Executive Summary

Northwestern University invites inquiries, nominations, and applications for the position of dean of the School of Communication (SoC).

The SoC's 170 faculty members, more than 1,200 undergraduates and 700 master's and doctoral students form a vibrant community that advances the arts, sciences, and practices of human communication through every appropriate means, and especially through education, scholarship, artistic work/performance, policy analysis, and advocacy. In pursuit of this mission, the school has developed innovative curricula for undergraduate, professional, and doctoral programs in each of its five departments (communication sciences and disorders, communication studies, radio-television-film, performance studies, and theatre); it also offers pre-college and continuing education programs in selected areas. The school's research programs provide comprehensive and interdisciplinary study of human communication and expression, from speech and hearing sciences through social scientific and humanistic studies of media to the arts of performance and storytelling. Through its clinics, theaters, centers, and co-curricular offerings, the school carries out an effective program of translational activities designed to reshape the capabilities and practices of individual communicators and the communities in which they work and live. The school offers six majors in its five departments and a robust range of graduate programs consistently ranked highly, nationally and internationally. The SoC has an annual budget of approximately $51 million, including endowment income of nearly $5 million, and attracts nearly $10 million in annual research support.

The university seeks a new dean to provide visionary leadership to advance the school and to marshal the resources necessary to support its ambitions. Reporting to the provost, the dean is the chief executive and academic officer of the school, collaborating with faculty in overseeing all programs and policies; fostering a cohesive scholarly and creative community that values strong connections between research, practice and performance; generating a passion among students and faculty for the school's mission; stewarding the school's financial, capital and human resources; and playing a leadership role in fundraising and external relations. Ideal candidates will be leaders whose active and distinguished professional records include a compelling combination of teaching, research, practice, or performance within the fields of study that address human communication; who bring vision, a record of improving diversity and inclusion, and a commitment to building community; and who have strong academic leadership and management experience.

The school seeks in its next dean an outstanding leader who is committed to fostering excellence, creativity, collaboration, and common purpose; will maintain the school's investment and abiding interest in its students; has an eagerness to listen to and learn from others and actively supports shared governance; will build on the school's record of advancing institutional diversity, equity, and inclusion; and has the capacity and enthusiasm to generate new resources.

Northwestern is committed to excellent teaching, innovative research, and the personal and intellectual growth of its students in a diverse academic community. Its main campus is based in Evanston, Illinois, on the shore of Lake Michigan, with additional campuses located in downtown Chicago and Doha, Qatar. It has approximately 21,000 students enrolled in its twelve schools and colleges, 8,200 of whom are undergraduates, and more than 3,700 full time faculty members. For fiscal year 2018, Northwestern
reported operating revenues of approximately $2.5 billion and an endowment of almost $8.5 billion. In
2019, the university attracted nearly $800 million in sponsored research.

To nominate an individual or express personal interest in the opportunity, please see Procedure for
Candidacy on page 15.
The School of Communication

Northwestern’s School of Communication is one of the few places where students can find a comprehensive program across all aspects of human communication. An undergraduate and graduate school devoted to the academic study of communication arts and sciences, the school’s five departments – each of which offer undergraduate and graduate degree programs – include communication sciences and disorders, communication studies, radio-television-film, performance studies, and theatre. The school also offers undergraduate degree programs in Doha, Qatar as part of Northwestern’s Qatar Campus.

History

The history of the School of Communication began in 1878, when Robert N. Cumnock, its founding dean, brought a curriculum in elocution to Northwestern. In 1891, the university decided to house that curriculum in a School of Oratory. As its curriculum expanded and evolved, the name was changed to School of Speech in 1921 and School of Communication in 2002. Through its research and clinical services, SoC became the birthplace of the profession of audiology, and today continues to serve as a major resource for diagnostic and treatment services for communication-based disorders across the lifespan.

The initial shape of the school resembled a European speech and drama school and included study in the arts of citizenship (including platform as well as theatrical performance) and skills such as oratory, acting, voice, and movement. As visual and electronic media arose in the twentieth century, the curriculum expanded to incorporate studies in radio, television, and film. Until the 1950’s, it functioned as one unitary program, but expansion and maturation led to differentiation into departments, of which five continue today: theatre (including dance), performance studies, radio-television-film, communication studies, and communication sciences and disorders.

