



Vice President for Human Resources
Marquette University
Milwaukee, Wisconsin

THE SEARCH

Marquette University seeks an experienced and collaborative leader to be its Vice President for Human Resources (VPHR). Reporting to the Executive Vice President (EVP)/Chief Operating Officer (COO), the VPHR will provide strategic leadership and oversight of the University's human resources efforts to assist Marquette in its vision to be among 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 90-plus-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 11,400 students.

In 2024, Dr. Kimo Ah Yun was unanimously elected the 25th president of Marquette University by the Marquette Board of Trustees. Joel Pogodzinski, Marquette's EVP/COO, joined the University in 2017 as the Chief Financial Officer. 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.

Leveraging the commitment from university leadership and the rest of the campus community, Marquette is currently executing on its ambitious strategic plan, [*Guided by Mission, Inspired to Change*](#). This plan will bolster Marquette's promise to delivering transformational education and student experiences and will ensure the campus thrives in a dynamic moment in higher education. The VPHR will join Marquette at a critical time for human capital and will provide the bold thinking necessary to assist the president, provost, EVP/COO, and campus community in delivering on this plan.

The VPHR will work in close partnership with the EVP/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 campus community and are in support of Marquette'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, succession planning, performance management and human resource information systems.

To that end, the new VPHR will face a set of opportunities and challenges that include:

- Lead efforts to continue to make Marquette an employer of choice;
- Create human resource strategies that enhance the ability to recruit, engage, and retain a highly motivated, diverse, and effective workforce that delivers Marquette's Catholic and Jesuit mission, especially in the implementation of the campuswide strategic plan;
- Serve as a strategic, creative, and thoughtful partner to university leadership;
- Provide leadership to ensure Marquette's employees have access to the best possible and most cost-effective total rewards;
- Communicate openly, make decisions with fortitude, and explain those decisions to the Marquette community.

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

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 80 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. 86 in the 2025 *U.S. News & World Report* Best Colleges rankings. Marquette is also ranked on the peer-nominated list for Best

Undergraduate Teaching at No. 17, and the university is ranked 38th among Most Innovative Schools. Visit Marquette's [Rankings and Recognition website](#) for a comprehensive list of accolades. In its mission to foster personal and professional excellence, 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 (2025).

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 early 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.

As part of the strategic plan, an initiative called [Securing Our Future](#) is focusing on Marquette's operational and financial health so that the university is better positioned to thrive for generations to come. Securing Our Future launched an inclusive process for considering program offerings, physical footprint and organizational structure, and processes for how work is done.

The Executive Leadership Team of the President, Provost/EVP, and EVP/Chief Operating Officer, with the support of the Board of Trustees and the University Leadership Council, set a goal of permanently reducing the annual operating budget by 2.5% (\$11 million) in FY26 (which starts in July 2025), with a multiyear implementation plan moving to a cumulative 7% (\$31 million) reduction by FY31 as savings are realized over time. Over the next six fiscal years, the university plans to reinvest over 40% of this total amount back into funding priorities outlined in the Marquette 2031 strategic plan, including staff and faculty compensation, research, and student success. Reinvestment will happen throughout the years as progress is made.

Leadership

President Kimo Ah Yun

Dr. Kimo Ah Yun was unanimously elected the 25th President of Marquette University by the Marquette Board of Trustees on Nov. 20, 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 University, 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](#).

Joel Pogodzinski

Joel Pogodzinski, Bus Ad '94, serves as Executive Vice President and Chief Operating Officer (EVP/COO). Leading the operational and financial strategy for the university, he is responsible for the following areas: finance, endowment, human resources, information technology, internal audit, planning and facilities management, treasury and risk management, and the Marquette University Police Department. Pogodzinski was elected corporate treasurer by the Marquette University Board of Trustees in 2018.

Pogodzinski joined Marquette University as chief financial officer in September 2017. Prior to that, he was CFO and vice president of finance for Broan-NuTone LLC in Hartford, Wisconsin.

Pogodzinski joined Broan-NuTone as its CFO in 2014. There, he was the key leader in developing and implementing the global residential ventilation products manufacturer's five-year strategic plan. Prior to that, he worked for Milwaukee-based construction and mining equipment manufacturer Caterpillar Inc., where he began his career in 1994 when it was then Bucyrus, serving in a variety of leadership roles.

