



Search for the Chair, Department of General Dental Sciences
Marquette University, School of Dentistry
Milwaukee, Wisconsin

Marquette University, a private, coeducational, Catholic, Jesuit institution in Milwaukee, Wisconsin, seeks a dynamic and strategic leader to serve as Chair of the Department of General Dental Sciences. This is an exceptional opportunity to shape the future of dental education and clinical excellence within Wisconsin's only dental school. In fulfilling its mission, the School is deeply committed to serving the local community and enhancing access to oral healthcare for underserved populations, reflecting Marquette's Jesuit mission of social justice and care for the whole person. The Chair will lead a talented team of faculty and staff, oversee innovative curriculum and clinical programs, and advance research and community engagement. As a key member of the School of Dentistry's leadership, the Chair will play a pivotal role in preparing the next generation of dental professionals while fostering a culture of collaboration, integrity, and innovation.

Marquette University (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 11,746 students (68% of whom are undergraduates), 1,237 faculty, and 1,356 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 2025 edition of America's Best Colleges. Marquette University is ranked #88 among National Universities in the *U.S. News & World Report Best Colleges* rankings and holds a strong reputation for undergraduate teaching, ranking #17 nationally. The university continues to emphasize community engagement, with a significant portion of students participating in service-learning and outreach programs, reflecting Marquette's mission of leadership and 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 2024, 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, serving as a provider of oral health care to nearly 76,000 patients across Wisconsin and one of the state's largest Medicaid and Medicare providers.

Working closely with the Dean, the incoming Chair will play a pivotal role in shaping and implementing the School of Dentistry's strategic vision, driving innovation in education, research, and clinical practice. This leader will inspire and support faculty and students, fostering a culture of collaboration, excellence, and accountability. The successful candidate will be an engaging and forward-thinking professional who combines strategic insight with a commitment to Marquette's Jesuit mission of service and leadership. With the opportunity to shape curriculum, enhance clinical operations, and broaden the department's influence both locally and nationally, the Chair will play a key role in sustaining and furthering Marquette's recognized leadership in dental education and patient care.

The Chair will successfully address several opportunities and challenges, which are outlined in greater detail beginning on page six of this document:

- Provide visionary leadership to guide the Department of General Dental Sciences in advancing the mission and strategic priorities of the School of Dentistry;
- Attract, mentor, and retain exceptional faculty while fostering a culture of professional growth and academic excellence;
- Drive innovation in a modern, evidence-based curriculum that ensures student success, well-being, and readiness for contemporary dental practice;
- Optimize and elevate clinical operations to deliver outstanding patient care and enhance the educational experience;
- Champion the department's strategic initiatives through impactful research, collaborative partnerships, and strong external engagement.

A complete list of the desired qualifications and characteristics of the Chair can be found at the conclusion of this document, which was prepared with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT MARQUETTE UNIVERSITY

Marquette University was founded in 1881 through the vision of Milwaukee's first archbishop, Rev. John Martin Henni, who named the institution after Rev. Jacques Marquette, S.J., a 17th century missionary and explorer. In the ensuing decades, the university has expanded to encompass 11 academic divisions: Helen Way Klingler College of Arts and Sciences; College of Business Administration; J. William and Mary Diederich College of Communication; College of Education; Opus College of Engineering; College of Health Sciences; College of Nursing; Graduate School; Graduate School of Management; School of Dentistry; and Law School. As an institution committed to both teaching and research, Marquette offers undergraduate

programs in more than 80 majors and 80 minors, in addition to more than 100 certificate, master's and doctoral degree programs. Marquette is accredited by the North Central Association of Colleges and Secondary Schools and underwent its decennial reaffirmation of accreditation visit in late 2023.

