



Opportunity and Challenge Profile

August, 2018

*Marquette University
Search for the Chief of the Marquette University Police Department
Milwaukee, Wisconsin*

Marquette University seeks an experienced and collaborative leader to be its Chief of the Marquette University Police Department (MUPD). With a visionary President, Provost/EVP for Academic Affairs, and Executive Vice President for Operations (EVPO), passionate and service-minded students, excellent faculty, dedicated staff, an innovative strategic plan and campus master plan, increased engagement with the broader Milwaukee community, and beginning its largest fundraising campaign, Marquette is at an exciting inflection point. Reporting to the EVPO, the Chief will provide strategic leadership and oversight of MUPD to assist Marquette in its vision to be one of the most accomplished and innovative Catholic and Jesuit universities in the world.

Marquette is one of 28 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Its attractive 98-acre campus on the edge of Milwaukee's downtown is home to a highly collegial community with more than 2,800 employees and a current enrollment at approximately 11,500 students. Marquette is ranked in the top 100 of national universities by *U.S. News and World Report* with aspirations to be in the top 50.

The University has embarked on a transformation guided by the President and Provost/EVP for Academic Affairs. Dr. Michael R. Lovell became Marquette's 24th President in 2014, the Provost, Dr. Daniel J. Myers, began his duties in 2015, and the first EVPO, Dave Lawlor, joined the team in 2017, after a realignment of the administrative structure. Together with the rest of the leadership team and the campus community, they are implementing Marquette's ambitious strategic plan, [Beyond Boundaries](#). This plan requires extraordinary investment and innovative new partnerships to bolster how Marquette delivers transformational education and student experiences, thrives in the new and dynamic environment of higher education, builds its endowment, advances research and scholarship, and reimagines and reshapes its infrastructure. The Chief will join Marquette at a critical time to assist in delivering this transformation.

The Chief will work in close partnership with the EVPO to provide a strategic leadership of MUPD that complements the innovative plans for the campus, while ensuring a high level of innovation, transparency, collaboration, and accountability. The Chief will ensure that campus safety goals and police processes are clearly established and are in support of Marquette's Catholic and Jesuit mission. The Chief will communicate proactively with the University community. S/he will have primary responsibility for fostering a culture in which the safety of the campus and the surrounding neighborhood is a shared value and key priority.

To that end, the new Chief will face a set of opportunities and challenges that include:

- Providing strategic, forward-looking, and comprehensive leadership to MUPD that is aligned with the mission and Guiding Values of Marquette as a Catholic, Jesuit university.
- Leading MUPD's talented professionals in a supportive and transparent manner.
- Being a highly visible leader with a presence on campus, particularly with students, and in the surrounding neighborhood community.
- Fostering relationships on campus and with the larger community, deftly navigating the complex challenges in the policing environment regarding race and ethnicity.
- Providing calm, confident, and decisive leadership in emergency and crisis situations that protects the physical and emotional well-being of members of the Marquette community and the surrounding neighborhood.

A list of the desired qualifications and characteristics of the Chief can be found at the conclusion of this document, which was prepared by the search committee to provide background information and to detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed as described at the end of this document.

About Marquette University

Founded in 1881 by the Society of Jesus (Jesuits), a group of priests and lay brothers in the Catholic Church, Marquette has grown to house 11 academic divisions: Helen Way Klingler College of Arts and Sciences; J. William and Mary Diederich College of Communication; College of Education; Opus College of Engineering; College of Business Administration; College of Health Sciences; College of Nursing; Graduate School; Graduate School of Management; School of Dentistry; and Law School. As an institution committed to both teaching and research, Marquette offers undergraduate programs in 158 majors and minors, in addition to more than 66 master's and doctoral programs. Marquette is accredited by the Higher Learning Commission, which reaffirmed the university's accreditation in 2014.

