Opportunity and Challenge Profile

Marquette University
Search for the Dean

J. William and Mary Diederich College of Communication
Milwaukee, Wisconsin

Marquette University, a private, coeducational, Catholic, Jesuit institution in Milwaukee, Wisconsin, seeks a collaborative and visionary leader to serve as the Dean of the J. William and Mary Diederich College of Communication. The new dean will partner with talented and dedicated faculty, students, staff, alumni, and the broader Marquette and Milwaukee communities to develop an ambitious shared vision for the college and raise its visibility both within the university and throughout the broader community. Candidates should embrace the values of Catholic, Jesuit higher education and people from all religious backgrounds are encouraged to apply.

Marquette is committed to excellence, faith, leadership, and service. Marquette’s mission is the search for truth, the discovery and sharing of knowledge, the fostering of personal and professional excellence, the promotion of a life of faith, and the development of leadership expressed in service to others. The university aims to graduate students who are transformed by their education and who, in turn, will transform the world.

Marquette enjoys steady and strong enrollment, with the current enrollment at approximately 11,700 students; about 8,400 undergraduates (1,900 freshmen) and 3,300 graduate/professional students from nearly all 50 states and more than 70 countries. Marquette is one of 28 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Marquette’s attractive 98-acre campus on the edge of Milwaukee’s downtown is home to a highly collegial community with more than 1,200 faculty members.

Marquette University stands at a notable crossroads in its history and is poised for an exciting trajectory in the coming years. Dr. Michael R. Lovell became Marquette’s 24th President in July 2014. A new Provost, Dr. Daniel J. Myers, began his duties in July 2015. Together with the rest of the leadership team and the campus community, they have already begun to implement Marquette’s ambitious strategic plan, Beyond Boundaries: Setting the Course for Marquette’s Future, that was approved by the Board of Trustees in 2013.

The Diederich College of Communication combines a unique blend of disciplines and programs under one umbrella organized in four departments: Communication Studies, Digital Media and Performing Arts, Journalism and Media Studies, and Strategic Communication. The next dean has the opportunity to celebrate the range of academic disciplines and programs while integrating the college with a clear and compelling mission and identity. In particular, the dean will be instrumental in advancing Marquette University as a highly ranked destination university, renowned for academic rigor, innovation, and the achievements of its community of scholars, and in further connecting the university with the community of Milwaukee and beyond.
The next dean will face a set of opportunities and challenges that include:

- Work collaboratively with faculty and staff to create an ambitious shared sense of purpose, identity, and vision;
- Raise the visibility and brand of the Diederich College both within the university and externally;
- Participate in Marquette’s efforts to increase research productivity;
- Recruit and develop a diverse faculty, staff, and student body that represent a range of interests and experiences;
- Create processes and structures to facilitate a greater sense of community;
- Foster opportunities for interdisciplinary collaboration; and
- Generate new revenue including ambitious fundraising.

A more comprehensive list of the desired qualifications and characteristics of the position can be found at the conclusion of this document, which was prepared with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About Marquette University

Founded in 1881, Marquette has grown to house 12 academic divisions: Helen Way Klingler College of Arts and Sciences; J. William and Mary Diederich College of Communication; College of Education; Opus College of Engineering; College of Business Administration; College of Health Sciences; College of Nursing; College of Professional Studies; Graduate School; Graduate School of Management; School of Dentistry; and Law School. As an institution committed to both teaching and research, Marquette offers undergraduate programs in 161 majors and minors, in addition to more than 60 master’s and doctoral programs. Marquette is accredited by the Higher Learning Commission, which reaffirmed the university’s accreditation in 2014.

Marquette ranks 76th in the U.S. News & World Report 2015 edition of America’s Best Colleges. Among its peers, Marquette is distinguished for its emphasis on connecting academic excellence and service to others, which is intrinsic to a Catholic, Jesuit education. In Marquette’s 2014 senior survey, 83 percent of seniors said they participated in community service. Marquette's commitment to connecting academic achievement and service to others has been recognized nationally in a variety of venues. In other rankings, The Princeton Review named Marquette one of the country's "Best 379 Colleges" and included the university on the "2015 Guide to Green Colleges," elected for being environmentally aware and sustainable, specifically for students’ campus quality of life that is healthy and sustainable, and for preparing students for employment in the clean energy economy of the 21st century. Marquette also prides itself on maintaining a student retention rate about ten percentage points higher than the national average for private, non-profit colleges and universities, with approximately 90 percent of students returning for their sophomore year. Marquette has a proud intercollegiate athletic tradition as a NCAA-Division I institution and competes in the Big East Conference.

