Leadership Profile and Position Description

CHANCELLOR SEARCH

University of Wisconsin Whitewater

150 YEARS 1868-2018

The University of Wisconsin System (UWS) seeks applications from and nominations of exceptional, energetic, and unifying leaders for the position of Chancellor of the University of Wisconsin–Whitewater (UW–Whitewater). UW–Whitewater is one of eleven comprehensive universities in a public higher education system that also includes two doctoral institutions, 13 freshman-sophomore branch colleges, and a statewide Extension. In the fall of 2018, as a result of the University of Wisconsin System’s restructuring of the state’s 13 two-year campuses formerly known as UW Colleges, UW–Rock County began operating as a branch campus of UW–Whitewater under the new name of University of Wisconsin–Whitewater at Rock County. Together, these campuses form a preeminent academic institution driven by the pursuit of knowledge, powered by a spirit of innovation, and focused on transforming lives. The Chancellor of each UW institution reports to the President of the UW System. Founded in 1868, the University of Wisconsin-Whitewater is located conveniently near Milwaukee, Madison, and Chicago, and thus offers the advantage of a beautiful small-town environment with easy access to the cultural and commercial opportunities of major metropolitan areas.
As executive head of the respective faculty and institution, the Chancellor is vested with the responsibility of administering UW System Board of Regents policies under the coordinating direction of the President and is accountable and reports to the President and the Board on the operation and administration of the institution. Within a strong tradition and framework of faculty, academic staff, university staff, and student shared governance and in accordance with Wisconsin State Statute and subject to Board policy, the Chancellor of the institution in consultation with the faculty is responsible for: designing curricula and setting degree requirements; determining academic standards and establishing grading systems; defining and administering institutional standards for faculty peer evaluation and screening candidates for appointment, promotion and tenure; recommending individual faculty merit increases; administering associated auxiliary services; and administering all funds, from whatever source, allocated, generated, or intended for use by the institution.

For further information and clarification on the rights and responsibilities of the Chancellor and constituencies, particularly with reference to shared governance, please see Wisconsin State Statute 36 (https://docs.legis.wisconsin.gov/statutes/statutes/36) and Board of Regents Policy 20-20 (https://www.wisconsin.edu/regents/policies/university-staff-governance/).

Additional information regarding the search and a wide range of University resources can be found at the UW–Whitewater Chancellor Search Website.
**Location**

The main university campus is located in Whitewater, a community of roughly 15,000 people nestled in the southern reaches of the Kettle Moraine State Forest in southeastern Wisconsin. The region hosts a variety of outdoor recreational opportunities and is particularly known for its numerous lakes, which have many public beaches and locations to fish and boat. Sites for biking, golf, hiking, and skydiving are also nearby. The University is conveniently close to urban centers in Madison and Milwaukee, which offer a vibrant range of cultural institutions and attractions, including the world-class Milwaukee Art Museum, numerous Frank Lloyd Wright buildings, a range of fine dining establishments, and professional sports teams.

The UW–Whitewater at Rock County branch campus is located about 25 miles to the southwest of the main campus, in Janesville, a city of more than 64,000 people known for its hundreds of acres of parks, active shopping and dining scene, and award-winning botanical garden.

More information about the region can be found at the following links:

- discoverwhitewater.org
- whitewaterchamber.com
- wwusd.org
- whitewater-wi.gov
- janesvillecvb.com
- forwardjanesville.com
UW–Whitewater at Rock County

On July 1, 2018 the Higher Learning Commission approved the University of Wisconsin System’s restructuring of the state’s 13 two-year campuses formerly known as UW Colleges to be joined as branch campuses with seven of the four-year campuses. As a result, in Fall 2018 UW–Rock County began operating as a branch campus of UW–Whitewater under the new name of University of Wisconsin–Whitewater at Rock County. UW–Whitewater at Rock County offers general education, associate’s degrees in five programs, as well as a bachelor’s degree in Applied Arts and Sciences. UW–Whitewater at Rock County currently enrolls over 800 students, approximately 50% of whom are full-time and one-third are nontraditional students.
The University: Background and Overview

Founded in 1868, UW–Whitewater is a thriving, comprehensive university offering more than 50 undergraduate majors, 14 master’s degree programs, one doctoral degree, and one education specialist degree. In fall 2018, the University welcomed 13,059 students, including 11,722 undergraduate and 1,337 graduate and professional students — including students from 38 states and 31 countries. UW–Whitewater’s record freshman-to-sophomore retention rate this year follows an upward trend of more than 80% student retention over the last several years. As a result, graduation rates have also increased.

The University nurtures a collegial, supportive, and collaborative environment and employs approximately 1,408 people, including 373 faculty, 562 academic staff and 352 university staff. The 2018-19 university budget is $269 million. For the main campus, the 2019 fiscal year budget is just over $263 million, with over $30 million from the State of Wisconsin, while tuition and fees provided over $87 million, and auxiliary/federal/other sources contributed over $145 million to the budget. For the Rock County campus, the 2019 fiscal year budget is just over $6 million, with over $2.5 million from the State, over $3 million from tuition
and fees, and just under $1 million from auxiliary, federal, and other sources. UW–Whitewater resources are constantly invested in student success, faculty development, staff development, instructional technology, and classroom and laboratory renovation, following priorities set in its strategic plan: uw.edu/strategic-plan.

