



Search for the Dean  
Marquette University, School of Dentistry  
Milwaukee, Wisconsin

*“Marquette University aspires to be, and to be recognized, among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind. 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. Marquette graduates will be problem-solvers and agents for change in a complex world, so in the spirit of St. Ignatius and Jacques Marquette they are ready in every way to ‘go and set the world on fire.’” – Marquette University vision statement*

Marquette University (Marquette), a private, coeducational, Catholic, Jesuit institution, seeks an innovative and collaborative leader to assume the position of dean of the School of Dentistry. Marquette was founded in 1881 by the Society of Jesus (Jesuits) and has grown to be a major private research university. The university community includes 11,320 students (68% of whom are undergraduates), 1,222 faculty, and 1,420 staff who believe in transformational education that embodies the Jesuit ideal of being “a person for and with others.” Through the formation of hearts and minds, Marquette prepares students to thrive as agents of positive change. Marquette has achieved recognition for connecting academic excellence and service to others, which is intrinsic to a Jesuit education. The university is ranked 83rd for national universities in the U.S. News & World Report 2023 edition of America’s Best Colleges. Marquette is deeply connected to the community with 80% of students participating in community service.

The Marquette University School of Dentistry (MUSOD) values of healing, teaching and serving others have helped the school shape its dental education to one that is clinically focused, patient-centered, and committed to serving the community. Ranked 43rd in NIH funding for dental research by the Blue Ridge Institute for Medical Research in 2022, MUSOD prides itself in incorporating research-based knowledge into the practice of dentistry. As the only dental school in Wisconsin, MUSOD has made a substantial impact on the public and economic health of the state, serves as the “dental home” for nearly 17,000 patients across Wisconsin, and is one of the state’s largest Medicaid and Medicare providers.

Reporting to the provost, the next dean of MUSOD will have the opportunity to usher the school into a new era with a focus on expanding clinical operations, broadening community and alumni engagement,

and growing fundraising and research efforts. Marquette and MUSOD are currently undergoing the process of creating a new strategic plan, which the next dean will support by implementing and advancing those new strategic priorities. The dean will embrace Marquette's Catholic, Jesuit mission and demonstrate an unwavering commitment to providing students with a transformational education. The dean will be a leader in dental education, bringing together strong administrative and business-minded acumen that prioritizes diversity, inclusion, communication, and transparency. Working closely with MUSOD faculty and staff and other senior leaders across the university, the incoming dean will work to address several key strategic and operational priorities:

- Support the implementation of the Marquette University strategic plan and further the mission of the School of Dentistry
- Position the School of Dentistry as a leader in transformative dental education
- Increase research expenditures by cultivating externally funded research
- Further enhance a culture of inclusion, communication, transparency and effective organizational alignment
- Continue to strengthen the position of the School of Dentistry in Wisconsin
- Engage alumni to further mentorship, fundraising, and community partnerships
- Recruit and retain exceptional and highly dedicated faculty and staff

Candidates must have a DDS or equivalent dental degree allowing for licensure to practice dentistry in the state of Wisconsin, a record of accomplishments in dentistry leadership, dental education, research and clinical practice, and an extramural funding record. A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

### **About Marquette University**

As an institution committed to both teaching and research, Marquette offers undergraduate programs in 161 majors and minors and more than 70 doctoral and master's programs. The university is organized into 11 colleges and schools: 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 College of Business Administration); College of Health Sciences; College of Nursing; Graduate School; School of Dentistry; and Law School.

Marquette's 7,660 undergraduate and 3,660 graduate students hail from almost every state in the U.S and from more than 80 countries with 65% of undergraduate students coming from outside of Wisconsin. Of the 1,653 students who matriculated in the class of 2022, 34% graduated in the top 10% of their high school class. The university's leadership continues to be committed to creating a diverse student body: 54% of Marquette's first-year students are women, 30% are students of color, and 23% are first-generation students. 92% of first-year students live on campus.

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.

Since 2013, Marquette University has been guided by the [Beyond Boundaries](#) strategic plan. One of the goals of the plan is to increase the university’s research portfolio. In late 2022, the university started a new university-wide strategic planning process to develop an actionable plan for 2024-30. Rooted in Marquette’s mission, vision and Guiding Values, and strategically aligned with the Campus Master Plan and *Time to Rise* Campaign, the Strategic Planning 2030 effort will chart the university’s direction up to the next decade. The plan is expected to be unveiled in early 2024.

To learn more about Marquette University, please visit [marquette.edu](http://marquette.edu).