Beginning in 2000, the school adapted to the new digital reality facing the communication arts and sciences, adding curriculum in digital media, culture, and design to its offerings.

The school’s success has been built on the organic unity and symbiosis of its constituent programs and its remarkable capacity for adaptation to changes in technologies and uses of communication. This has been a defining attribute of the school throughout its history and continues to be the foundation of its resilience in the present day. Its core mission—building human knowledge of the forms, functions, and practices of human communication and using that knowledge to shape uses of communication to human ends—is embedded deeply in each of the five current departments and has continued to shape program decisions through its history.

Strategic Priorities

For the past two decades, two exigencies have shaped the school’s priorities and strategy: first, the need to sustain the school’s intellectual, organizational, and material resources; and second, the need to assist programs in adjusting to the emerging realities of communication—and higher education generally—in the twenty-first century. The school continues to address these exigencies and at the same time advance its core mission: building knowledge in its disciplines and making a
significant impact on the practice and use of communication in this new century. In brief, the School of Communication's strategic priorities have focused on four key goals:

- Increase the size, diversity, and quality of the faculty; improve student support and recruiting; update the curriculum; and expand and update facilities.

- Respond creatively and effectively to the three key drivers transforming the communication arts and sciences, both inside and outside the academy: innovation in content, distribution, and audiences; creation and adoption of digital technologies; and global circulation of people and ideas.

- Become more integrated, interdisciplinary, and engaged with institutions and communities outside Northwestern by aligning programs with cross-cutting areas for impact (currently: public culture and its circulation; storytelling and performance; networks, media, and interaction design; and communication health across the lifespan).

- Continue to build excellence in each aspect of the school using ongoing evaluation, iterative design, and well-managed change in its organization.

**Departments**

The School of Communication offers academic programs and promotes cutting-edge research in and across five departments:

**Roxelyn and Richard Pepper Department of Communication Sciences and Disorders**

The Roxelyn and Richard Pepper Department of Communication Sciences and Disorders is home to undergraduate, professional, and doctoral research programs that explore the science of human hearing, speech, language, learning, and swallowing and seek new and more effective ways to prevent, diagnose, and treat related communication disorders. *Quick links: Faculty, Programs, Research Labs*

**Department of Communication Studies**

The Department of Communication Studies explores the social, political, and cultural functions of communication as it occurs in diverse settings ranging from interpersonal interaction to global media. Drawing on both qualitative and quantitative methods, the department’s teaching and scholarship explore communication practices, media, institutions, and arts as they shape agreement and dissent, competition and cooperation. *Quick links: Faculty, Programs, Research Labs*
Department of Performance Studies

The Department of Performance Studies lives at the sprawling intersection of personal narrative, literature, culture, technology, and performance theory. By thinking critically about cultural performance, students and faculty in the department bend—and sometimes break—long-standing concepts of what performance really is. Quick links: Faculty, Programs

Department of Radio/Television/Film

The Department of Radio/Television/Film explores the history, theory, and production of media—from cinema to broadcast television to alternative media to emerging technologies. The department's programs, courses, and research opportunities focus on the history of film, television, and emerging media and the critical analysis of media texts, technologies, and cultures. Faculty explore the social and cultural impact of media—and use media to convey their own messages to the world. Quick links: Faculty, Programs

Department of Theatre

Theatre and dance mirror the nature of life in all its rich variety. To work effectively within the theatre arts requires a broad knowledge upon which to draw. To that end, the Department of Theatre believes in giving students a full range of instruction and experience in the theatre arts—practice, history, and theory—along with the full benefits of a liberal arts education. Quick links: Faculty, Programs

Academic Programs

School of Communication programs range across the spectrum of topics in the communication arts and sciences and include undergraduate, professional, and graduate programs of study and interdisciplinary initiatives and research centers.

Undergraduate Majors and Minors

Major in Communication Studies
Major in Dance
Major in Human Communication Sciences
Major in Performance Studies
Major in Radio/Television/Film
Major in Theatre
Minor in Dance
Minor in Film and Media Studies
Minor in Human Communication Sciences
Minor in Performance Studies
Minor in Sound Design
Minor in Theatre
Music Theatre Certificate
Modules
Modules are highly focused programs of study that include related coursework, co-curriculars and pre-professional experiences, and culminate in the creation of a capstone project. In modules, communities of diverse learners and experts help students bridge theory and practice. These communities are led by School of Communication faculty—artists, scientists, designers, and researchers who by and large are as visible and experienced outside university gates as within them. The faculty leaders are supported by advisory boards that bring industry insiders to the table to provide even more practical insight.

