



## Opportunity and Challenge Profile

Search for the James H. Keyes Dean of Business Administration  
College of Business Administration  
Marquette University  
Milwaukee, Wisconsin

Marquette University, a private, coeducational, Catholic, Jesuit institution seeks an experienced and forward-thinking leader to serve as the James H. Keyes Dean of Business Administration. The dean will partner with talented faculty, staff, students, alumni, and the regional business community to position the College of Business Administration (COBA) as a pillar of innovation in the Midwest. The dean will play an integral role in helping the university achieve its goal to be recognized among the most innovative and accomplished Catholic, Jesuit universities in the world leading the way through a rapidly changing higher education landscape.

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 at approximately 11,600 students. Marquette is ranked in the top 100 of national universities by *U.S. News & World Report* with aspirations to be in the top 75. In 2015, the university reached a new Carnegie research classification as a Doctoral University marked by "high research activity" – the second highest classification Carnegie bestows.

The dean will join a University that has embarked on a transformation guided by the 24<sup>th</sup> President, Dr. Michael R. Lovell, who joined Marquette in 2014. Since that time, Dr. Lovell has led the campus community in implementing 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, advances research and scholarship, thrives in the new and dynamic environment of higher education, builds its endowment, and reimagines and reshapes its infrastructure. The College of Business Administration is critical to Marquette University's accomplishment of these goals, and the next dean will need to address the following key opportunities and challenges:

- Build and strengthen external relationships to create opportunities and resources for COBA's students, faculty, and staff
- Advance the college's vision and mission through creative strategies and tactics that better position COBA as a premier business school
- Lead a talented organization that is resourceful, entrepreneurial, and forward-looking
- Foster a culture in COBA that embraces diversity, equity, and inclusivity

Marquette is also conducting a search for a Provost and Executive Vice President for Academic Affairs (Provost). The Provost search is expected to conclude in late 2019 prior to the hiring of the dean. The newly named Provost will interview finalist candidates for the Keyes Dean and make a recommendation to the President, who makes the final decision on dean appointments.

### **About Marquette University**

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 Guiding Values: Excellence, Faith, Leadership and Service. Marquette 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; Graduate School of Management (housed within COBA); College of Health Sciences; College of Nursing; Graduate School; School of Dentistry; and Law School. As an institution committed to both teaching and research, Marquette offers undergraduate programs in 164 majors and minors and more than 68 doctoral and master's programs.

Marquette's 8,400 undergraduate and 3,200 graduate students hail from almost every state in the U.S and from over 80 countries with 70% of undergraduate students coming from outside of Wisconsin. Of the 2,162 students who matriculated in the Class of 2022, 35% graduated in the top 10% of their high school class. The university's leadership continues to be committed to creating a diverse student body. Fifty-five percent of Marquette's first-year students are women, 27% are students of color and 21% are first-generation students. 94% of first-year students live on-campus.

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. More than 1,100 students are involved in the 36 active club sports teams. 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 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.

Marquette students are encouraged to "Be the Difference." Their education within and outside the classroom is guided by Jesuit values including *care for the whole person, women and men for and with others, and striving for excellence*. The university aims to graduate students who are transformed by their education and who, in turn, will transform the world.

### **About the College of Business Administration**

Marquette's College of Business Administration is committed to educating socially responsible global leaders who will be the difference in their communities and organizations. Through innovative, impactful teaching and research grounded in ethics, social responsibility, and a global perspective, the college prepares its graduates to add value to their organizations from day one and excel in the competitive global environment. The college seeks to be a destination business school developing knowledgeable, ethical and insightful leaders to make the world better, one student at a time.

There are 1,545 undergraduate students in COBA from 38 states, Puerto Rico and countries such as Canada, China, Spain, France and Italy. The college is organized into five academic departments: Accounting, Economics (majors: Business Economics, Business Analytics), Finance (majors: Finance, Real Estate), Management (majors: Entrepreneurship, Human Resources Management, Information

Systems, Operations and Supply Chain Management) and Marketing. Students can also major in Business Analytics or International Business when paired with a discipline-specific major. Finance is the largest undergraduate major, followed by Marketing and Accounting. *See Appendix A for student information on COBA's class of 2022.* There are 11 centers and programs housed within the departments, including five that are nationally ranked within their fields: Real Estate, Finance, Executive MBA, and Supply Chain (undergraduate and graduate). *See Appendix B for more information about the college's centers and programs.*

