

PRESIDENTIAL POSITION DESCRIPTION

2014



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Marquette University Search for the 24th President Milwaukee, Wisconsin

Approved by the Board of Trustees on Dec. 4 2013.

Marquette University, a private, coeducational, Catholic, Jesuit institution in Milwaukee, Wisconsin, seeks an enthusiastic and visionary leader to serve as President. As the chief executive officer, the 24th President will build on Marquette's rich tradition of Catholic, Jesuit liberal arts education and boldly lead the university into the future.

Marquette is committed to excellence, faith, leadership, and service. [Marquette's mission](#) 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. The university aims to graduate students who are transformed by their education and who, in turn, will transform the world.

The university enjoys steady and strong enrollment, with approximately 11,700 students: 8,200 undergraduates (1,900 freshmen), 2,200 graduate students, and 1,250 professional students (dental, education, health sciences, law and nursing); students come from all 50 states and more than 80 countries. Founded in 1881, Marquette is one of 28 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Marquette's attractive 90-acre campus on the edge of Milwaukee's downtown is home to a highly collegial community with more than 1,200 faculty members.

Marquette University stands at an exciting crossroads in its history. The Board of Trustees approved a new strategic plan, *Beyond Boundaries: Setting the Course for Marquette's Future*, in 2013. This plan, developed through an inclusive process involving the entire Marquette community, outlines the need to embrace new and collaborative methods of teaching, learning, research and service so that students are prepared for lives as change agents and problem-solvers in a world of growing complexity. It also calls for a renewed commitment to helping all members of the community reach

their unique potential intellectually, personally and spiritually. The President will play a decisive role in shaping and implementing this vision, inspiring and supporting faculty, students, and the university community. The plan includes the following goals:

- Advance Marquette as a highly ranked destination university, renowned for academic rigor, innovation, and the achievements of its community of scholars;
- Advance Marquette as a university committed to research and scholarship, with a distinctive emphasis on excellence in strategically-defined areas;
- Distinguish Marquette as a university in which ethics, service, and the promotion of justice are key elements of the student experience and attract faculty and staff committed to our mission;
- Define the Marquette experience as personally transformative and grounded in the practice of Jesuit spirituality and pedagogy;
- Encourage, as a model for our students, a university culture of innovation and continuous improvement, where candor, diverse views, and constructive dialogue are welcome; and
- Assess, evaluate and transform university operations and practices to increase efficiencies, sustain shared resources, and thrive in tomorrow's competitive higher education landscape.

The 24th President will further clarify these goals and work with the leadership team to implement the plan.

Key Opportunities and Challenges for the Next President

The President serves as the Chief Executive Officer for Marquette and has overall responsibility for the university. The President provides leadership and oversight for all aspects of the university, including academics, finance, planning, student affairs, enrollment, advancement, athletics, and other key areas. The Provost, vice presidents, and several other staff members report to the President. The President works closely with the Provost and vice presidents to ensure that the strategic direction and policies of the university are aligned with its mission. The President reports to the Board of Trustees and works with the Board in establishing policies to guide the institution.

As the Chief Executive Officer, the President has principal responsibility for the planning, development, implementation, assessment, and improvement of all programs and policies. Recognizing the educational challenges of the 21st century, the President will:

- Serve as a compelling spokesperson for Catholic, Jesuit education within the university and beyond;
- Be the chief advocate and leader of the university's mission;
- Nimblely address and meet the challenges facing higher education while enhancing Marquette's commitment to the almost 500-year-old Jesuit educational tradition;
- Expand the university's resources, in particular through philanthropy by serving in a prominent role of cultivating and soliciting donors, as well as providing leadership in the largest comprehensive campaign in Marquette's history;
- Lead efforts to enhance and implement the strategic plan;
- Develop a cohesive leadership team, including hiring a permanent Provost and integrating him/her into a high-functioning leadership group; and
- Grow and strengthen Marquette's diverse community and culture of inclusiveness.

Serve as a compelling spokesperson for Catholic, Jesuit education within the university and beyond

The President plays a crucial role as the public face of Marquette University and, more broadly, an ambassador for the Catholic, Jesuit tradition. The President will help the institution tell its story more effectively to a wide variety of audiences including alumni, future students, and their parents. In particular, the President will convey a clear, compelling case for Marquette as a distinctive institution that provides students with a rigorous, world-class educational experience that attracts high-caliber students and faculty from around the world. At the forefront of his/her work will be the guiding beliefs and values of Jesuit education. S/he will help position Marquette as a national model for the Jesuit liberal arts tradition and the importance of professional education in the contemporary university.

