



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

Marquette University, a private, coeducational, Catholic, Jesuit institution in Milwaukee, Wisconsin, seeks an energetic and strategic leader to serve as vice president for Mission & Ministry (VPMM). The VPMM will join a dynamic and highly motivated president and leadership team and play an integral role in helping Marquette achieve its goal to be recognized among the most innovative and accomplished Catholic, Jesuit universities in the world. This is an opportunity to galvanize a close-knit community, dedicated to a shared mission of excellence, faith, leadership, and service, around the execution of its [ambitious strategic plan](#). The VPMM will help Marquette to distinguish itself as a preeminent university, leading the way through a rapidly changing higher education landscape, grounded in its Catholic, Jesuit values, and further fostering the university's excellence in delivering a transformational education to students.

[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 university enjoys strong enrollment with approximately 11,900 students: 8,200 undergraduates and 3,700 graduate and professional (i.e., dental, education, health sciences, law, and nursing) students. Students typically come from all 50 states and more than 60 countries. Founded in 1881, Marquette is one of 28 Catholic, Jesuit universities in North America and is the largest private university in Wisconsin. Marquette's attractive 90-plus-acre campus on the edge of Milwaukee's downtown is home to a highly collegial community with more than 1,180 faculty members and 1,300 staff.

The incoming VPMM will be joining the Marquette community at a critical moment. In 2024, Dr. Kimo Ah Yun was unanimously elected the 25th president of Marquette University by the Marquette Board of Trustees. In 2031, Marquette University will celebrate 150 years of serving God by delivering to its students a transformative education rooted in its Catholic, Jesuit mission. Heading into this milestone, the university remains committed to its mission, vision, and guiding values.

Working closely with university leadership, the VPMM will play a decisive role in shaping and implementing these plans and inspiring and supporting faculty, students, and the university community. The successful candidate will be an inspiring, visionary, collaborative, and strategic leader committed to elevating Marquette's mission integration.

The VPMM will successfully address several opportunities and challenges, which are outlined in greater detail beginning on page five of this document:

- 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 leadership to better integrate mission and pastoral ministry activities campus wide.
- Support the growth and strengthening of Marquette's diverse and inclusive community.

A complete list of the desired qualifications and characteristics of the VPMM can be found at the conclusion of this document. All confidential applications, inquiries, and nominations should be directed as indicated at the conclusion of this document.

## **ABOUT MARQUETTE UNIVERSITY**

Marquette University was founded in 1881 through the vision of Milwaukee's first archbishop, Rev. John Martin Henni, who named the institution after Rev. Jacques Marquette, S.J., a 17th century missionary and explorer.

In the ensuing decades, the university has expanded to encompass 11 academic divisions: Helen Way Klingler College of Arts and Sciences; College of Business Administration; J. William and Mary Diederich College of Communication; College of Education; Opus College of Engineering; 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 more than 75 majors and 80 minors, in addition to more than 100 certificate, master's and doctoral degree programs. Marquette is accredited by the North Central Association of Colleges and Secondary Schools and underwent its decennial reaffirmation of accreditation visit in late 2023.

Marquette is ranked in the top 20% among national universities at No. 88 in the 2026 *U.S. News & World Report* Best Colleges rankings. Marquette is also ranked on the peer-nominated list for Best Undergraduate Teaching in the top 20, and the university is ranked in the top 50 among Most Innovative Schools. Visit Marquette's [Rankings and Recognition website](#) for a comprehensive list of accolades. In its mission to foster people for and with others, Marquette asks students to be agents of change where they see disparities. As an engaged, mission-based community, Marquette has a responsibility to engage in

respectful dialogue about injustices on our campus, in the city, in the U.S. and throughout the world. By getting involved in their communities, students help others lead better lives. Ninety-three percent of Marquette students report participating in community service efforts, and *The Princeton Review* ranked Marquette University No. 1 in the nation for students engaged in community service in both 2025 and 2026.