The college has 88 full-time faculty, of whom 44% are tenured or tenure-track, and 85% have a terminal degree. There are 110 part-time faculty of whom 40-50 teach each semester. There are also 27 staff members who perform a wide range of essential administrative functions. The racial breakdown of faculty is: 81% White; 9% Asian; 5% Black; 4% International; and 1% two or more races. Sixty-seven percent of the faculty is male, 33% female. Since January 2010, members of COBA's world-class faculty have published more than 250 journal articles in print or in press in 46 different journals. COBA has six endowed chairs: Bell Chair in Real Estate, Coleman Chair in Entrepreneurship, Brennan and Kellstadt Chairs in Marketing, Flynn and Horngren Chairs in Accounting. Faculty enjoy a highly engaged and collegial atmosphere within COBA where new ideas and continuing research interests, commitment to students, and mission alignment are valued.

In the 2018 graduating class, 89% had at least one internship, and 90% reported a first destination placement within six months of graduation. Over 96% of those employed full-time reported that their first destination was related to their major. The Marquette University Business Administration Alumni Association organizes a one-of-a-kind mentoring program partnering high-level mentors in the business community with juniors for career and professional development. When students graduate from COBA, they join a rich network of over 22,000 successful alumni worldwide who offer meaningful professional connections.

COBA is fortunate to have an in-house Business Career Center (BCC). The BCC helps students and alumni develop a well-rounded, competitive skill set through comprehensive career and professional development coaching. With its partner, the Marquette University Career Services Center, it offers professional career preparation and development for undergraduate students. Special programs include its LEAD (Leadership Education and Development) courses, mentor program, and employer relations specialized for business fields.

The Graduate School of Management (GSM), housed within COBA, serves 339 graduate students and is home to the nationally ranked part-time MBA and EMBA programs, as well as world-class master's programs in Accounting, Applied Economics, Corporate Communication, and a joint MBA program with the Law School. GSM has recently launched several new programs including an Online MBA and master's programs in Management, Supply Chain Management, and Accounting Analytics. In 2019, *U.S. News & World Report* ranked Marquette's EMBA program as #19 in the nation. GSM offers an exciting growth opportunity for both students and the university to capitalize on its award-winning faculty and powerful alumni network.

The college has maintained its accreditation by the Association to Advance Collegiate Schools of Business, AACSB International, since 1928, when it became one of the first 15 business schools in the U.S. and the first business school at a Catholic institution to be accredited. COBA completed its fifth-year

maintenance of accreditation in 2016 and will be up for reaccreditation in 2021. The accounting program has been accredited since 1991 and is one of only three accredited programs in the State of Wisconsin. Accounting majors are consistently in the top 25 in the country on the CPA exam for first-time test takers

with three Elijah Watt Sells Award winners in the past seven years. Graduates of the Applied Investment Management program (AIM) typically have a pass rate on the CFA Level I exam of approximately 70%, nearly double the global average.

To stay connected to the greater Milwaukee community as well as the larger international business world, COBA has a Leadership Council tasked with assisting the dean and the college leadership team in the development and execution of key strategies for growth and innovation. This prominent group of global business leaders is committed to reaching out to their networks to help COBA recruit the best students, expand internship and job opportunities, and raise the funds needed to achieve the college's ambitious goals.<sup>1</sup>

COBA also hosts the Business Leaders Forum, which provides a setting for nationally recognized business leaders to engage in discussions and interact with students, faculty, and local business leaders. Founded in 1999, the program enables Marquette to build practical knowledge into its rigorous business curriculum. Additionally, the recently named June and Herman Loeb Women Business Leader Speaker Series features distinguished women business leaders who have reached the highest levels of achievement and leadership in their professional spheres. This speaker series incorporates a blend of presentation and interactive dialogue that enables students, faculty, staff, and the community to interact and engage with renowned women business leaders.

There is a sense of optimism in the college as it prepares for a future that includes a new building and new programs. The college enjoys a stable budget of just over \$15M and an endowment that tops \$35M. In 2013, the Marquette University President's Commission on Business Education was charged with identifying and developing a plan to build upon the current strengths of the college to attain world-class distinction in undergraduate and graduate business education and research. Members of the commission developed a facility statement to highlight the need for a new state-of-the-art facility for COBA to provide a welcoming, student-centered, adaptable and sustainable professional work environment for students, faculty, staff, alumni, and the larger Marquette community. Fundraising efforts are well underway, and it is expected that this new home for the College of Business Administration will serve as a major catalyst not only for the Marquette community, but for Milwaukee and beyond.