A certified public accountant, Pogodzinski graduated from the College of Business Administration with a bachelor's degree in accounting. Pogodzinski was a member of the 1993–1994 Marquette men's basketball team, which reached the Sweet 16 in the NCAA tournament.

ABOUT THE DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources creates and maintains an environment that supports, develops, and sustains the well-being of Marquette University's community. In addition to the VPHR, the department has a staff of thirteen professionals that have responsibility for total rewards (employee benefits and compensation), HR business partnership, employee and labor relations, human resource information systems, training and organizational development, and employee recruitment, engagement, and retention.

The Human Resources Department aspires to be the model for excellence and leadership in human resources, delivering strategic and progressive human resource solutions and counsel that support and enable the University's mission and strategy. The Department aspires to be a catalyst that makes Marquette University an employer of choice. Key accountabilities for the HR Department include:

- Create approaches and strategies that ensure the department has the organization and workforce needed to deliver Marquette's strategic plan and mission;
- Provide HR counsel and trusted partnership to leaders and employees;
- Facilitate organizational change and alignment;
- Develop strategies to help employees continue to learn and grow personally and professionally;

- Support and advance a culture of belonging and well-being;
- Ensure fair and compliant HR practices across the university;
- Drive effective and efficient HR operations, systems, and processes that demonstrate stewardship of our resources and reduce complexity for our stakeholders.

Total Rewards

Marquette University offers far more than traditional employee benefit programs. Page through the [Total Rewards Guide](#) to review a summary of the offerings available to Marquette employees. The Total Rewards program includes benefits to assist in their health and well-being, financial security, development and growth, and work-life balance. When combined with the overall campus experience, the Total Rewards program is based on Marquette University's Catholic, Jesuit mission and values.

ROLE OF THE VICE PRESIDENT FOR HUMAN RESOURCES

Reporting to the EVP/COO, the VPHR serves as Marquette's chief human resources officer. The VPHR will oversee and strengthen the University's Department of Human Resources in order to execute the University's strategic priorities, support innovation, and fulfill Marquette's Catholic and Jesuit mission. The VPHR will clearly communicate human resource goals and challenges to the University's leadership and the campus' broader community. The VPHR will oversee a staff of thirteen, with direct reports including the Assistant Vice President for Human Resources, Sr. Director of Employment and Employee Relations, and the Director of the Marquette 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. As needed, the VPHR also provides support to the Board of Trustees' Finance & Risk Committee.

The VPHR will work closely with the EVP/COO, the president's leadership team, 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 VPHR

Lead efforts to continue to make Marquette an employer of choice

Faculty and staff choose to work at Marquette because of its strong sense of community, focus on its Catholic and Jesuit mission, and dedication to its exceptional and diverse student body. A sense of excitement pervades campus as plans for the future of Marquette continue to unfold through the execution of its inspiring strategic plan. However, change can also bring trepidation and feelings of uncertainty for some members of the community.

The new VPHR will be an integral player in helping others navigate these changes while fostering employee engagement and a sense of community. They will clearly and effectively lead strategies for total rewards, organizational development, recruitment, training, retention, as well as communicating complex information to a wide range of individuals and organizations across Marquette. This work focuses on the goal of Marquette continuing to be an employer of choice. The VPHR will work to set transparent and clear guidelines and present decisions to key stakeholders across campus. This work includes the preparation, presentation, and explanation of material to faculty, staff, senior leadership, and the Board of Trustees.

Create human resource strategies that enhance the ability to recruit, engage, and retain a highly motivated, diverse, and effective workforce that delivers Marquette's Catholic and Jesuit mission, especially in the implementation of the campuswide strategic plan

Now more than ever, with the competition for talent in a challenging labor market, it is vital that Marquette optimizes its talented faculty and staff to support and advance the University's mission. The VPHR will inherit a strong, knowledgeable, and experienced team of HR professionals who provide expertise, counsel, and partnership with constituents across Marquette's community.

