

Merger with West Suburban Hospital Medical Center moving forward

MEDICAL CENTER—The joint efforts and commitment of West Suburban Hospital Medical Center and Loyola University Medical Center to create an innovative, regional health system were significantly bolstered in the last months, according to Loyola University Medical Center President and Chief Executive Officer Anthony L. Barbato, M.D.

On Nov. 29, the Loyola University Medical Center Board of Directors approved the execution of a memorandum of understanding between West Suburban and Loyola to work out the final details required to merge the two institutions. This was also approved by the Loyola University Chicago Board of Trustees on Dec. 8, and then by

the West Suburban Hospital Medical Center Board of Trustees at their meeting on Dec. 11. This means that all parties involved have agreed to preparation of a detailed plan for the merger. The merger is scheduled to be completed by spring 1996, subject to final regulatory approval by the necessary state and federal agencies.

"This dynamic partnership will enable us to create a truly integrated system of health-care delivery based on a balance of strengths and competencies in primary care and advanced tertiary care medicine. Both institutions share a strategic vision for the future of health care that focuses on quality, access and efficiency," Barbato said.

Loyola's working partnership

with West Suburban over the past 12 months has yielded a number of benefits, including:

- Formation of a limited liability company to build, as a joint venture, a primary care and urgent care center to open in early 1996. The venture is fully capitalized and an appropriate site is being sought.

- Establishment of a vascular medicine center at West Suburban staffed by Loyola peripheral vascular surgeons and West Suburban physicians.

- Initiating a new program that brings Loyola's gynecologic oncology specialists to patients at West Suburban.

- Establishment of Loyola's community-based reproductive endocrinology and infertility

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Tuition increase underscores Loyola's competitive value

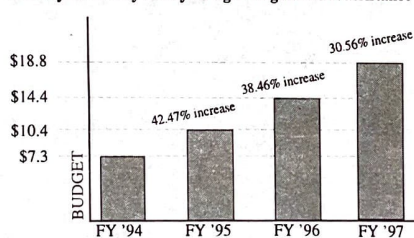
The Loyola University Chicago Board of Trustees approved a tuition increase for the 1996-97 academic year for Loyola's undergraduate, graduate and professional schools. Full-time undergraduate tuition—which includes the College of Arts and Sciences, the School of Business, the School of Education and the Marcella Niehoff School of Nursing—will increase by \$1,400 to \$14,400 per academic year.

A commitment to sustain quality academic programming and a need to meet operational costs drives the current tuition increase, noted Executive Vice President Ronald L. Walker, Ph.D.

"We are building a stronger university, one that will benefit our students now and long after they graduate. We do need resources to support our initiatives," Walker said. "The trustees carefully examined the value in education we provide and the cost of educating our students, school by school, and came to a well-considered conclusion about the required amounts to increase our tuition."

"Increased tuition is inevitable," he continued, citing changes in the education and health care environments. "We now need to get tuition closer to the actual cost of educating our students. It is interesting to note how other schools raised tuition far more aggressively than we did during the last decade and a half. We kept prices down as long as we could. That's why even though the percent of our

A four-year history of Loyola's growing financial assistance



All dollar figures are in millions

increase is relatively high this year, in actual dollars we are still in the mid-range of four-year private colleges and universities.

"Our goal is to continue to increase Loyola's value with improved academic programming and student services, while trimming unnecessary internal costs. We hope to see our tuition increases level off and even out in the not too distant future," Walker said.

Students are being informed of tuition and financial aid increases via mailings to their homes and through newsletters available on-campus. A series of open-forum dialogues with administrators will be scheduled during the next several weeks, based on student interest.

"Tuition is any university's main source of revenue, but our increased undergraduate tuition does not provide the university with a profit. Students still do

not pay the full cost of their Loyola education," Walker said. "Without even considering our significant, and growing, amounts of financial aid, we continue to subsidize the education of our undergraduate students. And we remain a comparative value when examined in the context of other Jesuit and private schools we consider our counterparts."

In 1995-96, with tuition at \$13,000 for full-time undergraduate students, the actual cost for instruction, student services, and administrative and academic support for each full-time equivalent student was \$18,900. Education, especially at an institution that offers personal attention and relatively small class size like Loyola, is a labor-intensive field, influenced by the costs of goods and services from business and industry.

