



BE THE DIFFERENCE.

**Opportunity and Challenge Profile
Search for the Vice President for Inclusive Excellence
Marquette University
Milwaukee, Wisconsin**

THE SEARCH

Marquette University (MU), a private, coeducational, Catholic, Jesuit institution seeks a creative, collaborative, strategic, and visionary leader to serve as the Vice President for Inclusive Excellence. The Vice President will advance Marquette University's efforts to establish an inclusive and diverse campus. Working with administration, faculty, staff, students, alumni, and community stakeholders, the Vice President will translate Marquette's Catholic, Jesuit mission into a campus culture that is enriched by and celebrates diversity, equity, and inclusion.

Marquette aspires to cultivate a campus culture that cherishes the dignity of others, including their age, culture, faith, ethnicity, race, gender, sexual orientation, language, disability, and social class. Since 2014, these efforts have been animated by the leadership of Marquette's 24th President, Dr. Michael Lovell, and the University's strategic plan *Beyond Boundaries*. *A Culture of Inclusion* is one of the six themes identified in this plan. This theme, led by the Vice President for Inclusive Excellence, advances Marquette's mission by a) shaping campus policies for equitable recruitment and retention programs for diverse faculty, staff, and students; b) enhancing opportunities for diverse and inclusive scholarship and learning; c) developing methods and infrastructure for data collection and communication around diversity, equity, and inclusion efforts; and d) fostering community partnerships.

Creating a culture of inclusion is essential to securing Marquette's future as we welcome increasingly diverse students, faculty, and staff. In 2021 Marquette earned the federal designation of Emerging Hispanic Serving Institution (HSI). Ignited by a charge to further the University's Catholic, Jesuit mission through concrete initiatives, the Vice President for Inclusive Excellence will have the following opportunities and challenges:

- Set visionary strategic goals for creating a more diverse, equitable, and inclusive environment.
- Coordinate and collaborate on existing diversity, equity, and inclusion initiatives across the university to elevate these efforts and align them to the university goals.

- Increase recruitment, retention, and support for students, faculty, and staff from underrepresented backgrounds.
- Demonstrate a commitment to the academic community by working with students, faculty, and staff to foster rich knowledge related to teaching and research on diversity, equity, and inclusion.
- Maintain a visible active campus presence.
- Supervise and develop the Office of Institutional Diversity and Inclusion staff.

A comprehensive list of the desired qualifications and characteristics of the position can be found at the conclusion of this document. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

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 be a major private research university grounded in its Guiding Values: Excellence, Faith, Leadership and Service. With more than 2,265 employees, Marquette is home to 11 nationally and internationally recognized 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; Graduate School of Management (housed within COBA); College of Health Sciences; College of Nursing; Graduate School; School of Dentistry; and Law School. As an institution committed to both teaching and research, Marquette offers undergraduate programs in 167 majors and minors and more than 68 doctoral and master's programs.

Marquette's 7,660 undergraduate and 3,660 graduate students hail from every state in the U.S. – a popular choice especially in the Midwest and from regions on the East and West Coasts – and represent over 80 countries. Sixty-four percent of undergraduate students come from outside of Wisconsin. Of the 1,653 students who matriculated in the Class of 2024, 39% graduated in the top 10% of their high school class. The university's leadership continues to be committed to creating a diverse student body. Indeed, fifty-eight percent of Marquette's [first-year students](#) are women, 34% are students of color and 24% are first-generation college students. Eighty-nine percent of first-year students live on campus.

The university hosts 16 NCAA-Division 1 athletic teams that compete in the Big East conference and offers state-of-the-art facilities for competition on campus and off, including the Fiserv Forum, home of the 2020-21 NBA World Champion Milwaukee Bucks. Further, Marquette supports 41 active club sports and 300 student organizations, with new groups created every year. Marquette University Student Government (MUSG) serves as the official voice of the undergraduate student body to university administration. The Graduate Student Organization (GSO) serves as a channel for graduate students to voice concerns and provide feedback on issues that directly affect graduate student life at Marquette University.

Marquette transforms students' hearts and minds, ensuring our graduates are poised to "Be the Difference." Their education within and outside the classroom is guided by Jesuit values including *care for the whole person, individuals for and with others, and striving for excellence*. The university aims to graduate students who are transformed by their education and who, in turn, transform the world. An example of this aim in action are the more than 500,000 hours of community service students engage in per year. Gratefully, we are celebrating 25 years of the Service-Learning program connecting faculty and students with community organizations in meaningful and mutually beneficial partnerships.