Marquette ranks 86th in the *U.S. News & World Report* 2017 edition of America's Best Colleges. In recent years, the university reached a new Carnegie research classification as a Doctoral University marked by "higher research activity" – the second highest classification Carnegie bestows. The move is the result of a planned increase in research expenditures and Ph.D. degrees granted. While Marquette has many ambitious goals for the future around research, we also have similarly ambitious goals for diversity. A new goal for the University is to become a Hispanic-Serving Institution, which will involve increasing the University's Hispanic enrollment by more than 15 percentage points over the next ten years.

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. Marquette's commitment to connecting academic achievement and service to others has been recognized nationally in a variety of venues. In 2015 the university was awarded the Carnegie Classification for Community Engagement; a distinction awarded every five years after an extensive application process. Marquette has had – and continues to have – a profound impact on Milwaukee's economy and community. The *Princeton Review* included the University on the "2016 Guide to Green Colleges," elected for being environmentally aware and sustainable, specifically for students' campus quality of life that is healthy and sustainable, and for preparing students for employment in the clean energy economy of the 21st century. Marquette is continuing to expand its sustainability efforts, including the recent hire of a Sustainability Coordinator, not only to serve as a model to other universities but also to aid its mission to have an increasingly ecologically sound impact on the world around us.

Marquette developed its strategic plan, *Beyond Boundaries*, through an inclusive process involving the entire Marquette community. It outlines the need for the Marquette community to provide new transformational educational and research opportunities at all levels of Marquette's campus, with the ultimate goal of placing the University amongst the most competitive institutions in the nation. The plan outlines specific goals and objectives for pursuit of academic excellence for human well-being; research in action; social responsibility and community engagement; formation of the mind and the heart; enhancement of organizational effectiveness; and sustainability of valuable resources. Like other universities, Marquette is keenly aware of the changing landscape of higher education and of the greater marketplace, and *Beyond Boundaries* lays out an imperative to prepare for the future.

The University has completed a comprehensive master plan for pursuing our academic, physical, and financial priorities as established by [Beyond Boundaries](#), and it will serve as a road map for Marquette's capital projects for the next 10 to 20 years. The master plan priorities were approved by the Board of Trustees in 2016. To a residential campus with nine residence halls and four University-owned apartment buildings, we are adding two new residence halls and a dining facility, which will open in August 2018.

Marquette recently began its largest ever comprehensive fundraising campaign to support the priorities outlined in *Beyond Boundaries*, with goals that will greatly exceed its successful \$357 million campaign from 1998 to 2005. In 2017, Marquette raised \$91 million from individuals, foundations and corporations.

Innovation at Marquette

President Michael R. Lovell prioritizes innovation, collaboration, and entrepreneurship as essential for the future at Marquette. Current initiatives include a \$5 million Strategic Innovation Fund, an Athletic and Human Performance Research Center under construction, a Physician Assistant Studies facility under construction, and a presence at Milwaukee's Global Water Center. President Lovell also spearheaded Innovation in Milwaukee (MiKE), which creates and supports programming that convenes corporations, universities and colleges and talent networks to foster the development of an innovative workforce in the greater Milwaukee area. Marquette is also contributing to the economic development of Milwaukee by partnering with Aurora Health Care, Harley-Davidson, MillerCoors and Potawatomi Business Development Corporation in Near West Side Partners, Inc. (NWSP), a non-profit organization founded to revitalize and sustain the Near West Side as a thriving business and residential corridor.

Strategic Realignment of the Executive Leadership Team

In 2016, President Lovell announced key changes to the executive leadership team that will better position the organization to achieve its vision. These changes ensure a leadership team that is nimble, action-oriented and decisive, better aligned within the organizational structure, and increasingly efficient, able to perform at the highest levels and to go beyond the status quo. President Lovell created an Executive Vice President for Operations position and added Executive Vice President for Academic Affairs to the Provost's title to reflect the university's strong-provost model and the provost's role as the University's chief academic officer.

