### ACADEMIC QUALIFICATIONS
- Ability to articulate importance and value of Catholic and Jesuit education
- Edit “Knowledge” of current trends to “Demonstrated record of implementing a vision for future growth based upon an understanding of trends” and elevate to requirement
- Have a terminal degree in his/her field (requirement)
- Be an academic with both an appreciation of the classroom experience and solid fiscal management skills
- Ability to work within strong provost model to effect change that inspires the campus community
- Ability to make decisions that promote the liberal arts foundation of Marquette’s Jesuit tradition
- Edit “Demonstrated excellence in teaching/scholarship” to “Demonstrated excellence in administration” (required) or “Demonstrated excellence in academic administration” (preferred)

### PROFESSIONAL CHARACTERISTICS/EXPERIENCE
- Edit “Ability to inspire all stakeholders to support Marquette...through fundraising, the formation of entrepreneurial partnerships” by concluding with “and explicit efforts to build the endowment”; include “and demonstrated commitment to sustain proven academic programming beyond grant funding period.”
- Commitment to attract/retain diverse faculty, staff and students: Stress diverse and add: “through demonstrated fiscal efforts to effect significant diversity gains”
- Edit “Appreciation for significance of a national athletic program…” to “Among the many things the president should be able to do, he/she must have an appreciation for the significance of a national athletic program…” (i.e., not apologize for it); preferred not requirement
- Required: academic credentials in teaching and research/scholarship “…with ability to understand importance of graduate education and investment in research infrastructure, which includes raising endowment resources to support technology and faculty needs”

### LEADERSHIP QUALIFICATIONS
- Required: “Demonstrated success...as a visionary, proactive academic leader.” Qualify “visionary” as a change agent with a broad plan (going beyond raising academic rankings) and who can inspire and galvanize the campus community; change to “faith-based-driven institution.”
- Edit “Ability to build a strong management team” to “...a strong leadership team”
- Edit “Courage to make difficult decisions” to emphasize courage as someone not afraid to admit mistakes; add “and ability to manage limited resources strategically.”
- Required: “Visible and accessible” to include “absolute transparency”

### PERSONAL ATTRIBUTES
- Required: “Must proactively own the university’s identity/mission, being open-minded when it comes to what ‘Catholic’ stands for—not what it’s against”
- Required: Advocacy skills (for educating well-rounded graduates in Jesuit tradition and supporting faculty)
- Integrity, emotional intelligence, and is a change agent.
- Professional person capable of “playing on the big stage”
- Required: Caring. Delete “compassionate.” Add “with willingness to interact openly”
- Add “high energy; be available internally and externally as needed”
- Preference: Approachable individual; delete “humble,” add “with appreciation of servant leadership”