### **Role of the James H. Keyes Dean of Business Administration**

The James H. Keyes Dean of Business Administration reports to the Provost and is the chief academic, financial, and administrative officer of COBA. The Dean has seven direct reports: Assistant to the Dean, Executive Associate Dean, Associate Dean of Graduate School of Management, Assistant Dean of Undergraduate Programs, Associate Director of Student Run Businesses, Director of External Relations, and Director of Academic Business Affairs.

### **Key Opportunities and Challenges for the Dean**

*Build and strengthen external relationships to create opportunities and resources for COBA's students, faculty, and staff*

The dean will have a significant external presence across campus and with key stakeholders (alumni, trustees, and corporations) in Milwaukee, the Midwest region, nationally and internationally. The dean will build strong relationships with the local and regional business community by attending and hosting

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<sup>1</sup> For a list of members, visit <https://www.marquette.edu/business/about/deans-council-of-excellence.php>.

professional symposia, networking events, and other opportunities to engage with business leaders. The dean will integrate into the community to better learn where opportunities lie for the college to develop new programs and strengthen existing partnerships to meet the needs of Milwaukee industry, the greater Midwest region, and beyond. By being a highly visible, approachable, and active member of the business community, the dean will be recognized as a thought leader and an authority sought out for counsel and expertise.

A significant responsibility of the dean will be to strengthen the college through fundraising. It will be crucial for the dean to work in close partnership with university advancement to determine and achieve strategic priorities and goals. The dean will focus on developing robust donor relationships that become established and centralized to be sustainable for the lifetime of the college. The dean will steward incoming funds to support development of the new building and new programs for the college. Investing in new physical infrastructure can provide differentiated educational opportunities, create innovative learning spaces that elevate the COBA education, and optimize the teaching and learning experience.

***Advance the college's vision and mission through creative strategies and tactics that better position COBA as a premier business school***

The dean will join COBA as the college is in the process of refreshing its strategic plan to meet the increased competition and changing markets that are forcing business schools throughout the country to re-evaluate their strategies and tactics. The strategic plan's overarching goal is to strengthen the college's position as a premier business school developing knowledgeable, ethical and insightful leaders to make the world better with a focus on the individual student. The plan will articulate how the college's Catholic, Jesuit identity informs the life of the college and how the college's goals support the university's strategic vision. At the tactical level, the new dean will work closely with faculty, staff, and other stakeholders to build on current strengths and identify new opportunities.

The dean will identify ways to serve new and existing markets. This may include, but is not limited to, developing new programs, expanding existing programs through distance learning and other modalities, addressing the needs of adult and professional students, re-imagining graduate offerings, and forging partnerships with local high schools to offer pre-college content and build recruitment pipelines. The dean may also find opportunities to discontinue or change programs and reallocate resources to address emerging priorities.

***Lead a talented organization that is resourceful, entrepreneurial, and forward-looking***

The dean will provide leadership and oversight of the academics and operations of COBA, including recruitment and development of faculty and staff, curriculum and program development, communications and marketing, and resource management, as well as be an engaged and effective external representative of the college. To ensure continued progress toward COBA's strategic plan and fundraising goals, the dean must be nimble at managing both internal and external priorities, activities, and decision making. Fortunately, the dean will join a college filled with experienced, mission-driven professionals who are committed to the success of the college. There are also sound internal structures and effective processes in place to support the college's day-to-day operations and allow the dean to be externally facing. The new dean must empower staff, department chairs, and other members of COBA to make decisions as appropriate, but also be an engaged leader internally. The dean will be an effective, approachable communicator who is responsive to students, faculty, staff, alumni and other stakeholders. The dean will ensure a transparent decision-making process that balances speed with the consideration of multiple perspectives and voices. The dean will also promote new ideas and pilot programs, while also ensuring the long-term stability of the college.

***Foster a culture in COBA that embraces diversity, equity, and inclusivity***

The college's commitment to be a community that truly embraces equity, diversity, and inclusion is fundamental and firmly anchored to the mission of the university. The dean will support and promote the university's vision of a diverse campus environment in which all community members enjoy mutual respect and are actively engaged in the life of the university in a variety of ways. The dean will promote scholarship, teaching, and learning that are inclusive and reflective of the needs of our diverse world and foster meaningful relationships with diverse communities beyond our campus boundaries. The dean will work to create an environment that values and treasures differences, listen thoughtfully, and proactively address barriers in COBA that could prevent the free flow of ideas, opportunities and information. The dean will model inclusive behavior by recognizing the dignity of everyone regardless of age, culture, faith, ethnicity, race, gender, sexual orientation, language, disability or social class.

