one located in Chicago.

Loyola University Chicago is comprised of four campuses: Lake Shore (LSC), Water Tower (WTC), Medical Center, and the John Felice Rome Center in Italy. LUC is home to 11 schools and colleges: arts and sciences, business administration, communication, education, graduate studies, law, medicine, nursing, continuing and professional studies, social work, and pastoral studies. Loyola also serves as the U.S. host university to the Beijing center for Chinese Studies in Beijing, China.

Recognizing Loyola's excellence in education, *U.S. News & World Report* has ranked Loyola consistently among the "top national universities" in its annual publications. Loyola is among a select group of universities recognized for community service and engagement by prestigious national organizations like the Carnegie Foundation and the corporation for National and Community Service.

- TOTAL ENROLLMENT: Nearly 16,000
- 71 undergraduate majors and 71 minors
- 85 master's degrees, 31 doctoral degrees, and 26 graduate-level certificate programs
- 1,100 full-time staff members and 650 full-time faculty members
- UNDERGRADUATE STUDENT/FACULTY RATIO: 15:1
- 138,000 alumni, including 82,000 in Chicago
- One of only 8 percent of all American colleges and universities to have a Phi Beta Kappa honor society chapter
- IPS TUITION (*per credit hour fall 2011*): \$695 (\$2085 for a 3-credit course).

## WATER TOWER CAMPUS

- Established in 1946, located just off Michigan Avenue, Chicago's famed "Magnificent Mile"
- Downtown location offers invaluable access to internships, careers, and networking opportunities with locally and nationally recognized Fortune 500 companies, as well as hundreds of agencies, non-profit organizations, hospitals, and schools
- Host to primarily graduate-level classes, along with some undergraduate classes
- Home to the School of Business Administration and its Graduate School of Business, School of Education, the Law School at Corboy Law Center, School of Continuing and Professional Studies, the School of Social Work, School of Communication, and Institute of Pastoral Studies
- Houses offices of the President and the Provost, along with other key University administrative offices
- Site of the Loyola University Museum of Art (LUMA) and the University's historic Lewis Towers
- Location of Loyola's only downtown residence hall, the Raymond C. Baumhart, S.J., Residence Hall and Terry Student Center

## LAKE SHORE CAMPUS

- Acquired in 1906. State of Illinois issued charter that founded Loyola University Chicago in 1909
- Serves as main residential and undergraduate campus, home to more than 3,000 students, and set along the shores of Lake Michigan
- Home to more than 40 buildings, including the 5,200-seat, 45,000 square-foot Joseph J. Gentile Center; the Michael R. and Marilyn Quinlan Life Sciences Education and Research Center, an innovative facility featuring state-of-the-art science labs; Cudahy Library, the main University library; and the Richard J. Klarchek Information Commons, a 72,000 square-foot environmentally friendly annex to Cudahy Library that is Silver Level Leadership in Energy and Environmental Design (LEED) certified
- Site of Mundelein Center, a national historic landmark and the home of a multi-purpose fine arts and theatre programming center
- Location of the College of Arts and Sciences, the largest of the University's 11 schools and colleges, and the Graduate School, offering master's and doctoral degree programs in a variety of areas

## MEDICAL CENTER CAMPUS

*(Maywood, Ill.)*

- 61-acre campus, opened in 1969
- Home to Loyola University Health System, which includes Loyola University Medical Center and 17 off-site facilities
- Leading academic medical center serves as major referral center for heart disease, cancer, burn, trauma, and neonatal care
- Site of the Stritch School of Medicine and the Marcella Niehoff School of Nursing, the first accredited collegiate nursing school in Illinois

## THE JOHN FELICE ROME CENTER

*(Rome, Italy)*

- Established in 1962, campus purchased by the University in 2009
- Provides more than 500 students each year with the transformative experience of studying abroad, making it one of the largest centers in Western Europe for international education in the arts and sciences
- Students live and study on a five-acre campus on Via Massimi in Monte Mario, four miles from downtown Rome

## MISSION STATEMENT

Loyola is Chicago's Jesuit, Catholic University—a diverse community seeking God in all things and working to expand knowledge in the service of humanity through learning, justice, and faith.

