



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 2,600 employees and a current enrollment of approximately 11,300 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.

The dean will be in a unique position to guide the college in capitalizing on a new \$60 million building fully funded by donors. This state-of-the-art, 100,000-square-foot facility will feature collaborative classroom, lab, and study spaces, as well as an event space, café, faculty offices, and areas for programmatic centers of excellence. The new building will open in January 2023. We anticipate that this building will become a hub for business in the greater Milwaukee area, allowing COBA to forge more and better relationships with businesses throughout the state and beyond.

The dean will join a university that has embarked on a transformation guided by its 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 inclusive 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:

- Work to secure resources to advance COBA's strategic priorities through fundraising and internal program growth.
- Build and strengthen relationships to facilitate connections between COBA's students, faculty, staff, alumni, and the broader business and scholarly communities.
- Use inventive approaches to address the emerging challenges facing business education and situate COBA as a leader of business education into the future.
- Promote an inclusive, student-centered culture and accountability for meeting student success goals.
- Foster a collaborative and welcoming culture in COBA that advances diversity, equity, and inclusion.
- Recognize the broad array of talent among COBA faculty and staff and empower them to thrive in their work in teaching, research, service, and operations, consistent with mission.
- Lead collaboratively, emphasizing transparent decision making and clear communication with internal and external stakeholders.

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 the four pillars of its mission: 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 78 majors and 83 minors, more than 70 doctoral and master's programs, and more than 20 graduate certificate programs.

Marquette's 7,660 undergraduate and 3,660 graduate students hail from nearly every state in the U.S. – a popular choice especially in the Midwest and from regions on the East and West Coasts – and represent over 60 countries. About 63% of first-year students come from outside of Wisconsin. Of the 1,653 students who matriculated in the Class of 2024, 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. Indeed, 58% of Marquette's first-year students are women, 34% are students of color and 24% are first-generation college 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 offers 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. Further, Marquette supports 41 active club sports and 300 student organizations, with new groups created every year. Marquette University Student Government (MUSG) serves as the official voice of the undergraduate student body to university administration. The Graduate Student Organization (GSO) serves as a channel for graduate students to voice concerns and provide feedback on issues that directly affect graduate student life at Marquette University.

Marquette transforms students' hearts and minds, ensuring our graduates are poised to "Be the Difference." Their education in and outside the classroom is guided by Jesuit values including *care for the whole person (cura personalis)*, *individuals for and with others*, and *striving for excellence*. The university aims to graduate students who are transformed by their education and who, in turn, transform the world. We are proud of our Service Learning Program, which has had more than 25 years of experience connecting faculty and students with community organizations in meaningful and mutually beneficial partnerships.

Marquette University is one of 27 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Marquette has been consistently ranked in the top 100 of national universities by *U.S. News & World Report* and, in 2022, was rated No. 83 among national universities and No. 58 for undergraduate teaching. Marquette is in the midst of a \$750 million comprehensive campaign to support our students, faculty, campus, and communities.

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.

About the College of Business Administration

Marquette’s College of Business Administration is committed to delivering a Jesuit business education rooted in *cura personalis* which fosters a hunger for integrated knowledge, develops a spirit of intellectual curiosity and innovation, and instills a commitment among our students to make a meaningful impact on the world around them through professional excellence, servant leadership, and purposeful personal development. We aspire to be an inclusive and diverse community of scholars, practitioners, and learners recognized as the most innovative and accomplished Jesuit business school in the world. This will involve reaching beyond the traditional disciplinary boundaries and embracing collaborative, applied, and innovative methods of teaching, learning, and research. Graduates of COBA will be ethical and innovative leaders who are committed to creatively solving the problems of business and society for the greater well-being of humankind.

