Position Specification
Vice President and General Counsel

September 2020
Position Specification

The University
Founded in 1881 by the Society of Jesus (“Jesuits”), a group of priests and lay brothers in the Catholic Church, Marquette University has become a major private research university grounded in its Jesuit identity and values. 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. All this is pursued for the greater glory of God and the common benefit of the human community.

Marquette ranks 88th in the *U.S. News & World Report* 2021 edition of America’s Best Colleges (in the category of “national universities”) and is home to the following 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
- Law School

As an institution committed to both teaching and research, Marquette offers undergraduate programs in 158 majors and more than 66 master’s and doctoral programs. Marquette is accredited by the Higher Learning Commission, which reaffirmed the University’s accreditation in 2014.

Through an inclusive process, Marquette developed its strategic plan, *Beyond Boundaries*, which continues to drive the planning and focus of its entire community. The plan outlines the need for Marquette to provide new transformational educational and research opportunities at all levels of the campus, with the ultimate goal of placing the University amongst the most competitive institutions in the nation, while preserving its identity as a Catholic, Jesuit institution. The plan outlines specific goals and objectives for pursuit of academic excellence for human well-being; research in action; social responsibility through community engagement; formation of the 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. (More information about *Beyond Boundaries*: [https://www.marquette.edu/strategic-planning/](https://www.marquette.edu/strategic-planning/))

The Role
The Vice President and General Counsel (“VP-GC”) is a University leader and trusted advisor who effectively partners with a broad range of constituents on a wide variety of complex and strategic legal issues. Serving as the chief legal officer, the VP-GC provides the vision for and leadership of the University’s legal strategy in alignment with and in support of its mission and the *Beyond Boundaries* strategic plan.
Position Specification

Reporting to the president, the VP-GC serves as a valued member of the senior leadership team, anticipating and identifying both legal and operational issues and risks and providing advice and thought leadership to the President, the Board of Trustees, and other members of the University community on a broad range of matters affecting the University. Key responsibilities include the following:

- Monitors and interprets the statutory and regulatory framework in which the University operates and provides timely, accessible, proactive, and sound advice on the array of legal issues arising in the context of higher education, representing the best interests of the University at all times;
- Anticipates and identifies legal issues across multiple dimensions and subject matters and counsels leaders on strategic solutions, often in situations of reputational or financial risk or significance;
- Effectively partners with a wide range of university stakeholders, including the Office of Marketing and Communication, the President’s Office, the Provost’s Office, Public Affairs, Human Resources, Finance, Risk Management, Audit, and Title IX to ensure informed and holistic problem solving;
- Represents (or oversees the representation of) the University in judicial and administrative proceedings and negotiations;
- Oversees and/or provides University responses to external requests for information, complaints, and other communications from external parties;
- Serves as a member of the University Leadership Council, the President’s Advisory Team and the Operations Cabinet;
- Determines when outside legal counsel is necessary and retains and directs their activities.
- Oversees the Office of the General Counsel (“OGC”), mentoring and providing guidance to three attorneys and one administrative assistant and assigning and monitoring projects and workloads. Ensures that all OGC attorneys attend continuing legal education courses applicable to their work and maintain licensure in good standing.
- Manages the office’s budget and oversees all other internal operational matters.

Qualifications

The successful candidate for will be an experienced and accomplished attorney and leader with a high level of enthusiasm, intelligence, collegiality, political savvy, and drive necessary to achieve ambitious University-wide goals. The VP-GC will hold a JD degree from an accredited law school and must either be licensed to practice in Wisconsin or eligible to apply for admission to the Wisconsin Bar and successfully be admitted within 12 months of employment. In addition, the successful candidate will have many, if not all, of the following professional qualifications, skills, experiences, and qualities:

- At least 15 years of legal experience in roles with increasing responsibility, including significant leadership experience, preferably as legal counsel in a higher education institution or in a law firm practice specializing in the representation of institutions of higher education.
- Demonstrated track record as a trusted advisor and counselor to top organizational leadership and a governing board across multiple dimensions and in a wide variety of circumstances.
- Knowledge of and experience with many of the following major areas of law and issues affecting nonprofit organizations and/or religiously-affiliated higher education institutions, including but not limited to:
Position Specification