## VISION

Loyola University Chicago is the school of choice for those who wish to seek new knowledge in the service of humanity in a world-renowned urban center as members of a diverse learning community that values freedom of inquiry, the pursuit of truth and care for others.

## PROMISE

*Preparing People to Lead Extraordinary Lives*

## CHARACTERISTICS OF A JESUIT EDUCATION

- **COMMITMENT TO EXCELLENCE:** Applying well-learned lessons and skills to achieve new ideas, better solutions, and vital answers
- **FAITH IN GOD AND THE RELIGIOUS EXPERIENCE:** Promoting well-formed and strongly held beliefs in one's faith tradition to deepen others' relationships with God
- **SERVICE THAT PROMOTES JUSTICE:** Using learning and leadership in openhanded and generous ways to ensure freedom of inquiry, the pursuit of truth, and care for others
- **VALUES-BASED LEADERSHIP:** Ensuring a consistent focus on personal integrity, ethical behavior in business and in all professions, and the appropriate balance between justice and fairness
- **GLOBAL AWARENESS:** Demonstrating an understanding that the world's people and societies are interrelated and interdependent

## STRATEGIC PLAN

LOYOLA TODAY is operating under the auspices of its strategic plan, *Our Commitment to Excellence: Loyola's Plan 2009–2015*.

The plan includes three overarching goals:

- Deliver the premier undergraduate educational experience in Chicago, characterized by a transformative educational experience in the Jesuit tradition.
- Deliver a high-quality professional education that is characterized by innovation, excellence, ethics, service, and leadership, strategically leveraging health care, law, and business as nationally ranked lead programs.
- Create an institutional culture devoted to public service and research, particularly in the areas of the life sciences and health care, ethics and social justice, and children and families, emphasizing interdisciplinary collaborations.

These goals will be achieved through six strategies:

- STRATEGY 1: Deliver an undergraduate learning experience that embodies concretely the spirit and principles of the document *Transformative Education in the Jesuit Tradition*, promoting development of the whole person through an integrated curricular and co-curricular program.<sup>1</sup>
- STRATEGY 2: Recruit and retain a diverse faculty and staff who are committed to the principles of Jesuit education; who are excellent in teaching, mentoring, research, and service; and who are increasingly international in background and interest.
- STRATEGY 3: Continue the development of interdisciplinary Centers of Excellence and other research opportunities that promote the life sciences and health care, ethics and social justice, and children and families, and that advance the mission of the institution.
- STRATEGY 4: Raise the reputations of the graduate and professional schools to national and international prominence and ranking.
- STRATEGY 5: Create University environments on each campus that support our transformational educational objectives, including spaces that promote academic, social, and recreational interactions and activity.
- STRATEGY 6: Enhance and foster meaningful joint activities in teaching, research, and service that link the Medical Center and the lakeside campuses.

More details concerning the University's strategic plan may be found at [LUC.edu/strategicplanning/index.shtml](http://LUC.edu/strategicplanning/index.shtml).

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<sup>1</sup> Transformative Education in the Jesuit Tradition: The reader will note that in "Strategy 1" of the University's strategic plan, the document *Transformative Education in the Jesuit Tradition* is referenced. The tenets of this document are central to an understanding of both Loyola's distinctive position in higher education and its strategic vision. Serious candidates are strongly urged to read this document at [LUC.edu/transformativeed/index.shtml](http://LUC.edu/transformativeed/index.shtml).

A great deal more about Loyola University Chicago may be learned from its Web site: [LUC.edu](http://LUC.edu). In particular, the institution's mission and identity are outlined in significantly greater detail at [LUC.edu/mission/missionandidentity.shtml](http://LUC.edu/mission/missionandidentity.shtml).