About the Marquette University Police Department

The Marquette University Police Department was commissioned in 2015, after an agreement with the State of Wisconsin's Department of Justice. Formerly the Department of Public Safety, MUPD converted the university's public safety officers to fully commissioned police officers by taking a phased training approach. With more than 90 trained public safety professionals, including 44 sworn members, MUPD has an extensive safety infrastructure throughout campus and in the near-off-campus neighborhood,

which includes more than 900 cameras and more than 450 Blue Light phones, and a state-of-the-art command information center. The department provides strategic leadership, modeling excellence, honesty, integrity, and teamwork while delivering high quality services in support of the university's mission.

The Chief also leads the [Department of Campus Safety](#), which provides essential transportation and support services to students, faculty, and staff. MUPD and the Department of Campus Safety work closely with the academic and administrative units throughout campus.

Role of the Chief of the Marquette University Police Department

Reporting to the EVPO, the Chief serves as the leader of MUPD. The Chief will oversee and strengthen MUPD in order to help execute the strategic and campus master plans, to support innovation, and to fulfill the Catholic and Jesuit mission of the University. The Chief will also clearly communicate safety and policing goals and challenges to the University community.

The Chief will work closely with the EVPO, Vice Presidents, the Chief Information Officer, the MUPD Advisory Board, as well as other campus leaders on the development and support of long-range safety planning and on integrating these plans into academic, financial, operational, and capital plans. The Chief is a key member of the [University Leadership Council](#) and the Divisional Leadership Council.

Key Opportunities and Challenges for the Chief of the Marquette University Police Department

The Chief will contribute to the attainment of Marquette's strategic goals by leading MUPD as it protects the safety and security of members of the campus community. The Chief needs to be a seasoned, professional leader with a track record of moving the needle in complex policing environments, an affinity and talent for collaboration with a variety of stakeholders, and excellent communication skills. The Chief will face the following opportunities and challenges:

Providing strategic, forward-looking, and comprehensive leadership to MUPD that is aligned with the mission and Guiding Values of Marquette as a Catholic, Jesuit university.

As a Catholic, Jesuit university, Marquette provides a transformational experience to its students so that they graduate not just better educated, but better people. This mission informs everything that occurs at the university, including policing. Young adults have a newly-found freedom when they go to college, a freedom that comes with opportunities, responsibilities, and challenges. MUPD is an important part of the growth and development of Marquette's students. Policing is conducted with an appreciation for the university's unique educational [mission](#) and [Guiding Values](#). The Chief has the responsibility of leading MUPD in accordance with Marquette's mission and values, embracing the educational role of the department.

The Chief is part of a university-wide team that has responsibility for protecting the campus community from sexual misconduct. He/she will have an appreciation for and understanding of Title IX and the Clery Act, and the importance of complying with all aspects of these important civil rights laws.

In light of the rapidly-changing higher education environment, the Chief must provide strategic, forward-looking, and comprehensive leadership to MUPD. This includes embracing cutting-edge technology, anticipating challenges before they occur, partnering with colleagues throughout campus and in the wider Milwaukee community, and keeping abreast of the policing environment on a national level.

Leading MUPD's talented professionals in a supportive and transparent manner.

MUPD is comprised of highly-skilled, well-trained professionals who put the well-being of students, members of the campus community, citizens of Milwaukee, and visitors at the forefront of their actions. The Chief will recognize the talents of the department, providing leadership that affirms and supports the team while providing constructive feedback on an ongoing basis. He/she will appreciate that disciplining is about teaching, not handing out punishment or assigning blame. He/she will recognize that appreciation is an important and valuable leadership tool. The Chief must represent and advocate for the department in the campus and Milwaukee communities to ensure that they have the appropriate resources and equipment. Since ongoing training is vital to the success of MUPD, the Chief will ensure that members of the department continue its efforts to be at the forefront of policing best practices, including issues regarding diversity. He/she will communicate with MUPD clearly, transparently, and frequently.

Marquette's faculty, staff, and students are its greatest competitive asset. Every decision the Chief makes should support and protect these assets. He/she will take a personal interest in the members of MUPD, learning about their goals and aspirations, and helping people achieve their goals.

