



# Position Specification

**Marquette University**

James H. Keyes Dean of Business Administration

College of Business Administration

## The University

Founded in 1881 by the Society of Jesus (Jesuits), a group of priests and lay brothers in the Catholic Church, [Marquette University](#) 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 7,072 undergraduate and 3,677 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 66% of first-year students come from outside of Wisconsin. The university's leadership continues to be committed to creating a diverse student body. Fifty-four percent of Marquette's first-year students are women, 30% are students of color, and 23% are first-generation college students. The university hosts 14 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.

Marquette transforms students' hearts and minds, ensuring graduates are poised to "Be the Difference." Their education in and outside the classroom is guided by Jesuit values including the education principle, Care for the Whole Person (*cura personalis*). The university aims to graduate students who are transformed by their education and who, in turn, transform the world. The university is proud of its Service Learning Program, which has connected faculty and students with community organizations in meaningful and mutually beneficial partnerships for over 25 years.

Marquette is one of 27 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. The university has been consistently ranked in the top 100 of national universities by *U.S. News & World Report* and, in 2023, was ranked 83rd among national universities, 12<sup>th</sup> in undergraduate teaching, and 41<sup>st</sup> among Most Innovative Schools. Marquette is in the midst of a \$750 million comprehensive campaign to support its students, faculty, campus, and communities.

In 2015, the university reached a new Carnegie research classification of R2 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.

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## Marquette University College of Business Administration

[Marquette's College of Business Administration](#) (COBA) is committed to delivering a Jesuit business education that, rooted in *cura personalis*, fosters a hunger for integrated knowledge, develops a spirit of intellectual curiosity and innovation, and instills a commitment among students to make a meaningful impact on the world around them through professional excellence, servant leadership, and purposeful personal development. COBA aspires to be an inclusive and diverse community of scholars, practitioners, and learners committed to creatively solving the problems of business and society for the greater well-being of humankind and to be recognized as the most innovative and accomplished Jesuit business school in the world.

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 1,425 undergraduate students in COBA from nearly all 50 states, Puerto Rico, and countries such as Canada, China, Spain, Germany, and Italy. The college is organized into five academic departments: Accounting, Economics, Finance, Management, and Marketing. Finance is the largest undergraduate major, followed by marketing and accounting. In the rankings for 2023, U.S. News & World Report ranked several of the undergraduate programs in the top 35: the Real Estate program is ranked 15th; the Supply Chain Management program is ranked 18th; the Finance program is ranked 22nd; and the Accounting program is ranked 32nd. There are 11 majors, [five specialty centers](#), four specialty undergraduate programs, 10 graduate programs, four certificate programs, and numerous non-degree offerings. COBA has a base budget of \$13 million and as of December 2022, an endowment of over \$39 million.



Opened in January 2023, [Dr. E.J. and Margaret O'Brien Hall](#) is the new state-of-the-art home for the College of Business Administration, Graduate School of Management, and the university's innovation leadership programs. Designed to foster collaboration between Marquette Business students and industry, this \$60 million, fully donor-funded, 109,000 square-foot building features collaborative classroom, lab and study spaces, as well as an event space, café, faculty offices and dedicated areas for nationally recognized Centers of Excellence. The first floor