### **About the School of Dentistry**

Founded in 1894, Marquette University School of Dentistry (MUSOD) has been a significant provider of oral health care to patients and excellent clinically based dental education to dental students and recently [celebrated 125 years](#) of providing dental education and community service. As Wisconsin’s only dental school, MUSOD offers students advanced clinical resources and instructional technology. Programs are guided by dedicated faculty and practicing professionals who uphold Marquette’s vision to train highly skilled oral health care practitioners to bring top-quality dental care to urban and rural communities across the country and around the world.

MUSOD offers a variety of programs including a seven-year [Pre-dental Scholars Program](#) for students entering directly from high school, a four-year Doctor of Dental Surgery (DDS) and master of science degrees in dental biomaterials, endodontics, orthodontics, periodontics, and prosthodontics. Per an agreement with the State of Wisconsin, each incoming class is limited to 100 students – 50 Wisconsin residents and 50 non-residents, ensuring that all students receive personal attention throughout their time at MUSOD, with the student body composed of about 400 students. Teaching within MUSOD is facilitated by 175 faculty (60 full-time and 115 part-time) and is supported by the work of 116 dedicated staff members. Students are also treating patients at urban and rural clinical sites affiliated with Marquette University. The School of Dentistry and its recognized advanced education programs are approved by the Commission on Dental Accreditation of the American Dental Association, and the School of Dentistry is a member of the American Dental Education Association. The school’s last accreditation visit was Dec. 1, 2022.

The MUSOD is located in a cutting-edge 120,000-square-foot facility that houses the school’s four departments: clinical services, developmental sciences, general dental sciences, and surgical sciences. MUSOD clinics throughout Wisconsin serve nearly 30,000 patients each year, with more than 110,000 patient visits from 66 of Wisconsin’s 72 counties annually through its network of clinics, with significant

service to underserved populations. Serving as a “dental home” for nearly 17,000 patients annually and being one of Wisconsin’s largest Medicaid and Medicare providers, MUSOD receives annual funding from the Department of Health and Family Services. In 2021, MUSOD received approximately \$2.4 million, and provided \$16 million worth of oral health care services, showcasing nearly seven times the return of investment from state funding. Additionally, the clinics have also generated over \$38 million in annual revenue. Marquette University operates under a centralized budget model and distributes operating funds to the school annually. Additional revenue generated by the school is maintained in investment accounts that allow for upgrades in equipment and other expenses as needed by the school.

Since 1997, Dr. William K. Lobb has served as dean of the School of Dentistry. Under his leadership, MUSOD earned a reputation as an innovator in dental education, most notably for developing an experiential learning curriculum that includes early clinical experiences, integration of content and instruction, evidence-based decision making, and a grand rounds education model with an emphasis on public health and statewide community-based clinical partnerships. Additionally, Lobb created a faculty practice model to attract and retain world-class dental education practitioners. As a part of the university-wide *Time to Rise* campaign, Lobb launched the school’s current capital fundraising efforts with a goal to raise \$28 million to upgrade the original clinics within the school’s patient service areas. In 2022, [the school raised more than \\$5 million](#) to renovate the facility and clinics — including 151 operatories — with the latest in technology and equipment. Also under this new campaign, MUSOD will establish a dedicated special needs clinic to increase its capacity to serve special needs patients by more than 65%. In spring 2022, [the school received a \\$2 million gift](#) from longtime supporter Delta Dental of Wisconsin Foundation to fund significant technology enhancements and establish the Delta Dental Advanced Care Clinic, a dedicated area that will strengthen care for individuals with special needs and enhance focused training.

To learn more about the School of Dentistry, please visit [marquette.edu/dentistry](https://marquette.edu/dentistry).

### **Role of the dean**

The dean is the chief administrative and academic officer of the School of Dentistry with responsibility for its strategic, research, academic, clinical, and business affairs. Reporting to the provost and as part of Marquette’s leadership team, the dean will work closely with Marquette senior leaders and the other deans to support education, clinical work, research, and interprofessional education. The dean has overall responsibilities for developing an inclusive and collegial environment that supports DEI efforts and excellence in teaching, research, practice, and service. The next dean will maintain strong ties with alumni, the community, local and state governments with regards to dentistry and dental education, and national accreditation and dental education associations. Direct reports to the dean include the associate dean for academic affairs; associate dean for clinical affairs; associate dean for research; associate dean for finance and administration; chair and clinical director of the Department of Clinical Services; chair of the Department of Dental Developmental Sciences; chair of General Dental Sciences; chair of Surgical Sciences; and director of diversity and inclusion. In addition to overseeing the school’s budget, the dean

is also expected to engage in fundraising activities and steward relationships external to the school and the university.

