Marquette University, a private, coeducational, Catholic, Jesuit institution, seeks a dynamic, visionary and collaborative leader to serve as the next Dean of the Helen Way Klingler College of Arts and Sciences (CAS). CAS qualifies as the largest and most academically diverse unit at Marquette and is home to many vibrant undergraduate and graduate programs, as well as faculty with an exceptional record of research, scholarship, community engagement, and commitment to their students. Partnering with talented faculty, students, staff, alumni, and the broader Marquette community, the new Dean will provide strategic leadership and build relationships to advance the College’s commitment to academic and scholarly excellence, research, and enrichment of the student experience. The new Dean will guide CAS through a rapidly changing higher education landscape while championing internally and externally the value proposition of a liberal arts education grounded in Ignatian practices and values. Committed to the breadth of academic strengths that the CAS affords, the new Dean will be a determined and visible advocate for the College and promote initiatives to further the University’s excellence in teaching, research, and service.

Marquette is one of 27 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Its attractive 98-acre campus on the edge of Milwaukee’s downtown is home to a highly collegial community with more than 2,800 employees and a current enrollment of approximately 11,600 (undergraduate and graduate) students. Marquette is ranked in the top 100 of national universities by U.S. News and World Report with aspirations to be in the top 75. 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. To learn more about Marquette University, please refer to the Appendix.

The next Dean of the Klingler College of Arts and Sciences will join a University that has embarked on a transformation guided by Dr. Michael R. Lovell, who became Marquette’s 24th President in 2014. Since that time, Dr. Lovell has led the campus community to implement Marquette’s ambitious strategic plan, Beyond Boundaries. This plan requires extraordinary investment and innovative new partnerships to bolster how Marquette delivers transformational education and student experiences; champions diversity, inclusion, and equity; advances research and scholarship; thrives in the new and dynamic environment of higher education; increases its endowment; and reimagines and reshapes its infrastructure, while building important partnerships in the greater Milwaukee community.

Marquette is also seeking a permanent Provost/Executive Vice President for Academic Affairs. The Provost is expected to be named in late 2019 and will be involved in this search and the final selection of the Dean.
The Klingler College of Arts and Sciences is critical to realizing Marquette’s strategic plan. In particular, the CAS Dean will be instrumental in advancing the University as a highly ranked Jesuit destination institution, renowned for academic rigor, innovation, and the achievements of its cadre of scholars, and further connecting Marquette with the Milwaukee community and beyond. To achieve these bold goals, the Dean of the Klingler College of Arts and Sciences will address the following key opportunities and challenges:

- Model and implement visionary, collaborative, creative, and strategic leadership for CAS
- Elevate the visibility and relevance of CAS and serve as a compelling champion for a Catholic, Jesuit liberal arts education in the 21st century
- Effectively manage and grow the College’s resources, and assertively lead fundraising efforts
- Strategically and creatively advance the educational mission of CAS by strengthening existing programs and developing new programs, modes of delivery, and student markets
- Enhance and promote high-impact learning initiatives to ensure a transformational experience for the academic, personal, and professional development of all students
- Advocate and fundraise to improve the physical facilities of CAS departments and centers and support and elevate the research and scholarship of faculty and students
- Recruit, retain, and nurture excellent faculty and staff, while building a culture of collaboration, equity, inclusivity, and success

A list of the desired qualifications and characteristics of the Dean can be found at the conclusion of this document. Please note that this Opportunity and Challenge Profile was prepared by the search committee 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 end of this document.

