Opportunity and Challenge Profile

Marquette University
Search for the Vice President for Human Resources
Milwaukee, Wisconsin

Marquette University seeks an experienced and collaborative leader to be its Vice President for Human Resources (VPHR). With a visionary President and Senior Vice President and Chief Operating Officer (SVP/COO), 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 SVP/COO, the VPHR will provide strategic leadership and oversight of the University’s human resources efforts 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. Dr. Michael R. Lovell became Marquette’s 24th President in 2014 and the SVP/COO, Joel Pogodzinski, was recently promoted to the role after joining the University in 2017 as the Chief Financial Officer. 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 VPHR will join Marquette at a critical time for human capital and providing the bold thinking necessary to assist the President, Interim Provost, and SVP/COO in delivering this transformation.

The VPHR will work in close partnership with the SVP/COO to provide a strategic human capital vision that complements the financial and operational plans for the campus, while ensuring a high level of innovation, transparency, collaboration, and accountability. The VPHR will ensure that human resource goals and processes are clearly established and communicated to the University community and are in support of the University’s Catholic and Jesuit mission. The VPHR will have primary responsibility for Marquette’s development and implementation of human resource policies and programs including employee relations, compensation, employee benefits, recruitment and retention, training and organizational development, performance management and human resource information systems.
To that end, the new VPHR will face a set of opportunities and challenges that include:

- Leading efforts to continue to make Marquette a best place to work, and to have those efforts recognized by external audiences.
- Creating human resource strategies that enhance the ability to develop and retain a highly-motivated, diverse, and effective workforce that supports the University’s Catholic and Jesuit mission, especially in the implementation of the Beyond Boundaries strategic plan.
- Offering wise counsel to university leadership in a variety of venues to represent the best interests of all of Marquette’s faculty and staff, being mindful of campus morale and serving as an agent of positive change.
- Providing industry-leading leadership to ensure that Marquette’s employees have access to the best possible and most cost-effective benefits.

A list of the desired qualifications and characteristics of the VPHR 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 89th in the *U.S. News & World Report* 2019 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 are scheduled to open in August 2018. For more information on strategic planning and the master plan see: http://www.marquette.edu/strategic-planning/.

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 a $5 million Strategic Innovation Fund, a nine-acre land purchase, 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.

About the Department of Human Resources

The Department of Human Resources creates, encourages, and maintains an environment that supports, develops and sustains the well-being of Marquette University’s employees, students, and broader community. In addition to the VPHR, the department has a staff of twelve knowledgeable and approachable professionals that have responsibility for employee benefits, compensation, employee relations, human resource information system management, training and organizational development, and recruitment and retention. The department provides strategic leadership, modeling excellence, honesty, integrity, and teamwork while delivering high quality services in support of the university’s mission. The department works closely with the academic and administrative units throughout campus.

Role of the Vice President for Human Resources

Reporting to the SVP/COO, the VPHR serves as the University’s chief human resources officer. The VPHR will oversee and strengthen the University’s Department of Human Resources in order to execute the strategic and master plans, to support innovation, and to fulfill the Catholic and Jesuit mission of the University. The VPHR will also clearly communicate human resource goals and challenges to the

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University community. Reporting to the VPHR are the Assistant Vice President for Human Resources, Director of Employee Benefits and the Director of the Child Care Center.

The VPHR oversees the Marquette University Child Care Center, which is an on-site, employer sponsored center dedicated to quality care for children of all of those who make up the Marquette University community. In addition, along with the SVP/COO and Vice President and General Counsel, the VPHR provides support to the Board of Trustees’ Finance & Risk Committee.

The VPHR will work closely with the SVP/COO, the President’s Advisory Team, Deans, Vice Presidents, and the CIO, as well as other campus leaders, on the development and support of integrated long-range human resource planning and on integrating these plans into academic, financial, operational, and capital plans.