The dean serves on the University Leadership Council and the Academic Deans' Council.

### **Key opportunities and challenges for the dean**

#### ***Support the implementation of the Marquette University strategic plan and further the mission of the School of Dentistry***

Building upon a strong foundation, the dean will assist with the implementation of Marquette University's strategic plan and ensure that the goals of the School of Dentistry align with university plans and aspirations. This includes expanding fundraising efforts, strengthening relationships with local and state stakeholders, and raising the visibility of the School of Dentistry in the state and surrounding region. The new dean will ensure resources and efforts are well-aligned with the plan, gaining buy-in through transparency and data-driven decision-making and maintaining a high level of communication with all stakeholders. Leveraging innovative research and academic opportunities, the dean will be a collaborative partner across the Marquette University campus and beyond to advance the reach and impact of the School of Dentistry.

#### ***Position the School of Dentistry as a leader in transformative dental education***

MUSOD has a reputation for producing graduates who are not only experts in the field, but who also are distinguished in leadership and engaged with the Jesuit values of service and care. Given the evolution of the dental profession, changing demographics of both patients and potential students, and advances in technology, the dean will assess current curriculum, academic, and technological infrastructures to determine where the best investments can be made to ensure that MUSOD continues as a leader and innovator in dental education. **To provide this transformational education**, the dean will work to increase research opportunities for students and ensure that students are able to incorporate research into patient care.

The dean will also ensure the clinics operate efficiently and provide an excellent patient experience that leads to return visits and maximizes opportunities for student engagement and learning. The dean must have the stature, credibility, and political skills to be a strong voice in circles of influence. This person will be able to reinvigorate the great work being done within the school while ensuring it remains connected and responsive to emerging trends, issues, and opportunities.

#### ***Increase research expenditures by cultivating externally funded research***

The dean will build on the school's national ranking in dental research and established practice of incorporating research-based knowledge into the practice of dentistry by cultivating externally supported

research. In doing so, the dean will contribute to the university's overall goal to reach \$50 million in research and development expenditures by 2026, as outlined in its current strategic plan. The dean will continue to inspire trust and support faculty scholarship to support the advancement of innovation and research that will provide a larger impact in the dental community.

***Further enhance a culture of inclusion, communication, transparency and effective organizational alignment***

As the dean will be expected to serve in an external facing capacity, the dean must be able to communicate and delegate effectively with senior leadership at the School of Dentistry to ensure smooth coverage for daily functions. The dean will work to ensure departments, clinics and labs are aligned and on track to meet the school's mission and aspirations in dental care, education, and research. The dean will also be an effective advocate for the school by promoting an authentic spirit of collegiality, sustain an environment attractive to faculty and staff recruitment and retention, and create an inclusive and welcoming environment for faculty, staff, students, and patients from diverse backgrounds. The dean's leadership style should be visible, accessible, cooperative, and focused on maintaining a culture of trust, transparency, and inclusion. The dean will model and promote open and transparent communication by seeking meaningful input from a broad range of constituencies to identify needs in programming that advance the School of Dentistry and dental education.

***Continue to strengthen the position of the School of Dentistry in Wisconsin***

MUSOD has established the reputation of being a leader in cutting-edge dental care across Wisconsin. Having recently had an accreditation site visit and been given renewed funding from the state legislature, the next dean is in an incredible position to lead the School of Dentistry into its next phase in evolution and impact. Serving as an inspirational, visible, and accessible representative of the School of Dentistry, the dean will continue to expand community engagement and outreach efforts, advocate for increased clinic locations particularly in rural and underserved areas and expand efforts to create more specialty clinics. The dean will continue to work on the feasibility of providing a general practice residency (GPR) program. The dean will also continue to support the expansion of special needs care and education to students made possible by the recent \$2 million grant. The next dean will continue to explore opportunities to expand program and education efforts, including those in hospital partnerships.

