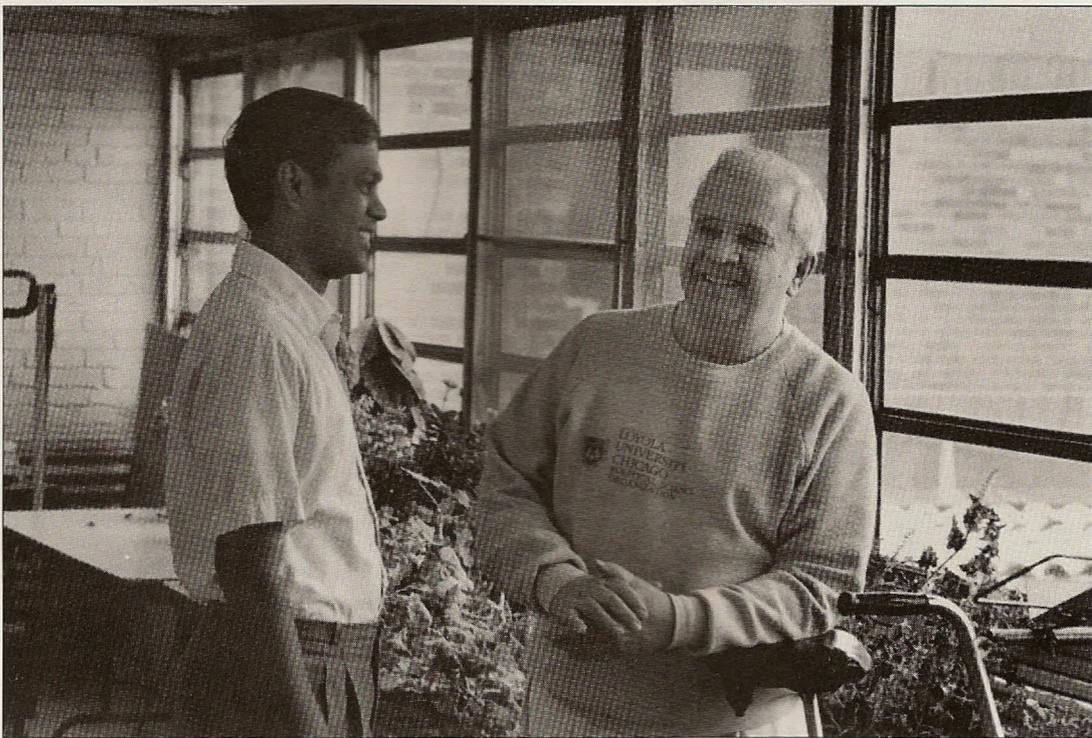


BAUMHART THE MAN

By Monica M. Walk



Raymond Baumhart, S.J., shares a joke with Lawrence Dharmarhj, S.J., while exercising in the Loyola Jesuit Residence. "Father Baumhart's got a sense of humor," said Andrew C. Barrett (M.A. '71), commissioner, Federal Communications Commission. "I've heard him and Father [John] Cortelyou from my other alma mater, DePaul, kid each other about who put the finishing touches on me."

We all strive to be successes in our personal, spiritual, and work lives. But what are the conditions that mold a successful leader?

The success achieved by Raymond Charles Baumhart (A&S '50, Ph.L. '52, S.T.L. '58) in his life and in the presidency of Loyola University Chicago serves as an example for others, and for the educational institution

he has guided for more than two decades.

Before he ever met a Jesuit, native Chicagoan Ray Baumhart was a proponent of education.

He credits his parents for providing good genes and a high IQ that kept him always near the top of his class, and he grew to expect academic success at an early age. His mathematical skills were and are extraordinarily sharp.

When patriotism called young men

during World War II, young Ray answered and joined the Navy, the branch of service he felt could best utilize his talents while providing the most education. He attended two semesters at Northwestern University and three semesters at Harvard before shipping off to the South and North Pacific as a 22-year-old supply officer in charge of 36 men (many older than he) and entrusted with writing multi-million-dollar checks.