## **THE LOYOLA UNIVERSITY CHICAGO INSTITUTE OF PASTORAL STUDIES**

### **MISSION**

Advancing the mission of Loyola University Chicago, the Institute of Pastoral Studies provides transformative education for ministry, spiritual leadership, and faith-based social engagement, delivering high-quality professional education characterized by innovation, excellence, leadership, ethics, and service.

### **VISION**

The Institute of Pastoral Studies will remain on the cutting edge of professional education for ministry, drawing from the Jesuit charism and Christian traditions. IPS prepares students for collaborative leadership in an increasingly diverse world, blending faith and justice in service to the mission of Christ and the Church, addressing humanity and all of creation with the gospel message of grace and peace. IPS envisions continuous creativity in pedagogy, educational technology, and curriculum as the horizons of ministry and the need for high-quality education for ministry expand.

## **PROFESSIONAL PROGRAMS IN PASTORAL STUDIES**

THE DISTINCTIVENESS of the Loyola University Chicago Institute of Pastoral Studies may be found in its history as a leader in ecclesial ministry formation and also its reputation as an innovator in ministry education in healthcare, social justice, community development, pastoral counseling, and Ignatian spirituality. This strong focus on extra-ecclesial ministries has been reflected in steady enrollment numbers at a time when most theological schools are seeing declines.

Currently, IPS enrollments are strong. About 280 graduate students are pursuing its degrees. Two thirds of the present enrollment are female; 40% of the students are enrolled part-time; over half the students are Roman Catholic ; about 25% of the student body are in their 20s ; 15% of the student body is international The institute seeks to increase its graduate enrollment to about 325. IPS is committed to keeping the program as affordable as possible for its students.

IPS offers six master's-level graduate degrees with 12 concentrations and 5 certificate programs. These programs include the 72-credit Master of Divinity degree, a licensure degree in pastoral counseling, four other specialized 36-credit master or arts degrees, and 5 specialized certificates. Also included is a health care ministries track preparing persons for certification as chaplains. Two of these degrees are available in a fully online format. A new Master of Arts in Mission Identity and a certificate in mission identity for healthcare executives will be offered in Chicago and online beginning in the fall of 2012/2011 respectively. A new Master of Arts in Christian Arts & Media is under consideration.

The institute's commitment to continuing education in ecclesial and extra-ecclesial ministries is strong and a fresh delivery system is needed to actualize this commitment in a changing marketplace.

In addition to offering on campus degree and certificate programs, IPS has an active and innovative online degree option. IPS leads the way in best practices in ministerial online formation. At IPS, online instruction includes attention to incarnation, community, and transformative learning. These programs serve to foster professional development for adults committed to learning in life and in the workplace.

Loyola's IPS is in the process of creating a center of excellence, arising out of INSPIRE, a nine-year Lilly Foundation funded initiative in collaboration with the Archdiocese of Chicago. The Center of Excellence for Parish Leadership and Mission will allow the institute to build critical mass in terms of both research and church connectivity.

Partnerships in Kenya and Germany have been established and have growth potential.

IPS will participate in the North Central Higher Learning Commission review in 2014-16, with a strong confidence, which is in part the result of a rigorous strategic planning process that has resulted in a mission and vision that is well-integrated into the vision and plan of the University as a whole.

These positive developments have had a significant impact on student and alumni attitudes toward the institution.