About the Klingler College of Arts and Sciences

The mission of the Helen Way Klingler College of Arts and Sciences, guided by Catholic, Jesuit values, is to provide students with a transformative educational experience based on academic excellence, social justice, faith, and service. Home to approximately 2,700 undergraduate students, CAS houses 42 undergraduate majors in 14 academic departments: Biological Sciences; Chemistry; Economics (housed jointly in the Colleges of Arts and Sciences and Business Administration); Computer Science; English; History; Languages, Literatures and Cultures; Mathematics and Statistics; Philosophy; Physics; Political Science; Psychology; Social and Cultural Sciences; and Theology. The College also includes the Air Force ROTC; Military Science/Army ROTC; and Naval Science/Navy ROTC programs. In addition to Marquette’s regular majors and consistent with the liberal arts philosophy of education, CAS also offers a variety of interdisciplinary undergraduate majors and minors. CAS’s students make up more than one-third of the enrollment in the University Honors Program, and the College collaborates with Honors to offer five Disciplinary Honors Programs. The CAS undergraduate academic experience is enriched by opportunities to pursue faculty-mentored research with award-winning teacher-scholars, as well as by an emphasis on service learning, study abroad and internship opportunities. The CAS includes an Academic Advising Center, with professional advisors committed to helping students achieve academic success. An internship coordinator based in the College office works closely with the Advising Center and the University’s Career Service Center to aid CAS students in career discernment and the pursuit of professional development opportunities.

The College also has a profound impact on all undergraduate students at Marquette through the Marquette Core Curriculum (MCC), since most MCC courses are taught in the College. The MCC, which was revised in 2018, includes three tiers – Foundations, Discovery, and Culminating – informed by six learning
outcomes that Marquette deems essential to its educational mission, namely the creation of responsible and ethical communicators, moral and ethical actors, citizens with purpose, collaborators engaging social systems and values, leaders in discovery, and global problem solvers.

CAS demonstrates a strong commitment to graduate education and enrolls almost 500 graduate students in the College. The College is home to nine Ph.D. and 19 master’s programs in disciplines spanning the humanities, social sciences, and natural/computational sciences that enrich university life in manifold ways. CAS is actively seeking to develop new graduate programs, in particular, accelerated bachelor’s/master’s degree programs and online programs.

CAS represents a vibrant, academically diverse, and engaged community of faculty and student scholars. The College houses a distinguished faculty whose commitment to excellence has been recognized nationally and internationally. With an 11:1 tenure/tenure-track student to faculty ratio, CAS’s faculty teacher-scholars conduct exceptional research and scholarship, often with a strong emphasis on student involvement. Faculty members annually publish dozens of books and hundreds of refereed journal articles and are actively involved in presenting their research and scholarship at prestigious national and international conferences. In fiscal year 2018, CAS faculty secured more than $8.5 million in new research grants. Reflecting their strong commitment to both research and teaching, CAS faculty members have been awarded the annual Lawrence G. Haggerty Faculty Award for Excellence in Research at Marquette 15 times since the inception of the award in 1998, and CAS faculty are frequent recipients of the annual Teaching Excellence Awards at Marquette, with over 20 CAS awardees in the past 10 years.

CAS is home to a number of centers and institutes of academic excellence, which make significant contributions to the teaching and research missions of the College and underpin faculty and student affinity groups across academic disciplinary boundaries. Key to the identity and mission as a College of Arts and Sciences, these centers and institutes include the Centers for: the Advancement of the Humanities; Cyber Security Awareness and Cyber Defense; Gender and Sexualities Studies; Peacemaking; Psychological Services; Transnational Justice; Urban Research, Teaching and Outreach; the Les Aspin Center for Government, located in Washington, DC; and the recently formed Northwestern Mutual Data Science Institute in collaboration with the University of Wisconsin-Milwaukee and Northwestern Mutual. Faculty and students of CAS are also deeply committed to community engagement in the greater Milwaukee area and are involved in many outreach, research, and service initiatives, such as the Next Step Clinic, Marquette Democracy Lab, Future Milwaukee Community Leadership program, and the Marquette Red Stone Rice Project.