S/he will understand and effectively communicate internally and externally the privileged role of a Catholic university as a place of dialogue and exploration oriented to the common good. S/he will possess an unwavering commitment to academic freedom and the ability to engage complex and emotional issues related to faith in contemporary society.

Be the chief advocate and leader of the university's mission

The President is a visionary and strategic leader who embraces, articulates, and engages with Marquette's distinctive mission of excellence, faith, leadership, and service. S/he will forge strong relationships with the Provost, deans, trustees, vice presidents, Jesuit community, alumni, and other key leaders across the university and promote communication about the university's academic pursuits and vision for the future. The President will be a champion of the academic freedom of faculty, and a leader of students and staff in ensuring that the mission is paramount in all discussions about policies, processes, and resources.

The President must have the intellectual breadth and curiosity to understand and engage academic units across the university's intellectual and professional spectrum, from the liberal arts to the sciences to the professions. S/he will develop partnerships across divisions and colleges and strengthen relationships between academic and non-academic units. Through this outreach, the President will gain a thorough understanding of the current status of the institution and its faculty, students, and staff, and encourage creative solutions with an eye toward the future. The President will reach beyond the borders of the university to convey the mission to alumni, parents, and friends in the Milwaukee community, the region, and the nation.

Nimbly address and meet the challenges facing higher education while enhancing Marquette's commitment to the almost 500-year-old Jesuit educational tradition

2048 will mark the 500th anniversary of Jesuit education. The pace of change in higher education has accelerated dramatically over the past five years, and these developments are likely to continue in the years ahead. The President must be a person who not only understands the rapidly changing higher education environment; s/he will need to nimbly address and meet these challenges. Among the most pressing is the task of sustaining the university's excellent, highly competitive academic programs. In addition, the President will lead efforts to increase the university's assets and revenue base while also controlling costs and helping ensure access to a Marquette education.

A hallmark of Jesuit education, academic excellence is paramount at Marquette. The President will lead efforts to continue enhancing the quality of the academic experience. The university has a strong commitment to delivering rigorous curricula such as the University Core of Common Studies that enable students to develop their fullest intellectual, emotional, and spiritual capacities. In spite of

the rapidly changing higher education environment, Marquette must not lose its commitment to the transformational nature of a Jesuit education grounded in the liberal arts. The President will articulate the importance of Jesuit education and its relevance in the 21st century. This will require vision, leadership of a team, and the courage to make difficult choices.

Expand the university's resources, in particular through philanthropy by serving in a prominent role of cultivating and soliciting donors, as well as providing leadership in the largest comprehensive campaign in Marquette's history

Marquette has a loyal base of more than 110,000 living alumni. The President has an opportunity to generate significant benefits for the university by developing stronger ties with this community as well as with parents, benefactors, and friends. The President should develop and nurture meaningful relationships with key alumni and benefactors, engaging in fundraising efforts and connecting benefactors to the mission and programs of the university. The President will work closely with University Advancement leaders to identify, cultivate, and solicit donors. By nurturing and engaging a loyal, committed base of alumni and friends, the President will help to create a powerful resource of support for the financial and academic well-being of the institution — and in raising the profile of Marquette as a leading Jesuit university.

An ongoing challenge for the university is to grow revenue for both endowment and immediate needs at a level that will support continued enhancement in academic programs, increased scholarship aid and faculty resources, and ongoing capital projects. With an endowment totaling \$458 million as of June 30, 2013, Marquette ranks 168th according to the National Association of College and University Business Officers endowment survey. To fulfill the ambitions and goals of *Beyond Boundaries*, it is clear Marquette must improve its endowment resources and annual operating revenues. To do so, the President must be able to articulate the critical needs of the university in a way that captures attention and generous support for these and other initiatives. In order to accomplish this, the President will partner with University Advancement, the Provost, the deans, and others to plan and execute the largest comprehensive fundraising campaign in Marquette's history to support its academic mission.

Lead efforts to enhance and implement the strategic plan

Marquette's strategic plan provides an ambitious vision for the university with clear goals that will drive institutional priorities. The President will define specific strategic initiatives the university will undertake to execute the plan. This is an outstanding opportunity to move the institution forward at a pivotal moment, promoting its strengths, building trust, and fostering excellence and innovative thinking.