Marquette’s strategic plan, Beyond Boundaries: Setting the Course for Marquette’s Future, was developed through an inclusive process involving the entire Marquette community. It outlines the need for the Marquette community to embrace new and collaborative methods of teaching, learning, research and service so that students are prepared for lives as change agents and problem-solvers in a world of growing complexity. It also calls for a renewed commitment to helping all members of the community reach their unique potential intellectually, personally, and spiritually.
University Leadership

The next dean will have the opportunity to partner with an ambitious and enterprising new president and provost. Immediately before assuming the Marquette presidency, President Lovell served as chancellor of the University of Wisconsin–Milwaukee from 2011 to 2014. At his inauguration in 2014, President Lovell stressed innovation, collaboration, and entrepreneurship as he announced several initiatives that have set the tone for the future at Marquette. They include a $5 million Strategic Innovation Fund, a seven-acre land purchase, and a presence at Milwaukee’s Global Water Center.

As vice president and associate provost for faculty affairs at the University of Notre Dame, Provost Myers’s primary responsibilities related to faculty affairs have included coordinating the tenure, promotion, and appeals processes for the university; heading initiatives connected to faculty recruitment and hiring; managing faculty leaves and retirements; and overseeing faculty discipline and grievance processes.

President Lovell and Provost Myers’s plans for the future include:

- Filling vacant high-profile university leadership positions with qualified, dynamic individuals;
- Using the university's strategic plan, Beyond Boundaries, as a road map to bolster Marquette’s national academic and research reputation and provide new transformational educational and research opportunities at all levels of Marquette’s campus;
- Working closely with the Marquette Jesuit community to honor and preserve the university's Catholic, Jesuit tradition and mission;
- Enhancing Marquette's already-strong student experience to provide a campus experience that is second to none;
- Establishing new relationships and collaborating with key business and thought leaders locally, regionally and nationally to foster innovation and allow Marquette to reach new levels of academic excellence;
- Providing a transformational educational experience with a foundation in inquiry and pursuit of lifelong learning, descended from the Jesuits' early curriculum grounded in the arts and sciences.

About the Diederich College of Communication

The Diederich College of Communication’s mission is to advance knowledge and prepare students for intellectual, artistic, professional, and ethical leadership in a complex technological and multi-cultural world. The college uses a core of common knowledge, values, and communication skills to improve understanding of communication as a cultural and social process and to develop the skills necessary for success in constantly changing information environments.

Following the Catholic, Jesuit tradition, the college applies its resources and talents within an urban setting to improve the lives of its neighbors and the academic and personal lives of each student, staff member, faculty member, and administrator in the college.

The Diederich College of Communication is organized into four academic departments, each with a focus on the integration of theory and practice: the Department of Communication Studies, the Department of Digital Media and Performing Arts, the Department of Journalism and Media Studies, and the Department of Strategic Communication. Together, these four departments offer a total of eight undergraduate majors and 11 minors. The eight degree programs enrolling approximately 1,000 undergraduate students are Advertising, Communication Studies, Corporate Communication, Digital Media, Journalism, Media
Studies, Public Relations, and Theatre Arts. The College also offers a Master of Arts degree with two specializations, Communication Professions and Society, and Digital Communication Strategies. Approximately 45 students are enrolled in the graduate program. Faculty occasionally direct students in the university’s interdisciplinary Ph.D. program. The college also oversees the Fine Arts minors in collaboration with the Milwaukee Institute of Art and Design.

The Diederich College of Communication has 35 full-time faculty and 52 part-time faculty. Faculty across the college at all levels are actively engaged in a broad range of scholarly activities. The college hosts an annual research symposium, and faculty regularly present their work at national and international conferences. Members of college’s faculty have been recognized nationally in recent years with awards for top papers, outstanding doctoral dissertations, and outstanding scholarly career recognitions. In addition, several faculty have won university level research and teaching awards.