In addition, the Chief will play a key role in leading the employees of the MUPD and Campus Safety Departments. This will be done through recognizing and supporting the great work the department has contributed towards its positive reputation on campus and within the patrol zone. The Chief will also have the opportunity to move the department forward in order to continue to be seen as a leader among peer universities regarding policing on an urban campus.

Being a highly visible leader with a presence on campus, particularly with students, and in the surrounding neighborhood community.

Marquette is a vibrant campus community, and the Chief must be highly visible both on campus and in the surrounding neighborhood. When students know and interact with the Chief, they can build mutual trust and confidence. This mutual respect and confidence can help prevent and reduce incidents that put students' health and safety at risk. Building relationships takes time, and the Chief must be willing to invest significant time in being present and approachable to students, both at scheduled campus events and in unscheduled daily interactions. The Chief will proactively find opportunities to interact with students, listening to their comments and concerns and answering their questions.

Marquette is proud to be a founding member of the [Near West Side Partners](#), a neighborhood of neighborhoods just west of downtown Milwaukee. Near West Side Partners, Inc. (NWSP) is a non-profit organization founded through the support of five anchor institutions: Aurora Health Care, Harley-Davidson, Marquette University, MillerCoors, and Potawatomi Business Development Corporation. NWSP's Board of Directors and working teams are comprised of institutional stakeholders, civic leaders, and residents. MUPD has earned a stellar reputation in the Near West Side, and the Chief is a key leader in efforts to strengthen this vibrant community. He/she will work closely with Near West Side Partners and particularly with its safety task force.

Parents of prospective and current Marquette students need to know about the safety and security of campus and the surrounding neighborhood. The Chief will work proactively with parents, both in person and through social media, to share information about safety at Marquette, the work of MUPD, and to answer questions. The Chief will have strong communication skills and be comfortable working with a wide range of constituencies, including members of the media.

The Chief will also be responsible for continuing Marquette's successful partnership with the Milwaukee Police Department (MPD). This will be done by coordinating patrol efforts, partnering on investigations, and maintaining a free flow of information.

Fostering relationships on campus and with the larger community, deftly navigating the complex challenges in the policing environment regarding race and ethnicity.

Like most Jesuit universities, Marquette is proud to be located in the heart of the city. Living in a major city provides a myriad of opportunities for students including internships, service learning, volunteer experiences, as well as cultural and recreational activities. Likewise, any urban area requires awareness of one's surroundings and making good decisions. The Chief will lead MUPD's efforts to educate students as they learn to live in the vibrant City of Milwaukee.

Police work is difficult and impacts people in complex and life-changing moments in their lives. In addition to their primary law enforcement responsibilities, officers are also frequently in situations where they need to act as temporary social workers, counselors, and health care providers. In addition, recent years have brought a host of challenges in the policing environment around issues of race and ethnicity. The Chief must be able to deftly navigate these complex circumstances, respecting that every human being is a child of God with inherent dignity, regardless of race, culture, ethnicity, age, faith, gender, sexual orientation, language, disability, or social class. The Chief will lead a department that fosters the inherent value and worth of each human being without discrimination. He/she will ensure that MUPD exhibits care and compassion in the department's work. As the leader of a police force at a Catholic, Jesuit university, the Chief will initiate opportunities for education and dialogue about complex social issues, including diversity and inclusion in law enforcement.

Providing calm, confident, and decisive leadership in emergency and crisis situations that protects the physical and emotional well-being of members of the Marquette community and the surrounding neighborhood.

University communities must be prepared for a wide range of emergency and crisis situations, including natural disasters, accidents, and people who pose a danger to themselves or others. In a challenging and rapidly changing environment, the Chief will stay informed about national trends in emergency and crisis management. He/she will lead efforts across campus to proactively prepare for the many possible emergency and crisis situations that can affect a major college campus. These efforts will be designed to protect and health and safety of the campus and wider communities.