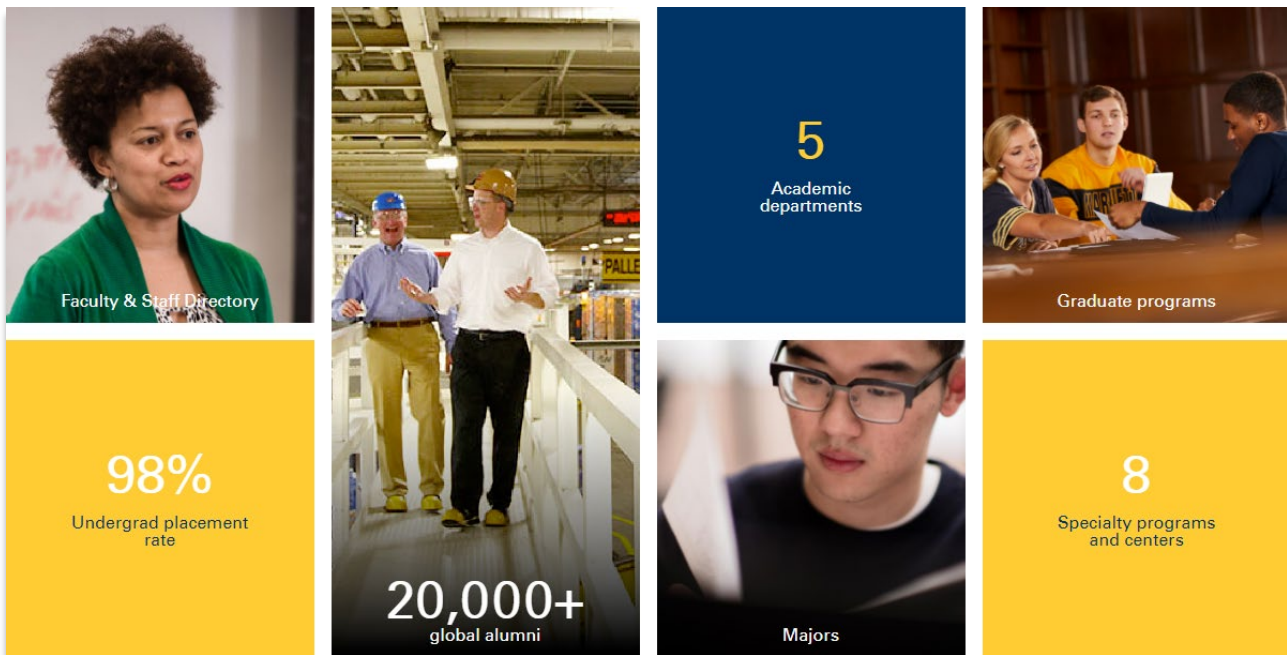


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provides wraparound student support through centralized advising, a Student Success Center and a Business Career Center.

The Graduate School of Management (GSM), housed within COBA, serves 374 graduate students and is home to the nationally ranked part-time MBA (in-person and online) and Executive MBA (EMBA) programs, as well as the Master's 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 EMBA program 17th, the finance MBA specialization 15<sup>th</sup>, and part-time MBA program 63rd in the nation.



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.

COBA has 61 full-time faculty, of whom 72% are tenured or tenure-track, and approximately 80% have a terminal degree. There are approximately 60 part-time faculty and 20 staff members who perform a wide range of essential administrative functions. 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. 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 94% of the 2022 graduating class reporting a first destination placement

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within six months of graduation, and 82% 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 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.

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. 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 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 the university to build practical knowledge into its rigorous business curriculum. Additionally, the recently named June and Herman Loeb Women Business Leader Speaker Series features distinguished women business leaders who have reached the highest levels of achievement and leadership in their professional spheres.

To learn more about COBA, visit [www.marquette.edu/business](http://www.marquette.edu/business).



## About the City of Milwaukee

Marquette University is located alongside downtown Milwaukee near the West Side neighborhood and within 90 miles of both Madison, WI and Chicago, IL. Lake Michigan is roughly one mile east of the edge of campus. Milwaukee is the largest city in Wisconsin and the 31st 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 563,000, and approximately 1.5 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 7% 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/>.

## The Role

The James H. Keyes Dean of Business Administration reports to the Provost and is the chief academic, financial, and administrative officer of COBA. Reporting to the Dean are the following positions:

- Assistant to the Dean
- Executive Associate Dean
- Marketing Communications Associate
- University Advancement Director of Development for the college.