The college completed a five-year strategic plan in 2021, which identifies four key goals:

- Foster academic excellence through teaching, research, and student success
- Enhance enrollment and revenue growth
- Strengthen the impact of COBA
- Build diversity, equity, inclusion and belonging in the COBA community

There are 1,448 undergraduate students in COBA from 39 states, Puerto Rico, and countries such as Canada, China, Spain, France, Germany, and Italy. The college is organized into five academic departments: Accounting, Economics¹ (majors: business economics, business analytics), Finance (majors: finance, real estate, commercial banking), Management (majors: entrepreneurship, human resources, management, information systems, and 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. In the rankings for 2022, *U.S. News & World Report* ranked three undergraduate programs in the top 25: Supply Chain Management (16), Accounting (21), and Finance (22). *See Appendix A for student information on the class of 2025.* There are also five specialty centers, four specialty undergraduate programs, 12 graduate programs, four certificate programs, and numerous non-degree offerings. *See Appendix B for select information about the college’s centers and programs.*

The college has 67 full-time faculty, of whom 72% are tenured or tenure-track, and 82% have a terminal degree. There are 71 part-time faculty of whom about 50 teach each semester. There are also 20 staff

¹ Note that Economics is jointly housed within both COBA and the College of Arts and Sciences.

members who perform a wide range of essential administrative functions. The racial breakdown of all faculty is: 81% White; 9% Asian; 3% Black; 3% International; 1% Hispanic/Latino, and 2% two or more races. Seventy-three percent of the faculty is male and 27% female. For the five-year window between July 2016 and June 2021, COBA faculty published more than 200 new journal articles and had over 40,000 citations based on Google Scholar. COBA has six endowed chairs: Bell Chair in Real Estate, Coleman Chair in Entrepreneurship, Brennan and Kellstadt Chairs in Marketing, and Flynn and Horngren Chairs in Accounting, as well as the Vieth Director of the Center for Real Estate. 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.

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. COBA students have an excellent placement record, with 98% of the 2021 graduating class reporting a first destination placement within six months of graduation, and 90% reporting completion of at least one internship. The Marquette University Business Administration Alumni Association annually 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.

The Graduate School of Management (GSM), housed within COBA, serves 347 graduate students and is home to the nationally ranked part-time MBA (in-person and online) and EMBA programs, as well as the Master in Management and world-class master's programs in accounting, accounting analytics, applied economics, corporate communication, finance, supply chain management, and a joint MBA program with the Law School. GSM also has 12-15-credit certificates in accounting analytics, business and managerial analytics, leadership, and sports leadership. In the rankings for 2023, *U.S. News & World Report* ranked Marquette's part-time MBA program No. 63 in the nation, the EMBA program No. 17, and the finance MBA specialization No. 15. Furthermore, Gartner, Inc. rated the Supply Chain Management program No. 15 for 2020.

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.

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 2021 and will be up for reaccreditation in 2026. The accounting program has been accredited since 1991 and is one of only four separately accredited programs in Wisconsin. Graduates of the Applied Investment Management program (AIM) typically have a pass rate on the Chartered Financial Analyst (CFA) Level I exam of approximately 75% (nearly double the global average), while the undergraduate Certified Public Accountant (CPA) Exam pass rate was 74% in 2019.

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 leaders² 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. COBA also has a vibrant executive-in-residence program designed to provide mentorship opportunities for students and faculty and increase engagement with the business community. COBA currently has executives in residence in accounting, applied investment management, human resources, innovation and technology, and supply chain management.

COBA hosts the annual 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 Loebel 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.

The college enjoys a stable budget of just under \$13 million and an endowment that tops \$41 million.

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 traditionally has seven direct reports: assistant to the dean, executive associate dean, assistant dean of the Graduate School of Management, assistant dean of undergraduate programs, director of external relations, director of academic business affairs, and the University Advancement director of development for the college.

COBA is open to different administrative models, and is currently employing a modified organizational structure with academic and administrative functions reporting to the executive associate dean (assistant dean of the Graduate School of Management, assistant dean of undergraduate programs, director of academic business affairs), whereas strategy and fundraising activities report to the dean (assistant to the dean, director of external relations, and the University Advancement director of development for the college).

Key Opportunities and Challenges for the Dean

Work to secure resources to advance COBA's strategic priorities through fundraising and internal program growth.

A significant responsibility of the dean will be to secure the financial resources to pursue the ambitious mission of the college. The dean will work in close partnership with University Advancement on fundraising to cultivate, develop and deepen robust, long-term donor relationships. The dean will also steward incoming funds to support the development and growth of COBA initiatives, including new programs, community engagement, research partnerships, and student experiences. Additionally, the dean will serve as a strong advocate for COBA with university administration in the budgeting process and with the deans of other schools and colleges.

² For a list of members, visit <https://www.marquette.edu/business/about/deans-council-of-excellence.php>.