Role of the Dean of the College of Arts and Sciences

The Dean of the College of Arts and Sciences reports to the Provost/Executive Vice President for Academic Affairs and is the chief academic and operating officer of the College. The Dean manages an annual budget of approximately $35 million. Personnel reporting to the Dean include the College’s department chairs, center directors, and commanding officers of the ROTC units. A dedicated College office staff provides administrative support to the Dean. This office team currently includes an Assistant to the Dean, an Associate Dean for Academic Business Affairs, a Senior Assistant Dean of Academic Advising, four academic Associate Deans, a Director and Assistant Director of Student Records, eight full-time professional academic advisors and an advising administrative assistant, a business operations specialist, a communications specialist, an internship coordinator, and two office administrators.

The Dean is a member of the broad-based University Leadership Council and the Academic Deans Council that includes the University’s academic deans and works with the Provost to set academic priorities. The Dean also regularly convenes the Dean’s Advisory Council, a body composed of the 14 department chairs and unit leaders that provide counsel on affairs related to academic and administrative operations within
CAS. The Dean also serves on the University Academic Senate, whose responsibilities include academic planning, review and evaluation of academic programs, and formulation and appraisal of initiatives and policies relevant to the faculty and the academic mission of the University.

Key Opportunities and Challenges for the Dean

The Klingler College of Arts and Sciences is at the curricular and intellectual heart of the University, and Marquette cannot achieve its ambitions without the fundamental success of CAS. The next Dean will bring creativity, drive, strategic vision, and collaborative leadership practices to actively address the following key objectives:

Model and implement visionary, collaborative, creative, and strategic leadership for CAS

CAS encompasses an extremely broad and diverse span of departments in the humanities, sciences, and social sciences that house majors, minors, and the large majority of courses in the Marquette Core Curriculum (MCC). As such, CAS is the cornerstone for the embodiment of Jesuit values in the education Marquette provides to all students, offering a transformative academic and leadership experience based on academic excellence, social justice, faith, and service. In the next phase of growth and development for CAS, the Dean must engage the faculty to build a cohesive identity and a shared vision for the future through authentic, collaborative, and intentional leadership. Woven into this process will be a keen understanding of the aspirational goals of Beyond Boundaries, including the need to grow and bolster online education and other ways of delivering a transformative educational experience with a firm grounding in the principles and ideals of Catholic, Jesuit education. Through these interactions, the Dean will come to be known as an open, intellectually curious and engaging leader who is respectful of all, passionate and excited about the CAS’s potential, and skilled at strategically leading the College into the future.

The Dean will also determine how to best staff the College, managing financial and human resources effectively and ensuring a high level of morale. The Dean will build and lead an effective, creative, and communicative College office team to assist both with day-to-day administrative college operations and with the strategic development and execution of key CAS initiatives. The Dean will lead vibrant and inclusive discussions among faculty, staff, and students about institutional strengths, priorities, and opportunities. By working closely with the Associate Deans and the College office team, the Dean will employ inclusive and strategic decision-making processes that include input from department chairs and program directors, and will clearly communicate changes, decisions, and underlying rationale within CAS.

Elevate the visibility and relevance of CAS, and serve as a compelling champion for a Catholic, Jesuit liberal arts education in the 21st century

The Dean will play a crucial role as a visible and determined ambassador for the College, as well as for Marquette University and Catholic, Jesuit education. The CAS Dean must be able to convey a clear, compelling case for liberal arts education grounded in Jesuit values, and also for the College as a distinctive, first choice destination for prospective students, faculty, and staff. The Dean must have the skills to communicate persuasively with a wide variety of audiences, including current and future students and parents, as well as alumni, donors, and the broader Marquette community. The Dean must also work with enrollment management, university advancement, and various communications teams to ensure these messages are effectively communicated via multiple channels and modalities with examples and compelling facts to support them. In helping to develop and represent powerful messages about the College’s excellence and potential, the Dean will help position CAS as a national model for the Catholic, Jesuit liberal arts tradition in the 21st century.
As the largest academic unit at Marquette, CAS plays a crucial role within the greater University. The Dean must be effective in reaching out and forging meaningful, mutually beneficial partnerships with Marquette’s other schools, colleges, and units, as well as with other senior-level administrators. The Dean will ensure that the College is a true partner within Marquette, serving as a strong and effective voice for CAS within the broader University while seeking to accomplish a set of shared goals.