Marquette University is one of 27 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Marquette has been consistently ranked in the top 100 of national universities by *U.S. News & World Report* and, in 2021, was rated #83 among national universities and #53 for undergraduate teaching. Marquette has the highest graduation rate in the state of Wisconsin and was ranked 6th in the nation and first in Wisconsin for job placement, according to Department of Education College Scorecard data.

In 2015, the university reached a new Carnegie research classification as a Doctoral University marked by "high research activity" – the second highest classification Carnegie bestows. By committing to research in action, Marquette prepares students to solve the world's most pressing problems with opportunities in and out of the classroom, innovative experiences, and strategic business and civic partnerships.

THE OFFICE OF INSTITUTIONAL DIVERSITY AND INCLUSION

The Vice President for Inclusive Excellence leads the Office of Institutional Diversity and Inclusion. The Vice President supervises a dynamic team comprised of the Director of Hispanic Initiatives and Diversity & Inclusion Educational Programming, the Director for Black Student Initiatives, the Director of Public Affairs and Special Assistant for Native American Affairs, and the Title IX Coordinator. Together, members of the office provide leadership for the university on diversity, equity, and inclusion initiatives fostering a community in which these values are integrated into the fabric of our university, across every office and department. The office therefore encourages and supports collaborative efforts initiated by stakeholders across the campus and local community that help Marquette University achieve its vision. Indeed, this is a shared vision and a shared responsibility. To these ends, the office implements and supports strategic initiatives that:

- Create recruitment pathways for underrepresented students, faculty and staff.
- Support and empower underrepresented members of our community.
- Contribute to the richness and vitality of campus life by recognizing and celebrating our various identities and experiences.
- Enhance culturally affirming curricula, pedagogy, policies and organizational structures.
- Cultivate a safe community rooted in a culture of consent and mutual respect.

- Provide opportunities for education and leadership around issues of diversity, equity and inclusion for all our campus stakeholders.
- Connect our university to diverse local, regional and global communities, organizations and educational institutions.
- Foster greater equity and social justice on our campus and in our world.

See Appendix A for more information about the Office of Institutional Diversity and Inclusion.

THE ROLE

The Vice President for Inclusive Excellence has an instrumental role in advancing Marquette University as a highly ranked destination university, renowned for academic rigor, innovation, and achievements of its community of scholars. They will also be instrumental in enhancing connections between the university with the community of Milwaukee and beyond. By providing vision and leadership to effectively weave diversity, equity, and inclusion into the fabric of our university, the Vice President will help Marquette *Be the Difference*.

The Vice President for Inclusive Excellence reports to the Provost and is a member of the University Leadership Council and the Provost’s Cabinet. The Vice President works closely with campus and external partners to support the development of corresponding divisional and departmental initiatives and strategies. The successful candidate will be charged with the following:

OPPORTUNITIES AND CHALLENGES

Set visionary strategic goals for creating a more diverse, equitable, and inclusive environment.

The Vice President for Inclusive Excellence will collaborate with university leadership to set goals for the university’s strategic plan and with members of the Office of Institutional Diversity and Inclusion to set annual goals for the campus stemming from the [diversity, equity, and inclusion plan](#). These goals will dovetail with one another and flow from and express Marquette’s mission and identity as a Catholic, Jesuit institution, such as, *cura personalis* which requires all elements of a person’s identity to be welcomed and valued.

The Vice President will develop mechanisms to assess progress on these goals -- evaluating programs, services, and the campus climate. For instance, the Vice President will lead the *Climate Survey Workgroup* to conduct regular climate surveys, disseminate the findings, discern results, assist with the development and implementation of initiatives that address the findings, and develop strategic plans that keep the university moving toward its commitment to diversity and inclusion.

Coordinate and collaborate on existing diversity, equity, and inclusion initiatives across the university to elevate these efforts and align them to the university goals.

The Vice President for Inclusive Excellence will undertake a systematic review of diversity, equity, and inclusion initiatives occurring across campus units and will use this data to build coalitions, streamlining these efforts where necessary, while elevating and enhancing their effect. As Chair of the *University Committee on Equity and Inclusion*, a broadly representational council, the Vice President will sustain campus level-focus on diversity, equity, and inclusion efforts. They will succeed in doing this, in part, by providing strategic direction on the ways units can share ideas and resources. This will empower stakeholders to take ownership of Marquette University's commitment to create a more inclusive environment. In essence, the Vice President will work to integrate existing initiatives and cultivate a comprehensive and collaborative approach to supporting diversity, equity, and inclusion across the university.