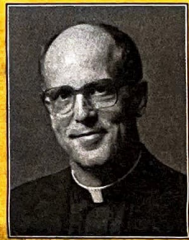
"We have to operate with a
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From the President

Are we a family? Yes and no

Both at the medical center and at the lakeside campuses, Loyola has had to make a number of painful adjustments during the past two years, and we certainly face considerable challenges in the next few years, especially the next fiscal year. Recent adjustments made at Loyola have included reducing staff, enticing long-term employees to consider retirement, raising tuitions, giving modest salary increases and reducing operating budgets.

Each of these decisions inflicted pain on many people in our large Loyola family. Of course, the decisions were taken for the sake of the whole organization—for the health of both the medical center and lakeside campuses. Still, a reasonable person can ask whether a real family—even a very large, extended family—would ever inflict so much pain on the people in it. Does it make sense to claim even now that Loyola is a



I give a typically Jesuitical answer: "Yes and no." The reason for equivocating is that calling any group as large as Loyola University Chicago a family is, at best, an analogy, a partial resemblance—similar in some respects, but not in others. Normal families do not have thousands of members, who return to different homes every night; they are not paid to be members of the family, nor do they become members of the family based on demonstrated skills and performance. On the other hand, part of our Loyola ethos is to give each person—student, patient or employee—individual attention and care, as siblings would do for one another. We try to stick up for one another, pull together during times of crisis and grieve for staff members who have lost a close relative. So, we are partly like a family, and partly different.

Because of the many changes at Loyola, some people feel that the analogy of calling Loyola a family is no longer apt. They cite, in particular, the special characteristic of our Jesuit family: *cura personalis*—individual care and attention. If Loyola really cared about individuals, the university would not let people go, they say.

Support during change

These people rightly point out that real families, in contrast with analogous families, do not get rid of "unproductive" members. No matter what a person does, in a real family one is always loved by one's parents. If a child does not secure a job because he or she has some personal problems, parents still love the child. In fact, parents try to compensate with their love and support, especially if there are other children in the family who are more successful. In tough times, the family stays together and tries to support one another.

The past few years at Loyola have been times of stress. Changes at Loyola were precipitated by a dramatic shift in the

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Tuition increase underscores value

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positive cash flow," Walker said. "We still will subsidize students' education, but sound fiscal strategy says we can't lose money in the process."

Real costs

Unfamiliar with the real costs of education and operating expenses, students may mistakenly believe that tuition increases are attempts to pad the university's coffers.

"Nothing could be farther from the truth," Walker said, "and I hope our faculty and staff understand Loyola's position well enough to explain the reality of the situation to students who may question them. We continue to be soundly managed."

"The current education market, coupled with the necessary separate incorporation of the medical center, mandates changes in our financial structure, including tuition increases," he said. "But President John J. Piderit, S.J., also has put significant strategic emphasis on increasing our fundraising, boosting our enrollment numbers and decreasing costs. Internally, Loyolans know that our continuing commitment to cost-control has achieved significant results in reducing our expenses."

As tuition has had to increase, great attention has been given to maintaining and enhancing the student experience. (See box below.)

"We provide real value in a Loyola education," said Dean for Enrollment Management Mary Ann Rowan. "Students enjoy small class sizes with faculty members who know them; they learn with educators devoted to both excellence in teaching and serious research."

"A distinct Jesuit emphasis on values and ethics permeates our university community; it continues through our emphasis on service learning courses and the shaping of the Loyola Experi-

ence—our model program that helps freshmen, and now sophomores, juniors and seniors, with socialization and academic growth," she said. "Plus, our students are surrounded by the social and cultural opportunities of Chicago, and we promote ways for them to enjoy this through planned cultural experiences plus internships at corporations, hospitals and schools."

"We also are responsive to our students' needs," Rowan continued, citing:

- Continued improvement of computer resources, including ongoing lab upgrades to Pentium or 486 machines.

- Provision of free e-mail and Internet access for research.

- Operation of a library system that is a national leader in offering databases via the Internet.

- Creation of a new multi-use ID card that soon will incorporate food dollars and a multitude of other services in one medium.