The dean will promote ongoing efforts to recruit and retain talented and diverse faculty and staff who bring diverse experiences, backgrounds, and perspectives. The dean will cultivate campus partnerships that deepen the involvement of students from underrepresented populations in the mission and life of COBA through inclusive academic, co-curricular, cultural and social programming. The dean will provide resources to support these efforts and connect this work to the broader context of campus-wide diversity initiatives, in which the dean will take an active, leading role.

As with every campus, it is an ongoing process to proactively promote a positive and healthy campus climate, and the dean will encourage active dialogue and engagement around ways the university can further become a welcoming and inclusive community.

**Qualifications and Characteristics**

The university seeks a proven leader with a distinctive record of achievement who will have most, if not all, of the following professional qualifications, skills, experiences, and personal qualities listed below:

- A commitment to promoting the values and goals of Catholic, Jesuit higher education;
- Ability to establish a visible and respected national presence in the private and public sector among relevant stakeholders;
- Capacity and demonstrated ability to fundraise in the context of annual, capital, and comprehensive campaigns;
- Understanding of changing market trends and the initiative to explore its implications for the structure of business education broadly, especially with respect to online and nontraditional students;
- A track record demonstrating administrative leadership, vision, innovation, and increasing experience and responsibilities in an environment characterized by collegial management, mentorship, and inclusive decision making;
- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor;
- A commitment to providing a relevant and excellent educational experience to students from a wide range of backgrounds;
- Excellent communication skills and the ability to effectively advocate for COBA with university administration;

- Commitment to diversity and inclusion in all its forms and experience supporting, promoting, and implementing the learning opportunities offered by a diverse community;
- Financial acumen and the ability to understand and act upon complex financial models and budgets;
- An innovative and entrepreneurial spirit and willingness to take calculated risks;
- Management skills exemplified by a record of success in delegation and high levels of responsibility and accountability.

### **Location**

Marquette is located on a 98-acre campus in the near-downtown Milwaukee neighborhood of Near West Side. Milwaukee is the largest city in Wisconsin and the 30th largest city in the U.S. with a population of approximately 595,000 in 2017. Milwaukee has a highly diverse population, 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, 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 Zoo. Milwaukee also has two opera companies, a nationally renowned ballet and symphony, and several live theatre companies whose productions range from Broadway musicals, Shakespeare, and the classics to smaller, regional productions. Milwaukee is about 100 miles north of Chicago, which is easily accessible by car and train. Milwaukee is served by General Mitchell International Airport and provides easy access by shuttle to O'Hare Airport. *The Guardian* (UK) described the city in contrast to Chicago as "the hip younger sister you secretly want to hang out with" and in 2018, Milwaukee was recognized by the AARP as America's 5th most livable large city (population of 500,000 or more). Milwaukee also hosts professional baseball, indoor soccer, hockey, and basketball teams. It has excellent transportation service. To learn more, see [onmilwaukee.com](http://onmilwaukee.com).

