

Opportunity and Challenge Profile

Marquette University

Search for the Dean of Libraries

Milwaukee, Wisconsin

Marquette University, a private, coeducational, Catholic, Jesuit institution in Milwaukee, Wisconsin, seeks an entrepreneurial, collaborative, and visionary leader to serve as the Dean of Libraries. The Dean will partner with talented and dedicated faculty, students, staff, alumni, and the broader Marquette and Milwaukee communities to execute an ambitious shared vision for the Libraries and continue to raise the Libraries' visibility within the university, the broader community and the Midwest. People from all religious backgrounds are encouraged to apply, recognizing that the values of Catholic, Jesuit higher education guide how the university fulfills its mission to serve God by serving students and contributing to the advancement of knowledge.

Marquette strives to transform students' hearts and minds, ensuring our graduates are poised 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.

Marquette is one of 27 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Located alongside downtown Milwaukee and within 90 miles of both Madison and Chicago, Marquette's attractive 98-acre campus is home to a highly collegial community with more than 2,265 employees and a current enrollment at approximately 11,320 students. Recognized for both its value and impact, Marquette is ranked in the top 100 of national universities by *U.S. News & World Report*.

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. By committing to research in action, Marquette prepares students to solve the world's most pressing problems with opportunities in and out of the classroom, innovative experiences, and strategic business and civic partnerships.

Graduates receive lifelong value through high graduation rates, job preparation and placement, and real-life skills. The institution has the highest graduation rate in the state of Wisconsin and was ranked the 6th best college nationally and the best college in Wisconsin for job placement, according to Department of Education College Scorecard data.

In service to both students and knowledge, Raynor Memorial Libraries' mission is to advance intellectual inquiry and discovery by connecting the Marquette community with information and knowledge. The library fills that central, connective role on campus, providing the building blocks of discovery and knowledge-creation in a discipline-neutral space that is well-suited to this age of interdisciplinarity.

The Libraries bring strength to bear on three main areas of campus activity: student success, research productivity, and campus community-building. How the Libraries contribute to those areas has steadily changed as technology transforms the ways knowledge is shared and used. Once the main gatekeeper of printed research collections, the Libraries now have become partners in instruction and digital scholarship, a makerspace, a meeting center, and more.

The Libraries continue to scan the horizon and adjust course to ensure both the fulfillment of current campus needs and the anticipation of needs in the near to mid-range future. The Libraries' current strategic plan takes programmatic emphases and applies four important lenses to them:

- An operational lens that reflects internal library functions.
- An institutional lens that reflects priorities outlined in the university’s Beyond Boundaries strategic plan.
- A strategic lens that reflects the changing technology landscape.
- A diversity and inclusion lens that reflects the moral imperative to make the Libraries and Marquette more just and equitable for all.

The result is a set of six key themes, which guide all areas of the Libraries’ work.

- Teaching and Learning*: Support the development of students who are successful researchers, scholars, and informed citizens.
- Research and Scholarship*: Leverage library expertise to advance collaboration in research and discovery.
- Scholarly Collections and Resources*: Develop and implement agile collection building strategies, policies, and procedures to address evolving curricular and research needs in the context of the changing marketplace.
- Culture of Inclusion*: Promote and sustain a learning and workplace environment that values and engages all students, faculty, and staff.
- Engagement and Collaboration*: Grow the Libraries’ role in catalyzing learning, scholarship, and social justice across campus and in the community.
- Organizational Effectiveness*: Sustain a vital organization that serves as a leader on campus and beyond by advancing the strategic initiatives of the university.

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 Dean will join a university that has embarked on a transformation guided by the 24th 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 Libraries are a critical player in Marquette University’s accomplishment of its vision, and the Dean will need to address the following key opportunities and challenges:

- *Provide strategic leadership for all library functions in collaboration with other academic units, supporting the Marquette mission and its identity as an innovative Catholic, Jesuit university. Participate actively and energetically in the recently established Student Success Initiative.*
- *Serve as the primary advocate for the Libraries, skillfully communicating the necessity of continued strong and vital Raynor Memorial Libraries both internally with faculty, staff, and students and externally with the larger Milwaukee community and beyond.*
- *Be resourceful with the Libraries’ budget, technology, and spaces, prioritizing goals. Generate new revenue, including ambitious and innovative fundraising.*
- *Support faculty and staff development in the Libraries to foster a Culture of Inclusion. Explore new avenues of collaboration with campus departments as well as new ways to foster a culture of transparency, achievement, and diversity, equity, and inclusion within the Libraries, congruent with the Beyond Boundaries Strategic Plan and in service to the diverse interests and experiences of our students, staff, and faculty.*

- *Participate in Marquette's efforts to increase research productivity by exploring new and emerging publishing options, data management, copyright, and alternative impact metrics for faculty. Consider student research as an essential part of the Student Success Initiative and think about how the Libraries could support this Initiative – both in terms of services and space.*

A more comprehensive list of the desired qualifications and characteristics of the position can be found at the conclusion of this document.