- Contracts, corporate transactions, employee benefits, and tax
- Corporate and entrepreneurial engagement
- Construction, real estate, leasing, environmental, and zoning
- NCAA and athletics
- Regulatory interpretation (e.g., FERPA, Title IX, ADA, FMLA, HIPAA, and Clery Act)
- Employment and labor, including union issues and immigration
- Institutional governance
- Policies and procedures
- Privacy and data protection
- Intellectual property and technology transfer
- Faculty appointments, tenure, and shared faculty governance
- Student and student organization conduct and discipline
- Faculty and student speech and academic freedom
- Sponsored research
- Academic clinical operations
- Gifts and scholarships
- Litigation management
- Crisis planning and management

- Superior communication skills, including the ability to articulate a compelling message to diverse audiences, clarity in complex topics, crispness and effectiveness in written and oral presentation, and exceptional listening skills.
- Ability to analyze complex legal issues within the context of university/higher education headwinds, and the agility to serve as a creative thinker and problem-solver in a rapidly changing environment.
- Excellent relationship building skills to effectively work with diverse groups of constituents including the board, faculty, staff, students, the Jesuit community, alumni, and stakeholders in the community.
- Demonstrated sound judgment, composure, resiliency, the highest personal and professional integrity and unquestioned discretion in maintaining confidentiality.
- Proactive, responsive and organized, with a proven ability to prioritize, multi-task, and manage a broad portfolio of complex work, including that performed by outside counsel.
- Demonstrated decisive yet flexible leadership skills and accountability to colleagues and constituents.
- Ability to serve as a role model for the university community, a person who lives out Marquette’s Guiding Values in all of her/his interactions. Demonstrated commitment to diversity and inclusion in leading and providing legal services to the university.
- Unwavering commitment to the University’s mission, vision, and strategic plan as a Catholic, Jesuit University.

More About Marquette
The University’s 8,400 undergraduate and 3,200 graduate students hail from almost every state in the U.S. and from more than 80 countries, with approximately 70 percent of undergraduate students coming from outside of Wisconsin. Of the almost 2,000 students who matriculated in the class of 2023, 29 percent are students of color, 56 percent are women, 24 percent are first-generation students, and 92 percent live on campus.
Because Marquette students are encouraged to “Be the Difference,” their education -- both within and outside the classroom -- is guided by the Jesuit values and traditions, including *cura personalis* or “care for the whole person,” with a focus on the holistic development of each individual through their co-curricular experience. The University hosts fourteen NCAA-Division 1 athletic teams that compete in the Big East conference. Marquette supports 283 official student organizations, which hosted nearly 2,000 events last year alone. More than 1,100 students are involved in the 36 active club sports teams. Marquette University Student Government serves as the official voice of the student body to university administration, promotes and sponsors campus events, and supports other student organizations.

The University is led by Dr. Michael R. Lovell, the 24th president, who has served since 2014. Under his guidance, Marquette has focused on innovation, entrepreneurship, and community renewal and development — all consistent with the University’s Catholic, Jesuit mission. President Lovell and his leadership team are rising up to lead Marquette through one of the most pivotal times for this country, when it is simultaneously facing national crises in health, the economy and racial injustice, with *Beyond Boundaries* serving as a foundation for Marquette’s response. President Lovell reports to the Board of Trustees, which has fiduciary responsibility and is the principal governance authority for Marquette University. (More information on the Board: [https://www.marquette.edu/leadership/trustees-2.php](https://www.marquette.edu/leadership/trustees-2.php))

Marquette has a number of councils and committees that are part of decision making and shared governance for the University. The President, Provost/EVP, and the Senior Vice President/Chief Operating Officer form the Executive Leadership Council (“ELC”). The University Leadership Council, which represents all academic and administrative units and comprises the senior administrators and deans, serves as an advisory board for the President; the VP-GC is a member of the ULC. (More information on the ULC: [https://www.marquette.edu/leadership/documents/ulc-org-chart.pdf](https://www.marquette.edu/leadership/documents/ulc-org-chart.pdf)) The University Academic Senate (“UAS”), responsible for faculty governance and advising the senior administration on matters crucial to the success of the academic mission, is co-chaired by the Provost and a chair elected from the UAS faculty senators; its membership includes elected faculty senators, undergraduate and graduate student representatives, and appointed and ex-officio Deans and Vice Provosts.