Marquette is ranked in the top 20% among national universities at No. 86 in the 2025 U.S. News & World Report Best Colleges rankings. Marquette is also ranked on the peer-nominated list for Best Undergraduate Teaching at No. 17, and the university is ranked 38th among Most Innovative Schools. Visit Marquette's [Rankings and Recognition website](#) for a comprehensive list of accolades. In its mission to foster people for and with others, Marquette asks students to be agents of change where they see disparities. As an engaged, mission-based community, Marquette has a responsibility to engage in respectful dialogue about injustices on our campus, in the city, in the U.S. and throughout the world. By getting involved in their communities, students help others lead better lives. Ninety-three percent of Marquette students report participating in community service efforts, and The Princeton Review ranked Marquette University for the second time No. 1 in the nation for students engaged in community service (2025).

Through personal relationships and professional connections, backed by an alumni network of support, Marquette graduates secure job opportunities quickly after graduation and continue to build successful, fulfilling careers. Marquette has nationally recognized outcomes in graduation rates and job preparation and placement. Based on Department of Education College Scorecard data, Marquette was ranked the 6th best college nationally and the best college in Wisconsin for job placement. Marquette's employment rate 10 years after graduation is 95.55%. According to the latest results of the Undergraduate Alumni Survey, 96% of alumni one year after graduation, 98% of alumni five years after graduation and 100% of alumni 10 years after graduation were engaged in an activity full time or were not seeking full-time employment.

Marquette prioritizes student success and wellness: The university wants every student who enrolls at Marquette to stay, learn and thrive — to truly feel they are home. Its mission as a Catholic, Jesuit university calls the community to ensure all students flourish from their first day on campus to their first destination beyond Marquette as they become people with and for others. Marquette has one of the highest retention and graduation rates among nationally ranked institutions in the country and focuses on increasing undergraduate student retention and improving graduation rates and first-destination outcomes. The university has a goal to increase the six- year graduation rate to 90% and year 1-2 retention rate to 94%. Marquette's Catholic, Jesuit approach to and focus on student success and immersive, personalized learning experiences encourage students to think critically and engage with the world around them. When students graduate with a Marquette degree, they are truly prepared and called to Be The Difference.

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 CODA accreditation site visit was Dec. 1, 2022, and the School of Dentistry successfully passed the review with no recommendations or issues identified. This outcome affirms the school's ongoing commitment to excellence in dental education and patient care, and reflects the dedication of its faculty, staff, and students to maintaining the highest standards set forth by the Commission on Dental Accreditation.

The MUSOD is located in a cutting-edge 120,000-square-foot facility that houses the school's three departments: developmental sciences, general dental sciences, and surgical & diagnostic 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 an oral health provider for nearly 76,000 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.

To learn more about the School of Dentistry, please visit marquette.edu/dentistry.

DEAN ELSBETH KALENDERIAN

Elsbeth Kalenderian, professor and dean of the School of Dentistry, joined Marquette University in 2023. Dr. Kalenderian served as dean of the faculty at the Academic Centre for Dentistry Amsterdam, where she also held the position of professor of oral and maxillofacial surgery. Previously, she was professor and chair of the department of preventive and restorative dental sciences at the University of California, San Francisco, and clinic dean and chair at Harvard School of Dental Medicine.

Dr. Kalenderian received her Doctor of Dental Sciences degree in 1983 from Rijks Universiteit Groningen in The Netherlands. As a Fulbright Scholar, she completed her oral and maxillofacial surgery residency from Boston University in 1986 and received a Master of Public Health degree from Harvard University in 2007. In 2013, she earned a Ph.D. from the University of Amsterdam, defending her thesis on dental diagnostic terminologies.

Dr. Kalenderian's well established research portfolio is continuously supported by numerous grants from the National Institutes of Health and the Agency for Healthcare Research and Quality; her work uses informatics approaches with a focus on patient safety, quality metrics and quality improvement in the dental setting. Additionally, Kalenderian publishes in peer-reviewed journals and is frequently an invited speaker at national and international conferences on leadership, quality improvement, dental diagnostic terminologies and patient safety.

DEPARTMENT OF GENERAL DENTAL SCIENCES

The Department of General Dental Sciences is one of four departments supporting the educational, patient care, and research missions of the Marquette School of Dentistry. The department encompasses the broad disciplines of Cariology, Dental Biomaterials, Operative Dentistry, and Prosthodontics.

