



LEADERSHIP OPPORTUNITY

President Loyola School

New York, NY

Application deadline: September 30, 2010

Loyola School is an independent, coeducational, Jesuit high school—the only school of its kind in the tri-state area. With approximately 200 students in grades 9-12, Loyola provides an education that is marked by individual attention and by a close-knit, talented, and diverse community of students and parents, teachers and administrators, all collaborating in the education of “women and men for others.” Loyola’s academic program provides a rigorous college preparatory curriculum while, in the Jesuit tradition, placing the highest value on the care and concern for the whole person—*cura personalis*. The Loyola curriculum offers opportunities for students to grow intellectually, spiritually, physically, and emotionally, while challenging them to develop all of their God-given talents and to use those talents in service to others.

Founded in 1900 by the Society of Jesus as a Catholic boys school, Loyola uniquely combined the Jesuit and American independent school traditions. The school became coeducational in 1973, and today enrolls approximately equal numbers of young men and women. One-third of the student body this year received a total of \$1 million in financial aid. Eighty-two percent of the students are Catholic, and nearly thirty percent are members of ethnic minorities.

The school remains in its original location at the corner of Park Avenue and East 83rd Street, a six-story building two city blocks east of Central Park and Museum Mile in a residential area on the Upper East Side of Manhattan.

Loyola School has been ably led for the past eight years by Father Steve Katsouros, S.J., who guided the school through the development and execution of a strategic plan that has generated impressive growth in the school’s endowment and philanthropic giving, as well as significant improvements in facilities and enhancement of Loyola’s visibility in the New York City independent school world. His successor will inherit a healthy, mission-driven school that is exceptionally well positioned for future growth and success.

WHO SHOULD APPLY

For a position to begin in July of 2011, the Board of Trustees is seeking a visionary leader and strategic thinker who is eager to set the pace and participate in the life of an energetic Jesuit school. S/he should be an experienced educational administrator who is committed to leading, collaborating with, and developing a talented team of administrators. Loyola School requires a leader who embodies the mission and spirit of the school and who will be an active, inspiring presence within the school family and in the community beyond its doors.



On the web: www.loyola-nyc.org

THE SCHOOL AT A GLANCE 2009-10

Founded: 1900

Location: 68,000-square-foot facility at 980 Park Avenue on the Upper East Side of Manhattan, two blocks east of Central Park

2009-10 enrollment: 203

Students of color: 29%

Full-time faculty: 26; 90% with advanced degrees

Average faculty tenure: 12 years

Endowment: \$11 million

Indebtedness: None

Operating budget: \$6.1 million

Total development funds raised, 2008-09: \$1.8 million

Annual giving, 2008-09: \$1.3 million
Parent participation: 75%
Alumni participation: 29%

2010-2011 tuition: \$28,000

Financial aid, 2009-10: \$1 million

Students receiving aid: 33%

Board of Trustees: 24

Accreditation: Middle States Association of Colleges and Schools, Board of Regents of the State of New York

Member: National Association of Independent Schools, New York State Association of Independent Schools, Guild of Independent Schools of New York City, Jesuit Secondary Education Association, National Catholic Education Association



MISSION

As a Catholic, independent, coeducational, college preparatory, urban, secondary day school, rooted in the Jesuit tradition, Loyola School challenges its young men and women to become intellectually fulfilled, open to growth, religious, loving, and committed to doing justice. Loyola School is committed to challenging its students religiously, intellectually, aesthetically, physically, and socially.

Opportunities for personal study, reflection, and leadership allow students to expand their knowledge, develop their skills, mature as individuals and community members, and realize the goodness inherent in themselves and all God's creation.

In keeping with the Ignatian spirit of *cura personalis* (care for the whole person), Loyola School strives to develop the diverse and unique talents of each member of the Loyola community, and encourages the use of these talents to serve others for the greater glory of God.

STATEMENT OF BELIEFS

As an independent, Catholic school in the Jesuit tradition, we believe that. . .