His stint with the Navy circuitously led him to the Jesuits. While a lonely ensign waiting more than a month to ship out from a San Francisco port, he dated a woman who encouraged him to fill some time and meet new people at the Jesuit retreat house in Los Gatos, CA, in the Santa Clara Valley.

In spite of his Catholic upbringing and schooling, young Ray never had considered becoming a priest. No one in his family was a priest or a college graduate and no one he knew growing up in the North Center neighborhood had become a priest, although priests were respected.

So Ray had rather expected to marry, have a family, and be a success in business. The retreat with the Jesuits marked the first time he truly thought about what he wanted to do with his life. He had admired several of his teachers—some of whom were priests—and decided he wanted to teach. The Jesuits' dedication to the intellectual life and to education appealed to him, and the Spiritual Exercises and thinking of St. Ignatius impressed him.

He made his decision logically; he knew what he was giving up. But after 47 years as a Jesuit he reports the joys, rewards, and satisfactions have been far greater than he expected—as have been the difficulties. He thinks the same is true of the lives of married people, and of professionals.

He never has defined himself in the role of priest alone, but always as a "hyphenated priest"—a teacher-priest, an author-priest, a researcher-priest, an administrator-priest. Administration—as a means to help people—has held the most satisfaction.

Although his administrative skills grew under Jesuit tutelage, he felt their early stirrings while working at the Neighborhood Boys' Club near Western Avenue and Irving Park Road in Chicago. He joined as an athletic 11-year-old, played sports there year-round, and landed his first job as a group leader. Boys' Club founder Robert Buehler provided mentorship to him from the time he was 12 through young adulthood: Buehler was the first person to treat Skip, as the youthful athlete was known around the club, like an adult.

By the time Skip Baumhart was a college freshman, he was directing the athletic program at the Boys' Club and getting a taste of how to get people to work together.

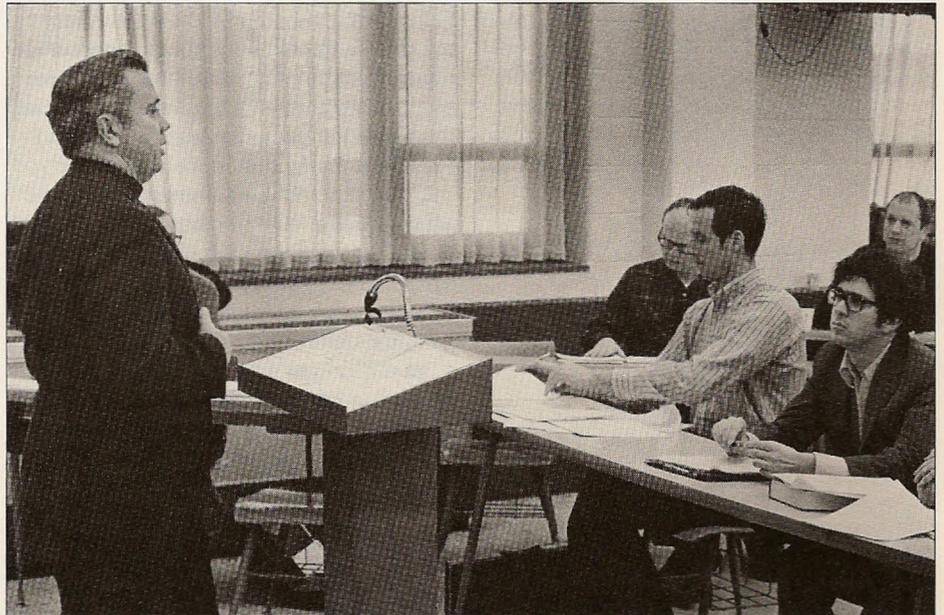
He didn't immediately walk the path of administrator with the Jesuits. His years of Jesuit formation taught him to be a scholar. He combined his knowledge of philosophy, theology, and business at Harvard University and wrote his doctoral dissertation on business ethics, with the long-range hope that his lecturing and writing could upgrade the behavior of business managers.