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 nationally and internationally recognized 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 167 majors and minors and more than 68 doctoral and master's programs.

Marquette's 7,660 undergraduate and 3,660 graduate students hail from every state in the U.S. – a popular choice especially in the Midwest – and represent over 80 countries. Sixty-four percent of undergraduate students come from outside of Wisconsin. Of the 1,653 students who matriculated in the Class of 2024, 39% 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-eight percent of Marquette's first-year students are women, 34% are students of color and [24%](#) are first-generation students. Eighty-nine percent of first-year students live on campus.

The university hosts 16 NCAA-Division 1 athletic teams that compete in the Big East conference and offer state-of-the-art facilities for competition on campus and off, including the Fiserv Forum, home of the 2020-21 NBA World Champion Milwaukee Bucks.

Students have endless opportunities to explore activities that foster their interests in athletics, civics, social issues, art, music, leisure, service and much more. Marquette supports 41 active club sports and 300 student organizations, with new groups created every year. Marquette students are agents of change, getting involved in their communities and addressing disparities where they see them. Students provide more than 500,000 hours of community service per year, 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 undergraduate student body to university administration, promotes and sponsors campus events, and supports other student organizations.

About the Libraries

Raynor Memorial Libraries support the teaching and research efforts of Marquette University. The Libraries' mission is to advance intellectual inquiry and discovery by connecting the Marquette community with information and knowledge (Raynor Memorial Libraries Strategic Plan, 2016). At Raynor Memorial Libraries, an open partnership between librarians and faculty plays a pivotal role in inspiring scholastic activity, and the Libraries' services are tailored to meet the research and teaching needs of faculty and students.

- ***Services Offered:*** The Libraries are staffed 104 hours/ week with 24/5 access to some floors; circulation of books, journals, and media; interlibrary loan; class reserves; information & reference, and information literacy classes; ePublications@MU, the digital repository of Faculty and student

publications; University archives and special collections; conference center and classrooms; research carrels for faculty and graduate students; group study rooms.

- **Technology:** Wireless and network connections are available throughout Raynor Memorial Libraries; 250+ public PC, Macs & docking stations; laptops for checkout; Digital Scholarship Lab with camera & recording equipment, 3D printers, software and staff to support student and faculty projects that incorporate digitization, data visualization, digital mapping, web development, and data management.
- **Reference Services & Collection:** The Libraries' web site acts as the gateway to services and resources. MARQCAT, the online catalog, is the permanent record and finding tool of the Libraries, book, journal and media holdings. Research Guides by discipline or topic provide guidance to reference and research sources in those areas. Personal assistance is provided online as well as onsite, with reference help and individual research consultations. In-class instruction, online research tutorials and digital learning objects that can be embedded into D2L are available. Extensive print and electronic reference collections are available.
- **Electronic Resources:** The Libraries online collections include nearly 2.5 million e-books, more than 50,000 serials, and more than 400 research databases. Materials not found at the libraries can be requested and usually obtained via the libraries' interlibrary loan service.
- **Physical Facilities:** Raynor Memorial Libraries encompasses 300,000 square feet of usable space. Seating is available for 1,100 students in Raynor and 1,050 students in Memorial. Raynor Memorial Libraries contain one general classroom, one computer classroom and laboratory, a Digital Scholarship Lab, a bridge connecting the two libraries with a café seating for 92 students, and a multi-space Conference Center. Housed within Raynor Library are Special Collections and University Archives, the Center for Teaching and Learning, and the Norman H. Ott Memorial Writing Center.
- **Cooperative Relationships and Memberships:** These include the Wisconsin Interlibrary Services (WILS), the Online Computer Library Center (OCLC), the Center for Research Libraries (CRL), and Library Council of Southeastern Wisconsin.

The Raynor Memorial Libraries' services to external constituencies speak to a strong drive to connect to Marquette's mission and guiding values. The library nurtures a diverse and inclusive community. Its relationships with external constituencies engage new collaborative opportunities and support the research goals of individuals worldwide. This enables the library to fulfill its vision, establishing an environment that fosters learning, scholarship, and intellectual discovery, all of which are key components of a Catholic, Jesuit education.