Dual Degree Programs

- Dual Degree Program in Communication and Engineering
- Dual Degree Program in Music and Communication

Graduate Programs

- Doctor of Audiology (AuD)
- Doctor of Philosophy (MA/PhD) in Media, Technology, and Society
- Doctor of Philosophy (MA/PhD) in Performance Studies
- Doctor of Philosophy (MA/PhD) in Screen Cultures
- Doctor of Philosophy (PhD) in Communication Sciences and Disorders
- Doctor of Philosophy (PhD) in Communication Studies
- Doctor of Philosophy (PhD) in Technology and Social Behavior (Joint with Computer Science)
- Doctor of Speech-Language Pathology (SLPD)
Interdepartmental Neuroscience PhD
Interdisciplinary PhD in Theatre and Drama
MA in Sound Arts & Industries
Master of Science in Health Communication
Master of Science in Communication
Master of Science in Leadership for Creative Enterprises
Master of Science in Speech, Language, and Learning
MFA in Acting
MFA in Directing
MFA in Documentary Media
MFA in Stage Design
MFA in Writing for the Screen and Stage

Research and Centers

Communication Sciences and Disorders

The Roxelyn and Richard Pepper Department of Communication Sciences and Disorders is committed to advancing translational research in which there is collaboration between basic science researchers, clinical researchers, and clinicians. With state-of-the-art research labs and exceptional clinical faculty members, the school is in a unique position to answer a variety of scientific and clinical questions across this translational continuum from bench to bedside to practice. More about research labs can be found here: Research Labs

Communication Studies

The Department of Communication Studies research activities encompass study across four related areas: rhetoric, media and public culture/media industries, organizations and networks, communication and health, and human-computer interaction. In terms of achievements and trajectory there is a focus on both an interdisciplinary approach and global outreach, as well as an investment in engaged research that strives to have an impact on the greatest number of communities and stakeholders. More about research labs can be found here: Research Labs

Center for Audiology, Speech, Language, and Learning

The Northwestern University Center for Audiology, Speech, Language, and Learning is a multifaceted and renowned university-based non-profit whose mission is to provide and expand the highest quality, evidence-based, speech, language, learning, and hearing healthcare to the community. This mission is accomplished by providing outstanding direct healthcare to the community, training future clinic professionals, participating in clinical and translational research, and providing healthcare-based educational opportunities for the surrounding communities.
Center for Communication and Health

The Center for Communication and Health improves the quality and safety of healthcare as patients experience it, to improve the health of populations, and to reduce the cost of care. It encompasses research on pharmacoepidemiology, training medical residents on the safe dosing of opioids, developing methods to predict and prevent drug name confusion errors, and developing strategies to deliver medication information in a way that overcomes barriers created by low health literacy and limited English language skills. The center is a home for interdisciplinary collaborations between affiliated faculty from the School of Communication, the McCormick School of Engineering, and the Institute for Public Health and Medicine, as well as collaborations with researchers from outside Northwestern.

Center for Global Culture and Communication

The Center for Global Culture and Communication (CGCC) was founded in 2002 as an interdepartmental forum for bringing together School of Communication faculty and students to address the emerging importance of globalization in communication studies. No theme better captures the intellectual challenges of the new century than globalization, especially as mediated by cultural flows and communication technology; and no academic unit of Northwestern University is better positioned to address those challenges than the School of Communication. Although established in the School of Communication, the CGCC offers the opportunity for interdisciplinary scholarly exchanges to members of all Northwestern academic units.

Center on Media and Human Development

The Center on Media and Human Development employs psychological, educational, and communication theories to investigate traditional media as well as new media, such as social media and apps. The center conducts research exploring a variety of topics such as educational learning, social interactions, advertising, and health, within the intersection of children and media. In addition to conducting research and training future researchers to conduct research in the field of human development and media, the center collaborates and communicates with others through workshops, round-table discussions, and conferences in order to inform and influence public policy.