- All people are intrinsically good and have a right to be respected and treated with dignity.
- Faith in the values of the Gospel contributes significantly to the individual's moral and intellectual development, and a commitment to serving others.
- Each individual has God-given talents that contribute to the growth of the community.
- The dynamic interaction of all members of the community is essential to the learning environment.
- Learning takes place within a caring environment that supports risk-taking, collaboration, and trust.
- Reflection enhances and deepens each experience for the individual.
- All individuals can learn, but not all learn in the same way.
- Learning is a lifelong process.
- Learning how to learn is essential to the growth of the individual.
- Growth involves the development of a strong sense of self.

DEFINING QUALITIES & UNIQUE ATTRIBUTES OF THE SCHOOL

Much more than a college preparatory high school, Loyola strives to educate men and women of “competence, conscience, and compassion.” Through a conscious focus on its “Grad at Grad” goals, the school continually encourages its students to reflect upon the extent to which they are progressing in the development of five key characteristics that define a Loyola graduate:

1. Open to growth.
2. Academically excellent.
3. Religious.
4. Loving.
5. Committed to doing justice.

Secure in its identity as a Jesuit institution, Loyola School is increasingly positioning itself solidly among the ranks of New York City independent schools. In the Jesuit tradition, Loyola is committed to a generous financial aid program. The school is also committed to paying competitive faculty salaries and has increased its tuition in recent years to support this goal. As a result, it is now situated in the educational marketplace somewhere between other Catholic schools – most with lower tuitions and larger classes – and the non-religiously affiliated independent schools, typically with similar class sizes and higher tuitions.

THE STUDENT BODY

Loyola’s diverse student body is drawn from all five New York City boroughs, suburban New Jersey, Connecticut, Long Island, and Westchester County. The students are bright, hardworking, and eager to engage in all aspects of school life.

The 54-member Class of 2010 included one National Merit Semifinalist and one National Hispanic Scholar. Median SAT scores for that class were 605 Verbal, 602 Math, and 624 Writing. All members of the class will go on to four-year colleges and universities; 10 percent opted for public institutions and 44 percent for Jesuit colleges or universities. College destinations for the Class of 2010 include the following:

Barnard College	Lafayette College	St. Thomas Aquinas College
Boston College	Les Roches-Gruyere University of Applied Sciences	Suffolk University
Boston University	Loyola University Maryland	The Fashion Institute of Technology, SUNY
Bucknell University	Loyola University New Orleans	The George Washington University
College of Charleston	Manhattanville College	University of Miami
College of the Holy Cross	Marquette University	University of Scranton
Cornell University	New York University	Villanova University
Drew University	Northeastern University	Wheaton College
Fordham University	Providence College	Yale University
Georgetown University	Queens College, CUNY	
Gonzaga University	St. John’s University	
Haverford College	St. Joseph’s University	
Hunter College, CUNY		



THE FACULTY AND ADMINISTRATION

The 37 members of the faculty and administration are an experienced group wholeheartedly dedicated to the Loyola mission. Nearly all have advanced degrees, including two doctorates. With an average tenure at the school of 12 years, the faculty represents an extraordinary asset. Close relationships between teachers and students are the norm; the teacher/student ratio of 1:8 generates a genuine feeling of family and sense of community.

Faculty compensation has improved significantly over the past several years, placing salaries at the median of city independent schools and at the top of Jesuit schools. Benefits are generous, including health and dental coverage, life insurance, and a 7 percent contribution to TIAA-CREF. A generous tuition remission for children attending the school is in place. Loyola does not maintain any housing for faculty or administrators.

Direct reports to the President include the Vice Presidents of Advancement and Finance and the Headmaster – who oversees of the academic, campus ministry, and student life aspects of the school. The Presidents of the Parents Association and Alumni Association also work closely with the President.