He also gained insight into discrimination while studying at Harvard: he was a minority, the only student wearing clerics, and people reacted to what they saw without knowing him as a person. He felt he had to prove that priests were smart enough to earn a doctorate in business. The professors who conducted his oral exam assumed he would be weak at finance and numbers and strong in human relationships. But numbers always were his strength, and Father Ray, already a Harvard M.B.A., became the first priest to earn a Doctor of Business Administration degree from Harvard University in 1963.

Teaching at Loyola grew into administration when he was asked about the

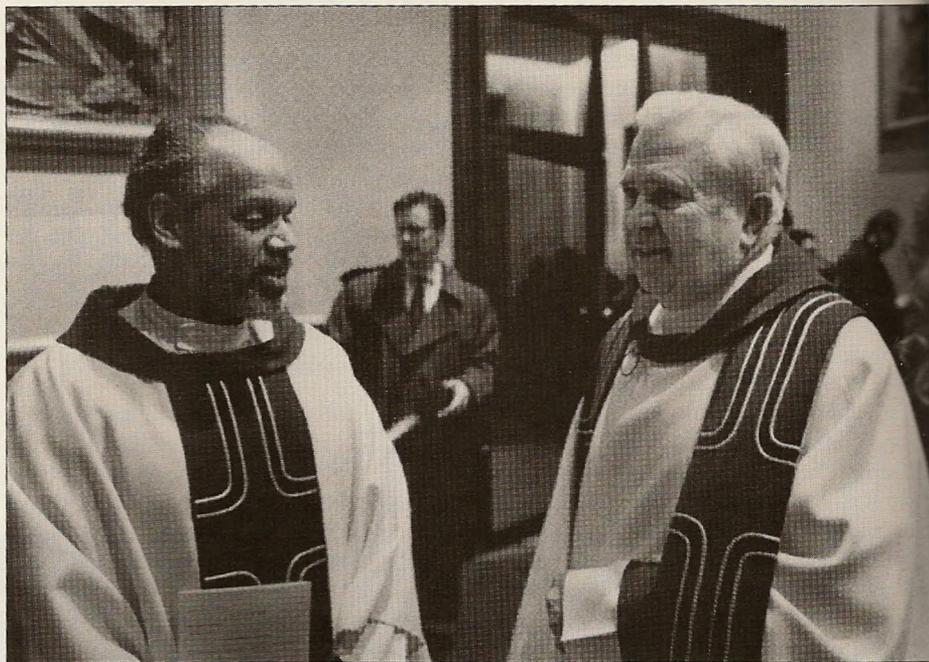


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Loyola is a leader in focusing on students and a major force in the study and application of ethics. Loyola students were taught business ethics by Father Baumhart until he decided that administration offered him an opportunity for greater impact and greater service.

As the son of a blue-collar worker, Father Baumhart empathizes with staff members and has improved benefits and made personnel rules correspond with Jesuit ideals.



Father Baumhart enjoys being a priest and consecrating the Eucharist, and relishes the opportunity to preside at the annual Mass of the Holy Spirit and at the baccalaureate Masses, two events special to Catholic universities. "Blessed are they who are pleasant to work with," Father Baumhart said of his office associates, including Ron Ferguson, S.J. (left).

direction he wanted to pursue as a Jesuit, and he realized his research and speaking weren't having the dramatic effect on business managers for which he'd hoped. Administration offered the opportunity for greater impact and greater service. He returned to Loyola, from a research post at the Cambridge (MA) Center for Social Studies, as a vice president in 1968 and became president in 1970.

He is sure that his 25 years as an administrator have borne more good than would days spent in the library and classroom: he has seen Loyola bloom, and knows its impact on countless students, patients, employees, and neighbors.