Knowles Hearing Center

The Hugh Knowles Center for Clinical and Basic Science in Hearing and Its Disorders is dedicated to making advancements in the prevention, diagnosis, and treatment of hearing disorders. The center accomplishes four objectives: stimulates research on the frontiers of audiology; promotes a broad interdisciplinary approach to hearing and its disorders, including the natural science of audiology, neurology, medicine, physics, and engineering, as well as the social sciences and humanities when appropriate; provides clinical services of exemplary quality to individuals with hearing impairment; and educates scientists of exceptional ability. The Knowles Center was founded by a gift from the Knowles family that has grown into an endowment of over $20,000,000. The income supports: two named professorships in CSD, a named prize in hearing science, fellowships and scholarships for students, symposia, research, and collaborations among hearing scientists across Northwestern.
The American Music Theatre Project

The American Music Theatre Project (AMTP) partners leading artists in music theatre with Northwestern’s faculty, staff, and students to develop new musicals, bridging the educational and professional worlds through uniquely tailored new work processes. AMTP’s goal is to nourish and invigorate American music theatre by supporting writers in their early stages of development, creating new connections between the professional and academic communities, and increasing opportunities for education and training with Northwestern’s theatre, music theatre, and dance programs.

Pipeline Programs

The National High School Institute (Cherub program) has been an essential tool in assisting the school to expand the pipeline for students of promise. In its many decades of operation, the program has been instrumental in attracting exceptional students to study the communication arts and sciences at Northwestern specifically and at top universities nationally.

In the past few years, the Cherub program has partnered directly with the Urban Debate League in an effort to recruit more students of color. Debaters from UDL secondary schools are offered the opportunity to spend three consecutive summers on the Evanston campus. The SoC is also piloting a program to reach students who wish to explore the neurosciences in a pre-college program. In addition, an after-school version of the Cherub program has been delivered successfully in Chicago-area high schools for the past three years. The success of that initiative in building the applicant pipeline has led to a launch in Southern California as well, begun in the 2018-19 academic year with four high schools and moving to eight for 2019-20.

Facilities

The School of Communication boasts an outstanding array of facilities for students, faculty, staff, and guests to research, work, perform, create, engage, and lead. From a state-of-the-art clinic serving children and adults with speech and hearing challenges to a renowned, professional-caliber performing arts complex, the school anticipates and responds to the learning needs of our community.

The school's facilities house and foster the work of the school’s five departments with dozens of teaching spaces, research labs, auditoriums, performance and practice facilities, production and design studios, film sets, digital media bays, administrative offices, and gathering spaces. The innovation, collaboration, and groundbreaking work in communication that these facilities cultivate are at the very heart of the school's mission to both the university and the world.
The Virginia Wadsworth Wirtz Center for the Performing Arts
Patrick G. and Shirley W. Ryan Center for the Musical Arts
Annie May Swift Hall
Northwestern University Center for Audiology, Speech, Language, and Learning
Frances Searle Building
Abbott Hall
Fisk Digital Media Studio
John J. Louis Hall
Hardy House
Marjorie Ward Marshall Dance Center
1815 Chicago Avenue
617 Noyes
Block Cinema
Cahn Auditorium

Graduates

Many SoC alumni have made their mark in film, television, theater, and writing including, among others: Ann-Margret, Warren Beatty, Robert Olen Butler, Stephen Colbert, Zooey Deschanel, Debi Feinman, Richard Gebhardt, David Gersh, Kathryn Hahn, Heather Headley, Charlton Heston, David Hollander, Jordan Horowitz, Martha Lavey, Richard Lewis, Julia Louis-Dreyfus, Meghan Markle, Seth Meyers, Newton Minnow, Tony Randall, Tony Roberts, Tina Rosenberg, David Schwimmer, Kate Shindle, and Rocky Wirtz. An Office of External Programs, Internships, and Career Services helps students enter the creative economy with industry experience and connections to the school’s star-studded alumni network.
Role of the Dean

As chief academic and administrative officer, the dean of the School of Communication has ultimate responsibility for the conduct, coordination, quality and success of the school and all of its programs and operations. The dean is charged with fostering a vibrant and inclusive intellectual and creative community; attracting, developing, and retaining a diverse faculty of international eminence; promoting faculty and student scholarly and entrepreneurial activity; advancing both undergraduate and graduate education; enhancing revenue through private and corporate fundraising as well as through the development of new programs; ensuring the effective management of the school within a university that prizes the student experience; and ensuring that the school remains relevant and impactful.

