

Guided by Mission, Inspired to Change

**MARQUETTE UNIVERSITY'S
STRATEGIC PLAN FOR 2031**



**MARQUETTE
UNIVERSITY**

BE THE DIFFERENCE.

MARQUETTE UNIVERSITY MISSION STATEMENT

Marquette University is a Catholic, Jesuit university dedicated to serving God by serving our students and contributing to the advancement of knowledge. Our mission, therefore, is the search for truth, the discovery and sharing of knowledge, the fostering of personal and professional excellence, the promotion of a life of faith, and the development of leadership expressed in service to others. All this we pursue for the greater glory of God and the common benefit of the human community.

Excellence

Our students, whether traditional or non-traditional, undergraduate, graduate or professional, come to Marquette University to share our commitment to the pursuit of excellence in all things as a lifelong endeavor. They come to join a community whose members — faculty, staff, students, trustees, alumni and friends alike — believe that education must encompass the whole person: spiritual and moral as well as intellectual, the heart as well as the mind. And they come seeking the educational, professional and cultural advantages of a university located in the heart of the city. We, in turn, take seriously our responsibility to foster and support excellence in teaching and research, to keep a Marquette education accessible to a diverse population of students, and to offer personal attention and care to each member of the Marquette community.

Faith

As a Catholic university, we are committed to the unfettered pursuit of truth under the mutually illuminating powers of human intelligence and Christian faith. Our Catholic identity is expressed in our choices of curricula, our sponsorship of programs and activities devoted to the cultivation of our religious character, our ecumenical outlook, and our support of Catholic beliefs and values. Precisely because Catholicism at its best seeks to be inclusive, we are open to all who share our mission and seek the truth about God and the world, and we are firmly committed to academic freedom as the necessary precondition for that search. We welcome and benefit enormously from the diversity of seekers within our ranks, even as we freely choose and celebrate our own Catholic identity.

Leadership

As a Jesuit university, Marquette embodies the intellectual and religious traditions of the Society of Jesus. Through an academically rigorous, values-centered curriculum, our students receive a firm grounding in the liberal arts, preparation for work in a world of increasing complexity and diversity, and formation for life as ethical and informed leaders in their religious, cultural, professional and civic communities. They work with and learn from faculty who are true teacher-scholars, whose research not only advances the sum of human knowledge, but also informs their teaching, and whose commitment to students is fundamental to their intellectual and professional lives.

Service

Through both our academic and co-curricular programs, Marquette strives to develop men and women who will dedicate their lives to the service of others, actively entering into the struggle for a more just society. We expect all members of the Marquette community, whatever their faith traditions, to give concrete expression to their beliefs by giving of themselves in service to those in need.

MARQUETTE UNIVERSITY VISION STATEMENT

Marquette University aspires to be, and to be recognized, among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind. We must reach beyond traditional academic boundaries and embrace new and collaborative methods of teaching, learning, research and service in an inclusive environment that supports all of our members in reaching their fullest potential. Marquette graduates will be problem-solvers and agents for change in a complex world so in the spirit of St. Ignatius and Jacques Marquette, they are ready in every way “to go and set the world on fire.”



MARQUETTE UNIVERSITY GUIDING VALUES

Endorsed Dec. 8, 2014 In accordance with the Catholic, Jesuit mission and vision of Marquette University, we hold that all people and things are created to praise, reverence and serve God in our community and throughout the world, and thus every aspect of the university's lifeblood and work holds this principle and foundation as its beginning and end. Therefore, we will enact the following values and behaviors in our lives and our work to serve the greater glory of God:

- Pledge personal and holistic development of students as our primary institutional vocation
- Pursue academic excellence and educate students who are people for and with others throughout the world
- Embody a spirit of interdisciplinary curiosity, research, innovation, entrepreneurship and application to change and improve ourselves, our community and our world
- Nurture an inclusive, diverse community that fosters new opportunities, partnerships, collaboration and vigorous yet respectful debate
- Live as servant leaders with a commitment to the Jesuit tradition and Catholic social teaching for all people, beliefs and faith traditions
- Create bold, ambitious plans enacted with agility, authentic accountability and a commitment to the greater good