The Department of General Dental Sciences is responsible for the major portion of the basic, applied and clinical sciences components of the pre-doctoral curriculum. This gives the School the opportunity to interact closely with predoctoral students throughout the 4-year program. Educational activities in these programs relate to oral diagnosis, caries disease management, evidence-based decision-making, treatment planning, applied biomaterials, restorative dentistry, fixed and removable prosthodontics, dental implants, digital dentistry, among others. The department also houses two associated graduate programs:

[Advanced Educational Program in Prosthodontics](#): The purpose of the prosthodontic residency program is to provide progressive clinical, laboratory and didactic training, closely supervised, at the post-graduate level in fixed, removable, maxillofacial and implant prosthodontics. The interrelation of other medical/dental clinical specialties is also emphasized. The program

integrates a research project in the biomedical sciences with a comprehensive clinical experience, culminating in the award of a Master of Science in Dentistry.

[Dental Biomaterials](#): The M.S. program in Dental Biomaterials is offered to individuals who want to pursue advanced study in dental biomaterials. A major component of the program is conducting a research project, culminating in the successful completion of a master's thesis and defense.

The School of Dentistry has a dedicated and highly skilled team of faculty and staff with the training, clinical, and didactic experiences to provide student-centered education and patient-centered comprehensive oral health care. All the programs utilize science, evidence-based approaches, skills, and technology to transform students into competent, safe, caring, and independent professionals and leaders in dentistry.

For more information about the department, visit <https://www.marquette.edu/dentistry/>.

ROLE OF THE CHAIR, DEPARTMENT OF GENERAL DENTAL SCIENCES

Reporting to the Dean, the role of the Chair of the Department of General Dental Sciences is to provide visionary leadership and strategic direction for the department, ensuring excellence in education, clinical care, research, and faculty development. The Chair works closely with the Associate Dean of Academic Affairs in designing curriculum design and delivery, fostering a collaborative and professional culture, supporting faculty recruitment and mentorship, and in close collaboration with the Associate Dean for Clinical Affairs advancing the clinical operations and graduate programs. This position plays a critical role in aligning departmental goals with the School's mission, promoting innovation in dental education, and representing the department in institutional and external engagements. Direct reports to the chair include an associate chair, graduate program directors, group leaders, course directors, Technology Innovation Center director, and faculty.

KEY OPPORTUNITIES AND CHALLENGES

Provide visionary leadership to guide the Department of General Dental Sciences in advancing the mission and strategic priorities of the School of Dentistry

The Chair of the Department of General Dental Sciences will provide visionary leadership to shape the department's academic and clinical direction while fostering a culture of professionalism, collaboration, and accountability. This includes promoting transparency by strengthening communication with students, faculty, staff, and administration, and creating an environment that supports learning and growth. They will also ensure that departmental goals align with the School of Dentistry's mission and strategic priorities, leveraging data-driven decision-making and inclusive dialogue to gain buy-in from all

stakeholders. By modeling integrity and constructive conflict resolution, the incoming Chair will serve as a unifying leader who advances excellence in education, patient care, and faculty development.

Attract, mentor, and retain exceptional faculty while fostering a culture of professional growth and academic excellence

The incoming Chair will play a critical role in attracting, mentoring, and retaining exceptional faculty while fostering a culture of professional growth and academic excellence. This includes recruiting talented educators and clinicians who bring diverse expertise to the department, supporting faculty through structured mentorship and career development pathways, and promoting continuing education and scholarly engagement. They will also lead fair and transparent evaluation practices, encourage collaboration, and create an environment where faculty feel valued and empowered to achieve their full potential. The Chair will aim to enhance the department's reputation and further its mission of delivering exceptional education and patient care.