Through personal relationships and professional connections, backed by an alumni network of support, Marquette graduates secure job opportunities quickly after graduation and continue to build successful, fulfilling careers. Marquette has nationally recognized outcomes in graduation rates and job preparation and placement. Based on Department of Education College Scorecard data, Marquette was ranked the 6th best college nationally and the best college in Wisconsin for job placement. Marquette's employment rate 10 years after graduation is 95.55%. According to the latest results of the Undergraduate Alumni Survey, 96% of alumni one year after graduation, 98% of alumni five years after graduation and 100% of alumni 10 years after graduation were engaged in an activity full time or were not seeking full-time employment.

Marquette prioritizes student success and wellness: The university wants every student who enrolls at Marquette to stay, learn and thrive — to truly feel they are home. Its mission as a Catholic, Jesuit university calls the community to ensure all students flourish from their first day on campus to their first destination beyond Marquette as they become people with and for others. Marquette has one of the highest retention and graduation rates among nationally ranked institutions in the country and focuses on increasing undergraduate student retention and improving graduation rates and first-destination outcomes. The university has a goal to increase the six- year graduation rate to 90% and year 1-2 retention rate to 94%. Marquette's Catholic, Jesuit approach to and focus on student success and immersive, personalized learning experiences encourage students to think critically and engage with the world around them. When students graduate with a Marquette degree, they are truly prepared and called to Be The Difference.

### ***Strategic Plan***

In 2024, Marquette University unveiled ["Guided by Mission, Inspired by Change,"](#) its aspirational, actionable strategic plan which aims to advance the campus' strategic priorities, positioning the University to flourish as it seeks to be one of the most innovative and accomplished Catholic and Jesuit universities in the world. Rooted in Marquette's Catholic faith and spirit of innovation, the plan reflects the campus' commitment to forming students capable of responding to the needs of a diverse, dynamic world. The strategic plan outlines three foundational themes and goals:

#### ***Thriving students***

Marquette will be the nationally recognized leader in the integration of student wellness, transformation, and success.

### *Healthy Campus*

Marquette will identify as thriving in its culture of belongingness, care for the whole person (*cura personalis*), and be adaptable to ensure the health of the institution (*cura apostolica*).

### *Care for the World*

Marquette will focus its talent to address the world's challenges as identified in the Society of Jesus' Universal Apostolic Preferences through our faith-inspired service and by growing our cutting-edge research in partnership with the Milwaukee community and beyond.

## **LEADERSHIP**

### ***President Kimo Ah Yun***

Dr. Kimo Ah Yun was unanimously elected the 25th president of Marquette University by the Marquette Board of Trustees in 2024. He joined Marquette in 2016 as dean of the Diederich College of Communication, was named acting provost in 2018 and then permanent provost and executive vice president for academic affairs in 2019. Prior to joining Marquette, he was associate dean of the College of Arts and Letters at California State University, Sacramento, where he also served as chair of the department of communication studies, director of the Center for Teaching and Learning, and professor of communication studies. During his 20-year tenure at Sacramento State, he co-chaired the President's Committee to Build Campus Unity, which programmed and executed campuswide conversations on topics such as discrimination, identity, and privilege. Learn more about President Ah Yun [here](#).

## **ROLE OF THE VICE PRESIDENT FOR MISSION & 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. The VPMM 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 16 full-time and 9 part-time staff members. Reporting directly to the VPMM are the assistant vice president, the assistant director for Mission Engagement, the director of Campus Ministry, the director of the Faber Center for Ignatian Spirituality, and the director of the Examen(ed) Church. In addition, the director of the Center for Peacemaking reports primarily to the dean of the College of Arts & Sciences with a dotted line to the VPMM. Also, there are 10 residence hall ministers (1 Jesuit) and 3 Jesuits in residence who work under the auspices of Campus Ministry, as well as 14 affiliated ministers from non-Catholic faith traditions. Affiliated ministers represent ministries external to the university that formally partner with Campus Ministry in meeting the needs of Marquette's diverse, multifaith student community. The VPMM is a key

member of the University Leadership Council and the President's Cabinet. With the vice president for Student Affairs, the VPMM provides staff support to the Board of Trustees' Committee on Student Experience & Mission.

The VPMM 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 2026-2027 academic year.