GUIDED BY MISSION, INSPIRED TO CHANGE

In 2031, Marquette University will celebrate 150 years of serving God by delivering our students a transformative education rooted in our Catholic, Jesuit tradition. Heading into this milestone, we remain committed to our mission, vision and guiding values. Building upon this strong foundation and our collective strengths in teaching, research and innovation, we will continue to adapt and evolve. Through our mission and our devotion to human dignity and diversity, we are called to educate our students and conduct our research in ways that are just and responsive to the ever-changing needs of the world.

The landscape of higher education is shifting, and many institutions are facing new economic and social pressures. Marquette's path for success amid these challenges will be formed by our mission, and we will be guided by the wisdom of our lived experience. To address the world's most pressing problems requires Marquette to develop and support ethical, visionary leaders who work for justice and inspire others to work toward a hope-filled future. By remaining committed to our mission, vision and values, we will endure these challenges and thrive because of them.

True to our Jesuit heritage, we affirm the tremendous value of an education grounded in the liberal arts — that is our commitment to forming thoughtful leaders with the knowledge and passion needed to transform the world. We likewise celebrate the depth and breadth of our undergraduate, graduate and professional academic programs, which are built on a centuries-old Jesuit tradition of educational excellence and led by exceptional faculty and staff who have a deep sense of mission and a resolute commitment to student well-being.

Over the next seven years, we will advance our strategic priorities, positioning us to flourish as we seek to be one of the most innovative and accomplished Catholic and Jesuit universities in the world. Rooted in our Catholic faith and spirit of innovation, this aspirational, actionable plan reflects Marquette’s commitment to forming students capable of responding to the needs of a diverse, dynamic world. We will encourage students to discern how they are called in their personal and professional lives to work on behalf of reconciliation and justice.

We will accomplish this through three foundational themes and goals:

Thriving students

Marquette will be the nationally recognized leader in the integration of student wellness, transformation and success.

Healthy campus

Marquette will identify as thriving in its culture of belongingness, care for the whole person (*cura personalis*) and be adaptable to ensure the health of the institution (*cura apostolica*).

Care for the world

Marquette will focus its talent to address the world’s challenges as identified in the Society of Jesus’ Universal Apostolic Preferences through our faith-inspired service and by growing our cutting-edge research in partnership with the Milwaukee community and beyond.



Thriving students

With students at the heart of all we do at Marquette, their success and well-being are a shared responsibility of all faculty and staff. It is our privilege to provide our undergraduate, graduate and professional students with a transformative education and supportive co-curricular experience rooted in our Catholic and Jesuit mission — all of which challenges and equips them to *Be The Difference*. We will accomplish this, in part, by fostering opportunities for students to understand how being formed by Marquette's Catholic and Jesuit mission is an invitation to work toward the common good of humankind. Through this, we will serve the Jesuit Universal Apostolic Preference of accompanying young people in the creation of a hope-filled future.

Through the connected efforts outlined below, Marquette will be a community built to comprehensively support the well-being of all students on their journey toward becoming independent, engaged and prepared persons with and for others. This includes ensuring every member of our campus experiences an authentic sense of belonging, forged through meaningful engagement with one another; numerous opportunities to learn and grow in an understanding of diverse perspectives, experiences and backgrounds; and equitable access to the resources and support each member needs to thrive in their learning, work and scholarship.

OBJECTIVE 1: Ensure academic excellence for all students

All Marquette students will receive an educational experience that equips them with the foundational knowledge, skills and resources necessary to respond to the needs of a diverse, dynamic world.

Priorities

- Close equity gaps for first-generation, commuter, low-income and underrepresented students while improving graduation, retention and first destination rates for all students through our student success initiative
- Establish a graduate student success initiative that enables graduate and professional students to thrive intellectually, personally and professionally

OBJECTIVE 2: Strengthen and create holistic experiential learning opportunities

All Marquette students will participate in life-changing learning and service opportunities, co-curricular (e.g., study abroad, Les Aspin Center) programs and extracurricular activities on campus and in the classroom, laboratory, community and workplace that will challenge them to discover how they are called to be difference makers in our society.