In the event of a crisis, the Chief serves as the university's leader in responding to events. This leadership includes having plans in place that reflect national best practices, utilizing the plan, and adapting the plan according to the specific circumstances while directing campus resources to respond. The Chief works in concert with the Division of Student Affairs which includes the Marquette Medical Clinic, Counseling Center, and Office of Residence Life; Campus Ministry; Office of Marketing and Communication; MPD; Center for Psychological Services; and other partners during emergency and crisis situations.

Qualifications and Characteristics

The successful candidate will have a bachelor's degree in a related field, as well as a minimum of ten years of progressively responsible law enforcement experience, including seven years of command staff level experience in a complex environment. A master's degree in a related field from an accredited institution as well as experience in university policing is preferred. Candidates should embrace the mission and values of Catholic, Jesuit higher education, and people from all religious backgrounds are encouraged to apply. At time of hire, must meet criteria for certification by the Wisconsin Law Enforcement Standards Board, and

if coming from outside Wisconsin, must successfully complete the reciprocity examination within first twelve months of hire. At time of hire, must have a valid driver's license and acceptable driving record. The selected candidate's offer will be contingent upon the following: background check, including a criminal record check, motor vehicle check, medical examination, drug test, and a psychological assessment.

The successful candidate will also bring most, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- Proven track record of providing strategic leadership and managing a sworn police force;
- Demonstrated ability to integrate vision, strategy, tactics, and activities to move initiatives forward;
- An entrepreneurial orientation and a willingness to seize opportunities;
- The ability to be nimble and flexible and to handle ambiguity well;
- Experience leading and inspiring change and innovation, with a strong orientation toward collaboration, teamwork, transparency, accessibility, accountability, and delegation;
- Knowledge of policing trends in higher education;
- Awareness of issues particular to the collegiate environment, including alcohol and other drugs as well as mental health concerns;
- Experience with developing and retaining a highly motivated, diverse and effective workforce that supports the strategic requirements of the university;
- Adaptability, desire to learn, composure, tact, diplomacy, and a sense of humor;
- Demonstrated ability to establish and maintain productive, collaborative relationships with a full range of internal and external colleagues and constituencies, including faculty, staff, students, and community members;
- Excellent listening and communication skills, and the willingness to convey complex information and concepts in accessible terms, both orally and in writing;
- Proven track record for inspiring colleagues, as well as the ability to cultivate and to sustain trust and credibility;
- Experience with labor relations, labor contract negotiations and fostering positive working relationships with a police union;
- Evidence of a commitment to, and appreciation for, the benefits of a diverse workplace, along with the ability to create an inclusive and welcoming culture;
- Strong leadership skills demonstrated by the ability to influence, persuade, and inspire individuals to take action based on an ambitious vision and strategic objectives and to adapt to the resultant changes;
- The humility as well as the social and emotional intelligence necessary to build collaborative relationships and an inherent drive to succeed in fulfilling the mission, goals and objectives of the University without the need for individual promotion;
- Measures the success of his/her efforts through the success of the entire team and the University as a whole; and
- Commitment to the highest ethical and professional standards of conduct.

Location

Marquette is located on a 98-acre campus in the near-downtown Milwaukee neighborhood of University Hill. Milwaukee is the largest city in Wisconsin and 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. It boasts easy accessibility to parks, rivers, and other outdoor recreation. It is a popular venue for road and mountain biking, hiking, cross country skiing, sailing, windsurfing, ethnic dining, and cultural festivals. Milwaukee's Summerfest is the world's largest

music festival. The city is recognized for its art and historical museums, fine dining and hotels, professional sports, gardens and parks, and the Milwaukee County Zoological Gardens. Milwaukee also has two opera companies, a nationally renowned ballet and symphony, and several live theatre companies that range from Broadway musicals, Shakespeare, and the classics to smaller, regional productions. *The Guardian* (UK) 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. It has excellent transportation service. 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. Resumes with cover letters should be attached via the Employment at Marquette website for this position: <http://employment.marquette.edu/postings/10224>

The search website is: <http://www.marquette.edu/chief-police-search/>

Please direct specific questions to the Co-Chairs of the MUPD Chief Search Committee:

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