**Effectively manage and grow the College’s resources, and assertively lead fundraising efforts**

The new Dean will set the vision for CAS and thus will be responsible for strategic budget management and resource allocation across the College. The Dean will be expected to grow and diversify new sources of funding. Securing these resources will include providing the necessary support for increasing extramural research and training grant awards, forging new corporate partnerships, and creating new program offerings such as graduate and online programs. In addition, as part of the Academic Deans Council, the CAS Dean sits at the table for all major university budget conversations and will be a compelling and effective advocate for CAS.

Marquette is a pillar of the Milwaukee community, and the Dean must passionately and persuasively champion on its behalf to build support from a widening circle of friends, supporters, and the CAS alumni base. The Dean will understand that the opportunity to catalyze their philanthropic energy at this pivotal moment is crucial and will make meaningful efforts to engage the national alumni base. Significant new opportunities also exist to engage supporters who are enthusiastic about Marquette’s mission, and the Dean will lead efforts to identify and pursue new avenues of financial backing, including partnerships with local corporations and organizations.

**Strategically and creatively advance the educational mission of CAS by strengthening existing programs and developing new programs, modes of delivery, and student markets**

Increased competition and changing markets are forcing universities throughout the country to evaluate their strategies and tactics. The new CAS Dean must have a clear understanding of the changing nature of higher education and how the arts and sciences are both central to, and often undervalued by, employers and the public. The new Dean will work closely with faculty, staff, employers, and community leaders to identify opportunities at the undergraduate and graduate levels to enhance existing academic programs and to develop new ones, while focusing on improving the student experience, increasing enrollments, and generating revenue. Woven into this process will be a keen understanding of the aspirational goals of *Beyond Boundaries*, including the need to grow and bolster online education and other ways of delivering a transformative educational experience with a firm grounding in the principles and ideals of Catholic, Jesuit education.

CAS provides rigorous, high-quality offerings for graduate students. As doctoral enrollments in some programs have decreased nationwide, CAS is working to overcome struggles around limited funding, recruitment of quality students, and the logistics of offering robust and relevant programs with smaller student cohorts. The incoming Dean must be unambiguously committed to graduate education and collaborate with faculty, departments, and administrators to build a viable path forward that increases CAS’s competitiveness with peer institutions. These efforts may include fostering new pedagogies, developing professional master’s degrees, creating interdisciplinary opportunities, and expanding cross-college teaching and research to support existing programs. A key focus at the graduate level should be on growing new revenue-generating, high-demand master’s and graduate certificate programs, and employing distance learning and other modalities that meet the needs of increasing adult and nontraditional student markets.
**Enhance and promote high-impact learning initiatives to ensure a transformational experience for the academic, personal, and professional development of all students**

Student access and success are at the center of Marquette’s identity, and the College prides itself on attracting and nurturing students who value its supportive culture, the diversity of its offerings, the connections to industry and regional employers, and opportunities for co-curricular learning. With interests as diverse as their backgrounds, CAS students must be educated to lead successful, fulfilling, and productive lives in a rapidly changing world when they graduate. To ensure that CAS students are prepared to meet the most pressing and complex contemporary challenges, the next Dean must prioritize innovative and excellent CAS programs and practices. All of the College’s academic degree programs should be nimble and relevant to students and employers, and they should promote and support high-impact learning practices including undergraduate research, community-engaged learning, and creative initiatives to improve career preparedness and professional development of students. Furthermore, by embracing and prioritizing CAS’s unique involvement in the Marquette Core Curriculum, the Dean will help realize the potential of the College to provide a transformative educational experience to every Marquette student.