## **IPS STRATEGIC PLAN**

In 2010, Loyola's Institute of Pastoral Studies' strategic plan corresponds with the University's comprehensive strategic plan. The key elements of the plan are:

- STRATEGIC GOAL 1: The Institute of Pastoral Studies will deliver high quality professional education characterized by innovation, excellence and leadership, ethics and service.  
*(Consonant with LUC Strategy 2)*
- STRATEGIC GOAL 2: To advance LUC's strategic emphases on its Jesuit heritage, interdisciplinary centers of excellence, social justice, healthcare, and global awareness, the Institute of Pastoral Studies will pursue six strategic directions over the next five years  
*(Consonant with LUC Strategy 1):*
  - A. The establishment of the Loyola University Center of Excellence for Parish Leadership and Mission
  - B. Service to Healthcare – Mission and Ministries.
  - C. Entrepreneurial Ministry
  - D. Ignatian Spirituality
  - E. Continuing Education

## F. Global Connections

### **CURRENT ORGANIZATION AND FACULTY**

IPS is organized as a single academic unit offering seven degrees. These provide the structure for delivering academic programs. Each degree has a Program Director. The degrees are:

- Master of Divinity (MDiv)
- Master of Arts in Pastoral Studies (MAPS)
- Master of Arts in Pastoral Counseling (MAPC)
- Master of Arts in Spirituality (MASp)
- Master of Arts in Religious Education (MARE)
- Master of Arts in Social Justice and Community Development (MASJCD)
- Master of Arts in Mission Identity (MAMI) (Fall 2012)
- Several dual degree possibilities: M.Div. with MSW/MAPC/MASJCD/MASp; and MASJCD with MSW

Full time faculty make recommendations regarding professional development, curriculum, tenure and promotion, diversity, teaching excellence, technology, and new program initiatives.

Full-time personnel include seven tenure track faculty, three full-time non tenure-track clinical faculty members, and four staff members.

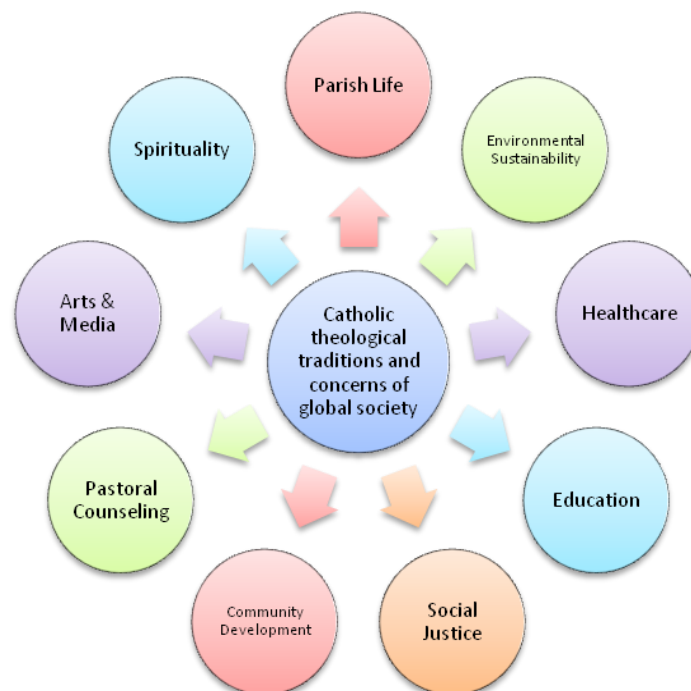
Considerably more information regarding the Institute may be found on its Web site: [LUC.edu/ips/](http://LUC.edu/ips/)

## OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The following represent some of the immediate opportunities that the new director will address. They are presented here in no particular order of priority. An overview is offered with the understanding that the new Director will naturally emphasize some directions more than others.

### VISIONARY LEADERSHIP

Loyola University Chicago's Institute of Pastoral Studies positions itself as a vital presence at the intersection of the Catholic theological traditions and the concerns of the global society.



Maintaining this position in an ever-changing Church and society while maintaining the Institute's central abiding mission and identity requires attention to external relationships with the Church and with myriad organizations, both religiously-based and otherwise, who are trying to serve society. At the same time, IPS, in comparison to the other schools of the University, is a small program so cultivating prospective student pools and being attuned to new groundswells of cutting edge ministries in need of education are important for supporting IPS's enrollment numbers and maintaining a viable presence at this intersection.