- Bringing a bank branch onto campus, opening spring 1996.

- Construction of a new recreational facility that will be open for all students to enjoy in 1996.

- Creation this year of a free shuttle service that routes students to residences and stores near the Lake Shore Campus.

- Continuation of a free shuttle that links all of Loyola's Chicago-area campuses.

"Our career center services are growing, and students can take advantage of walk-in counseling, resumé critiques, job listings and life-planning seminars," Walker added. "We've even reconfigured the student affairs division to better serve students, and through the student activity fee are bringing in top entertainers and speakers chosen by students. All of these major university resources are offered with the style of a small liberal arts college."

Mid-priced value

In the current 1995-96 academic

year, Loyola's \$13,400 combined tuition and fees keeps it solidly mid-priced in a comparison of the 28 American Jesuit colleges and universities (see chart, this page). Of the 13 Jesuit schools currently priced higher than Loyola University Chicago, Loyola Marymount, Fordham, Georgetown, Fairfield and Boston College already are \$1,400 to nearly \$5,000 above Loyola University Chicago's tuition and fees. Locally, the Illinois Institute of Technology and Lake Forest College, as well as Northwestern University and the University of Chicago, continue to show significantly higher figures.

"The cost of Loyola instruction differs among units," noted Senior Vice President and Dean of Faculties James L. Wiser, Ph.D. "Some courses are more expensive than others, and there is a significant difference in external market pressures. Market pressure also means that some faculties are more expensive to employ, and this has an impact on the cost of student programs. There is a sound rationale for different increase amounts for different programs."

Tuition by program

The \$1,400 increase for undergraduate education at Loyola amounts to a 10.8 percent increase, down from the 1995-96 increase of 13 percent. Hourly rates for 1996-97 undergraduate semester hours over 18 per semester will be \$141; for semester hours under 12 in one semester, the rate is \$325 per hour.

Undergraduate tuition at the Rome Center is \$12,766 plus \$8,086 room and board. Each undergraduate semester hour at Mundelein College and in the summer program will be \$325.

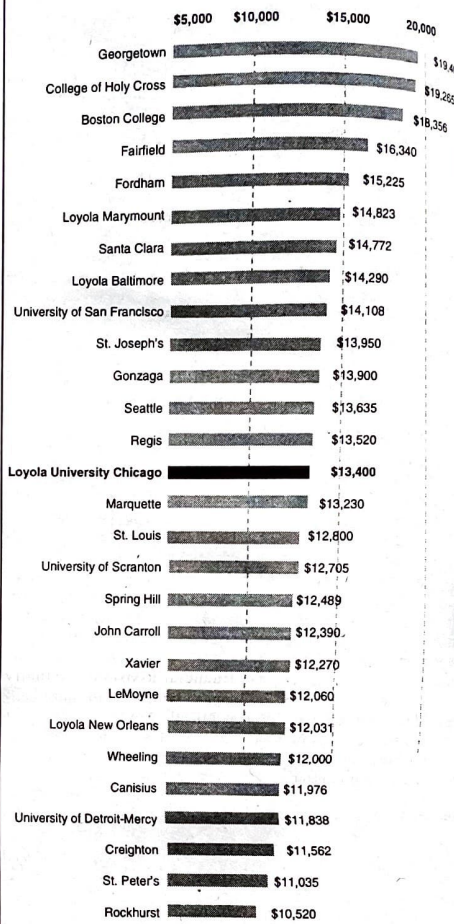
Semester hours at the Institute of Paralegal Studies will be \$300; in the English as a Second

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Jesuit undergraduate tuition in 1995-96:

Loyola Chicago continues to rank favorably

According to recent data, Loyola is currently positioned mid-range among the 28 U.S. Jesuit colleges and universities when ranked by tuition and fees. Along with Loyola, these schools are likely to show tuition increases for 1996-97.



Loyola's value supports tuition increase: Here are key reasons

The value in education offered by Loyola University Chicago underscored the board of trustees' decision to increase tuition for 1996-97.

"Getting tuition and fees in line with the quality we provide students, as well as the cost of educating them, is a current challenge," noted Executive Vice President Ronald Walker, Ph.D. "It helps all of us within the university to understand the facts considered by the board, and to review the education, services and opportunities we provide for our students."