**Advocate and fundraise to improve the physical facilities of CAS departments and centers and support and elevate the research and scholarship of faculty and students**

CAS faculty are engaged and committed research-scholars and educators. The Dean must foster a collegial faculty environment that is supportive of their research and scholarship missions, while respecting and supporting faculty’s teaching and service activities. The Dean will promote a productive, innovative, and vibrant research/scholarship environment and work consistently with faculty, alumni, and donors to prioritize fundraising to support the College’s faculty and students to elevate its research mission. This includes fundraising for key physical facilities and infrastructure required to support modern, state of the art research agendas, including, but not limited to, those of the Department of Biological Sciences and the departments in the social and behavioral sciences. The Dean must have a solid appreciation for attaining extramural grant funding and the resources required to effectively support faculty research and post-award grant management.

**Recruit, retain, and nurture excellent faculty and staff, while building a culture of collaboration, equity, inclusivity, and success**

A unit is only as strong as its people, and the College of Arts and Sciences is no exception. The Dean will demonstrate a personal commitment to equity, community, and inclusiveness and will publicly model servant leadership. The Dean will foster a collegial, respectful, inclusive, and collaborative environment, engaging and valuing the contributions of the College’s accomplished faculty and staff across the intellectual and professional spectrum. By example and by influence, the Dean will help to draw an exceptionally talented faculty to CAS, hiring to current and future areas of focus to enhance the diversity of the University and to support its Jesuit identity and mission. The CAS Dean will work with University leadership to put in place structures and resources to sustain faculty once they arrive on campus. The Dean will also seek to recruit and retain a faculty and staff who understand and appreciate the diversity of the student body and know how to create an inclusive and welcoming community. The Dean will attend to the ongoing needs and professional development of all members of the College and will identify opportunities to strengthen the structures that support both non-tenure eligible faculty and tenure/tenure-track faculty.
Professional Experience, Qualifications, and Characteristics

The Dean of the Klingler College of Arts and Sciences must demonstrate considerable accomplishments as a successful and personable academic leader in a complex university. The ideal candidate will have held a role that shows the capacity to navigate the scale and scope of CAS and Marquette and to develop a vision that includes all aspects of CAS.

Candidates must have the following minimum experiences:

- An earned doctorate or terminal degree
- Scholarly credentials suitable for tenure at the rank of Professor in a department within CAS
- Demonstrated leadership experience in positions of increasing responsibility at institutions of higher education

The successful candidate must have the following skills and traits:

- Enthusiasm for translating the University’s mission as a Catholic, Jesuit institution into practices that witness to Marquette’s call for its community to “Be the Difference”
- Intellectual curiosity, flexibility, and creative and visionary thinking
- Energy, integrity, a can-do attitude, and a sense of humor
- Inclusive, intentional, authentic servant leadership style
- Excellent financial management skills with a clear understanding of how to build enrollments and revenues
- Ability to embrace ambiguity and constructively and collaboratively mold new opportunities
- Record of creative strategic planning and implementation, with strong operational skills and a practice of aligning priorities and resources to a strategic framework to promote excellence
- Demonstrated capacity to handle many streams of information and multiple issues at once, coupled with the ability to develop effective teams, delegate, prioritize, and make difficult decisions
- Ability to be a change agent and foster transformation
- Superior communication skills; the ability to articulate a compelling message to all audiences; clarity, crispness, and effectiveness in written and oral presentation; and excellent listening skills
- Inclusive team and relationship building skills, with the willingness and capacity to consult meaningfully with faculty and staff, valuing their experience, perspective, and voice in decision-making processes
- A sincere commitment to holding a leadership position in an urban university and engaging with the local community

The ideal candidate will also have the following preferred characteristics and experiences:

- Familiarity with Catholic and Jesuit higher educational institutions and a commitment to promoting the values and goals of Catholic and Jesuit higher education
- Distinguished record as a scholar and teacher as well as a demonstrated commitment to undergraduate and graduate education
- Demonstrated ability to manage and financially oversee a large, complex, and academically diverse college
- Strong appreciation for the academic richness that a college of arts and sciences affords and for the value proposition of a liberal arts education
- History of prioritizing and enhancing diversity, inclusion, and equity, with a record of cultivating inclusive academic excellence and joining in the successful recruitment and retention of superb faculty and staff
- Sincere appreciation for, and a record of, engaging students beyond a classroom setting through high-impact learning and meaningful student experiences
• Significant experience in the development and growth of new programs, departments, divisions, or schools
• Commitment to supporting faculty success, with a strong understanding of the environment, physical infrastructure, and resources required to advance faculty research and the processes involved to attain, administer, and renew extramural grant funding
• Experience cultivating donors and a demonstrated record of major fundraising success; ability to generate ideas and inspire enthusiasm for ambitious philanthropic goals and to engage and energize alumni and members of the Marquette community

Location

Marquette is located on a 98-acre campus in the near-downtown Milwaukee neighborhood of University Hill, and a mile west of beautiful Lake Michigan. Milwaukee is the largest city in Wisconsin and 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. It boasts easy accessibility to parks, rivers, lakes, 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

This is a confidential search where the names of candidates, including finalists, will not be made public. Members of the campus community invited to participate in the finalist visits will be required to sign Acknowledgement of Confidentiality forms.

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications with CVs and cover letters should be sent via the Isaacson, Miller website for the search: http://www.imsearch.com/7018. Electronic submission of materials is strongly encouraged.

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.
Appendix: About Marquette University

Marquette University, a Catholic, Jesuit university, located in Milwaukee, WI

Founded in 1881 by the Society of Jesus (Jesuits), a group of priests and lay brothers in the Catholic Church, Marquette has grown to be a major private research university grounded in its Jesuit identity and values. 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. All this is pursued for the greater glory of God and the common benefit of the human community. Marquette ranks 89th in the U.S. News & World Report 2019 edition of America’s Best Colleges and is home to 11 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; Graduate School; Graduate School of Management; School of Dentistry; and Law School. As an institution committed to both teaching and research excellence, Marquette offers undergraduate programs in 158 majors and minors, in addition to more than 66 master’s and doctoral programs. Marquette is home to approximately 8,400 undergraduate and 3,200 graduate students. Marquette is accredited by the Higher Learning Commission, which reaffirmed the University’s accreditation in 2014.

Marquette developed its strategic plan, Beyond Boundaries, through an inclusive process and it continues to drive the planning and focus of the entire Marquette community. The plan outlines the need for Marquette to provide new transformational educational and research opportunities at all levels of Marquette’s campus, with the ultimate goal of placing the University amongst the most competitive institutions in the nation, while preserving its identity as a Catholic, Jesuit institution. The plan outlines specific goals and objectives for pursuit of academic excellence for human well-being; research in action; social responsibility through community engagement; formation of the hearts and minds; a culture of inclusion; and sustainability of valuable resources. Like other universities, Marquette is keenly aware of the changing landscape of higher education and of the greater marketplace, and Beyond Boundaries lays out an imperative to prepare for the future.

Marquette’s 8,400 undergraduate and 3,200 graduate students hail from almost every state in the U.S. and from more than 80 countries, with about 70 percent of undergraduate students coming from outside of Wisconsin. Of the 2,162 students who matriculated in the Class of 2022, 36 percent graduated in the top 10 percent of their high school class, 27 percent of first-year students are students of color, 55 percent of Marquette’s first-year students are women, 21 percent are first-generation students, and 94 percent of first-year students live in on-campus housing. Marquette students are encouraged to “Be the Difference,” and their education both within and outside the classroom is guided by the Jesuit values and traditions including cura personalis, or “care for the whole person,” with a focus on the holistic development of each individual through their co-curricular experience. The University hosts fourteen NCAA-Division 1 athletic teams that compete in the Big East conference. Marquette supports 283 official student organizations and each year students create new groups. Student organizations hosted nearly 2,000 events last year alone. More than 1,100 students are involved in the 36 active club sports teams. Marquette University Student Government (MUSG) serves as the official voice of the student body to university administration, promotes and sponsors campus events, and supports other student organizations.