Drive innovation in a modern, evidence-based curriculum that ensures student success, well-being, and readiness for contemporary dental practice

Leading the oversight of a modern, evidence-based curriculum that enhances student learning and well-being across didactic, preclinical, and clinical experiences will be a central responsibility of this role. This includes aligning coursework and competencies with CODA standards, maintaining consistency throughout all instructional phases, and integrating innovations such as EPAs, digital dentistry, simulation, and interprofessional education. Furthermore, the Chair will proactively address student concerns and provide constructive support for all dental students. This includes identifying challenges early, working with group leaders to implement individualized strategies for improvement, and collaborating with faculty to ensure students receive the guidance and resources they need. By fostering a culture of innovation and support, this role will prepare graduates to enter the profession as confident, competent, and compassionate dental practitioners.

Optimize and elevate clinical operations to deliver outstanding patient care and enhance the educational experience

In order to elevate clinical operations and ensure the highest standards of patient care and safety, the Chair will streamline workflows, calibrate faculty for consistency in clinical teaching, and integrate digital tools to enhance efficiency and outcomes. The Chair will prioritize quality improvement initiatives, infection control, operational excellence, and faculty alignment to maintain a seamless clinical experience for students and patients alike. By fostering innovation in clinical education and enhancing patient satisfaction and productivity, the Chair will position the department as a leader in delivering comprehensive, evidence-based care, advancing the School's mission of excellence in dental practice.

Champion the department's strategic initiatives through impactful research, collaborative partnerships, and strong external engagement

Beyond internal leadership, the Chair will advance the department's strategic priorities through research, resource stewardship, and external engagement. This includes aligning departmental objectives with the School of Dentistry's strategic plan, managing budgets responsibly in collaboration with the Associate Dean of Finance and Administration, and ensuring continuous CODA readiness. The Chair will support faculty research initiatives, foster interdepartmental collaboration, and represent the department effectively in professional organizations. By cultivating strong relationships with alumni, donors, and community partners, the Chair will strengthen the department's visibility, reputation, and long-term impact, positioning it as a leader in innovation and outreach within the dental profession.

QUALIFICATIONS AND CHARACTERISTICS

Candidates must have a DDS/DMD or equivalent dental degree allowing for licensure to practice dentistry or have the ability to obtain an academic dental license in the state of Wisconsin, a record of accomplishments in dentistry leadership, dental education, research, and clinical practice, and an extramural funding record. The next Chair 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
- Advancing interprofessional education and collaborative healthcare practices
- Advocating for the school and university and widely promoting the accomplishments of faculty, students, and programs
- Collaborating with other chairs, the dean, and senior administrators to align the

department's activities and goals with the greater interests of the School of Dentistry and Marquette University

ABOUT MILWAUKEE

Marquette is located on a 90-acre campus in the near-downtown Avenues West neighborhood of Milwaukee. Lake Michigan is roughly one mile east of the edge of campus. Milwaukee is the largest city in Wisconsin, and its metropolitan area is the 40th-most populous metro area in the U.S. with 1.57 million residents. Milwaukee is highly diverse, with about 39% African American, and 20% Hispanic/Latino residents.

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 sailing, windsurfing, kitesurfing, ethnic dining, and cultural festivals. Milwaukee's Summerfest is the world's largest musical festival. The city is recognized for its museums, fine dining and hotels, professional sports, gardens and parks, and Milwaukee County Zoo. These various opportunities, combined with strong public and private schools, make Milwaukee a family-friendly city. Milwaukee also has two opera companies, a ballet, a 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 www.visitmilwaukee.org.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Applications (resume and cover letter), inquiries, nominations and referrals should be sent to the Isaacson, Miller website: <https://www.imsearch.com/open-searches/marquette-university-school-dentistry/chair-general-dental-sciences>.

Julie Filizetti, Jay Torio, Kathy Martinez, and Maria Peña
Isaacson, Miller

Marquette University affirms its longstanding commitment to the principle of equal employment opportunity regardless of race, color, gender, age, sexual orientation, religion, disability, veteran's status, or national origin. Marquette affirms its commitment to the principle of affirmative action and its commitment to abide by state regulations and federal laws pertaining to equal employment opportunity.

This document has been prepared based on the information provided by our client. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by our client governs.