Build and strengthen relationships to facilitate connections between COBA's students, faculty, staff, alumni, and the broader business and scholarly communities.

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 via collaborative learning projects, partnerships and research; recruiting partnerships; executive education; symposia and events. The dean will 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. As a highly visible, accessible, 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. The dean will also build and strengthen COBA's standing within the academic business community, facilitating connections to grow research, build academic leadership and enhance scholarly exchange.

Use inventive approaches to address the emerging challenges facing business education and situate COBA as a leader of business education into the future.

Increased competition, rapidly changing markets, and new technologies are forcing business schools throughout the country to evaluate their strategies and tactics. Enrollments in most MBA programs are slowing, and business schools must continually explore new markets, new areas and new modes of education in order to grow and lead. The dean will highlight COBA's unique value proposition: namely, academic excellence rooted in care for the whole person, intellectual curiosity and innovation, and a Jesuit commitment to meaningful impact in the world.

The dean will work closely with faculty, staff, and other stakeholders to build on current strengths and identify new opportunities to pursue mission-focused activities. This may include, but is not limited to, developing new programs and majors, expanding existing programs through distance and other modalities, addressing the needs of adult and professional students, expanding 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 support emerging priorities. The dean will also draw on their external connections to ensure that the COBA program mix is meeting the needs of various stakeholders.

Promote an inclusive, student-centered culture and accountability for meeting student success goals.

The college is committed to building a culture that puts students first, responds to their needs and promotes their success. This is consistent with but not limited to fulfilling the university's priority to increase first-to second-year undergraduate student retention to 94% and six-year graduation rates to 90%. The dean can set the tone by being personally involved in the education of students, whether that be through teaching, hosting office hours or being visible and accessible to students in other important ways. The dean will be proactive, empathetic, eager to learn, and, most of all, engaged in the lives of students in all their diversity and richness as they work to fulfill their educational goals in the college. In order to fulfill the college's mission to instill a commitment among our students to make a meaningful impact on the world around them through professional excellence, servant leadership, and purposeful personal development, the dean will model these. The dean will hold faculty and staff accountable for outcomes related to student success.

Foster a collaborative and welcoming culture in COBA that advances diversity, equity, and inclusion.

The college's commitment to be a community that advances equity, diversity, and inclusion is fundamental and firmly anchored to the mission of the university. The dean will fulfill this commitment by promoting research, teaching, and learning that are inclusive and reflective of the needs of our diverse world and by fostering meaningful relationships with diverse communities within and beyond our campus boundaries. The dean will listen thoughtfully, promote diversity, address barriers to equity and inclusion, and cultivate an environment that values and embraces differences. The dean will model inclusive behavior by recognizing the dignity of people of all social and economic backgrounds, genders, races, ethnicities, political affiliations, religions, ages, sexual orientations, nationalities, disabilities, languages, and intellectual views.

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 advance 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 college and the university can further become a welcoming and inclusive community.

Recognize the broad array of talent among COBA faculty and staff and empower them to thrive in their work in teaching, research, service, and operations, consistent with mission.

The dean will provide leadership and general oversight of the academics and operations of COBA, including overseeing recruitment and development of faculty and staff, curriculum and program development, communications and marketing, and resource management. The COBA community consists of talented and experienced professionals, and the dean will work to develop personal relationships with faculty and staff to better understand their unique roles in contributing to the success of the college. The dean will also facilitate the pursuit of activities that play to individual strengths that help COBA members thrive and grow as scholars, educators, and professionals. The dean will balance engaged leadership with trusting the expertise of the team and providing staff, department chairs, and other members of COBA the autonomy to make decisions that advance the college.

Lead collaboratively, emphasizing transparent decision making and clear communication with internal and external stakeholders.

The dean will be an effective, approachable communicator who is responsive to students, faculty, staff, alumni and other stakeholders. As a collaborative leader, the dean will follow and promote shared governance and ensure a transparent decision-making process that balances speed with the consideration of multiple perspectives and voices. The dean will model collaboration and transparency with other leaders in the college so as to build transparency and collaboration into the fabric of the college. The dean will communicate decisions and other important information clearly, honestly and in a timely manner to internal and external stakeholders.