The VPHR will also be expected to ensure that the Department of Human Resources provides efficient and effective services and operations to campus stakeholders while being effective stewards of the University's resources. The VPHR will be expected to learn the unique human resource challenges and nuances across the institution, leading with a University-wide mindset to build trust, strengthen partnerships, and affect positive change. In doing so, the VPHR will work collaboratively with other departments to create the infrastructure, programs, policies, and processes necessary to pursue University goals and to inspire an efficient and healthy administrative organization and institution.

Serve as a strategic, creative, and thoughtful partner to university leadership

The VPHR is a member of the University Leadership Council and the Operations Cabinet. In the VPHR's work with these leadership groups, this individual has a responsibility to represent the best interests of all of Marquette's faculty and staff to colleagues. The HR Business Partner model was implemented to ensure ongoing partnership with leaders and employees across campus to remain attuned to issues, challenges, and opportunities across colleges, departments, and offices. Consultation and collaboration with the University Academic Senate, Staff Senate, and other key representative groups provide additional insights and feedback for HR.

The VPHR will work with leaders to bolster morale and engagement, especially during challenging and uncertain times. The VPHR will also serve as an agent of positive innovation and thoughtful leadership for the university and will foster workplace conditions that drive employee satisfaction, enhance the overall employee experience, and achieve optimum productivity.

Provide leadership to ensure Marquette's employees have access to the best possible and most cost-effective total rewards

In a challenging and rapidly evolving environment, the VPHR will stay informed on current and emerging trends in the workplace and in higher education, in particular those affecting total rewards (i.e., compensation and benefits). Faculty and staff value the high-quality and variety of benefits offered to meet their diverse needs throughout their career. Ensuring employees continue to have access to the best possible and most cost-effective benefits is achieved by working with strong subject-matter experts and applicable employee advisory committees to carefully examine benefit options, plan designs, and applicable data, keeping informed about the complex healthcare landscape. The VPHR also leads the campus-wide Employee Engagement survey process, data collection, communication, and action planning.

Communicate openly, make decisions with fortitude, and explain those decisions to the Marquette community

The VPHR must lead the human resources department with an intentional strategy that supports Marquette's goals and objectives, and build the fortitude to follow through on changes. Working with other university leaders, the VPHR creates accountability across campus to help Marquette continue to be successful in a challenging and rapidly changing higher education environment. They will be open to dialogue and input prior to making a decision while having the courage to make difficult decisions in an environment with excellent ideas and limited resources. The VPHR will communicate openly and explain the rationale for decisions with the Marquette community.

QUALIFICATIONS AND CHARACTERISTICS

The successful VPHR candidate will be an experienced and accomplished leader in human resources 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 of the following professional qualifications, skills, experiences, and personal qualities:

- Broad human resources functional expertise: familiarity with compensation, benefits, employee relations, organizational design and development, business partnerships, etc.
- A strategic mindset – a proven track record of providing strategic human resources leadership in complex organizations;
- Demonstrated ability to manage and implement industry-leading total rewards (compensation and employee benefits) programs;
- Analytical acumen – a demonstrated competence in analyzing and interpreting complex data such as compensation and benefits to inform recommendations and actions;
- Demonstrated ability to integrate vision and strategy to move initiatives forward;
- An entrepreneurial spirit – creativity in identifying, deploying, and stewarding limited resources;

- An understanding of and appreciation for navigating through moments of ambiguity;
- Experience leading and inspiring change and innovation, with a strong orientation toward collaboration, teamwork, transparency, accessibility, accountability, and delegation;
- Knowledge of human resource best practices and trends;
- Experience with developing and retaining a highly motivated and effective workforce that supports the strategic requirements of an organization;
- 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 ways, both orally and in writing;
- Executive presence - Proven track record of inspiring colleagues, as well as the ability to cultivate and to sustain trust and credibility;
- 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;
- An ability to explain leadership decisions with fortitude;
- Experience in conflict management;
- Experience with labor relations, labor contract negotiations and fostering positive working relationships with employee unions; and
- Commitment to the highest ethical and professional standards of conduct.

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.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications (resumes with cover letters) should be sent via the Isaacson, Miller website:

<https://www.imsearch.com/open-searches/marquette-university/vice-president-human-resources>.

Julie Filizetti, Rafa Escobedo, and Gabi Harrington
Isaacson, Miller

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.