Driving the board's decision:

- To maintain its current ranking among the best schools in America, Loyola must attract and retain the best faculty possible, keep class-size ratios low, and continually upgrade facilities and resources directly related to student development.

- Loyola University Chicago has

historically been underpriced.

- The university is balancing higher tuition with continuing significant increases in financial aid.

- Loyola must continue to improve to be competitive with other colleges and solidify the value of students' degrees in the marketplace.

- Increased tuition is only one of President John J. Piderit's "four thrusts" for enhancing Loyola's fiscal stability; increases in enrollment and in development gifts, along with decreased departmental spending, complete the strategy.

Value at Loyola is present in:

Personal attention and value:

- Teachers know Loyola students; the undergraduate student/faculty ratio of 13 to 1 remains significantly below the national average of 19 to 1.

- Faculty members are devoted both

to teaching and research, and senior faculty members routinely teach undergraduate courses.

- University-wide emphasis on ethics in the curriculum.

- A commitment to help students think more critically, improve communication skills and increase their awareness of values.

- Several endowed professorships in ethics.

- The active influence of a Center for Ethics Across the University, training faculty and shaping academic programs.

Extensive education opportunities:

- Through its network of 65 academic departments in nine schools and colleges, Loyola awards bachelor's degrees in 40 majors, master's degrees in more than 50 fields and 33 doctorate degrees, giving students ample educational and career choices.

- Access to Chicago, including planned cultural opportunities and internships at corporations, hospitals and schools.

- Loyola is among only eight percent of all American colleges and universities to have a Phi Beta Kappa honor society.

- Within its Catholic framework, building on the Jesuits' more than 450 years of educational leadership, Loyola embraces diversity and welcomes students, faculty members and employees from a wide variety of religious, ethnic, racial and socio-economic backgrounds.

- More than 14,000 students from 50 states and at least 74 foreign countries enrolled at Loyola University Chicago in fall 1995.

- Loyola doctors and professors are leaders in reshaping U.S. medical school curricula, and have created a

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Language Program, semester hours will be \$173. Per-course tuition for the C.P.A. review will be \$1,443.

Tuition for 1996-97 for graduate and professional schools are as follows:

- \$408 per semester hour at the Graduate School, Institute of Pastoral Studies, Graduate School of Education and Graduate School of Nursing.

- \$414 per semester hour at the School of Social Work.

- \$485 per semester hour at the Center for Organization Development.

- Cost per course will be \$1,671 at the Graduate School of Business and \$1,455 at the Institute of Human Resources and Industrial Relations.

- Tuition at the School of Law, which remains mid-priced among the 94 private law schools nationwide, will be \$19,390 for full-time students and \$14,540 for part-time evening students.

- Tuition at Loyola's medical school, a leader in reshaping medical school curriculum, will increase to \$27,150 for enrolled first-, second- and third-year students. This will be the last year of the phase-in of a single tuition for all students. Therefore, seniors who are residents of Illinois will pay \$22,150 and non-Illinois resident seniors will pay \$27,150.

Undergraduate room and board costs differ by location and type of room. At five Lake Shore Campus residences, the combined cost of room and board will go down. In other packages, increases start at 3.1 percent.

Increased assistance

As the university brings tuition and fees closer in line with costs, it also continues to significantly increase the amount of money available for student financial assistance.

In 1996-97, an additional \$4.4 million, for a total of \$18.8 million, will be available for full-time undergraduate students. This 30.5 percent increase is in

addition to the fall 1995-96 increase of 38 percent, or \$4 million, in financial assistance. (See chart, page 1.) Undergraduate financial assistance of \$8.9 million will be awarded on a merit basis in 1996-97; need-based assistance will total \$9.9 million.

Financial assistance for Graduate School and Mundelein students will be determined at the March board of trustees meeting. The increased amount will be communicated to students and reported in *Loyola World*.

As in the past, financial aid awards to medical students will be announced in the spring.