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. Partnering with talented faculty, staff, students, alumni, and the regional business community, the Dean will work to bolster COBA's position 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 University in November 2022 announced the kickoff of 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 Campaign Plan, the Strategic Planning 2030 effort will chart the university's direction up to the next decade. Leading the effort is a Strategic Planning 2030 Core Team, which is gathering regular input from campus governing bodies and other key groups, including the University Leadership Council, University Academic Senate and University Staff Senate, alumni, trustees and an external consultant, along with a new Strategic Planning Engagement Planning Team. The Strategic Planning 2030 Core Team will partner with the Executive Leadership Team in summer 2023 to write the university's new strategic plan. Through early 2024, the Core Team is leading efforts to develop engagement and communication plans; seek input from campus stakeholders; develop SWOT and gap analyses; and draft and finalize a final plan to be submitted to the Board of Trustees for approval in December 2023.

COBA employs an organizational structure with academic and administrative functions reporting to the Executive Associate Dean. Reports to the Executive Associate Dean include the Assistant Dean of the Graduate School of Management, Assistant Dean of Undergraduate Programs, and the Director of Academic Business Affairs. 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. Strategy and fundraising activities also report directly into the Dean.

## Priorities

In addition to the day-to-day responsibilities of managing the College, the Dean will focus on the following opportunities:

### Secure financial resources

- Partner with university advancement to cultivate, develop, and deepen robust, long-term donor relationships;
- Implement diversified revenue generation through avenues such as new programs, executive education, corporate training, and consulting projects.

### Provide visionary and executive leadership



- Foster a culture of excellence in innovation, teaching, and research;
- Shape enrollment and retention strategies during a time of demographic shifts;
- Ensure a safe, inclusive, and positive work and learning environment for students, faculty, and staff;
- Build trust with a strong and diverse team of faculty and staff through openness, collaboration, and transparency.

## Raise visibility

- Articulate COBA's comparative advantages to a wider audience and enhance its recognition as a leader of business education;
- Strengthen relationships with alumni, foundations, corporations, and other grant-making entities and lead ambitious fundraising efforts to support the university's mission;
- Build and strengthen mutually beneficial relationships, especially at the local, regional, and national levels;
- Build strong relationships with all constituents within the College and across the University;
- Strengthen COBA's standing within the academic and business community, facilitating connections to grow research, expand student opportunities, build academic leadership, and enhance scholarly exchange;

## Build organizational capacity

- Enhance organizational sustainability by aligning financial resources, recruiting strategies, and retention efforts to promote student success;
- Model collaboration and transparency with other leaders in the College and commit to Marquette's tradition of shared governance;
- Oversee the preparation, management, and monitoring of the planning and budgeting processes within the College;
- Exhibit enthusiasm to partner with the development team around fundraising and broader resource development activities and opportunities;
- Advocate on behalf of the College for centrally allocated funds and those from other sources;
- Enhance operational efficiencies and adjust expenditures to budgetary realities.

## **Key success factors**

Candidates should hold an earned doctorate or record of commensurate distinguished accomplishments and are expected to demonstrate the qualifications, skills, experiences, and qualities below:

## Professional qualifications

- A commitment to promoting the values and goals of Catholic, Jesuit higher education;
- Demonstrated ability to fundraise in the context of annual, capital, and comprehensive campaigns;
- Strong negotiating skills needed to advocate 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 experience and responsibilities in an environment characterized by collegial management, mentorship, and inclusive decision making;
- A commitment to providing a relevant and excellent educational experience to students from a wide range of backgrounds;
- High emotional intelligence, including humility, empathy, and the ability to connect with different stakeholders;

- 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 ability to understand and act upon complex financial models and budgets;
- An innovative and entrepreneurial spirit and willingness to take calculated risks; and
- Management skills exemplified by a record of success in delegation and high levels of responsibility and accountability.

## Nomination and Application Process

To submit a cover letter including a summary of demonstrable accomplishments, curriculum vitae/resume, and a diversity statement that includes past experience and activities as well as future plans to advance diversity, equity, and inclusion, please visit the Employment at Marquette website for this position:

<https://employment.marquette.edu/postings/19700>. For candidate nominations, questions, and general inquiries related to this opportunity, please visit the [Keyes Dean search website](#) and contact: [MarquetteCOBA@russellreynolds.com](mailto:MarquetteCOBA@russellreynolds.com).

*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.*

## Contact

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