The dean works closely with department chairs and is supported by a leadership team that currently consists of the following positions:

- Associate dean, administration and finance
- Associate dean, faculty affairs
- Associate dean, graduate education
- Associate dean, research
- Associate dean, undergraduate education
- Assistant dean, planning and engagement

Opportunities and Expectations for Leadership

In collaboration with university leadership and the school’s faculty, the dean is expected to develop and champion a vision for the School of Communication’s future while operationalizing existing plans and initiatives and developing and managing the resources necessary for the school’s success. The new dean of the SoC will be asked to undertake critical leadership tasks including the following interrelated priorities:

- **Build a compelling, contemporary, inclusive, and unifying vision for the school.**
  The SoC is a distinctive interdisciplinary community, having created innovative programs of study at both the undergraduate and graduate levels that have secured a unique position for the school nationally and globally. The school is at a crossroads in articulating its evolving niche, especially given the challenges of remaining relevant within the highly dynamic landscape of communication and communication studies. The new dean will be tasked with increasing the level of inclusion and cohesion among the SoC’s stakeholders in re-envisioning the ongoing evolution of the school and its programs and initiatives and building relationships across its sectors.

- **Recruit, develop, and retain an outstanding faculty.**
  As the guardian and steward of academic quality for the School of Communication, the dean will sustain and enhance the school's record in vigorously attracting, developing, and retaining a pre-eminent and diverse faculty through a genuine investment in their success.
Northwestern has a particularly strong commitment to diversity, equity, and inclusion. At the school level, deans are charged with improving practices to recruit, develop, and retain outstanding faculty who enhance both the diversity of the professoriate and the learning environment for all students. The dean is also charged with providing leadership related to diversity and inclusion that fosters an environment in which multicultural fluency, appreciation of difference, and awareness of the range of experience for students, faculty, and staff in the school and the university are continuously reflected in policy and in action. The next dean must be committed to and effective at advancing a culture of inclusion, fairness, and transparency that affirms a diversity of ideas and expression and celebrates that which makes each individual unique.

Build and nurture partnerships.
Deans at Northwestern are expected to lead, articulate, and implement a vision for the future direction of the educational, research, performance, and outreach programs of their schools and – together – for the university. They are collegial, collaborative, and supportive of one another. Individually they are self-reliant in leading and managing their respective schools; together, they carry significant institutional responsibility for advancing the interests of their schools and integrating them with those of the university. The dean of the SoC is expected to partner especially closely with the deans of the McCormick School of Engineering, Medill School of Journalism, and of Northwestern University in Qatar; these three schools, together, comprise an unusually rich and comprehensive set of communication and interaction design offerings. The dean of the School of Journalism was appointed in 2018, and the Qatar campus will have a new dean for academic year 2020-21, and the opportunity for partnership to the benefit of the individual schools and the university overall cannot be overstated. Other important relationships include the Bienen School of Music and the Weinberg College of Arts and Sciences, where SoC students take many of their liberal arts courses.

Build an infrastructure of productive and participatory governance and communication.
The School of Communication runs well. At the same time, there is a desire for stronger participation in shared governance and decision-making as well as communication on a range of matters from planning and governance to school occurrences. Faculty and staff are eager to welcome a leader who will build and value an infrastructure of productive, inclusive, and participatory shared decision-making, governance, and communication in which key decisions – where possible – are reflected upon as a community and in which all voices are encouraged, and where matters small and large are routinely shared with the school’s constituents.

Identify, cultivate, and generate new resources for the school.
While the university is in the final stage of a major campaign that will be largely complete by the time the new dean begins, fundraising remains a major part of the role and planning for the next campaign will be launched soon. The new dean will be expected to employ creativity, leadership, and strategy to secure the resources required to support the school’s vision, collaborating with other university leaders and fundraisers so as to ensure continued faculty excellence and student opportunity.
Professional Qualifications and Personal Qualities

Northwestern seeks in its next dean of the School of Communication a deep understanding of and respect for the academic enterprise and the ability to assess and enhance academic quality in its diverse forms. The successful candidate will have a record of accomplishment as a distinguished leader commensurate with appointment as a full professor and will be a tenured member of one of the school's five academic departments.

In addition, the ideal candidate will have the following attributes:

- **Academic accomplishment and stature:** Reputation as a distinguished scholar or artist with a record of academic accomplishment appropriate to appointment as a tenured full professor in the school. Deep knowledge of at least one area of the school's offerings, and evidence of interdisciplinary interests.