At the undergraduate level, Marquette delivers a superb education that includes 80 majors and 78 minors; pre-professional programs in dentistry, law and medicine; and undergraduate programs for working adults. In recent years, Marquette made significant revisions to its core curriculum. The Marquette Core Curriculum (MCC) roots student learning outcomes in Jesuit perspectives and values with a focus on creating students who communicate responsibly and ethically, engage the world as moral actors and citizens with purpose, collaborate with diverse others using a broad disciplinary focus, and become leaders in
discovery to solve global problems. The MCC includes 3 tiers: Foundations, which aims to engage students in contemplating, analyzing, and communicating with others about concrete situations in multidisciplinary ways; Discovery, which encourages students to discover the ways in which multiple disciplines approach a particular question, challenge, or problem; and Culminating, which integrates all aspects of the MCC experience, emphasizing reflection and application of the knowledge and skills developed at the University.

Marquette boasts exceptional faculty including 719 full-time and 527 part-time faculty, 455 of whom are tenured or tenure-track. The faculty composition is 56 percent male and 44 percent female, having evolved from 60 percent male and 40 percent female within the past ten years. While the faculty remains predominantly white, as part of the strategic plan, Marquette has focused on ways to attract and retain a diverse community of faculty and staff. In 2017, it hired 5 faculty members for its Race and Ethnic Studies program, an interdisciplinary academic program that supports majors and minors in areas such as Africana Studies, Latinx Studies, Arab and Muslim American Studies, Literatures of Diverse Cultures, and Culture, Health and Illness. This past academic year an additional 8 tenure-track faculty were hired for the Race and Ethnic Studies program.

The 2015 Carnegie research classification as a Doctoral University marked by “high research activity” comes as the result of a planned increase in research and development expenditures, Ph.D. degrees granted, and the number of non-faculty Ph.D. researchers at Marquette as part of the Research in Action theme of the University’s strategic plan. Research expenditures in fiscal year 2018 reached $30.8 million, and significant future progress on the metrics used in the Carnegie Classification is expected as the University continues its ambitious plans to grow research and innovation. Marquette is also contributing to the economic development of Milwaukee by partnering with various businesses and organizations including Aurora Health Care, Harley-Davidson, MillerCoors and Potawatomi Business Development Corporation on Near West Side Partners, Inc. (NWSP), a non-profit organization that is revitalizing and sustaining the Near West Side as a thriving business and residential corridor.

Marquette has a historic commitment to diversity, in 1909 becoming the first Catholic university in the world to offer coeducation as part of its regular undergraduate program. In 1969, Marquette's Educational Opportunity Program was the first federal TRIO program in the nation. In 2002, Marquette established the Arnold L. Mitchem Dissertation Fellowship Program, intended to increase the presence of underrepresented ethnic groups by supporting doctoral candidates in completing their final academic requirement, the dissertation. Marquette launched its Gender and Sexuality Resource Center in 2012 (now Center for Gender and Sexualities Studies) as part of ongoing efforts to promote dialogue and understanding on campus. Most recently, Marquette set a goal of meeting the U.S. Department of Education’s criteria for designation as a Hispanic Serving Institution (HSI) over the next eight to ten years, an ambitious goal which will involve increasing the University’s undergraduate Hispanic enrollment to 25 percent from the current 13 percent.

