Confidential Position Specification

Marquette University
Vice President and Director of Athletics

July, 2014
CONFIDENTIAL POSITION SPECIFICATION

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<tr>
<td>Organization / Location</td>
<td>Marquette University / Milwaukee, Wisconsin</td>
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<td>Reporting Relationship</td>
<td>University President, Dr. Michael Lovell</td>
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ABOUT MARQUETTE UNIVERSITY

Founded in 1881, Marquette University is a premier Catholic and Jesuit research university situated adjacent to downtown Milwaukee. Its 93-acre campus is at the heart of the University Hill district with close proximity to a vibrant cultural, dining, and entertainment scene. Marquette offers a comprehensive range of majors in its eleven nationally and internationally recognized colleges and schools. Marquette’s student body consists of more than 8,300 undergraduate and 3,400 graduate and professional students, representing all 50 states and 72 countries. Marquette ranks 75th in the 2014 edition of U.S. News & World Report’s listing America’s Best Colleges, making it one of the top national institutions of higher learning.

President Michael Lovell became the first lay leader of Marquette on July 1, 2014, having previously spent four years as the Chancellor of the neighboring University of Wisconsin–Milwaukee (UWM). Previously, he served as UWM’s Dean of Engineering. With his undergraduate and graduate studies completed at the University of Pittsburgh, Dr. Lovell’s research has led to several technological breakthroughs, and he currently holds seven patents and 14 provisional patents. He is a passionate sports fan and is an avid runner and triathlete.

Marquette University aspires to be among the most innovative and accomplished Catholic and Jesuit universities in the world, and a leader in higher education. A Marquette education offers students a virtually unlimited number of paths and destinations and prepares them for the world by asking them to think critically about it. The University reaches beyond traditional academic boundaries and embraces new and collaborative methods of teaching, learning, research and service so that Marquette graduates will enter the world prepared to be problem-solvers and agents for change; ready in the spirit of St. Ignatius to “go and set the world on fire.” As such, the mission of Marquette University embodies its values as a community:

"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, pursued for the greater glory of God and the common benefit of the human community."

The promotion of justice and faith through service is an ideal at the center of Marquette’s mission, and its student body, expected to be “men and women for others,” has responded to that call with a vigor unparalleled by most universities. Few students graduate without having left a lasting change on campus and within the community. Each year, more than 80 percent of Marquette undergraduates participate in community service – a percentage that has increased annually. In acknowledgment to such dedication to service, Marquette has been named to the President’s Higher Education Community Service Honor Roll three times since 2006.

Marquette has more than 110,000 living alumni who have achieved academic success and a spiritual foundation to last a lifetime. One overarching thing is asked of every student: Be The
MARQUETTE ATHLETICS

In the spirit of the broader University, Marquette Athletics is equally committed to excellence. With a budget of $25 million and a staff of approximately 100, the University’s Athletic Department facilitates more than 300 Marquette student athletes competing across 16 sports as a member of the Big East Conference (joined in 2005, previously in Conference USA). Marquette athletics includes men’s and women’s basketball, men’s and women’s soccer, men’s and women’s lacrosse, men’s and women’s cross country, men’s golf, women’s volleyball, men’s and women’s tennis, and men’s and women’s indoor/outdoor track & field. The University’s Athletic Department’s guiding tenets are:

- Provide a quality program which will challenge and develop the physical, mental, and personal abilities of the student-athletes
- Strive for excellence in academics, athletics and leadership through service to others
- Foster the basic elements of integrity, sportsmanship, and fair play
- Promote physical fitness, sports participation and athletic excellence
- Provide scholarship opportunities for young persons to secure a college education
- Engender school spirit among students, faculty, staff, alumni, and friends
- Enhance the name of Marquette University.

Marquette student athletes are focused on their academics and the greater mission of service for which Marquette stands. The academic support staff at the University is one of the best in intercollegiate athletics. Almost without exception, they graduate as fast or faster, and at as high a rate or higher, than the general student body while also providing thousands of hours of service to the campus and the community. Each of Marquette’s 16 sports programs posted a four-year APR score above the national average with women’s soccer and women’s volleyball earning perfect scores. In the spring 2014 semester, 65% of the school’s student athletes had a GPA of at least 3.0 with 15 earning a perfect 4.0. The average GPA was a sterling 3.21.