Increase retention of and support for students, faculty, and staff from underrepresented backgrounds.

In line with the social justice imperative present in the Catholic tradition, one emphasizing the dignity of the human person and a charge to work toward the common good, the Vice President for Inclusive Excellence will foster a campus culture where all its members thrive. In these efforts, the Vice President will be supported by the Jesuits' commitment to a ministry of "reconciliation and justice" that challenges us to reimagine what it means to be a welcoming and inclusive community.

- Work with college and admissions leaders to develop and implement best practices to attract and retain a diverse undergraduate, graduate, and professional student body.
- Encourage and support faculty and staff in recruiting, hiring, developing, promoting, and retaining a diverse university community.
- Collaborate with the Office of Human Resources, the Division of Students Affairs, and Office of Institutional Diversity and Inclusion staff members to develop employee and student workshops and courses aimed at promoting inclusion, equity, and cultural competence in the workplace and learning environments.
- Collaborate with Offices of Title IX and Human Resources to address bias incident reports.

Demonstrate a commitment to the academic community by working with faculty, students, and staff to foster rich knowledge related to teaching and research on diversity, equity and inclusion.

The Vice President actively encourages the academic community to address social issues related to identity, culture, representation, power, oppression, and/or inequality in their teaching and their research. The Vice President and the Office of Institutional Diversity and Inclusion will continue their collaborative relationships and programs with other academic units that promote diversity, equity and inclusion in teaching and scholarship.

- Collaborate with the Center for Teaching and Learning to create faculty development opportunities to effectively integrate issues of diversity in the classroom and ensure an inclusive learning environment.
- Serve as a resource for the Race, Ethnic, and Indigenous Studies (REIS) program to promote diverse scholarship of faculty and teaching for students. This includes collaborating to identify ways to support Diverse Curricular Grants and the Advancing Social Equity (ASE) Research Grants.
- Coordinate the Mitchem Dissertation Fellowship Program and the Metcalf Chair Visiting Scholar program to support underrepresented scholars.

Maintain a visible active campus presence.

The Vice President coordinates a broad variety of diversity programming at the university and community level to address issues related to diversity and inclusion and the campus climate as perceived or experienced by students, faculty and staff. They serve as an advocate and resource and identify opportunities for institutional improvement.

- Facilitate conversations and discussions in response to campus, national, and global events related to diversity and inclusion.
- Partner with the Division of Student Affairs and other student-focused units like the Educational Opportunity Program to set goals for student socialization, learning experiences, and support services that result in an inclusive living and learning environment and the success of all students.
- Partner with Office of Community Engagement to establish and build relationships with the greater Milwaukee community.
- Manage the Marquette Forum, an annual campus-wide series of presentations, panels, and dialogues revolving around a central theme that touches the lives of all campus members.

Supervise and develop the Office of Institutional Diversity and Inclusion staff.

The Office of Institutional Diversity and Inclusion is a skilled and dynamic team, consisting of four director level positions including the Title IX Coordinator as well as student interns. Staff members' work encompasses a broad scope including leading Native American Affairs and Tribal relations, leading the Hispanic-Serving Institution Initiative, building a community of Black joy and thriving. The office also ensures Marquette complies with Title IX and other federal civil rights law.

Further, the office provides diversity and inclusion educational programming and assessment, and serves as a central hub for communicating diversity, equity, and inclusion efforts to the broader campus community. The Vice President is responsible for the leadership and guidance of this team – aligning the goals with institutional diversity and inclusion priorities.

Qualifications and Characteristics

The university seeks a proven strategic leader with a distinctive record of achievement. The successful candidate will bring most, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- A terminal degree in a relevant field is preferred, but not required. Candidates with a deep working knowledge of issues and trends in diversity, equity, and inclusion, especially as they relate to higher education, are encouraged to apply.
- Three to five years of increased administrative experience, with preference given to candidates with a demonstrated record of leadership in a university setting.
- Strategic thinker excited to deepen the relationship between Marquette's Catholic, Jesuit mission and diversity, equity and inclusion work and to translate this relationship into innovative practices.
- Experience in planning and implementing initiatives, managing resources, and working across organizational structures.
- Demonstrated decision-making abilities and political and financial savvy.
- Ability to synthesize complex information and communicate with sensitivity, cultural awareness, agility, and emotional intelligence to a wide audience.
- Demonstrated ability to motivate a wide variety of stakeholders to work toward and achieve a common goal; strong interpersonal and consensus-building skills; ability to build trust and credibility.
- Familiarity with Federal civil rights laws that prohibit discrimination in programs or activities that receive federal financial assistance from the Department of Education, including Title VI, Title IX, and Section 504.
- Strong management skills with the ability to leverage the expertise of and heighten the visibility of their team.
- Ability and fortitude to engage in complex conversations involving matters of diversity, equity and inclusion.