In addition to guiding the university's growth and growing reputation, he continues to find satisfaction in what he's done for non-faculty employees at Loyola. During Father Baumhart's presidency, Loyola has become one of the leading employers in Illinois, ranking as the 19th largest employer in the Chicago area. The university has more employees in Chicagoland than Allstate Insurance, Montgomery Ward, or Amoco Corp.

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respond with Jesuit ideals during his tenure.

He raised the top job in human resources to a vice presidency, and instituted recognition lunches for employees because of his own belief in the importance of a job to self-confidence and human dignity. The Staff Council and Personal Consultation Service were begun during Father Baumhart's presidency. He has wanted Loyola to be a place with good jobs, good working conditions, and good wages.

He relishes the opportunity to preside at the annual Mass of the Holy Spirit and at the baccalaureate Masses, two events special to Catholic universities. He readily admits he isn't the greatest liturgist in town, and is comfortable letting other priests give the homilies, but he enjoys functioning as a priest and consecrating the Eucharist. He's the family priest, as well, performing all marriages, baptisms, and burials for an extended family including his four siblings and their 15 children and five grandchildren.

As president of a Catholic university in the United States, he's always aware of the tug between U.S. laws and culture and those of the Catholic Church. He likens his situation to having one foot in

each culture, and having each foot stamped on. When he feels the need for reassurance about his performance as the university's leader, he pulls out one or two of the 125 letters he's saved over the 23-year-course of his presidency and reads again about the caring and success the writers experienced at Loyola.

And he learned long ago to recharge by vacationing a couple of times each year, often with family members or with one of several gracious Loyola trustees. He sees the incongruity of a man with a vow of poverty staying in places like Palm Beach, but appreciates the generosity of university benefactors who allow him to vacation at no cost to the Jesuit order.

He golfs about 20 times each year, and finds that 18 holes followed by dinner feels like a mini-vacation, even if he doesn't leave the Chicago area. He walks for exercise—around the Lake Shore Campus track when he needs to think—and spends some of his free time reading biographies and mysteries, and making

phone calls to family and friends.

Yet he often works on the weekends, because he so enjoys the tasks of university president. He considers his colleagues among Loyola top officials among his close friends, and coined the "ninth Beatitude: Blessed are they who are pleasant to work with," when talking about his office associates and assistants, Dorothy Kirchen, Wayne Magdziarz, Barbara Crawford, and Ron Ferguson, S.J. Fellow-Jesuit Ted Tracy has been his spiritual counselor for more than 12 years, and Ray Baumhart likens him to "money in the bank"—always there when needed for serious spiritual discussion. And John Dillon, S.J., is a valued consultant on ecclesiastical and Jesuit matters.

Living with other people with whom he works—his fellow Jesuits—is pleasant, similar to living with family. Those Jesuits who don't agree with his decisions at least know he works hard.

And like his house-mates, he wears sport shirts sans Roman collars while relaxing, does his own laundry and pressing, and eats buffet-style in the residential dining room. The only concession made for Ray is more personal than presidential: his food must be prepared without garlic, to avoid a painful allergic reaction. He has lived with high blood pressure and heart arrhythmia for a dozen years.

As he approaches his 70th birthday, he professes amazement at having been president of a major American university, a sentiment shared by some of his boyhood friends when they learned of "Skip's" appointment in 1970. He wants to teach again and certainly will write, in particular an accurate memoir of Loyola's last quarter-century for future historians' reference.

But he's not retiring to do these projects; he's not retiring to "do" anything. For Raymond Charles Baumhart, there never will be a job more important than Loyola's presidency, nothing will supercede the 23 years he carefully tended the university's reputation and extended its mission of education to others who desired to learn. ■



Although style was a byproduct, it was Chicago's winter winds that made a head-hugging French beret the president's choice of cold-weather headgear for years. When the original hat recently was lost, and no berets were available in local stores, he replaced it with two new close-fitting wool caps—one British and one Greek.



Some putting practice in the Jesuit Residence helps Father Baumhart unwind.