- **Commitment to the SoC and Northwestern's mission:** Ability to inspire and lead a faculty, staff, and student body that is diverse on numerous dimensions toward a fulfillment of the school's mission to advance the arts, sciences, and practices of human communication. Strong support for actively engaging with practice and for promoting the holistic development of SoC students.

- **Commitment to excellence:** Deep understanding of the foundations for excellence and integrity in teaching, research, and performance, especially in the context of a school with the core commitments articulated above; and the ability to attract outstanding faculty and students and to support them in building and sustaining programs of the highest caliber amidst a dynamic educational and communication landscape. Ability to build bridges within Northwestern and with other universities and organizations as a means to enhance SoC programs, offerings, research, and contributions to the field.

- **Leadership and vision:** Inspirational, visionary, and strategic leadership to steward the School of Communication and ensure its ongoing success. A record of formulating and articulating ambitious plans; inspiring consensus around shared goals; demonstrating superb judgment and decision-making; fostering a culture of trust and fairness among chairs, faculty, staff, and students; building a culture of collaboration among faculty and departments; advancing diversity, equity, and inclusion in impactful ways; catalyzing fresh thinking so as to assure continued relevance and impact; and modeling exemplary institutional citizenship. Appreciation and enthusiasm for the extraordinary range of approaches represented by the school. A commitment to eliciting timely feedback in situations where community input is beneficial: listening with openness and critical reflection and explaining rationales for key decisions and actions.

- **Record of positive impact on diversity and inclusion:** Demonstrated success in improving diversity on multiple dimensions. Proven history of making an impact on multicultural community-building with a commitment to enhancing numerical and qualitative diversity among students, faculty, and staff, and to fostering an inclusive environment for all members of the school community. Multicultural fluency and appreciation of difference, understanding of nuance, and the ability to think intentionally with an awareness of the various ways in which the school and university can be experienced differently by different people.
Commitment to fostering scholarly excellence, creativity, and collaboration: Ability to serve as a leader of and partner to faculty across the School of Communication, with proven fluency with various forms of knowing, including quantitative, qualitative, empirical, and theoretical. A strong record of recruiting and retaining a diverse, exceptional faculty; enhancing academic stature and reputation and fostering a culture of excellence; pursuing resources for collective endeavors; promoting interdisciplinary and global scholarship and initiatives; and working collaboratively across disciplines, departments, and other academic units.

Management: Successful experience in leading and managing an organization including the ability to shape and implement a plan, lead large and cross-disciplinary projects, manage financial resources, effectively deploy staff, and collaborate with others. Proven track record of being inclusive and decisive and having an ability to get things done.

Communication skills: A propensity for active listening and the willingness to learn from others, a natural inclination to communicate openly and with transparency, and the emotional intelligence to build and inspire trust, establish collaborative relationships and ensure broad-based support for decisions, plans, and initiatives. Ability to express and generate excitement for SoC’s mission and plans.

Capacity to develop essential resources: Ability to cultivate and inspire philanthropic support from private donors, foundations, and corporations as well as the interpersonal qualities to build excitement and engage successfully with alumni. Creativity in building revenue streams to support the school’s activities.

Personal qualities: Wide-ranging intellectual curiosity. A sense of urgency, engagement, and joy in one’s work. Honesty, integrity, and a strong moral compass. Ability to observe, listen, learn, and clarify needs while being accessible and engendering trust quickly among varied constituencies. A palpable respect for colleagues and for students; self-awareness; and the capacity and inclination to be a model colleague and university citizen.
Procedure for Candidacy

Applications and nominations are invited. Candidate materials should include a letter of interest that reflects the themes in this leadership profile and a CV. Northwestern University has engaged WittKieffer to assist with this search, which will remain open until an appointment is made. Inquiries, nominations, and applications should be directed to the search consultants, Robin Mamlet and Elizabeth Bohan, at NorthwesternSoCDean@wittkieffer.com.

Northwestern University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Northwestern University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Appendix

Alumni Relations and Development

Gift Income & Commitments Totals

FY12: $4.5M  FY16: $11.3M
FY13: $8.6M  FY17: $10.6M
FY14: $6.7M  FY18: $7.4M
FY15: $15.4M  FY19: $5.8M

❖ Reach-backs prior to FY12: $6M
❖ $2.4M raised in FY20 as of 10.24.2019