Additionally, as the Institute develops programs, in Chicago, online, nationally, and internationally, an eye must be focused

- for opportunities which maximize the fit between IPS's strengths and the needs of the global Church and society;

- to increase the spiritual and human diversity of IPS;
- to demonstrate the IPS commitment to ecumenical collaboration, and inter-disciplinary study;
- to partner with strategically-placed, synergetic organizations;
- to lead the field in innovative ministerial enterprises; and
- to consolidate developments that have happened over the past six years

Leadership in this critical project of developing IPS' historic mission in ways that are responsive to the ministerial needs and opportunities of the future is the preeminent expectation for the next director.

## PASTORAL LEADERSHIP

The Institute of Pastoral Studies models in its operations the theological, pastoral, and relational skills it teaches in its programs. The Catholic intellectual tradition of questioning in search of truth is at the core of the theological inquiries and teaching of the IPS faculty. The Jesuit commitments to looking for God in all things, working for a just social order, and educating the whole person structure these intellectual and educational endeavors. IPS faculty members strive to be guides as students appropriate theology and develop pastoral skills. Collaboration, cooperation, collegiality, and flexibility are the skills and dispositions IPS seeks to develop in the students. So they are also the skills and dispositions IPS lives by in its day-to-day operations. IPS students are adults and the strategies of adult learning form the backbone of the IPS approach to education. This approach is responsive to the University's strategic plan and its articulation of its central ethos in Transformative Education in the Jesuit Tradition. IPS is a small but committed hologram of the University's mission and is poised to exercise a clearer voice in helping other University departments integrate the mission into their operations.

## PRAGMATIC LEADERSHIP

### ■ Continue to be an Aggressive Presence in Online Transformative Education

IPS faculty members have committed to engaging online students in as rich, communal, and incarnate a learning experience as they do in classrooms on campus. As such, IPS now has a growing presence in North America. Opportunities for growth in this arena on the near horizon are focused nationally. But with attention to infrastructure and issues of time zones and languages, growth in the internationally sphere is also possible. International growth could access resources at the University's global locations, including its new presence in Vietnam, the Rome Center and Beijing Center.

### ■ Raise Capital

As costs continue to rise, it becomes more expensive to provide quality education. Loyola University Chicago's Institute of Pastoral Studies is committed to making that education affordable for people who are choosing a life of service to church or world, a life that is not likely to compensate them well financially. IPS has worked closely with University leadership and advancement offices to hold a tight line on tuition increases for Institute students. Nevertheless, the tuition is still higher than most other theological schools. The institute must raise its scholarship endowment and develop new streams of external funding to improve programming without burdening students who IPS cannot responsibly ask to shoulder excessive debt given their career choices. Under the leadership of University advancement personnel, the Director must play a role in this endeavor.

## QUALITIES & QUALIFICATIONS

THE DIRECTOR of the Loyola University Chicago Institute of Pastoral Studies must be an educator with an entrepreneurial approach and a willingness to operate with attention to income and expense concerns of a small business. He or she will be dedicated to teaching and learning at the graduate/professional level and will demonstrate a track record of support for—and ideally direct involvement in— scholarly research as a critical component of the academic experience. Credibility as a leader of world-class faculty is critical, and to this end an earned doctorate in pastoral theology or a related field is highly desirable, as is a record of teaching and research commensurate with an appointment to the faculty.

In addition to experience within the academy, the ideal candidate will have direct experience in the ministerial sector. Critical is the ability and enthusiasm to connect with Church and service leaders and a willingness to spend time and energy on external relations. A track record as a successful fund raiser will be a distinct advantage and the personal qualities of the successful relationship builder—including exceptional communication skills—are required. Successful experience in these areas will be taken very seriously and may be considered in lieu of senior experience in the professoriate.