Priorities

- Significantly increase the percentage of Marquette graduates who participate in high-impact and community-engaged experiences
- Provide students with experiences that train them in Ignatian discernment and give them opportunities to take actions that advance a hope-filled future for the world

OBJECTIVE 3: Advance innovation and excellence in teaching and learning

Marquette will be known for exceptional undergraduate and graduate teaching and learning, with innovative instruction grounded in principles of Ignatian pedagogy.

Priorities

- Enhance instructional technology capabilities through targeted investments
- Expand efforts in the scholarship of teaching and learning to develop and encourage the use of best practices and provide training in Ignatian pedagogy for faculty and graduate teaching assistants

OBJECTIVE 4: Foster well-being and belonging for all students

Marquette will be a recognized leader in integrating resources to ensure that students develop healthy, fulfilling lives and that they are cared for across all areas of university life. Students from all backgrounds will feel equipped to engage in conversations about diversity, equity and inclusion; dialogue across differences; and be empowered to share their gifts and talents to enrich the university community.

Priorities

- Ensure that students develop tools, habits and behaviors for their well-being during their time at Marquette and beyond, focusing on integrating spirituality and purpose, physical health, mental and emotional health, relationships, daily routine, community and academic domains
- Utilize evidence-based best practices to educate about, promote and safeguard the inherent human dignity of every member of Marquette's community in accord with our Catholic and Jesuit mission to create an equitable, inclusive culture and talents to enrich the university community



Healthy campus

For Marquette to deliver on its mission to serve God through the delivery of a transformative Catholic and Jesuit education, its campus environment must be one that supports its faculty and staff, promotes the value of a Marquette education, and ensures the effective and empowering delivery of our mission.

Our plan is deeply rooted in the Jesuit tenets of *cura personalis* (care for the whole person) and *cura apostolica* (care for the work of the institution) — each in service to our mission. We will be a community that embraces our mission, works collaboratively around a set of shared values and believes in the human dignity of every employee. We will foster a supportive, inclusive and engaging culture dedicated to learning and growth, where faculty and staff are empowered to reach their full potential.

Within this environment, Marquette faculty and staff will feel seen, heard, valued and inspired to contribute to the transformation of our students, as well as the greater good of the university. Delivering on our mission requires establishing a culture that can work collaboratively, consider resources in new ways and move intentionally to adapt to challenges.

OBJECTIVE 1: Create a campus environment for faculty and staff that encourages well-being and a sense of belonging

Marquette will foster an inclusive and supportive campus environment through a culture of shared governance and transparency that enables faculty and staff to deliver on the university's mission.

Priorities

- Nurture a culture of belonging through supportive programs, services and physical spaces so that faculty and staff experience a positive campus climate
- Ensure that staff and faculty have fair and competitive compensation and benefits, as well as opportunities to learn and grow professionally and personally

OBJECTIVE 2: Promote a culture of alumni engagement and philanthropy

Marquette alumni and benefactors will appreciate and champion the value of a Marquette education, in turn investing in our future so that students can receive an affordable, transformational education.

Priorities

- Broadly engage our alumni, parents and friends to increase participation in supporting Marquette's mission
- Plan and execute Marquette's next campaign with a continued focus on student scholarship support

OBJECTIVE 3: Develop strategic enrollment plans and an academic programming array to meet the needs of current and future students and society

Marquette will build a holistic enrollment plan that is responsive to student interests, societal needs and the expectations of future employers. This objective will connect with and support the priorities of the Thriving Students objectives.