The most prominent sport at Marquette is the men’s basketball program - tied for 9th in the NCAA for all-time postseason appearances, including 30 NCAA Tournament selections. Marquette won the national championship in 1977 under legendary Coach Al McGuire. The team currently plays at the BMO Harris Bradley Center in downtown Milwaukee and is one of the highest attended basketball programs in the NCAA in terms of ticket sales. The 2013 team reached the Elite Eight before losing to #4 seeded Syracuse. After the current season, Dr. Lovell placed the program in the care of new coach, Steve Wojciechowski, formerly of Duke and under the tutelage and mentorship of legendary coach, Mike Krzyzewski as a student athlete and assistant coach.

Women’s basketball is also embarking on a new era with alumna and Marquette’s all-time assist leader point guard, Carolyn Kieger, returning to take the reins of the program. Men’s soccer won its first ever Big East tournament title and its first ever NCAA Tournament game, landing in the Top 10 of the national polls the past two years. Women’s soccer hosted two NCAA Tournament games in the past two years and has won back-to-back Big East regular season and Conference titles. Women’s volleyball won its first ever Big East regular season and Conference title and has made the NCAA Tournament in three consecutive years, winning games in two. In only its second year as a program, men’s lacrosse qualified for the Big East Tournament. In 2013-14, eight Marquette student athletes were selected as All-Americans and 78 were named All-Big East.
The Al McGuire Center (Al), opened in October, 2003, is an elite athletics facility seating 4,000 fans during women’s basketball games and volleyball matches. The facility also houses the administrative offices, academic support and study areas, locker rooms, sport medicine, weight rooms, and much more. The $31 million cost was completely covered through the donations of 4,200 supporters, including several seven-figure gifts. Scheduled for completion in mid-September is an update which will renovate areas of the Al such as the practice gym and weight room.

THE CURRENT SITUATION

Marquette University is seeking a dedicated, dynamic, and engaging leader to serve, as the Vice President and Director of Athletics, a tradition-rich athletic department that is driven by values, mission, and the utmost integrity in creating a collaborative culture that prides service to others. He or she will be expected to execute a strategic vision for Marquette athletics, ensure the stability of the department and its sports across an ever-changing intercollegiate landscape, and work with President Michael Lovell and other University leaders to grow the prestige and footprint of the University at large.

Understanding the importance of athletics as a “front porch” for the University, President Lovell has tasked the Marquette with a clear mandate for the integration of athletics to the greater student body and campus. The new leader of athletics will serve on the University Leadership Council along with the Provost, Deans, and other Vice Presidents – each with a voice in the future direction of Marquette University. The new Athletic Director will need to be focused on the expanded success of the Athletic Department in all its endeavors in the Big East Conference and nationally within intercollegiate athletics. Continuing the recent success garnered on the field of play in all sports, especially basketball, while building the strong foundations for continued success in the future will be a primary focus for this new leader. The unwavering commitment to the student athletes - their academic as well as athletic excellence, their development as leaders, and their place among the very best after graduation - is paramount and will be the primary goal in all cases.

Being able to provide the academic and athletic resources needed by the student athletes will be key to success. Internally, the new Athletic Director will be expected to evaluate all parts of the Athletic Department, sustain a culture that holds personnel accountable, and accentuate the University’s values and vision for excellence. With an open leadership style and superior communication skills that will be central for success, he or she will infuse new energy into the organization and enhance the work of talented administrative leaders and coaches who are equally committed to delivering results and achieving success.

The new Athletic Director will also serve as a face of Marquette University athletics, possessing the intellect, stature, gravitas, humility, and presence to command respect and build meaningful relationships across all stakeholders – from alumni, faculty, donors, sponsors, media partners, and other leaders in the intercollegiate athletic community. In addition, being able to build a trusting and mutually beneficial relationship with the academic and administrative leaders of the University is imperative. He or she must be able to quickly and accurately assess opportunities and challenges and align the group to work as one. This leader will need to have the charisma and consensus-building aptitude to unite and rally all levels of constituents towards a common goal along with a polished level of media savviness to spread the vision of the University.

The Director of Athletics will also be integral in the advancement of the needs of the University and the ability to raise awareness, increase fundraising dollars, and grow revenue from ticketing, media, and sponsorship will be important. He or she will explore and capitalize upon new avenues
of revenue growth. In those areas, creativity, ingenuity, and determination will be important characteristics for developing the resources needed to execute an ambitious strategic vision for growth. Of particular need for the Marquette student athletes are a new indoor facility, more resources to sports medicine, and increased work and office space to help student athletes prepare for a rigorous academic and athletic regimen and ensure the viability and stability of all Marquette sports.

Winning with integrity is part of the foundation that the new Athletic Director will inherit. With the arrival of a transformative leader in President Lovell along with new, engaged and collaborative coaches in Steve Wojciechowski and Carolyn Kieger, Marquette Athletics is ripe for growth and hungry for an Athletic Director to bring an insightful, perceptive, and inspirational leadership style to take it to the next level of success both on and off the field.

