



Opportunity and Challenge Profile

*Marquette University
Search for the Vice President for Mission and Ministry
Milwaukee, Wisconsin*

Marquette University, a private, coeducational, Catholic, Jesuit institution in Milwaukee, Wisconsin, seeks an enthusiastic and visionary leader to serve as Vice President for Mission and Ministry. The Vice President for Mission and Ministry (VPMM) will be an innovative and collaborative leader to help fulfill Marquette's vision within the rich tradition of Catholic, Jesuit liberal arts education.

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 Marquette community is guided by [three foundational documents](#): our Mission Statement, Vision Statement, and Guiding Values.

Marquette is one of 27 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 of approximately 11,500 students. Marquette is ranked 89th in the *U.S. News & World Report* 2019 edition of America's Best Colleges with aspirations to be in the top 75.

The University has embarked on a transformation guided by Dr. Michael R. Lovell, who became Marquette's 24th President in 2014. 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 VPMM will join Marquette at a critical time for integrating mission and providing the bold thinking necessary to assist the President and leadership team in delivering this transformation.

The VPMM will work in close partnership with the leadership team to implement the Beyond Boundaries strategic plan with a high level of innovation, transparency, collaboration, and accountability. S/he will ensure that the strategic plan and other University efforts support Marquette's Catholic and Jesuit mission.

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.

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. Marquette has many ambitious goals for the future around research, and also has 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 its "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 not only to serve as a model to other universities but also to carry out its mission, which includes having an increasingly ecologically sound impact on the world around us.

Marquette developed its Beyond Boundaries strategic plan through an inclusive process involving the entire university community. The plan outlines the need for the Marquette community to provide new transformational educational and research opportunities, with the ultimate goal of placing the University amongst the most competitive institutions in the nation. The plan outlines specific goals and objectives in six themes: pursuit of academic excellence for human well-being; research in action; social responsibility through community engagement; formation of hearts and minds; a culture of inclusion; 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 [campus 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. On a residential campus with eight residence halls and six University-owned apartment buildings, two new residence halls and a dining facility opened in 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 2018, Marquette raised \$87 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 Scaling Wellness in Milwaukee (SWIM), which seeks to inspire a dynamic collaboration that heals trauma and creates a resilient community; the President's Challenge, an effort partnering Marquette faculty with community organizations to address inequities in the Milwaukee community; and a presence at Milwaukee's Global Water Center. President Lovell also spearheads Innovation in Milwaukee (MiKE), which creates and supports programming that convenes

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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.

Role of the Vice President for Mission and Ministry

The VPMM reports to the President and will provide strategic leadership, aligning human and financial resources to form, shape, celebrate, and live Marquette's mission. S/he will oversee mission and ministry efforts for the campus community including students, faculty, and staff, as well as program development, communications and marketing, and resource management.

The VPMM has overall responsibility for the Mission & Ministry area comprised of 15 full-time and nine part-time staff members. Reporting directly to the VPMM are the Director of Campus Ministry, the Director of the Faber Center for Ignatian Spirituality, the Director of the Institute for Catholic Leadership, the Director of Pastoral Leadership in a Cultural Context, the Director of Companions for Ministry, and the Coordinator for Mission Programs. In addition, the Director of the Center for Peacemaking reports primary to the Dean of the College of Arts and Sciences with a dotted line to the VPMM. The VPMM will have the opportunity to hire a key leader as the number two person in the division the who will help facilitate the work of Mission & Ministry. In addition, there are 15 hall ministers, some who are Jesuits, who work under the auspices of Campus Ministry, as well as affiliated ministers from non-Catholic faith traditions. The VPMM is a member of the University Leadership Council and the President's Advisory Team. With the Vice President for Student Affairs, the VPMM provides staff support to the Board of Trustees' Committee on Student Experience and Mission.

The Beyond Boundaries strategic plan has six themes. The Vice President for Mission and Ministry is one of two primary leaders in implementing the [Formation of Hearts and Minds](#) theme. In addition, s/he is one of the leaders of the Ignatian [Mission Priority Examen](#) being conducted at Marquette by the Association of Jesuit Colleges and Universities (AJCU) in the 2019-2020 academic year.