LOCATION

Marquette is located on a 98-acre campus alongside downtown Milwaukee in the *Near Westside Neighborhood* and within 90 miles of both Madison and Chicago. Lake Michigan is roughly one mile east of the edge of campus. Milwaukee is the largest city in Wisconsin and the 23rd largest city in the United States. It has one of the highest per capita student populations in North America. The population is approximately 600,000 and approximately 1.4 million people live in the metropolitan area. Milwaukee is highly diverse, with about 39 percent African American, and 19 percent Hispanic/Latinx residents.

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 road and mountain biking, hiking, cross country skiing, sailing, windsurfing, global cuisines, 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 with productions that range from Broadway musicals, Shakespeare and the classics to smaller, regional productions. Milwaukee also hosts professional baseball, basketball, indoor soccer, and hockey teams. To learn more, see onmilwaukee.com.

Applications, Inquiries, and Nominations

This is a confidential search where the names of candidates, including finalists, will not be made public. Members of the campus community invited to participate in the finalist visits will be required to sign Acknowledgement of Confidentiality forms. 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: <https://employment.marquette.edu/postings/15896>.

The search website is: [Search for Vice President for Inclusive Excellence // Office of the Provost // Marquette University](#)

Please direct specific questions to the search committee Chair, Dr. Nakia Gordon nakia.gordon@marquette.edu, 414-288-1688.

It is the policy of Marquette University to provide equal employment opportunities (EEO) to all employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status or any other applicable federal or state-protected classification.

APPENDIX A

Office of Institutional Diversity and Inclusion

Grounded in our Catholic, Jesuit [mission](#) and Statement on Human Dignity and Diversity, the Office of Institutional Diversity and Inclusion at Marquette University actively works to promote a more diverse, welcoming, equitable, and inclusive campus community. Its vision is a diverse campus environment in which all community members enjoy mutual respect and are actively engaged in the life of the university; our scholarship, teaching and learning are inclusive and reflective of the needs of our diverse world; and we engage in meaningful relationships with diverse communities beyond our campus boundaries.

Initiatives of the Office of Institutional Diversity and Inclusion include Marquette's initiative to become a Hispanic-Serving Institution (HSI), [a federal designation](#) requiring an undergraduate population that is at least 25% Hispanic, with at least half of those students qualifying as low-income. Work on this initiative resulted in Marquette being designated an emerging HSI in 2021. We are excited to continue our work to reach full HSI status and support our students.

Other initiatives include the University Committee on Equity and Inclusion (UCEI), whose role is to create and sustain campus-level focus on diversity, equity and ultimately achievement of inclusive excellence throughout the university, among students, faculty, staff and campus leaders; Advancing Social Equity (ASE) Research Grants, which provide opportunities for scholars to actively engage in research around emerging or re-emerging social issues and disseminate findings quickly to the public; the Dreamers Support Committee dedicated to providing a safe, supportive and welcoming educational environment; and working with employee resource groups (ERGs) to create a community of belonging.

The Office of Institutional Diversity and Inclusion also leads a Campus Climate Study every five years. The Campus Climate Study is a powerful tool for senior leaders and campus administrators to better understand students' perceptions and experiences, identify strengths and areas for improvement, and measure year-over-year progress on key initiatives. The last Campus Climate Study was performed in 2020.

The Office of Institutional Diversity and Inclusion partners with various units on campus to achieve the university's diversity, equity, and inclusion aims. See Appendix B for a list of partners.

APPENDIX B

List of Office of Institutional Diversity and Inclusion Campus Partners

- Black Student Initiatives Committee
- [Center for Urban Research, Teaching and Outreach](#)
- [Committee on Diversity and Equity](#)
- Committee on Teaching
- Dreamers' Support Committee
- [Educational Opportunity Program](#)
- [Employee Resource Groups](#)
- Hispanic-Serving Institution (HSI) Steering Committee
- [Human Resources](#)
- [Institute for Women's Leadership](#)
- [Office of Disability Services](#)
- [Office of Engagement and Inclusion](#)
- [Office of Mission and Ministry](#)
- [Office of Residence Life](#)
- [Office of Student Development](#)
- [Race, Ethnic and Indigenous Studies program](#)
- [University Committee on Equity and Inclusion](#)
- [University Leadership Council](#)
- [Urban Scholars Program](#)