The organization is structured by departments covering both traditional and emerging academic library functions. Traditional departments oversee access services (circulation, interlibrary loan, reserves and stacks maintenance), research and instruction, collection management, technical services (cataloging and acquisitions), special collections and archives, and information technology. Areas reflecting newer initiatives include marketing and outreach, digital scholarship, and digital programs. A library liaison model is employed to support the university's academic departments through relevant collection development and instruction. There is also a cross-functional metadata team with staff from the Libraries' technical services, digital programs and scholarship, and special collections areas.

The Libraries are comprised of 49 full-time staff, which include the Dean of Libraries, 25 librarians and archivists, 23 staff (21 non-exempt and 2 exempt), and 24 FTE student employees.

Three librarians/staff are from underrepresented groups, which is 6% of the total. Among student staff, a higher proportion are Hispanic/Latinx, Black or African American, Asian and students of two or more races (45%) than in the overall student population (27%).

Among the unique collections and services that specifically serve the greater Milwaukee community and constituents outside Marquette are the Department of Special Collections and University Archives, the Funding Information Center, the e-Publications@Marquette institutional repository, and several diversity initiatives.

The Libraries' Special collections unit regularly draws a national audience through showings of its J. R. R. Tolkien collection and talks with Tolkien clubs, student groups, local conference attendees. In 2019 and 2020, the Libraries contributed to major exhibitions of Tolkien's work at the French National Library and Oxford University's Bodleian Library. Special Collections has also contributed materials to the canonization causes for Dorothy Day, Nicholas Black Elk, and Kateri Tekakwitha. As the repository for the Siggenauk Interfaith Spiritual Center, Special Collections has supported numerous initiatives related to the Native American community of Milwaukee.

In alignment with Marquette University's mission, the Raynor Memorial Libraries' primary constituents are the students and faculty of Marquette University. It also serves a broader community comprised of the university's administration, staff and alumni; researchers from the region and worldwide; and members of the Milwaukee community.

A variety of partnerships drive the success of Raynor Memorial Libraries' critical intellectual services. The libraries frequently work with academic departments across campus, providing extensive programmatic support in the form of reference, research, outreach and instruction. The Research and Instructional Services unit is on the frontlines of this work, staffed by a sizeable team of subject liaison librarians. The Special Collections and Archives' professionals similarly build relationships with faculty and researchers who utilize the unique collections in both teaching and research. The Digital Programs unit, which populates and maintains the institutional repository, actively solicits research output by the faculty and students of Marquette and makes it openly available to others, facilitating shared research and data.

Collaboration with academic support units also takes the shape of programming that supports Marquette's mission, as well as its efforts for diversity and inclusion. The Writing Innovation Symposium, the Digital Scholarship Symposium, instruction boot camps, various hands-on workshops, and Upward Bound are a few examples of such programming. Collaboration with faculty on grant-funded projects also periodically takes place. In addition, the distinctive manuscripts and rare books held in the special collections have made the Haggerty Museum a natural partner for exhibits, research, and instruction. The University Archives, as the keeper of Marquette's history, regularly works with student outreach programs, University Advancement, and the Office of Marketing and Communication to enrich reunions, homecoming and other special programming as well as university communication efforts.

The Raynor Memorial Libraries invite input from stakeholders within and outside the Marquette community via two advisory groups: the Library Advisory Board and the Digital Scholarship Advisory Board. These boards support the library's ongoing provision of high-quality services to its constituents.

Deeply invested in Marquette students, the Libraries offer a variety of opportunities for students to augment what they learn in the classroom, develop important life skills, and cultivate a thirst for discovery and creativity. This student-focused programming is designed in alignment with professional best practices and is regularly assessed to ensure it actively contributes to student success.

One key area of student-focused library programming relates to student learning and information literacy. The library employs ACRL's *Framework for Information Literacy for Higher Education*, which defines information literacy as "the set of integrated abilities encompassing the reflective discovery of information, the understanding of how information is produced and valued, and the use of information in creating new knowledge and participating ethically in communities of learning."

A broader measure of the Libraries' impact on student learning outcomes is Marquette's annual survey of graduating seniors. In particular, one question on the survey asks students whether their Marquette education

contributed to their ability to locate, evaluate and effectively use information resources. In the 2018 survey, 89% of graduating seniors answered affirmatively.