Qualifications and Characteristics

The university seeks a proven leader with a distinctive record of achievement, and values the following professional qualifications, skills, experiences, and personal qualities listed below:

- A commitment to promoting the values and goals of Catholic, Jesuit higher education
- Capacity and demonstrated ability to fundraise in the context of annual, capital, and comprehensive campaigns
- Strong negotiating skills needed to advocate effectively for COBA with university administration
- Ability to establish a visible and respected presence and to position COBA nationally in the greater business, not-for-profit, and governmental communities and among relevant stakeholders such as alumni and the general public
- Understanding of changing market trends and the initiative to explore their implications for the structure of business education
- 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 record of distinguished accomplishments that support an appointment as a full-time faculty member
- A commitment to providing a relevant and excellent educational experience to students from a wide range of backgrounds
- The ability to represent the college and communicate effectively with a variety of stakeholders, ranging from students to faculty to donors
- Commitment to diversity, equity, 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 alongside downtown Milwaukee in the *Near West Side Neighborhood* and within 90 miles of both Madison and Chicago. 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 city of Milwaukee population is approximately 600,000, and approximately 1.4 million people live in the metropolitan area. Milwaukee is highly diverse, with the population about 39% Black or African American, 19% Hispanic/Latinx, over 4% Asian and over 5% two or more races.

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, 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 with productions 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 <https://www.visitmilwaukee.org/>.

Applications, Inquiries, and Nominations

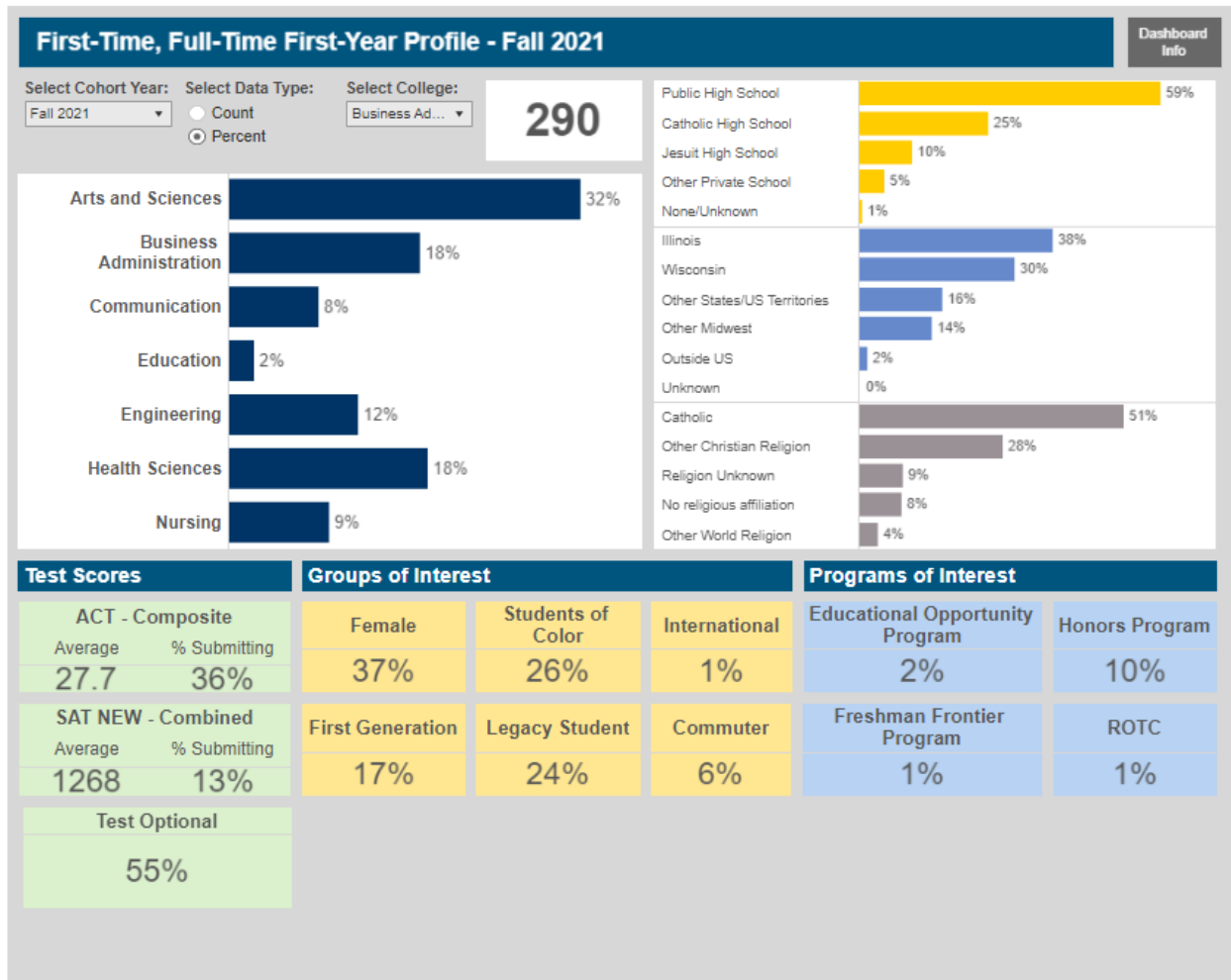
This is a confidential search where the names of candidates, including finalists, will not be made public. Members of the campus community invited to participate in the finalist visits will be required to sign Acknowledgement of Confidentiality forms. Screening of complete applications will begin immediately and continue until the completion of the search process. 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 via the Employment at Marquette website for this position: <https://employment.marquette.edu/postings/17072>.