LOCATION AND FACILITIES

Ideally situated on the Upper East Side, Loyola integrates the city into its educational experience in numerous ways. The school’s six-story, 68,000-square-foot facility has been almost entirely restored or renovated over the past six years at a cost of nearly \$4 million, including class room Smart Board technology. The facility is owned by the Jesuits, who own and occupy an adjacent residential complex, and is leased to the school for \$1 a year. Loyola now generates nearly \$100,000 a year through facilities rentals, including the use of its gym and two paddle/platform courts on the top floor.

HIGHLIGHTS OF THE EDUCATIONAL PROGRAM

Rooted in the Jesuit philosophy of education, the Loyola curriculum stresses strong core requirements that include four years of English, Theology, and Physical Education; three years of History, Foreign Language, Science, and Mathematics, as well as further elective courses that are available in each discipline. Four years of Christian Service are also required. In addition, freshman year includes required courses in Music Theory & History and Computer Lab; sophomore year includes required courses in Art History and Health; and junior year has a required course in Speech. Advanced Placement (with 10 courses) and honors-level courses are offered in most disciplines.

For a detailed look at the Loyola curriculum, visit the school's website: www.loyola-nyc.org.



CAMPUS MINISTRY AND CHRISTIAN SERVICE

Complementing the academic program, which includes the formal study of Theology, is an experiential spiritual life program comprised of liturgies, prayer services, retreats and other opportunities to put faith into action. In all of these activities, Loyola students serve not only as participants, but as leaders and planners. Mass is celebrated before school on weekdays in the student chapel. Seven times a year, the entire school gathers for Mass in St. Ignatius Church. In November, juniors and seniors are invited to participate in the Ignatian Family Teach-in in Columbus, GA. The Teach-in challenges participants to increase their awareness of and commitment to issues of social justice.

Beginning with an overnight retreat in the school during freshman year, the retreat program builds incrementally each year, culminating in the four-day Kairos retreat during the fall of the senior year. In addition to the required retreats for each class, there are optional retreats for juniors and seniors. Students work closely with faculty members in planning the retreats, and many sessions of each retreat are student-directed.

Also integral to the Loyola educational experience is the Christian Service program, which includes three components: a four-year academic curriculum; hands-on community service activities with 48 local nonprofit organizations; and extended service trips to the Appalachian region of Tennessee and to Belize.

COLLEGE GUIDANCE

The Office of College Guidance oversees a comprehensive advisory program that features a freshman seminar, a sophomore college immersion day at a local college, college planning classes beginning in the junior year, and a senior college application seminar. A five-day Northeast or Mid-Atlantic College Tour is offered each June for rising seniors and juniors. Meetings for parents of students in all grades are offered annually. Loyola administers the PSAT beginning in the freshman year to familiarize students with standardized testing and to identify students needing additional support. To assist with career exploration, Loyola School's Director of College Guidance administers the Strong Interest Inventory to all Loyola juniors during the spring semester and interprets the results individually for each student. A contract with The Princeton Review enables Loyola to offer in-house test preparation for the junior class two afternoons per week during the spring semester at a sharp discount.

ATHLETICS AND OTHER EXTRACURRICULAR OFFERINGS

Loyola competes interscholastically in 12 varsity sports and fields four junior varsity teams. Offerings include volleyball, soccer, cross country, basketball, baseball, softball, track, and golf.

A wide variety of extracurricular activities provides students with multiple opportunities to explore their interests and talents. Art-related activities include Orchestra and Chorus, Liturgical Singers, and an annual Coffeehouse performance. The Loyola Players put on two dramatic productions each year. Members of the Art Club work on art projects, which are frequently on display throughout the building, and visit museums and galleries. Publications include a monthly newspaper, the yearbook, and a literary magazine. Students also participate in student government, a peer leadership program, retreat planning teams, and as student ambassadors and Eucharistic Ministers. Members of CREED – an acronym for “Culture, Religion, Ethnicity: Everybody’s Different” – explore different cultures as a way of broadening their own horizons and fostering a climate of tolerance and respect. The Brownbaggers meet on Saturday mornings to make sandwiches and distribute them to the homeless. The Math League and Speech Team offer competitive academic challenges; the Outdoor Club and Photography Club allow students to pursue those interests.