Since 2000, net growth in local K-12 school enrollment has been attributed entirely to growth in the Latinx community, and Marquette recognized that serving the Hispanic population helps the University better fulfill its historical commitment to serving first-generation college students, as providing an education for immigrant families was one of the chief reasons Bishop John Martin Henni founded this Catholic college in Milwaukee. Marquette’s goals include increasing African-American undergraduate student enrollment by 50 percent (currently at 4 percent of undergraduate students) and increasing enrollment of American Indian students. Marquette identified these goals as a natural extension of its institutional mission to engage the community and in light of local enrollment trends.

Undergraduate enrollment has remained healthy and steady over the past ten years. Marquette welcomed its largest ever freshman class in Fall 2018, totaling 2,162 students. Over the last fifteen years, the first to fourth year retention rates have also held steady at about 81 percent. In recognition of the shifting needs of students and the evolving nature of higher education, Marquette is also looking to grow undergraduate and graduate online and on-campus graduate enrollments. Marquette offers a variety of online graduate degrees.
and certificates taught by the same faculty who teach on-campus programs, ensuring the same quality and focus as the residential programs. Marquette has plans to continue to build undergraduate and graduate online program offerings and recently hired its first Chief Digital Learning Officer to assist with these efforts. The University currently offers an online undergraduate degree in strategic communications, as well as graduate programs in business administration, Christian doctrine, computing, corporate communications, healthcare data analytics, nursing, and supply chain management.

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. This commitment to others has been recognized nationally in a variety of venues. In 2015, the University was awarded the Carnegie Classification for Community Engagement, a distinction awarded every five years after an extensive application process. Marquette has had – and continues to have – a profound impact on Milwaukee’s economy and community. Service is one of the four pillars in the University’s mission statement. Each year Marquette students perform about 189,000 hours of service to the Milwaukee community and the Service Learning program recently celebrated 25 years of connecting faculty and students with community organizations in meaningful and mutually beneficial partnerships. Marquette is also contributing to the economic development of Milwaukee by partnering with the City of Milwaukee and various businesses, government organizations, and non-profit organizations with the intention of improving the community of Milwaukee and increasing opportunities for student research and engagement.

Marquette has a number of councils and committees that are part of decision making and shared governance for the University. The President, Provost/EVP and the Senior Vice President/Chief Operating Officer, Joel Pogodzinski, who was recently promoted to the role after joining the University in 2017 as the Chief Financial Officer, form the Executive Leadership Council (ELT). The University Leadership Council, which represents all academic and administrative units of Marquette serves as an advisory board for the President. The President’s Advisory Team (PAT) includes all Presidential direct reports, as well as other key senior administrators, including the Provost/EVP. The PAT meets with the President weekly to address timely administrative issues and cross-divisional matters. The University Academic Senate (UAS) is responsible for faculty governance and advising the senior administration on matters crucial to the success of Marquette University’s academic mission. It is co-chaired by the Provost and a chair elected from the UAS faculty senators, and its membership includes elected faculty senators, undergraduate and graduate student representatives, and appointed and ex-officio Deans and Vice Provosts. The UAS came into being in 2007 with an aim to improve university governance with increased representative decision-making on key academic policies, for timely consultation, and opportunities to raise issues of concern.

The Princeton Review included the University on the “2016 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 is continuing to expand its sustainability efforts, including the hire of a Sustainability Coordinator, not only to serve as a model to other universities but also to aid its mission to have an increasingly ecologically sound impact on the world around us.

The University has completed a comprehensive campus master plan for pursuing its academic, physical, and financial priorities as established by Beyond Boundaries, and it will serve as a road map for Marquette’s capital projects for the next 10 to 20 years. The campus master plan priorities were approved by the Board of Trustees in 2016. Marquette added two new residence halls and a dining facility in 2018.

Marquette also recently began its largest ever comprehensive fundraising campaign to support the priorities outlined in Beyond Boundaries, with goals that will greatly exceed its successful $357 million campaign that ran from 1998 to 2005. So far, Marquette has raised $240 million of its $750 million campaign.