A commitment to preserving and enhancing the Jesuit, Catholic character of the institute is essential to the director's success. In addition to being a practicing-Catholic and a person of integrity, the qualified candidate will be able to think in an engaging and creative way about the institute's Jesuit, Catholic character, its ecumenical commitments, and its potential contributions to the various dimensions of the Institute's life, including research and teaching, the curriculum, the institute's culture, the personal and professional formation of faculty members, and the personal and professional formation of students who will be well-positioned to contribute to the good of Church and/or society.

The successful candidate will demonstrate some years of increasingly responsible and successful managerial experience in an institution of equal or greater complexity, including, especially, direct experience with building and managing budgets and personnel. One of the director's greatest opportunities will be the development of a new generation of faculty leaders within the school, and to that end he or she will be an enthusiastic and able mentor and catalyzer of support. The ability to follow through on good ideas is critically important.

Above all, the director will be a servant-leader. He or she will have a vision for ministerial education at the graduate level that corresponds with that of the University as a whole. The director will be talented and accomplished at expressing that vision and inspiring others to embrace it. The director will be a senior executive—focused on the large ideas, able to advocate successfully for them, and willing to delegate their execution to capable, well-chosen staff while expending personal energies securing the necessary resources for their realization—who is also ready and willing to get her or his hands dirty when the operation of this small enterprise requires. Accomplishing this end will require a professional who is collegial, flexible, passionate, optimistic, forward-looking, pragmatic, competitive, courageous, inspiring, decisive, and diplomatic, with a tolerance for ambiguity and a robust sense of humor.<sup>2</sup>

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<sup>2</sup> For a description of the practical realities of the position as they manifest under the current Director, see Appendix A.

## APPENDIX A

### DIRECTOR'S JOB DESCRIPTION AS OF SPRING 2001

The Director provides comprehensive leadership for the Institute of Pastoral Studies, its faculty and staff, its programs and activities, its internal and external relations. She/he is a FT TT faculty member, preferably at the Associate Professor or Full Professor level, with a history of research and publications, expected to teach one course each semester and to continue the life of scholarship by participating in professional meetings and pursuing a modest research and writing agenda. This is a year-round appointment. She/he reports to the Provost, with whom she/he meets regularly (usually monthly).

- **Areas of Responsibility:**
  - Faculty Recruitment and Supervision (including adjunct faculty)
  - Recruitment and Supervision of Professional Staff
  - Curricula Management and Course Scheduling
  - Advertising, Promotions, and Student Recruitment
  - Oversight of Budgets
  - Securing and Managing Office Space
  - Special Events
  - Seeking External Funding from Alums, Donors, and Charitable Foundations
  - Special Ad Hoc Assignments from the Provost and/or the President
  
- **Internally, relationships with:**
  - The Graduate and Professional Enrollment Management Office
  - All components of the Provost's Office, including especially Faculty Administration, Academic Business Operations, Learning Technologies and Assessment
  - The Council of Deans (member)
  - The President's Leadership Team (member)
  - Graduate Studies Coordinating Board (member)
  - The Office of University Advancement
  - The Office of Human Resources
  - The Office of Information Technology Services
  - The Office of University Counsel
  - The Community Development Track Oversight Committee (member)
  
- **Externally, relationships with:**
  - The Catholic Archdiocese of Chicago
  - The Seminary Consortium on Urban Pastoral Education
  - The Association of Graduate Programs in Ministry
  - The AJCU Conference on Pastoral, Theological, and Ministry Education
  - Other Ministerial Organizations and Agencies

Because IPS is a small academic unit (under 300 students, 10 FT faculty, two FT professional staff, and 40+ adjuncts), the leadership role of the director involves hands-on oversight and management; it requires trouble-shooting and problem-solving skills, a readiness to do whatever it is that most needs to be done on any given day. The director works closely with Graduate Program Directors and the Assistant Director in managing IPS academic

programs. Administrative oversight involves close collaboration between the Director and the Assistant Director. The Director's responsibilities are such that an unexpected agenda may emerge at any time.