The common perception of the university library as “the heart” or “front porch” of the campus acknowledges the importance of the Libraries as place. However, beyond place, library services and staff contribute to student success and retention. As Marquette mobilizes its retention efforts, the Libraries are a key player in engaging students through services, programming, providing resources, and by providing safe spaces for students to use.

Librarians and library staff work with students in their classrooms and one on one. In addition, they work with the many students who are employed throughout the school year. Research on high-impact practices suggests that relationships with faculty (including librarians) are critical for retention. One way that the library develops relationships with students is through its peer research assistantships. Peer research assistants are trained by and work with librarians at the information desk to offer support to fellow students in need of help. This experience provides the students with transferable skills, develops deeper understanding of library services and support, and facilitates relationship-building with librarians and library staff.

The Libraries also directly contribute to experiential student learning through student employment. For well over a decade, research has pointed to the value of skills and knowledge that students gain from experiential, i.e., co-curricular, learning opportunities.¹ In particular, the “soft skills” that employers seek from recent graduates are linked to co-curricular student activities, among them internships and employment. The Libraries employ students across its departments—from public service to information technology to archives.

The Libraries have invested in several innovative practices and partnerships that connect it to the university’s instructional priorities and respond to student learning needs and expectations. Instructional practices have been fine-tuned to reflect a new, comprehensive framework issued in 2015 by the Association for College and Research Libraries. In addition, the Libraries have cultivated collaborations with other campus units. Ott Memorial Writing Center, the Center for Teaching and Learning, College of Education, and the English Department have been key collaborators in projects ranging from course-embedded research and writing support to faculty grants for integrating digital literacy into their courses.

This groundwork has resulted in creative new approaches to supporting student learning and improved student learning outcomes. Regardless of their school or major, all students now have access to extensive digital-project expertise and tools as well as flexible spaces for creativity and collaboration. Course-focused research support is extending past the Libraries’ walls and taking new shapes, from embedded librarians and archivists in the classroom to roving research support in the residence halls. With the university’s expansion into virtual class environments, the Libraries have devoted more resources to ensuring online students are as well supported as those on campus—including hiring a full-time online-learning librarian.

¹ See, for example, "The value of academic libraries: A comprehensive research review and report," by Megan Oakleaf, 2010.

Fundraising initiatives began in 2017 for the first time since the 2003 construction of Raynor Library. A University Advancement liaison was assigned in 2017 to assist in identifying funding needs and cultivating donor relationships.

The primary accomplishment of these efforts to date has been the creation of the Raynor Memorial Libraries Leadership Council, a fundraising advisory team charged with identifying donors, advising on fundraising initiatives, and contributing annually to the Libraries. With assistance from the council, the Libraries completed its first fundraising event in April 2021. The event was virtual on account of the pandemic and netted more than \$4,000 to benefit the library's Digital Scholarship Lab.

Role of the Dean of the Libraries

The Libraries are led by the Dean of Libraries who reports directly to the Provost. The Dean manages the Libraries' collections that encompass more than 1.7 million volumes, 1.2 million e-books, 34,000 journal titles, and more than 500 online article, data, text and image databases. Librarians and staff are committed to providing an atmosphere of service and stewardship for our users and are focused on engaging in collaborative initiatives with faculty to create an environment for research, teaching and learning.

The Dean 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. The dean 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 Libraries

The next Dean will bring creativity, drive, strategic vision, and collaborative leadership practices to actively address the following key objectives:

- *Provide strategic leadership for all library functions in collaboration with other academic units, supporting the Marquette mission and its identity as an innovative Catholic, Jesuit university. Participate actively and energetically in the recently established Student Success Initiative.*

According to the vision articulated in the Libraries' Strategic Plan, the Libraries "envision the future to anticipate and meet the information needs of a university which aspires to be among the most innovative and accomplished Catholic and Jesuit Universities." The Dean will be responsible for collaborating with other deans in the University as well as diverse faculty and staff to anticipate what these information needs might be. The Dean will understand and appreciate where the Libraries have been, where they are now, and where they might be going. This understanding of the needs of Marquette University will require that the Dean be actively engaged in national and international professional organizations, keeping abreast of developments in libraries. The Dean should take to heart this quote from Marquette University's Vision Statement: "We must reach beyond traditional academic boundaries and embrace new and collaborative methods of teaching, learning, research, and service in an inclusive environment that supports all of our members in reaching their fullest potential."