### **Applications, Inquiries, and Nominations**

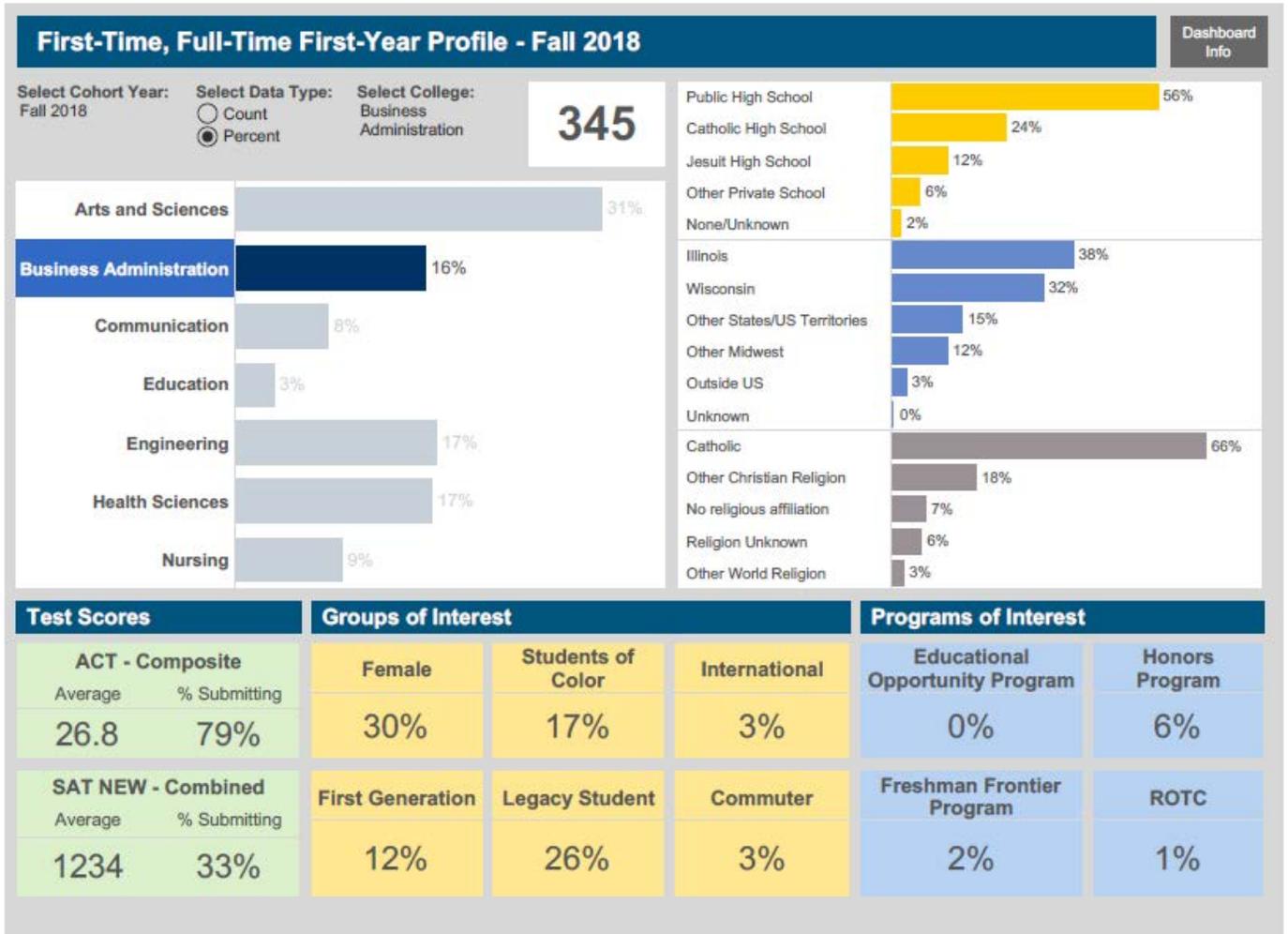
This is a confidential search in which the names of candidates, including finalists, will not be made public. Members of the campus community invited to participate in the finalist visits will be required to sign Acknowledgement of Confidentiality forms. Screening of complete applications will begin 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/7016>. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders  
for mission-driven organizations*

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**Appendix A: Marquette University College of Business Administration Student Profile**



## **Appendix B: College of Business Administration Centers and Programs**

The **Center for Applied Economics** provides a focal point for addressing the increasing importance of global economic issues. It promotes understanding of global economic issues in the academic and business communities, especially at Marquette University and in the southeast Wisconsin region. The Applied Global Business Learning program provides students with opportunities to apply their business skills in real-world settings in developing countries. The Center sponsors numerous activities at Marquette to expand awareness of global economic concerns. Events include the Distinguished Speaker Series in Economic Issues, the Marburg Memorial Lecture, and public presentations on contemporary economic issues.

The **Center for Real Estate** provides the commercial real estate industry with innovative, effective, and ethical decision-makers through a world-class student experience rooted in applied learning, quality research, and community outreach. Ranked among the top undergraduate commercial real estate programs in the country by *U.S. News & World Report*, Marquette's is the only commercial real estate program offered at a Catholic and Jesuit university, uniquely grounding everything the center does in a solid foundation of business principles, ethics, and an environment that engages students, professionals and academics alike.

The **Center for Supply Chain Management** prepares students through real-world experience and applied learning to be drivers of industry. The Center provides opportunities for students to benefit from deep industry relationships within Milwaukee's vibrant and diverse manufacturing and business services arena.