The search website is: <https://www.marquette.edu/provost/dean-of-business-administration-search.php>

Please direct specific questions to the search committee chair, Dr. Kevin Rich, kevin.rich@marquette.edu, 414-288-7708.

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.

Appendix A: Marquette University College of Business Administration Student Profile



Appendix B: College of Business Administration Specialty Centers and Programs

The College of Business Administration at Marquette University houses a rich variety of specialty centers and programs that work to complement the five standing departments within the college. Through these specialty centers and programs students are given opportunities to engage in applied and experiential learning activities, both within and outside of the classroom context, helping students develop hands-on experience in a respective field, a core component of a COBA education. These centers and programs, operating in concert with our in-house Business Career Center and Business Day 1 curriculum, have fostered an incredibly dynamic learning environment for our students that develops top talent with the practical expertise to allow graduates to make an impact in their career immediately. Many of these programs and centers have been nationally recognized for their contributions to the field and their effective development of world-class talent.

One of the most visible and highly recognized specialty programs within the College of Business Administration is the **Applied Investment Management (AIM) program**, housed in the Department of Finance, one of the nation's top undergraduate programs for training investment management professionals. AIM, as it is often referred to, 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. Over the last several years the AIM curriculum has evolved to incorporate courses on Fintech, helping our students explore how new financial technologies like digital assets and blockchain are remaking the world of finance.

The Center for Real Estate, also housed in the Department of Finance, 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. Recently, the Center for Real Estate launched a unique and innovative Real Estate Asset Management Program (REAP), where a select number of students are involved in making real-life real estate investments. It is the first classroom-based, student-run real estate investment program for undergraduate students in the nation.

The Center for Supply Chain Management, housed within the Department of Management, is another specialty center that has helped COBA maintain a nationally recognized program. The Marquette supply chain management program is consistently recognized as a top program in the country by both *U.S. News & World Report* and, by *Gartner*, the leading industry ranking. The center prepares students through real-world experience and applied learning to be drivers of industry. Recently, curriculum in this area has begun focusing on the future of supply chain management, which will be grounded in enhancing the resiliency of supply chains.

One of the newest centers in the college is the **Center for Professional Selling**. Growing out of the professional sales program, which is housed in the Department of Marketing, this new center focuses on providing real-world experiences in sales. The center helps students differentiate themselves in the job

market by enhancing their analytical and tactical skill sets, focusing on consultative selling, building relationships, and developing trusted long-term partnerships with clients. Marquette is the first Catholic, Jesuit university to develop a Center for Professional Selling, becoming one of just over 60 member schools in the University Sales Center Alliance.

Another specialty program, housed within the Department of Finance, is the **Commercial Banking Program**. This 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 that 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. This program has seen exciting growth, and through its deep industry relations and advisory council, has seen strong student outcomes. At its launch, the program was one of only two undergraduate commercial banking programs in the country.

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 **Bridge to 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.

Part of the University's Office of Research and Innovation, **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 in the college encompasses an undergraduate major and minor within COBA, a program in social 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.