### **Key Opportunities and Challenges for the Next Vice President for Mission & Ministry**

#### ***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 people 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 humanities. The VPMM will be able to expertly articulate the importance of Catholic, Jesuit education and its relevance in today's world. This includes providing context, leadership, and understanding in conversations with faculty, deans, and the Jesuit community regarding Marquette's academic work, including the undergraduate 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, the VPMM 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 Marquette's Catholic, Jesuit identity.

The VPMM 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. The VPMM will possess an unwavering commitment to academic freedom as a central component of Marquette's Catholic, Jesuit mission and will demonstrate 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 the 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 may be 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 superior; the Archdiocese of Milwaukee; the Church of the Gesu, a Jesuit parish on the Marquette campus; the AJCU; and the International Association of Jesuit Universities.

***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. The VPMM 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, the VPMM will lead efforts to develop: a) comprehensive faculty and staff hiring for mission and formation for mission plans that support the strategic plan and honor the realities of integrating the mission into the work of the university, and b) collaborative, comprehensive co-curricular student formation plans that are grounded in the AJCU document, [\*Characteristics of Jesuit Colleges and Universities\*](#), as well as other pertinent guiding documents in Catholic higher education, such as *Ex Corde Ecclesiae*, and that will complement the [\*Universal Jesuit Apostolic 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. The VPMM 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. The VPMM 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. The VPMM must be a boundary breaker who ensures that Marquette's Catholic, Jesuit mission is substantively, not superficially, engaged and fully embedded throughout the life of the university. To accomplish this, the VPMM 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.

The VPMM works collaboratively with University Advancement, particularly as it pertains to mission integration in fundraising and relationship building.

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

The VPMM is an important leader who will help ensure that mission is at the heart of strategic decision-making university-wide, with a particular focus on implementing the strategic plan. 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, the VPMM will support the integration of the university's mission, leading efforts to implement innovative, creative programs and activities that engage 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 among students, faculty, and staff.

In caring for the university as an apostolate of the Society of Jesus, the VPMM 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. The VPMM will utilize the resources of the Mission & Ministry area and collaborate with other university units to achieve these goals.

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

The VPMM will be a leader in Marquette's efforts to develop a welcoming and diverse community and to ensure the success of students, faculty, and staff from all backgrounds, emphasizing the way the university's mission serves as the foundation and animating force for these efforts. The VPMM 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 Division of Belonging & Student Affairs as part of ongoing efforts to promote dialogue and understanding on campus.

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 VPMM 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:

- 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 interactions.
- Honesty, integrity, enthusiasm, sense of humor, resilience, and a strong work ethic.
- Strong communication skills; the ability to articulate a compelling message to all audiences; clarity, crispness, and effectiveness in written and oral presentation; and superior 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.
- A terminal degree and demonstrated understanding of the vocation of faculty at a major university is strongly preferred.



## **ABOUT MILWAUKEE**

Marquette is located on a 90-acre campus in the near-downtown Avenues West neighborhood of Milwaukee. Lake Michigan is roughly one mile east of the edge of campus. Milwaukee is the largest city in Wisconsin, and its metropolitan area is the 40th-most populous metro area in the U.S. with 1.57 million residents. Milwaukee is highly diverse, with about 39% African American, and 20% Hispanic/Latino 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 sailing, windsurfing, kitesurfing, ethnic dining, and cultural festivals. Milwaukee's Summerfest is the world's largest musical festival. The city is recognized for its museums, fine dining and hotels, professional sports, gardens and parks, and Milwaukee County Zoo. These various opportunities, combined with strong public and private schools, make Milwaukee a family-friendly city. Milwaukee also has two opera companies, a ballet, a symphony, and several live theatre companies 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 [www.visitmilwaukee.org](http://www.visitmilwaukee.org).

## **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the completion of the search process.

Applicants should submit online at <https://employment.marquette.edu/postings/24386> the following documents: a cover letter, resume, and a list of at least four references including contact information and a description of the relationship to the applicant.

Inquiries and nominations can be submitted to the same web address or to:

Dr. Conor Kelly, Search Committee Chair

Associate Vice Provost for Faculty Affairs & Associate Professor of Theology

[conor.kelly@marquette.edu](mailto:conor.kelly@marquette.edu)

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.