Marquette boasts an exceptional faculty including 741 full-time and 556 part-time faculty members, 455 of whom are tenured or tenure-track. The faculty composition is 54 percent male and 46 percent female, having evolved from 60 percent male and 40 percent female within the past ten years. While the faculty remains predominantly white, as part of the strategic plan, Marquette has focused on ways to attract and retain a diverse community of faculty and staff. Over the past few years, the University hired 21 faculty members for its Race, Ethnic, and Indigenous Studies program, an interdisciplinary academic program that supports majors and minors in areas such as Africana Studies, Latinx Studies, Arab and Muslim American Studies, Literatures of Diverse Cultures, and Culture, Health and Illness.

In 2015, the Carnegie Classification of Institutions of Higher Education designated Marquette as a “Doctoral University: High Research Activity,” which reflects an increase in research and development expenditures, Ph.D. degrees granted, and the number of non-faculty Ph.D. researchers, all as part of the “Research in Action” theme of the strategic plan. Research expenditures in fiscal year 2019 reached $32.5 million and significant progress on the metrics used in the Carnegie Classification is expected as the University continues its ambitious plans to grow research and innovation.
Marquette is also contributing to the economic development of Milwaukee by partnering with businesses and organizations including Aurora Health Care, Harley-Davidson, MillerCoors and Potawatomi Business Development Corporation on Near West Side Partners, a nonprofit organization that is revitalizing and sustaining the Near West Side as a thriving business and residential corridor.

Marquette has a historic commitment to diversity, in 1909 becoming 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. In 2002, Marquette established the Arnold L. Mitchem Dissertation Fellowship Program, intended to increase the presence of underrepresented ethnic groups by supporting doctoral candidates in completing their final academic requirement, the dissertation. Marquette launched its Gender and Sexuality Resource Center in 2012 (now Center for Gender and Sexualities Studies) as part of ongoing efforts to promote dialogue and understanding on campus. Most recently, Marquette set a goal of meeting the U.S. Department of Education’s criteria for designation as a Hispanic Serving Institution over the next eight to ten years, an ambitious goal which will involve increasing the undergraduate Hispanic enrollment to 25 percent from the current 13 percent. Since 2000, net growth in local K-12 school enrollment has been attributed entirely to growth in the Latinx community and Marquette recognized that serving the Hispanic population helps the University better fulfill its historical commitment to serving first-generation college students, as providing an education for immigrant families was one of the chief reasons Bishop John Martin Henni founded this Catholic college in Milwaukee. Marquette’s goals include increasing African American undergraduate student enrollment by 50 percent (currently at 4 percent of undergraduate students) and increasing enrollment of American Indian students. Marquette identified these goals as a natural extension of its institutional mission to engage the community and in light of local enrollment trends.

As a Jesuit university, Marquette embodies the intellectual and religious traditions of the Society of Jesus. Through an academically rigorous, values-centered curriculum, students receive a firm grounding in the liberal arts, preparation for work in a world of increasing complexity and diversity, and formation for life as ethical and informed leaders in their religious, cultural, professional, and civic communities. They work with and learn from faculty who are true teacher-scholars, whose research not only advances the sum of human knowledge, but also informs their teaching, and whose commitment to students is fundamental to their intellectual and professional lives.

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. This commitment 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. Service is one of the four pillars in the University’s mission statement. Each year Marquette students perform 189,000 hours of service to the Milwaukee community and the Service Learning program recently celebrated 25 years of connecting faculty and students with community organizations in meaningful and mutually beneficial partnerships. Marquette is also contributing to the economic development of Milwaukee by partnering with the City of Milwaukee and various businesses, government organizations, and nonprofit organizations with the intention of improving the community of Milwaukee and increasing opportunities for student research and engagement.
Marquette continues to expand its sustainability efforts, 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. The University has completed a comprehensive campus master plan for pursuing its academic, physical, and financial priorities as established by Beyond Boundaries that will serve as a road map for capital projects for the next 10 to 20 years. The campus master plan priorities were approved by the Board of Trustees in 2016. Marquette added two new residence halls and a dining facility 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 that ran from 1998 to 2005. So far, Marquette has raised $363 million of its $750 million campaign.

Contact
Nominations, inquiries, and expressions of interest for the VP-GC position should be directed to: MarquetteGC@russellreynolds.com

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.