The Diederich College is located in the recently renovated Johnston Hall, with additional remodeling underway and planned for the next one to two years. The theater program, which is accredited by the National Association of Schools of Theatre, is housed in the Evan P. and Marion Helfaer Theatre.

The Diederich College of Communication prides itself on a very high retention rate for returning sophomores as well as six year graduation. In 2014, the retention rate for first years was 85 percent. The six year graduation rate for freshmen entering in 2008 was 83.7 percent. Diederich students have the opportunity to participate in the college’s student media operations, which include a weekly newspaper (Marquette Tribune), magazine (Marquette Journal), television station (MUTV), radio station (WMUR), website (Marquette Wire), and a student-run agency (Student Media Advertising), which generates revenue for student media through ad sales and other services. For more information about student-run media, please visit http://diederich.marquette.edu/coc/student-media.aspx.

A degree from the Diederich College of Communication prepares students to use their communication skills to lead, inspire, and make a difference. The college maintains strong relationships with its large, talented alumni base in the greater Milwaukee area and beyond. The Diederich College of Communication Alumni Association offers a wealth of programming and networking opportunities for current students and communication alumni.

The college is home to a number of exciting programs. The O’Brien Fellowships bring three experienced journalists to campus each academic year to work on long-form reporting projects. The Neighborhood News Service, a multi-media news website, covers poverty and other urban issues in 17 central city Milwaukee neighborhoods. The college is establishing itself as a thought leader in strategic communication through its Insight Summit Series, which brings hundreds of professionals to campus to discuss trends shaping the communication industry. The Performing Arts Department annually presents music concerts, dance recitals, theatre and social justice productions, and a theatre production for young audiences for more than 1,500 Milwaukee area school children annually. These programs among others underscore the college’s commitment to public service and community outreach.

In 2005 Bill and Mary Diederich gave $28 million, the largest individual gift in the college’s history, to establish the college as one of the nation’s top communication schools. This remarkable gift not only enhanced the College of Communication’s national reputation but has allowed for enhancements to technology, curriculum, and the student experience. The next dean has the enviable position of guiding a conversation around strategic discretionary investments in areas that can continue to differentiate the college from other leading communication programs nationwide.
Role of the Dean of the Diederich College of Communication

The Dean of the Diederich College of Communication reports to the Provost and is the chief academic, fiscal, and administrative officer of the college. S/he will provide leadership and oversee the academics and operations of college including recruitment and development of faculty and staff, curriculum and program development, communications and marketing, and resource management. The dean manages the approximately 35 full-time faculty and 7 staff. Reporting to the dean are the chairs of the academic departments, two associate deans, Director of Special Projects, Director of Academic Business Affairs, and an administrative assistant. The dean is a member of the University Leadership Council and the Academic Deans Council, and works closely with the Marquette University Diederich College of Communication Alumni Association.

The dean also plays an important external role through building strong connections in Milwaukee and the broader Wisconsin community as well as on a national stage in terms of the profession. S/he also is responsible for creating and maintaining productive relationships with alumni, trustees, and donors to enhance visibility, raise money, and create opportunities for faculty and students.

Key Opportunities and Challenges for the Dean of the Diederich College of Communication

The next dean will articulate and support the college’s distinct programs and departments while creating a college-wide strategic vision and community; promote outstanding scholarship, teaching, and service; represent the college effectively to internal and external stakeholders; collaborate with the deans of the other Marquette University colleges and with administrative offices; and develop a robust approach to alumni relations and fundraising for the college. In this role, the dean will address key opportunities and challenges, which are presented in detail below:

Work collaboratively with faculty and staff to create an ambitious shared sense of purpose, identity, and vision

The Diederich College of Communication comprises a unique and diverse set of departments and programs. The next dean should work with faculty, staff, and students to develop and promote a clear sense of identity for the college that both celebrates its individual parts but also appreciates and builds upon the connections between and among them. The next dean should not only be able to articulate the comprehensive and forward-looking vision for the college but also have the ability to speak across the various disciplines within the college, from communication studies to corporate communication to journalism to theater arts, and to be able to do so convincingly and with indiscriminate passion. S/he will need to create a college community that sees itself as more than a sum of its component parts. This will require a clear vision and transparent communication about the college’s strategic priorities with decisions that support these priorities. The new dean will position the college for the future and help keep the college viable and relevant in a dynamic, rapidly changing communication environment.