THE POSITION: PRESIDENT OF LOYOLA SCHOOL

The President is the sole employee of the Board of Trustees of Loyola School. S/he is an ex officio voting member of the full Board and all standing committees of the Board. S/he shall be the representative of the Board in its relations with the faculty, staff, students, parents, alumni, and donors of Loyola. The President selects and hires properly qualified persons to serve as members of the administration. The President supervises and evaluates the Headmaster, the Vice Presidents of Advancement and Finance, and the Facilities Manager; in addition, the President holds regular meetings with Loyola faculty and staff and sees that the general policies of the Board are understood and followed.

General duties of the President include (but are not limited to) the following:

- To embody, manifest, and advocate the mission of Loyola School.
- To articulate the vision for Loyola and its future.
- To monitor and address all matters of school climate and culture.
- To manage the sometimes competing demands of the various constituencies of Loyola.
- To provide the Board of Trustees various scenarios and possibilities for the Board to consider as it does its work focusing on the strategic future of the school.



- To work with the Board of Trustees, its Chair, and its committees in carrying out established school policies; to review those policies and make recommendations for changes; to attend meetings, prepare reports, maintain Board records, and keep trustees informed on all aspects of Loyola's operation.
 - To monitor all programs supervised by her/his direct reports.
 - To supervise the Vice President of Finance in the preparation of preliminary and final budgets; to monitor income, expenditures, collections, and cash flow; to maintain appropriate financial records; and to oversee the employee benefit program.
 - To represent the school to all of its constituents, including parents, students, alumni, faculty, staff, benefactors, and professional organizations.
 - To supervise the Vice President of Advancement and oversee advancement efforts to cultivate and effect generous support of Loyola.
 - To handle all matters regarding employment, retention, and dismissal of personnel; salaries and contracts; job assignments and performance evaluation; and orientation and training.
- To supervise and/or assist with all other aspects of the school's operation, including (but not limited to) facilities maintenance and operation, food service, transportation, summer programs, development and fundraising, and alumni relations.

OPPORTUNITIES AND CHALLENGES AWAITING THE NEXT PRESIDENT



In 2007, the Loyola Board of Trustees approved a five-year strategic plan (available on the school's website) that envisioned 2007-2012 as a period of growth in endowment, enrollment, regional presence, academic excellence, and the physical plant – all in pursuit of the long-term vision of Loyola as the preeminent religiously affiliated college preparatory school in the New York metropolitan area.

By almost any measure, progress toward the goals outlined in that plan has been extraordinary. The endowment has grown to \$11 million, an increase of more than 400 percent since the current President arrived in 2002. Annual giving has increased more than 300 percent in the same period. The school's facilities have been upgraded substantially, and the academic program has continued to grow and improve.

As the school contemplates the arrival of a new President and the advent of a new strategic planning cycle, there is much to celebrate at Loyola and more to be accomplished. Among the challenges and opportunities awaiting the next President are the following:

ADMISSIONS AND MARKETING

The highest priority for the new President will undoubtedly be continued progress toward the goal of increased application volume and, ultimately, full enrollment. Loyola can accommodate up to 216 students in its present configuration, with the potential to expand to 250 in the future. Application volume for the entering ninth grade has fluctuated in recent years between 194 and 261, with 212 applications submitted for the Class of 2014.

The school's next leader may want to explore ways to bring a stronger marketing focus to the admissions effort, perhaps with the allocation of additional resources to that office. More effectively communicating Loyola's unique and emerging position in the marketplace – emphasizing both its Jesuit and its independent school identities – should help to attract prospective families who are not yet aware of all that the school has to offer.

Strong admissions demand and full enrollment would have both financial and programmatic benefits, enabling the school to enhance and expand its educational offerings.