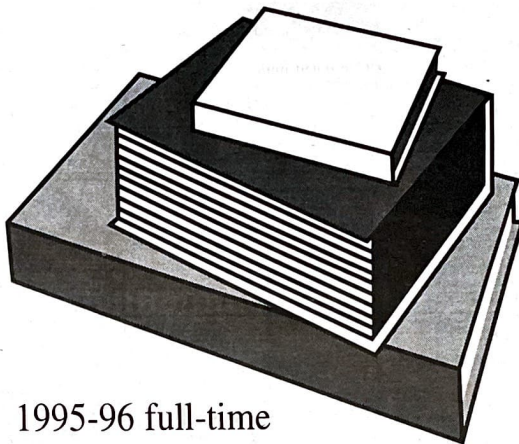
The School of Law's financial assistance pool was increased by 24 percent for the 1996-97 academic year, in addition to a university supplement of 27 percent for the current 1995-96 year.

"Loyola is strongly committed to increasing its financial assistance," said Director of Financial Assistance Joe Burkhart. "We are increasing aid for fine students who can't afford the full cost of private education, and we also are able to more fully reward the high-achieving students who choose Loyola. In past years, when the university wasn't increasing tuition to match the value of its education, Loyola also wasn't able to do much to increase financial assistance."

"In essence, while numbers from the past initially appear lower in comparison, all students were expected to pay for their education about equally, despite variations in personal finances," Burkhart noted.

"Our increased emphasis on financial assistance actually means we can help more economically limited students get the education they want, and nurture the diverse student population Loyola long has been committed to," he continued. "As we continue to move Loyola's tuition and fees into line with the value of its programs and services, we remain accessible to a wide range of students, a long-term mission of the university."

What does a Loyola education really cost?



1995-96 full-time undergraduate tuition

\$13,000

Current actual cost*

\$18,900

* For instruction, student services, and administrative and academic support for each full-time equivalent student.

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new design for delivery of medical education at Loyola.

- Loyola's Graduate School of Business was cited among the top 10 percent in the nation.

- The School of Law houses the Civitas ChildLaw Center, the first U.S. legal program educating specialized litigators and advocates on behalf of abused and neglected children.

Extensive support services and facilities:

- Campuses on Chicago's lakefront, the Magnificent Mile, in nearby suburbs and in Rome, Italy, plus opportunities for additional study abroad.

- Growing career center with walk-in counseling, job listings, resume critiques and life-planning seminars.

- A nationally ranked library system, noted as a leader in offering databases via the Internet.

- Free e-mail and Internet access for research, including Loyola's growing World Wide Web presence and professors using technology in the classroom.

- Free shuttle between all Chicago-area campuses, including runs to evening commuter trains.

- Varied social and activist groups for extra-curricular participation.

- Martin D'Arcy Gallery of medieval, Renaissance, and baroque art, ranked as one of the top U.S. collegiate art galleries.

Continuing improvements:

- Improved computer resources, including university-wide lab upgrading to Pentium or 486 computers.

- The Loyola Freshman Experience, hailed as a model program, is now expanding to increase academic and socialization skills for sophomores, juniors and seniors.

- New food service, responsive to

students' requests for healthier food choices.

- New free, ongoing shuttle service to and from residences and shops near Lake Shore Campus, plus escort service to off-campus sites within neighborhood boundaries, and new safety seminars.

- New on-Campus bank branch at Lake Shore Campus, scheduled to open spring 1996.

- Increased social activities, including student-selected top entertainers and speakers.

- New recreational facility, slated for completion in 1996.

- Reorganized student affairs division to more actively attend to students' needs.

- New Center for Urban Research and Learning, endowed by the Robert R. McCormick Tribune Foundation and launching Feb. 1, will bring faculty, students and the community

together to address inner-city problems.

- Development of new pre-dental program, slated for fall 1996.

- Newly organized pre-professional program for undergraduates interested in pursuing law and medicine degrees.

- Creation of a new management minor to enhance the business knowledge of non-business majors.

- Offering of a certificate program for registered dietitians by the School of Nursing in summer of 1996.

- Top-notch preparatory programs for the GRE, LSAT and GMAT are offered through Loyola's Mundelein College.

- Mundelein College is offering a mentoring program, and also is implementing an interactive advisory system that incorporates telephone, fax and e-mail to provide students with academic advising in their homes and offices as well as on campus.