**KEY RESPONSIBILITIES**

- Uniting the Athletic Department by building a cohesive team that shares the same vision, goals, values, mission, and work ethic in order to enhance and champion the brand of Marquette Athletics nationally.
- Investing the personal commitment, passion, and energy into all Marquette athletic teams, including but not limited to attending sporting events, developing relationships with the student athletes on and off the field, and being available to all constituents for counsel.
- Engaging alumni, friends of Marquette Athletics, and all donors who can have an impact on raising the funds necessary to make capital improvements in facilities, as well as contribute to the scholarship fund.
- Managing partnerships with Learfield Sports and FOX while also implementing innovative avenues to grow revenue across all categories.
- Providing inspirational leadership to the coaching staff and fostering a trust that allows them to approach the Athletic Director in ways that build strong, professional relationships.
- Working with President Lovell and Marquette University leadership to formulate a strategic plan for capital improvements and developing elite athletic facilities that are representative of the University’s commitment to athletics and the student athletes.
- Fostering collaboration and communication with academic / administrative leaders across the University to develop a productive partnership between athletics and academics.
- Building, developing, and growing the current talent within the Athletic Department, aligning the professional team to the immediate and long-term needs of the operation.
- Ensuring Marquette’s position as a leader in the Big East both in competition and leadership at the table; serve as a leader and key representative in intercollegiate athletics to safeguard the University’s place in a continually shifting athletic conference landscape.

**LEADERSHIP CHARACTERISTICS & SUCCESS FACTORS**

**Passion for Academic and Athletic Excellence:**

- Sustains a student athlete-focused culture of high moral character and strong academic/athletic excellence while preparing them to be the leaders of tomorrow.
- Ensures that the athletic program remains in complete compliance with all NCAA regulations and that the student-athletes enjoy the services and support they need to succeed on and off the athletic field.
- Understands the competitive dynamics of intercollegiate athletics.
- Supports the coaches and understands the resources they need to succeed, while continually evaluating, assessing, and challenging them appropriately, making difficult decisions if necessary.
- Ensures that the trajectories of the major sports are moving towards a positive and highly competitive position at a national championship level.
- Demonstrates an unwavering commitment to the integrity, diversity and academic excellence that distinguishes Marquette University, and serves as a role model for these high standards.

**Inspirational Leadership:**
- Embodies Marquette University athletics by rallying all constituents in a unified vision for the athletic program and winning with honor.
- Positions Marquette University at the forefront of athletic leadership within the Big East Conference and the NCAA and safeguards a favorable position as the landscape of intercollegiate athletics continues to realign.
- Earns the faith and confidence from all stakeholders that the athletic program is moving in the right direction and that the Marquette University brand of excellence remains focused on integrity.
- Builds, stewards, and retains an effective and enthusiastic leadership team in the Athletics Department.
- Makes effective personnel decisions in an environment that is subject to strong media scrutiny and opinionated stakeholders.
- Reflects the face of the University and the world beyond in the rigorous promotion of diversity.
- Projects a composed and even-keeled style of leadership characterized by openness, approachability, and confidence without arrogance.
- Displays appropriate humility to go along with the highest personal integrity and ethics.

**Superior Relationship Building and Communications Skills:**
- Develops and effectively communicates a vision for Marquette University athletics that enhances its competitiveness while staying true to the institution’s mission and values.
- Establishes productive relationships with alumni, donors, fans, partners, sponsors, and other key stakeholders.
- Creates a richer level of relationship with the faculty, understanding their concerns, and bringing them onboard with the Athletic Department’s vision.
- Motivates coaches and student athletes to achieve their highest potential and provide an environment that enhances their ability to thrive and win.
• Projects genuine optimism and enthusiasm for what the University has achieved, and what it can achieve, in athletics.

**Strong Business and Fundraising Acumen:**

• Understands the critical financial factors that drive intercollegiate athletics and works to enhance and optimize them.

• Demands accountability and utilizes best-in-class executive practices to set the Marquette University Athletic Department as the industry leader.

• Develops and executes on a prudent fiscal plan and fundraising strategy that ensures profitability, and continued growth.

• Works collaboratively with all sponsors and media partners to develop innovative programs, campaigns, and partner activations that enhance revenue and heighten the fan experience.

• Integrates and connects with the greater community in order to enhance Marquette University’s reach and connection to the overall institution’s mission.

**DEDICATED EMAIL ADDRESS**

Expressions of interest may be sent to MarquetteAD@KornFerry.com.

**KORN FERRY CONTACTS**

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