Raise the visibility and brand of the Diederich College both within the university and externally

The next dean will also have the opportunity to craft and publicize a distinctive and compelling brand for the Diederich College. S/he must elevate the visibility of the college both within the broader Marquette University community and also to alumni, prospective students, scholars, community partners, and nationwide. In doing so, the college can broaden its excellent national reputation and become a destination college for more of the brightest and most entrepreneurial students as well as leading scholars and professionals.
The dean should be a visible member of the broader university, Milwaukee, and national community around issues of communication education. S/he must position the Diederich College of Communication as a national leader regarding the dynamic and changing communication field and be seen as a primary resource for local companies and community partners. As the only home of the arts (theater, dance, fine arts) at Marquette, the college has the opportunity to leverage this distinction across the university and also with the greater Milwaukee community. The next dean will build upon these distinctions to showcase the breadth and talents of the broader college community.

**Participate in Marquette’s efforts to increase research productivity**

As a part of its strategic plan, Marquette University is committed to enhancing the quality of scholarship as well as increasing the campus’s overall level of scholarly productivity. The next dean will play an active role in helping the Diederich College contribute to the achievement of these goals. The dean will need to elevate conversations about the ongoing research of college faculty and clearly articulate the role that research plays in the successful future of the college. S/he will seek innovative ways to increase student scholarly activity, support the ongoing work of faculty, and develop new cross-disciplinary projects.

**Recruit and develop a diverse faculty, staff, and student body that represent a range of interests and experiences**

The next dean should serve as a champion and advocate for faculty, empowering and motivating faculty to develop new and innovative programs, research and creative activities, and service, and recognizing success across a variety of measures. S/he should be a visible and engaged member of the community and be accessible and responsive to faculty, students, and staff. The next dean should also welcome, promote, and enable research and scholarship for both faculty and students. S/he will also need to identify the right balance with teaching, scholarship, service to the professions, performances, and advising for faculty.

The college expects to see a number of faculty retirements over the next five years. As a result, the dean will have the opportunity to continue to recruit the top faculty, determining a strategy to build an innovative yet cohesive cadre of faculty in the various disciplines and to advance the new shared vision for the college.

The next dean will also need to identify and execute strategies for recruiting and retaining a diverse faculty, staff, and student body. This will require revamping recruitment efforts to position the college as a destination of choice for students and a commitment to fostering an inclusive environment for all.

**Create processes and structures to facilitate a robust conversation about the future of the college**

The next dean will create and communicate clear organizational structures and processes to promote collegiality, transparency, mutual respect, and collaboration among faculty, students, and staff at the college. S/he will work with the faculty governance structure to identify the best ways to engage in meaningful discussions around the future and strategy direction of the college and to leverage a leadership team to move initiatives forward. This will also include a dialogue around budget allocations, new programmatic and outreach initiatives, as well as fundraising priorities as appropriate.

**Foster opportunities for interdisciplinary collaboration**

The next dean will not only have the opportunity to strengthen bridges within the college, but also across the various schools and colleges at Marquette. The dean should understand and leverage the points of intersection and collaborate with fellow deans to take advantage of the university’s focus on interdisciplinary study. With significant theoretical and applied expertise in communication processes, media professions, organizational practices, digital technologies, and the performing arts, the college
presents unique opportunities for interdisciplinary work within the university as well as across the greater Milwaukee business, civic, and non-profit community.

**Generate new revenue including ambitious fundraising**

The dean is responsible for the fiscal health of the college. Given the rising cost of technology, limited resources, and a need for new programs that meet and employer demand, s/he must creatively identify and encourage new opportunities for revenue generation, including leading the college’s fundraising efforts as the university gears up for its next campaign. The Diederich College greatly benefits from the Diederich endowment that has raised the national visibility of the college and Marquette. However, there are opportunities surrounding research collaborations, summer programming, professional masters programs, and certificates for the dean to explore.