Key Opportunities and Challenges for the Next Vice President for Mission and Ministry

The VPMM will articulate and support the university's distinct mission, represent the university effectively to internal and external stakeholders, collaborate with Marquette's leaders, and influence decisions. In this role, the vice president will address the following key opportunities and challenges, which are presented in detail below:

- Serve as a compelling spokesperson for Marquette's mission as a Catholic, Jesuit university on and off-campus
- Promote and foster Catholic, Jesuit mission integration in the curriculum and in co-curricular activities
- Provide innovative and entrepreneurial leadership to better integrate pastoral ministry activities campus wide
- Support the growth and strengthening Marquette's diverse and inclusive community.

Serve as a compelling spokesperson for Marquette's mission as a Catholic, Jesuit university on and off-campus

Marquette has a unique mission and purpose. As a university, Marquette is strongly committed to academic freedom, tenure, and the principles of higher education that have been developed and nurtured at Catholic universities for centuries. As a Catholic university, Marquette believes that the search for truth brings us

into a deeper relationship with God. Marquette is privileged to be connected with the rich Catholic intellectual tradition that has had and continues to have a profound role in our history and culture. Marquette is proud to be part of an almost 500-year history of Jesuit education that encompasses a humanistic core curriculum. As such, Marquette believes that we find God in all things, that we have a responsibility to be men and women for and with others, that each person is made in the image and likeness of God and deserves inherent respect, and that the human person comes to fulfillment through Jesus Christ.

Despite the rapidly changing higher education environment, Marquette must retain its commitment to the transformational nature of a Jesuit education grounded in the liberal arts and humanism. The VPMM will be able to expertly articulate the importance of Catholic, Jesuit education and its relevance in the 21st century. This includes providing context, leadership, and understanding in conversations with faculty, deans, and the Jesuit community regarding Marquette's core curriculum.

The VPMM plays a crucial role as an ambassador for the Catholic, Jesuit tradition. In particular, the VPMM will convey a clear, compelling case for Marquette as a distinctive institution providing students with a rigorous, world-class educational experience that attracts high-caliber students and faculty from around the world. Further, 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. In a culture where religious affiliation is continuing to decline, the VPMM will be an unabashed advocate for Catholicism.

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 with compassion and nuance. This commitment will include helping colleagues throughout the campus in discernment needed to navigate the natural tensions that exist at a Catholic, Jesuit university that is engaged fully in contemporary society. The VPMM serves as an advisor to the President and leadership team in this regard and must have the courage to challenge when a proposal is contrary to Marquette's mission.

The VPMM will be a visible member of the broader university, Milwaukee, national, and global communities around issues of Catholic, Jesuit mission and higher education. To that end, the VPMM is key in maintaining and nurturing relationships with the Provincial Superior of the Society of Jesus of the Midwest USA Province; the Assistant for Higher Education for the Society of Jesus of the Midwest USA Province; the Marquette University Jesuit Community and its Rector; the Archdiocese of Milwaukee; the Church of the Gesu, a Jesuit parish on the Marquette campus; the Association of Jesuit Colleges and Universities (AJCU); and the newly-formed International Association of Jesuit Universities (IAJU).

Promote and foster Catholic, Jesuit mission integration in the curriculum and in co-curricular activities

The VPMM will forge strong relationships with the President, trustees, Provost, deans, and other key leaders across the university and promote communication about and integration of the university's mission. S/he will be charged with ensuring that curricular and co-curricular activities are imbued with the university's mission. This work includes interacting with the Provost, deans, faculty, and Department of Human Resources regarding hiring and forming for mission. The VPMM has responsibility for providing strategic direction and leadership regarding mission formation for students, faculty, staff, and members of the Board of Trustees.

As such, s/he will lead efforts to develop: a) comprehensive hiring and forming faculty and staff for mission plans that support the strategic plan and honors the particular realities of the various units of the university focused on assisting employees with integrating the mission into their particular areas of focus b) collaborative, comprehensive co-curricular student formation plans that are grounded in the AJCU

document, [Some Characteristics of Jesuit Colleges and Universities](#), as well as other pertinent guiding documents in Catholic higher education, such as *Ex Corde Ecclesiae*, and will complement the [Universal Jesuit Apostolate Preferences](#). These efforts will help continue the promotion of Marquette's Catholic, Jesuit mission and respect the diversity of seekers who make up the university.

The VPMM must have the intellectual breadth and curiosity to understand and engage units across the intellectual and professional spectrum, from the liberal arts to the sciences to the professions. S/he will develop partnerships across colleges and departments, facilitate connections between curricular and co-curricular units, and strengthen relationships between academic units and non-academic units across the university. Through this engagement process, the VPMM 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 towards the future. S/he will educate, engage, and excite others about the mission and ensure that the Catholic, Jesuit mission is paramount in all discussions about curriculum, policies, processes, and resources.