Priorities

- Ensure that academic programs and their curricula align with Marquette's mission, the needs of society and the expectations of future employers. Using existing university processes, we will add new programs with selected interdisciplinary opportunities in high potential areas. We will also identify targeted opportunities to strengthen, modify and sunset academic programs where appropriate.
- Meet enrollment and revenue targets by strategically recruiting students, expanding tertiary markets, aligning enrollment with college strategic plans, and continuing to grow graduate programs and enrollment, highlighting the value and distinctiveness of Marquette's Catholic and Jesuit identity in recruiting efforts

OBJECTIVE 4: Deliver Marquette's mission efficiently

Marquette will be a good steward of our resources by collaborating to operate efficiently and sustainably.

Priorities

- Produce an annual operating margin of 3 percent to fund short- and long-term institutional needs
- Ensure we operate in a healthy and strong environment relative to our largest investments (endowment growth), campus (improved space utilization) and people (employment levels) to best steward our resources and serve our students



Care for the world

As a Catholic, Jesuit university, Marquette has a unique duty to the world around us. At Marquette, the adage *Ad maiorem Dei gloriam*, “For the greater glory of God,” is more than a motto. It underpins the Jesuits’ relentless drive toward improvement — their work inspires others to seek a better world not for our glory but for God’s. Marquette faculty and staff share a responsibility to promote justice and act as servant leaders through teaching, research and outreach. This, in turn, provides our students with the foundational knowledge and skills to thrive as agents of positive change.

Marquette is committed to remaining a research university that embraces the teacher-scholar model and is known for excellence in research and innovation. We will emphasize mission-focused, partnership-based research that includes opportunities for students, leverages faculty strengths and enhances society in positive ways. We strive to create a vibrant, growing and sustainable research environment that utilizes the diverse talents of our community of scholars and that attracts collaborators who share our commitment to engaging in research and scholarship that addresses the emerging challenges of an ever-changing world.

OBJECTIVE 1: Develop integrated support systems that facilitate the service of faith and promotion of justice

Marquette will prepare and empower students, staff and faculty to live out the values of our Catholic and Jesuit mission in ways that pursue God's greater glory and benefit the entire human community.

Priorities

- Create a standard evaluation process to assess our community partnerships and improve training for faculty, staff and students so that they may best serve the needs of our diverse community partners locally, nationally and globally
- Increase tracking and mapping of community involvement by students, faculty and staff (currently done via MU Engage and Faculty Success databases) to better recognize and reward service, as well as evaluate the potential to expand service activities to areas beyond our Near West Side neighborhood

OBJECTIVE 2: Create Universal Apostolic Preferences-inspired research community networks

Marquette will find ways to put the gifts and talents of its scholars and researchers at the service of others in ways congruent with the Jesuits' Universal Apostolic Preferences, "Care for our Common Home" and "Walking with the Excluded."

Priorities

- Establish formal structures, training programs and guidelines for research communities and community networks with a focus on inclusive participation and equitable outcomes
- Create a sustainable research institute structure to support these priority focus areas

OBJECTIVE 3: Enhance campus research infrastructure to support growth in research and participation in cross-disciplinary opportunities

Marquette will create cross-functional approaches to support growth in research activities, including a focus on removing barriers to collaboration, partnership development and cross-disciplinary activities.

Priorities

- Build a structure to facilitate cross-campus staff and faculty collaboration that will promote continuous improvement and support growth in funded research activity
- Develop cross-functional support to increase externally funded research, particularly in cross-disciplinary opportunities that can engage faculty and students in emerging areas or those that have been less active in seeking external funds

OBJECTIVE 4: Expand strategic partnerships to maximize Marquette's ability to contribute to the world

Marquette will create pathways, resources and training for students, faculty and staff to build community and corporate partnerships that serve our mission through research, teaching and service, locally and globally. Further, the university will leverage its role as an anchor institution to support improving opportunities and reducing inequities in our Milwaukee community.

Priorities

- Use the Carnegie Classification for Community Engagement process to assess and benchmark community engagement activities and create opportunities for staff to engage in partnerships, such as retreat days for community-engaged service activities
- Assess Marquette's total community investment and develop an actionable plan to increase the university's positive impact in the community



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