The **Applied Investment Management (AIM)** program is one of the nation's top undergraduate programs in applied investment management. The AIM program allows a select group of undergraduate finance majors to get hands-on academic and security analysis experience, including summer internships and an opportunity to actively manage three equity and fixed-income portfolios throughout their senior year. Students study the core body of knowledge covered in the Chartered Financial Analyst (CFA®) exam – preparing them to take the test upon graduation – and begin a career in the money management industry. The AIM program was the first undergraduate business program selected as a Program Partner by the CFA Institute. The partnership designation means that Marquette University offers a degree program that covers at least 70 percent of the CFA Institute's Program Candidate Body of Knowledge, the CFA Institute Ethical and Professional Standards, and other requirements.

The **Commercial Banking Program** offers a diverse range of courses, including an entry-level course in banking, an overview of the primary leadership functions in the banking environment, and a course focusing on risk management and the risk evaluation process which banks engage in as they execute their duties and responsibilities. The program prepares students to take on greatly varying roles within the modern banking industry, including operations, technology, lending, and credit risk analysis.

The **Professional Sales Program** is a pragmatic and applied learning experience that drives value for students, the university and corporate partners. The program provides real-world experiences in sales and helps students differentiate themselves in the job market by enhancing their analytical and tactical skill sets, focusing on consultative selling, relationship building, and developing trusted long-term partnerships with clients.

The **Bridge of Business for Engineers** program is a six-day non-credit program that gives early career engineers the business fundamentals they need to be successful. Designed in collaboration with the Opus College of Engineering and corporate partners in southeastern Wisconsin, the curriculum focuses on the

key touchpoints between engineers and other functions within the organization. Participants experience a mix of classroom and applied learning opportunities that provide the knowledge and skills to be effective in their functional role and across the enterprise.

The **Student-Run Business Program (SRB)** offers students one-of-a-kind opportunities for hands-on, experiential learning in business. Based out of COBA but open to students campus-wide, the SRB program was officially formed in December 2017, launched its first Eagle Incubator class in April 2018, and in July 2018 formed Blue and Gold Ventures, Inc., an independent non-profit that holds all matured SRB businesses and employs SRB student-executives and employees. In addition to providing all MU students with business leadership and experiential learning opportunities, the program prioritizes community engagement opportunities that help students engage the greater Milwaukee area. From coffee shops to newspapers, hotels to online bookings, brick and mortar to moonshots, and tiny farms to \$10M ventures, Student Run Business programs have offered students a chance to work together, create an impact, and develop leadership skills for over 100 years.

The **Blockchain Lab** is a student-run organization that aims to facilitate education and collaboration in the interest of advancing knowledge and implementation of distributed ledger solutions. Since its inception in November 2017, there has been a vibrant mix of engagement from companies, community members, and students. The Lab hosts educational events, collaborates with other universities to develop content surrounding distributed ledger technology (DLT), and works with community partners to engage the larger community.

The **Kohler Center** fosters new ventures, encourages innovation, and promotes entrepreneurship at Marquette University. The Kohler Center for Entrepreneurship, established in 2001, has served business students and university students with annual events such as the Business Plan Competition and entrepreneurship programs and classes designed for business students. The Golden Angels Network, led by the Director of the Kohler Center, was formed at Marquette University in early 2003 to invest in new companies, primarily in Wisconsin and Illinois. Entrepreneurship at Marquette University encompasses an undergraduate major and minor within COBA, a program in social entrepreneurship, a graduate certificate in entrepreneurship, classes in the MBA and EMBA programs, student project experiences both locally and globally, and close ties to a strong network of alumni and Milwaukee-area startup experts who provide their experience and mentorship. An incubator space and portfolio of entrepreneurial resources are available on campus for startups.

COBA and the Marquette University Business Administration Alumni Association co-sponsor a unique **Mentor Program**. The Mentor Program started over 15 years ago and is offered to sophomores and juniors. Mentors are Marquette alumni and friends who are business leaders in Milwaukee and Chicago area firms. Each mentor is matched with a student majoring in their area of expertise. They pair meets monthly to focus on professional and career development. More than 76 local and global corporations participate annually; most of the mentors return every year. The program has been so successful that alumni who were in the first years of the program as students have returned as executive mentors. Each year, 300+ students and professionals participate and build productive relationships.

COBA offers **Executive Education** that addresses an organization's leadership and management development challenges by tailoring an approach to learning that aligns with organizational needs and supports an organization's business strategy. Marquette's approach grows from core ideals that define the value of serving the business community through academic excellence while emphasizing ethical leadership and fostering personal and professional growth.