FINANCE AND DEVELOPMENT

Loyola's four-member development office is led by the Vice President for Advancement and Institutional Planning, a 1987 Loyola alumnus. He and the President have made a very effective team, one that has enabled the school to be among the most successful in fundraising in New York City despite a challenging economic environment. Continuing to make progress in this area will be an important priority for the next President. An active effort is under way by the development office and the Alumni Association to more fully engage the 1,700 alumni.

Debt-free and well managed, Loyola is a financially healthy school. The successful execution of the school's strategic plan has generated impressive growth in the school's endowment, which will continue to play an important role in the future of the school's budget management efforts.

SCHOOL CULTURE

Father Katsouras, the current President, is both widely admired and beloved. His practice of calling members of the school family on their birthdays is legendary and much appreciated. A strategic leader and a pastoral figure, he has embodied the mission of Loyola School and spearheaded its impressive progress over the past eight years. In addition, he is one of only three Jesuits now working at the school.

While members of the school community recognize that the next President may not be a Jesuit and could be a woman, they are accustomed to an inspiring leader who is fully engaged in the life of Loyola – and will expect no less from Father Katsouras's successor.



WHO SHOULD APPLY: QUALITIES AND QUALIFICATIONS

Loyola School is seeking as its next President an experienced leader with the vision and skills necessary to move a high-functioning, mission-driven school to the next level of excellence. The successful candidate should be a strategic leader who can develop, articulate, and execute a strategic plan. S/he should be committed to leading, collaborating with, and developing a high-performing team of administrators. S/he should be committed to growing Loyola, challenging the status quo, increasing the school's brand identity, and promoting Loyola to all constituents. S/he must model lifelong learning and embody the school's Jesuit ideals and values.

Although Loyola has always been led by a Jesuit, the school will be seeking its next President from both within and outside the Order. The ideal candidate will offer most or all of the following:

PROFESSIONAL QUALIFICATIONS

- A master's degree is required; a master's or credential in educational leadership/administration is preferred.
- At least 10 years of experience in educational leadership in Jesuit and/or independent schools is required.

PROFESSIONAL SKILLS AND ABILITIES

- The ability to think strategically, to be decisive, and to build consensus.
- The ability to fundraise.
- The ability to motivate, manage, and evaluate employees and to hire new talent.
- An open and collaborative management style; a team builder.
- Excellent communication skills, both oral and written.
- Tact, superior listening skills, and balance.
- The capacity to interact with great depth in both the Jesuit and independent school worlds.



PERSONAL VALUES

- A desire to set the pace and to participate in the life of an energetic Jesuit school.
- A strong commitment to education and an understanding of schools; particularly the mission of Loyola School and how the mission shapes all decisions – educational, financial, and ethical.
- A high level of integrity and an extraordinary work ethic.



Anticipated Search Calendar:

Application deadline:	September 30, 2010
Search Committee selects semifinalists:	October 13, 2010
Semifinalist interviews:	October 30-31, 2010
Finalist visits:	November 2010
Appointment:	December 2010
Start date:	July 1, 2011

APPLICATION REQUIREMENTS & PROCESS

Applicants should submit, no later than **Thursday, September 30, 2010**, the following:

- A cover letter explaining why they are particularly interested in and qualified for this position.
- A current résumé.
- A statement of educational philosophy and/or other supporting material (e.g. articles or speeches) that would be useful to the Search Committee.
- The names, addresses, and telephone numbers of three references. (*We will obtain permission from candidates before contacting references.*)

This information should be addressed to James Wickenden and Jo Butler, lead consultants for the search, and transmitted via email attachment to:

searches@wickenden.com

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed over the weekend of **October 30-31, 2010**. Finalists (and their spouses, if applicable) will be invited to the school for a more comprehensive series of interviews with representatives of the school's constituencies. Wickenden Associates will keep all applicants informed of their status throughout the process.

Ideally, a final selection will be made in December 2010. The successful candidate will become the next President of Loyola School on July 1, 2011.

Prospective candidates interested in learning more about this opportunity or the search process may call Wickenden Associates at 609-683-1355.