**Qualification and Characteristics**

The successful candidate will be a strong and consultative leader with the ability to lead a conversation around vision, identity, and the path forward for a highly successful and broad-ranged college. The university seeks a proven leader with a distinctive record of achievement. The successful candidate will also bring most, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- Administrative leadership, vision, innovation, and a record of increasing experience and responsibilities in an environment characterized by collegial management, mentorship, inclusive decision making, and effective communication skills;
- Commitment to the ideals and values inherent in Catholic, Jesuit education and an ability and willingness to be an advocate for them;
- An established record of superior university teaching, scholarship, and distinguished university, professional, and community/public service sufficient to merit appointment as full professor with tenure;
- Capacity and demonstrated ability to fundraise in context of annual, capital, and comprehensive campaigns;
- Financial acumen and the ability to understand and act upon complex budgets;
- Ability to create and nurture a supportive environment that utilizes inclusive and transparent processes to foster intellectual vitality, creativity, student learning, and outstanding teaching, research, and service;
- A demonstrated commitment to and record of serving students’ emotional and academic needs and active participation in student activities and events that encourage social, professional, and intellectual growth and development;
- Commitment to affirmative action, diversity and inclusion in all of its forms; experience in supporting, promoting, and implementing the learning opportunities offered by a diverse community;
- Ability to establish a visible presence and to represent the Diederich College nationally in the greater communication, media, nonprofit, and governmental communities and among stakeholders, alumni, and the general public;
- Understanding of the changing job market and skills necessary to be successful in it and the initiative to explore its implications for the structure of communication disciplines more broadly;
- Ability to recruit and work with an engaged and active advisory board, alumni and donors;
- Ability to work effectively with the university constituents, including university leadership, deans, faculty and staff.
Location

Marquette is located on a 98-acre campus in the near-downtown Milwaukee neighborhood of University Hill. Lake Michigan is roughly one mile east of the edge of campus. Milwaukee is the largest city in Wisconsin and the 23rd largest city in the United States. It has one of the highest per capita student populations in North America. The population is approximately 600,000 and approximately 1.8 million people live in the metropolitan area. Milwaukee is highly diverse, with about 39 percent African-American, and 15 percent Hispanic/Latino citizens.

Milwaukee is one of America’s great cities, combining a dynamic urban community with a rich cultural heritage. There is also accessibility to parks, rivers, and other outdoor recreation. It is a popular venue for road and mountain biking, hiking, cross country skiing, sailing, windsurfing, ethnic dining, and cultural festivals. Milwaukee’s Summerfest is the world’s largest music festival. The city is recognized for its art and historical museums, fine dining and hotels, professional sports, gardens and parks, and the Milwaukee County Zoological Gardens. Milwaukee also has two opera companies, a nationally renowned ballet and symphony, and several live theatre companies that range from Broadway musicals, Shakespeare and the classics to smaller, regional productions. The Guardian (UK) described the city in contrast to Chicago as “the hip younger sister you secretly want to hang out with.” Milwaukee also hosts professional baseball, arena football, indoor soccer, hockey, and basketball teams. It has excellent transportation service. To learn more, see onmilwaukee.com.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Applicants should submit the following documents online at www.imsearch.com/5504: a cover letter, curriculum vitae, and a list of at least eight references including complete contact information and a description of the relationship to the applicant. Inquiries and nominations can be submitted to the same web address or to the search firm representatives at the address or phone number listed below.

Julie Filizetti and Sabrina Singh
Isaacson, Miller
1000 Sansome Street
San Francisco, CA  94111
Phone: 415.655.4911
Fax: 415.655.4905

Marquette University affirms its longstanding commitment to the principle of equal employment opportunity regardless of race, color, gender, age, sexual orientation, religion, disability, veteran’s status or national origin. Marquette affirms its commitment to the principle of affirmative action and its commitment to abide by state regulations and federal laws pertaining to equal employment opportunity. To learn more, see http://www.marquette.edu/mission/prospective_plan.shtml.