***Engage alumni to further mentorship, fundraising, and community partnerships***

It is important that the dean embrace and enhance alumni relations locally, nationally and globally. MUSOD's more than 6,070 living alumni are one of the school's greatest resources in clinical care, recruitment, community relations, mentorship and philanthropy. In cooperation with the university development and alumni groups, the dean will champion alumni engagement for the school and deepen partnerships with community leaders, state representatives and other health care organizations. By leveraging these relationships, the dean will be able to better demonstrate the accomplishments, skills,

and education of students, staff, and faculty at MUSOD and will engage more recent alumni in the school. These connections will allow the dean to leverage the growing philanthropic community in Milwaukee and the surrounding areas. The dean will leverage alumni to cultivate necessary donations, patronages, and other resources for the school to expand academic programs, labs and centers that attract top-tier students and pioneering faculty. The dean will work with alumni to further develop and execute mentorship programming and potentially further part-time faculty hiring.

***Recruit and retain exceptional and highly dedicated faculty and staff***

Understanding the increasing difficulty of attracting talent nationally, the dean will promote the mission and reputation of MUSOD to attract and retain high-caliber faculty and staff. To retain and attract the necessary staff, the next dean will be an advocate within the university to obtain the resources needed for that staff. The next dean will work closely with departments to identify emerging needs and will be expected to recruit new full-time faculty as positions become available. The dean will advance the mentoring and development of junior faculty in clinical operations and instruction, teaching, research, and interprofessional education. Part-time faculty also play a vital role in advancing the clinical education and practice of students. The next dean will continue to promote the role of part-time faculty to local dental practitioners and alumni to grow the part-time faculty and ensure that the school's educational programs are responsive to the current needs of practicing dentists. The dean will recognize and support its many talented and dedicated staff members and foster a culture that promotes collegiality and recognizes contributions made by all members of the community. The dean will also prepare faculty and staff to address upcoming unknown challenges in research and dental settings.

**Qualifications and Characteristics**

Candidates must have a DDS or equivalent dental degree allowing for licensure to practice dentistry in the state of Wisconsin, a record of accomplishments in dentistry leadership, dental education, research and clinical practice and an extramural funding record. The successful candidate must have demonstrated administrative and leadership effectiveness and the ability to provide and articulate a vision for the future of dental education. The next dean must possess excellent communication and interpersonal skills as well as the ability to successfully interact with the School of Dentistry's many constituencies. A successful candidate will have a demonstrated understanding of Jesuit, Catholic values and a commitment to diversity, equity and inclusion.

In addition, candidates should demonstrate significant capacity for and a clear vision for excellence the following areas:

- Leading faculty and staff in defining and implementing the school's vision and direction and advancing its prominence in the local community, region, and nation
- Fostering a diverse, equitable and inclusive community within the school

- Providing leadership in expanding basic science and enhancing research, experiential learning, and promoting integration of other clinical opportunities by drawing on the support of the school's relationships with alumni, the regional healthcare system, community members and other external constituencies
- Providing leadership and oversight for all educational, training and clinical activities, enhancing opportunities for student success
- Ensuring the clinical environment provides high-quality and safe patient care and allows appropriate integration of educational and research programs
- Providing resourceful and sound financial, structural and human resources management for the school
- Advancing interprofessional education and collaborative healthcare practices
- Advocating for the school and university and widely promoting the accomplishments of faculty, students, and programs
- Increasing alumni relations and philanthropic activities in support of the mission of the university and school
- Collaborating with other deans and senior administrators to align the school's activities and goals with the greater interests of Marquette University

### **Location**

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

Milwaukee is one of America's great cities, combining a dynamic urban community with a rich cultural heritage. There is also accessibility to parks, rivers, and other outdoor recreation. It is a popular venue for road and mountain biking, hiking, cross country skiing, sailing, windsurfing, ethnic dining, and cultural festivals. Milwaukee's Summerfest lays claim as 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 whose offerings range from Broadway musicals, Shakespeare and the classics to smaller, regional productions. The home of the 2020-21 NBA World Champion Milwaukee Bucks, Milwaukee also hosts professional baseball, arena football, indoor soccer, and hockey teams. It has excellent transportation service. To learn more, see [visitmilwaukee.org](http://visitmilwaukee.org).

### **Applications, inquiries, and nominations**



Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, and referrals should be sent via the Isaacson, Miller website for the search: [imsearch.com/open-searches/marquette-university-school-dentistry/dean](https://imsearch.com/open-searches/marquette-university-school-dentistry/dean). To apply, please submit resume/CV, cover letter and a diversity statement that includes past experience and activities as well as future plans to advance diversity, equity and inclusion to the Isaacson, Miller website for the search: [imsearch.com/open-searches/marquette-university-school-dentistry/dean](https://imsearch.com/open-searches/marquette-university-school-dentistry/dean). Electronic submission of materials is required.

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