Beyond Boundaries will guide the near- and long-term future of the campus and the President must work with the Provost, deans, vice presidents, faculty, and staff to clarify the goals and implement the plan. The ambitious goals will require trade-offs, choices, and investments. The President will help lead efforts to identify areas of excellence and establish priorities, programs, policies, and practices that will help Marquette further evolve as a distinguished university. This will involve making challenging decisions to prioritize programs that merit strategic investment to promote the academic mission of the university and enhance the student experience at Marquette.

Marquette also continues to become a more nationally and internationally admired institution of higher education, and the President will help coordinate university-wide efforts to achieve an objective identified in the strategic plan: to become one of the 60 most highly ranked universities listed in the America's Best Colleges issue of *U.S. News & World Report*. As emphasized in the strategic plan, the university is committed to research and regaining its Carnegie classification of "High Research Activity," and the next President will help shape the vision for accomplishing this objective.

Marquette has an excellent faculty dedicated to teaching, research, service, and the university's mission. Over the next few years, the university will be facing a significant number of faculty retirements. The next President will help with the selective hiring of mission-driven, diverse faculty at the cutting edge of their fields.

S/he also will be instrumental in key decisions related to tuition, enrollment, research funding, fundraising, and other revenue streams. Fiscal management skills and an understanding of the complex financial landscape of private institutions will be necessary in order to ensure that the strategic plan has the budgetary framework to be successful. The President will lead important decisions regarding how Marquette should invest its resources, inspiring the campus community to develop a system of services and programs focused on providing every student with an outstanding experience and advancing research. This includes working to maintain access and affordability to students, and ensuring that the institution sends a strong message about its Jesuit mission and its distinctive role in the Milwaukee community.

Develop a cohesive leadership team, including hiring a permanent Provost and integrating him/her into a high-functioning leadership group

The President is responsible for the development of a dynamic, visionary, and cohesive leadership team that includes the Provost, deans, and vice presidents. Recognizing the centrality of the faculty in the life of the university, one of the President's first priorities will be resuming the search for a permanent Provost who will be a beacon for the academic enterprise of the university. The President will make the final decision about whom to hire for this key position, and integrate the Chief Academic Officer into a high-functioning leadership group.

The President will encourage a high level of transparency to ensure all voices are heard as priorities are established and decisions are made. S/he must establish credibility as Chief Executive Officer, while providing the Provost, deans, and vice presidents the autonomy to be effective leaders in their own right. The President is responsible for soliciting the opinions of faculty, staff, and students and honoring the letter and the spirit of shared governance. The President will open and strengthen clear channels of communication around information gathering and decision-making at the institutional level while demonstrating the ability to provide courageous and decisive leadership. This includes working effectively with the Board of Trustees, seeking the Board's counsel and understanding the roles of governance and management in the effective stewardship of the university.

Grow and strengthen Marquette's diverse community and culture of inclusiveness.

The President will be a key figure in the university's efforts to develop a welcoming and diverse community and assure the success of students, faculty, and staff from all backgrounds. It is expected that the President will embrace students, staff, and faculty who bring diverse experiences, backgrounds and perspectives and will clearly demonstrate a personal commitment to equity, community, and inclusiveness. Marquette has an historic commitment to diversity, becoming in 1909 the first Catholic university in the world to offer coeducation as part of its regular undergraduate program. In 1969 Marquette's Educational Opportunity Program was the first federal TRIO program in the nation. Marquette launched its Gender and Sexuality Resource Center in 2012 as part of ongoing efforts to promote dialogue and understanding on campus. The next President will help identify resources and establish programs that support an atmosphere that welcomes and celebrates diversity, including differences in social and economic backgrounds, lifestyle, gender, race, ethnicity, political affiliation, religion, sexual orientation, and intellectual views, and nurtures the unique gifts of all members in accordance with the mission and values of the Catholic, Jesuit tradition.