Key Opportunities and Challenges for the Vice President for Human Resources

The VPHR will contribute to the attainment of Marquette’s strategic goals by encouraging creative stewardship of human resources and excellent service to academic and administrative units to set the University up for future success at a time of transformation. The VPHR needs to be a seasoned, professional leader with a track record of moving the needle in complex environments, an affinity and talent for collaboration with a variety of stakeholders, and excellent communication skills. The VPHR will face the following opportunities and challenges:

Leading efforts to continue to make Marquette a best place to work, and to have those efforts recognized by external audiences

Faculty and staff enjoy working at Marquette because of our strong sense of community, focus on our Catholic and Jesuit mission, and dedication to our exceptional student body. A sense of excitement pervades campus as plans for the future of Marquette continue to unfold. However, change brings a certain amount of uncertainty for many members of the community. The new VPHR will be an integral part of helping others to navigate the changes and fostering our sense of community, while also clearly and effectively leading strategies for organizational development, recruitment, training, retention, compensation, and benefits, as well as communicating complex information and administrative policies to a wide range of individuals and organizations across the University. This work focuses on the goal of Marquette continuing to be recognized as a best place to work by external audiences. The VPHR will work to present transparent and clear guidelines and decisions. This work includes the preparation, presentation, and explanation of material to faculty, staff, senior leadership, and the Board of Trustees.

Creating human resource strategies that enhance the ability to develop and retain a highly-motivated, diverse, and effective workforce that supports the University’s Catholic and Jesuit mission, especially in the implementation of the Beyond Boundaries strategic plan

Now more than ever, with the labor market driving up competition for talent, it is vital that Marquette maximize its gifted and dedicated faculty and staff to support the University’s mission and goals. The VPHR will inherit a strong and collaborative team and will grow that team’s expertise while building community and trust with constituents across the University community. The VPHR will also be expected to strengthen this team’s work as collaborative and trusted partners in the University community while also ensuring that a high level of service is provided. The VPHR needs to understand the unique human resource challenges and opportunities of each part of the campus, to strengthen connections among those parts, to increase the department’s visibility and transparency, and to position the VPHR and the office as integral partners in strategic planning for the campus. In doing so, the VPHR will work collaboratively with other departments following appropriate processes to create the infrastructure, policies, and
processes necessary to pursue University goals and to inspire an efficient and dynamic administrative organization.

Offering wise counsel to university leadership in a variety of venues to represent the best interests of all of Marquette’s faculty and staff, being mindful of campus morale and serving as an agent of positive change

The VPHR is a member of the President’s Advisory Team, the University Leadership Council, and the Divisional Leadership Council. In the VPHR’s work with these leadership groups, the VPHR has a responsibility to represent the best interests of all of Marquette’s faculty and staff to colleagues. Being continuously attuned to campus morale across colleges, departments, and offices is essential, and this attention to morale requires consultation and collaboration with the University Academic Senate, Staff Senate, and other representative groups. The VPHR will work to bolster morale, especially during challenging times for a particular area of the university. The VPHR will also serve as an agent of positive innovation and thoughtful leadership for the University and will foster workplace conditions that support employee satisfaction, enhance work-life balance, and achieve optimum productivity. The VPHR facilitates the university’s labor relations functions with collective bargaining units in the Marquette University Police Department and with custodians.

Providing industry-leading leadership to ensure that Marquette’s employees have access to the best possible and most cost-effective benefits

In a challenging and rapidly changing environment, the VPHR will stay informed on national and regional trends in the workplace and in higher education, in particular those affecting employee benefits. Faculty and staff value and appreciate the high-quality benefits offered by Marquette University. Ensuring that employees continue to have access to the best possible and most cost-effective benefits will require working with the Benefits Task Force, a representative university group, to carefully examine benefit offerings and plan designs and keeping informed about the complex health-care landscape.

Qualifications and Characteristics

The successful candidate will have a bachelor’s degree in a related field, as well as a minimum of seven years of relevant senior-level human resources experience in a complex environment. A master’s degree from an accredited institution in an area appropriate to the responsibilities of the position, SPHR, and executive level experience in higher education preferred. Candidates should embrace the mission and values of Catholic, Jesuit higher education, and people from all religious backgrounds are encouraged to apply. 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 human resources leadership in complex organizations;
- Demonstrated ability to integrate vision, strategy, tactics, and activities to move initiatives forward;
- An entrepreneurial orientation and a willingness to seize organizational development 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;
- Demonstrated ability to manage and implement industry-leading employee benefits programs;
- Knowledge of human resource trends in higher education;
Experience with developing and retaining a highly motivated, diverse and effective workforce that supports the strategic requirements of the university with prior experience implementing a performance management system;

- Evidence of fostering workplace conditions and quality management that supports employee satisfaction, enhanced work-life balance and optimum productivity;
- 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 board 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 employee unions;
- 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 and organizations to take action based on an ambitious vision and strategic objectives and to adapt to the resultant changes;
- The humility 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. Applications with resumes with cover letters, inquiries, nominations, and referrals should be submitted via the Isaacson, Miller website for the search: http://www.imsearch.com/6858. Electronic submission of materials is strongly encouraged.
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.