The Dean should appreciate Marquette University's connectedness with the Catholic intellectual tradition and the Society of Jesus. Decree 3 of General Congregation 34 of the Society of Jesus speaks of a commitment of the Society to "the promotion of justice as an integral part of our mission." This Jesuit commitment to justice, which flows from and reflects Catholic Social Teaching, is one of the driving forces behind the University's prioritization of diversity efforts. Given the Libraries' status as the "front porch" of the University, the Dean of the Libraries is in a unique position to contribute to these diversity efforts.

Some ways in which the Libraries have already contributed are listed below:

- Provide work experiences for Hispanic high school students via the Cristo Rey program
- Provide library-based learning experiences low income and first-generation college students in the Upward Bound Program of Marquette University's Educational Opportunity Program
- Host and provide support for guest speakers for Martin Luther King, Jr., Day, Black History Month, Native American Heritage Month, and other diversity-related events throughout the year
- Employ a significantly greater percentage of students of color than the rest of the campus (according to data from MU's Office of Institutional Research and Analysis)
- In FY 2018 and 2019, added several major electronic research collections that promote diversity and inclusion, covering Eastern religions, African American and Latinx history, political and social movements, and gender and sexuality studies.

In collaboration with other departments, the Dean should work on other ways to advance diversity efforts.

The Dean of the Libraries is well-positioned to take an active role in Marquette University's Student Success Initiative. This recently established initiative is intended to support the University's on-going commitment to student retention. Important to Marquette University because of our interest in social justice, improving retention also has implications for the school's financial sustainability and rankings. The Dean will lead the design and implementation of new services and the expansion of current services in the Libraries that contribute to student success, including tutoring services and student research. Research shows that library instruction builds students' confidence with the research process and contributes to retention (ACRL, 2015, Academic Library Contributions to Student Success). The same study shows that student learning and success are positively correlated to the use of library space. The Dean will promote innovative use of the Libraries' space, in support of student research and instruction.

- *Serve as the primary advocate for the Libraries, skillfully communicating the necessity of continued strong and vital Raynor Memorial Libraries both internally with faculty, staff, and students and externally with the larger Milwaukee community and beyond.*

The Dean will be in the enviable position of leading an organization that is well regarded by Marquette and Milwaukee stakeholders (students, faculty, staff, alumni, community members). The most recent outside review (October 4, 2021), for example, described the Libraries Faculty and Staff as "attentive, responsive, collaborative, and interactive." They have proven themselves nimble and resilient during the COVID pandemic, continuing a high level of service to the Marquette University community. As a primary advocate, the Dean will have a strong presence within the entire Marquette community, clearly and compellingly emphasizing the central importance of the Libraries to the mission of the University. As articulated in the Libraries' Strategic Plan, the mission of the Libraries is to advance intellectual inquiry and discovery by connecting the Marquette community with information and knowledge; this aligns with the heart of the Marquette University mission, a commitment to serving God by serving students and contributing to the advancement of knowledge. As the spokesperson for the Libraries, the Dean will be committed to that mission. Communication and transparency within the Libraries faculty and staff will also be a priority for the Dean; the Dean must be an effective, approachable internally and externally facing communicator.

- *Be resourceful with the Libraries' budget, technology, and spaces, prioritizing goals. Generate new income, including ambitious and innovative fundraising.*

Libraries Faculty and Staff consistently provide quality services and access to collections. At the same time, the Libraries face challenges presented by the COVID -19 pandemic and by resource constraints. With the collaboration of the Libraries faculty and staff, the Dean will assess services, collections, and programs, in order to measure the impact of resource constraints on the Libraries' and the University's strategic plan and goals. In light of the evidence that the unique spaces and learning support offered by the Libraries contribute to student success, the Dean will work on services for students and optimizing spaces for students.

The new Dean will work with University Advancement to explore new avenues for fundraising, including identifying specific funding needs and cultivating donor relationships. The Dean will also work closely with the Raynor Memorial Libraries Leadership Council, a fundraising advisory team charged with identifying donors, advising on fundraising initiatives, and contributing annually with the Libraries. In addition, the new Dean will be encouraged to work with partners in the Libraries and beyond to apply for grants to enhance programs in the Libraries.