Qualifications and Characteristics

The successful candidate for President will be an experienced and accomplished academic leader and fundraiser with a high level of energy, political savvy, drive, and the engaging personality necessary to achieve ambitious university-wide goals. Input sessions conducted with faculty, students, staff, alumni, parents and friends resulted in the following qualifications and characteristics. The successful candidate will bring many, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

Leadership Priorities

- Commitment to Marquette's Catholic, Jesuit mission and values, including the ability to work successfully with the Marquette Jesuit Community and other Catholic higher education leaders. In addition, an unwavering commitment to academic freedom and the ability to navigate the crosscurrents in Catholic higher education;
- Decisive management skills exemplified by a record of courage in making difficult decisions in an environment with competing demands and limited resources. Proven experience in utilizing a transparent, collaborative process in decision making that invites multiple perspectives;
- Record of success as a visionary executive, including the fiscal skills and acumen necessary to facilitate the allocation of resources effectively and efficiently among competing needs of the institution;
- Demonstrated success in securing transformational gifts and leading a comprehensive fundraising campaign;
- Excellent collaboration and consensus building abilities to bring together a diverse group of constituents, including a track record of working with groups such as a board, faculty, students, alumni, and the larger community;
- Evidence of fostering excellence in teaching and scholarship;
- Successful experience in developing and executing strategies in a complex and comprehensive university that includes research across disciplines;
- A demonstrated record of success in promoting and sustaining efforts to attract and retain a highly qualified and diverse faculty, staff, and student body; and
- Appreciation for the significance of a national athletics program to the overall image and success of the institution and the ability to work with the NCAA and the Big East Conference.

Personal Attributes

- Roman Catholic as required by Marquette's Bylaws;
- An earned doctorate or equivalent terminal degree;
- Superior communication skills, especially the ability to be an articulate advocate for Marquette to all audiences;
- A bold leader with personal humility;
- A servant leader who is both visible and approachable; and
- Integrity, honesty, enthusiasm, sense of humor, resilience, and a strong work ethic.

About Marquette

Marquette University was founded in 1881 through the vision of Milwaukee's first Archbishop, Rev. John Martin Henni, who named the institution after Father Jacques Marquette, S.J., a 17th century missionary and explorer. In the ensuing decades, the university has expanded to encompass 12 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; College of Engineering; College of Health Sciences; College of Nursing; College of Professional Studies; 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 83 majors and 79 minors, in addition to 44 master's and 17 doctoral programs. Marquette is accredited by the North Central Association of Colleges and Secondary Schools and underwent its decennial reaffirmation of accreditation visit in late 2013.

Marquette ranks [75th in the 2014 edition of America's Best Colleges](#), released by *U.S. News & World Report*. Among its peers, Marquette is distinguished for its emphasis on connecting academic excellence and service to others, which is intrinsic to a Catholic, Jesuit education. In Marquette's 2013 senior survey, 87 percent of seniors said they participated in community service, devoting approximately 422,000 hours of their time each year. Marquette's commitment to connecting academic achievement and service to others has been recognized nationally in a variety of venues. In 2012 the Marquette University Service Learning Program was named the Experiential Education Program of the Year by the National Society for Experiential Education (NSEE). Marquette also prides itself on maintaining a student retention rate eight percentage points higher than the national average for private, non-profit colleges and universities, with approximately 90 percent of students returning for their sophomore year. Marquette has a proud intercollegiate athletic tradition as a NCAA-Division I institution and competes in the Big East Conference.

Location

Marquette is located on a 90-acre campus in the near-downtown Milwaukee neighborhood of University Hill. Lake Michigan is roughly one mile east of the edge of campus. Milwaukee is the largest city in Wisconsin and the 28th largest city in the United States. It has one of the highest per capita student populations in North America. The city's population is approximately 600,000 and approximately 1.8 million people live in the metropolitan area. Milwaukee is highly diverse, with about 39 percent African-American, and 15 percent Hispanic/Latino citizens.

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, kite-surfing, 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. Last year, the *Guardian* described the city in contrast to Chicago as "the hip younger sister you secretly want to hang out with." Milwaukee also hosts professional baseball, arena football, indoor soccer, hockey, and basketball teams. To learn more, see onmilwaukee.com.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Applicants should send the following separate documents to MarquettePresident@wittkieffer.com: a detailed letter of application, a curriculum vitae, and a list of at least eight references including complete contact information and a description of the relationship to the applicant. References will not be contacted without the permission of the candidate. **Electronic submission of applications and correspondence is strongly preferred.** Inquiries and nominations can be submitted to the same e-mail address or to the search firm representatives at the address or phone number listed below.

WITT / KIEFFER

Leaders Connecting Leaders

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