The VPMM will be a bridge builder who connects people across campus. S/he must be a boundary breaker who ensures that Marquette's Catholic, Jesuit mission is not merely a veneer overlay but is embedded throughout the university. To accomplish this, s/he must be visible to the campus community, inviting all members to become more engaged in linking their activities to the pursuit of Marquette's mission.

S/he works collaboratively with University Advancement, particularly as it pertains to mission integration in fundraising and relationship building.

Provide innovative and entrepreneurial leadership to better integrate pastoral ministry activities campus wide

As the leader of the Mission & Ministry division, the VPMM will foster cohesion in the campus community. In a society where religious engagement is declining, s/he will lead efforts to implement innovative, creative programs and activities supporting the integration of the university's mission that engages students, faculty, and staff. This work will be focused on two primary areas: care of the university as an apostolate and the fostering of personal faith and meaning making amongst students, faculty, and staff.

In caring for the university as an apostolate of the Society of Jesus, the VPMM will develop and lead plans for faculty and staff hiring as well as forming for mission. Additionally, s/he will support and continue to build an environment that embraces and radiates involvement in religious and mission-related activities outside of classes, research, and administrative and support work. These activities encompass worship services, service experiences, retreats, and other programming. The VPMM needs to be agile and willing to think creatively to promote engagement by students, faculty, and staff in mission-related activities across campus, including the development of metrics to measure this type of engagement campus-wide. S/he will utilize the resources of the Mission and Ministry area and collaborate with other university units to achieve these goals.

Support the growth and strengthening Marquette's diverse and inclusive community

The VPMM will be a key figure in Marquette's efforts to develop a welcoming and diverse community and to ensure the success of students, faculty, and staff from all backgrounds. S/he will embrace students, staff, and faculty who bring diverse experiences, religious traditions, backgrounds, and perspectives and will clearly demonstrate a personal commitment to equity, community, interreligious dialogue, and inclusiveness. The VPMM will have a special sensitivity to members of the Marquette community who are not in the majority.

Marquette has a 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 Office of Institutional Diversity and Inclusion, Center for Gender and Sexualities Study, and LGBTQ+ Resource Center as part of ongoing efforts to promote dialogue and understanding on campus. Marquette is currently expanding anti-racism training for members of the campus community.

The VPMM will collaborate with colleagues throughout campus on initiatives to 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 Vice President for Mission and Ministry will be an experienced and accomplished leader with a high level of energy, enthusiasm, political savvy, and the drive necessary to achieve ambitious university-wide goals. The successful candidate will also bring many, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- Preference will be given to members of the Society of Jesus;
- 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. This includes experience in ecclesial ministry and knowledge of Catholic, Jesuit higher education and Ignatian spirituality;
- An unwavering commitment to academic freedom and the ability to navigate the crosscurrents in Catholic higher education;
- Demonstrated leadership in position(s) at institution(s) of higher education;
- The ability to serve as a role model for the university community, a person who lives out Marquette's Guiding Values in all her/his interactions.
- Honesty, integrity, enthusiasm, sense of humor, resilience, and a strong work ethic;
- Superior communication skills; the ability to articulate a compelling message to all audiences; clarity, crispness, and effectiveness in written and oral presentation; and good listening skills;
- Ability to provide strategic leadership, an innovative and entrepreneurial spirit willing to take calculated risks;
- Excellent collaboration and consensus-building abilities to bring together a diverse group of constituents;
- Demonstrated decisive management skills exemplified by a record of excellence in delegation, responsibility, and accountability;
- A proven track record of proactive solutions to promote engagement with a mission-driven organization; and
- A terminal degree and demonstrated understanding of the vocation of faculty at a major university is strongly preferred.

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

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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. Applicants should submit the following documents online at <http://employment.marquette.edu/postings/11709>, a cover letter, curriculum vitae, and a list of at least six references including complete contact information and a description of the relationship to the applicant. Inquiries and nominations can be submitted to the same web address or to the address or phone number listed below.

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Marquette University does not discriminate in any manner contrary to law or justice on the basis of race, color, gender, age, sexual orientation, religion, disability, veteran's status or national origin in its educational programs or activities, including employment and admissions. At the same time, Marquette cherishes its right and duty to seek and retain personnel who will make a positive contribution to its religious character, goals and mission in order to enhance the Catholic, Jesuit tradition.