- *Support faculty and staff development in the Libraries to foster a Culture of Inclusion. Explore new avenues of collaboration with campus departments as well as new ways to foster a culture of transparency, achievement, and diversity, equity, and inclusion within the Libraries, congruent with the Beyond Boundaries Strategic Plan and in service to the diverse interests and experiences of our students, staff, and faculty.*

The Libraries' commitment to be a community that embraces diversity, equity, and inclusion aligns with the goal of the *Beyond Boundaries Strategic Plan* theme of Culture of Inclusion: "Foster a diverse teaching and learning environment and a culture that values, respects, welcomes and promotes a sense of belonging for members of our campus and our community." The Dean will support and promote the University's vision of a diverse campus environment. Within the Libraries, the Dean will work to create an environment that values differences, with recognition of the impact of systemic power differences, will listen thoughtfully to all of the Libraries Faculty and Staff, and will proactively address barriers in the Libraries that could prevent the free flow of ideas, opportunities, and information. The Dean will promote ongoing efforts to recruit and retain faculty and staff who bring diverse experiences, backgrounds, and perspectives.

An important principle of Catholic social teaching is that every person possesses an innate human dignity. The Dean will model inclusive behavior by recognizing the innate human dignity of every person, regardless of age, culture, faith, ethnicity, race, gender, sexual orientation, language, disability, or social class. The Libraries have sponsored a series of staff readings, conversations, and film viewings to engage and educate on racial justice issues. The Dean will continue and expand these faculty and staff development efforts.

The Dean will cultivate campus partnerships that deepen the involvement of students in the Libraries – through co-curricular, cultural, and social programming. The Dean will be committed to the prioritization of University diversity efforts and the Student Success Initiative. In collaboration with other departments and stakeholders, the Dean will continue to grow these resources.

- *Participate in Marquette's efforts to increase research productivity by exploring new and emerging publishing options, data management, copyright, and alternative impact metrics for faculty. Consider student research as an essential part of the Student Success Initiative and think about how the Libraries could support this Initiative – both in terms of services and space.*

Research in Action is one of the themes of the *Beyond Boundaries Strategic Plan*. The goal is: “Advance Marquette as a university committed to research and scholarship with a distinctive emphasis on excellence in strategically defined areas, including innovation.” The Libraries are already essential to the research and scholarship success of our faculty and students. The Libraries work with academic departments across campus, providing extensive programmatic support through reference, research, outreach, and instruction. To increase research productivity, the Dean must be committed to the development and training of Libraries Faculty and Staff. Engagement in professional organizations will allow Libraries Faculty and Staff to learn about the new trends and technologies necessary to take research productivity to the next level.

The Dean will also demonstrate an interest in the research productivity of Marquette’s graduate students. In a tight academic job market, publications are increasingly important when our graduate students apply for academic jobs. Exploring new and emerging publishing options is thus important not only for our faculty, but also for our graduate students, particularly PhD students. The Dean will ensure that graduate students across campus are informed and educated about these options.

Undergraduate student research is another proven way to increase retention of students and Marquette University offers students a wealth of opportunities to conduct research. For instance, the Honors MU4Gold program models this approach of connecting faculty with students, early in the students’ careers at Marquette, for work on research projects. The Dean will explore ways to facilitate the sort of student research that connects faculty members with undergraduates, early in the students’ careers at Marquette.

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 the Libraries. 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:

- A commitment to promoting the values and goals of Catholic, Jesuit higher education;
- Excellent communication and interpersonal skills with internal and external constituents, characterized by a commitment to transparency;
- Demonstrated passion for student success;
- Commitment to diversity and inclusion and experience supporting, promoting, and implementing the learning opportunities offered by a diverse community;
- An MLS or MLIS from an ALA accredited school;
- Experience across the various departments of an academic library;
- Understanding of the changing roles and environments of an academic research library;
- Leadership experience in relevant professional organizations;
- 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;
- Financial acumen and the ability to understand and act upon complex financial models and budgets;
- Experience securing external funding through grants, fellowships, and/or philanthropy;
- An innovative, creative spirit and a willingness to take strategic risks.

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 1.4 million people live in the metropolitan area. Milwaukee is highly diverse, with about 40 percent African American, and 17 percent Hispanic/Latinx citizens.

Milwaukee combines 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, global cuisines, 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. Milwaukee also hosts professional baseball, basketball, indoor soccer, and hockey teams. 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. Resumes with cover letters should be attached via the Employment at Marquette website for this position: <https://employment.marquette.edu/postings/15944>.

The search website is: [Search for the Dean of Libraries//Office of the Provost//Marquette University](#)

Please direct specific questions to the Search Committee Chair, Dr. Deirdre Dempsey, deirdre.dempsey@marquette.edu, 414-288-3747.

It is the policy of Marquette University to provide equal employment opportunities (EEO) to all employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status or any other applicable federal or state-protected classification.