UW–Whitewater fosters lifelong learning by embracing the Liberal Education and America’s Promise (LEAP) principles, which emphasize generalizable skills in critical thinking, writing, speaking, and understanding the larger world. These principles affect students’ academic goals, as well as their lives outside the classroom, from student employment to extracurricular engagement.

For the second consecutive year, UW–Whitewater has been named among the Colleges of Distinction — a national honor that recognizes campuses for exceptional teaching and dedication to student success. Colleges of Distinction’s selection process consists of a review of each institution’s freshman experience and retention efforts alongside its general education programs, alumni success, strategic plan, student satisfaction, and more. Schools are accepted on the basis that they adhere to the four distinctions: engaged students, great teaching, vibrant community, and successful outcomes.

UW–Whitewater has a well-deserved reputation as a national leader in serving students with disabilities. Enrolling over 1,000 students with disabilities, the University’s commitment to ensuring access to students with disabilities has been sustained through a focus on inclusiveness, sustainable funding, and strong strategic planning with student success at its core.

UW–Whitewater prides itself on student success after graduation, with over 97% of students either employed or continuing their education. In addition, the University’s Hired Before Graduation campaign has successfully highlighted those students who have received and accepted job offers in their chosen field before graduation.
Academics

UW–Whitewater’s academic programs are housed in five colleges: the College of Arts and Communication, the College of Business and Economics, the College of Education and Professional Studies, the College of Letters and Sciences, and the College of Integrated Studies. In addition, the School of Graduate Studies provides high-quality, practitioner-oriented programs that use knowledge and skills acquired through baccalaureate degrees as a foundation for advanced preparation and professional development. UW–Whitewater prides itself on being a comprehensive university that balances exceptional professional programs (the College of Education and Business) and the liberal arts. The University’s strength is in its diverse program array.

The College of Arts and Communication offers programs in traditional areas of study as well as in emerging fields. The College is home to the media arts and game development program, whose students recently won an international competition in Italy against teams of doctoral candidates. The music department is known throughout the region as a vibrant center of music and musical study and its students have won the prestigious Richard G. Gaarder award for music education excellence 18 times in the last 29 years. Programs within the College are accredited by NASAD, NASM, NAST, and the American Speech-Language-Hearing Association.
The **College of Business and Economics** offers an inclusive, collaborative, and entrepreneurial learning community educating undergraduate and graduate students. It maintains a robust online degree program and offers a doctoral degree in business administration. In March 2014, AACSB International—the Association to Advance Collegiate Schools of Business—reaccredited the college. Only five percent of business schools worldwide have obtained this highest standard. The student chapter of the American Marketing Association is recognized as the best in the world, and the student economics team recently competed against Harvard and Princeton in the finals of the National Federal Reserve Challenge.

The **College of Education and Professional Studies** offers one of the largest teacher education programs in Wisconsin, as well as preparation in non-licensure professional fields. Students and faculty in the College have strong ties to local school districts, piloting innovative programming and supporting literacy and other educational efforts. Its faculty have won statewide diversity awards for teaching and for programming that supports student success in underrepresented populations.
The College of Integrated Studies, located at the UW–Whitewater at Rock County campus, offers the Associate of Arts and Sciences degree, a foundation for many majors in the University of Wisconsin System. Facilities include dozens of classrooms and laboratories, a library, greenhouse, bookstore, commons area, distance education rooms, theatre, band room, Learning Support Center, cafe, gymnasium, fitness center, and a soccer field.

The College of Letters and Sciences champions the university’s general education courses, and offers a wide range of programs in the humanities, natural sciences, and social sciences to meet diverse workforce needs. The College is a source of many points of pride, boasting prestigious awards and recognitions such as Wisconsin economic development projects, Fulbright scholars, NASA space program researchers, and National Science Foundation and National Institutes of Health award recipients. Since 2017, seven UW–Whitewater students have been recognized by the national Barry Goldwater Scholarship and Excellence in Education Foundation, which honors outstanding students who intend to pursue careers in science, mathematics, and engineering.
underrepresented students. UW–Whitewater is fully accredited by the Higher Learning Commission.

UW–Whitewater administrators, faculty, and staff understand the vital importance of global education in an increasingly interconnected world. They are committed to providing every student with the opportunity to gain global competencies—whether through study abroad or on-campus diversity programming, or by recruiting international students to study here—providing for a range of perspectives both in and

**Students**

Student success is paramount at UW–Whitewater. Critical to this mission, the University embraces diversity as an integral aspect of campus life and has attracted statewide recognition for its programs that focus on the recruitment and retention of minority and first-generation students, including *McNair Scholars, King/Chávez Scholars, Pathway for Success,* and the *Summer Business Institute.* Consistent with national trends, 41% of the nearly 11,000 undergraduates at UW–Whitewater are first-generation college students; 70% of these students qualify for need-based financial aid, and 18% are
UW–Whitewater campuses are also a welcoming place for veterans and military service members. UW–Whitewater is annually named a military-friendly institution by national organizations. University employees have received statewide recognition from the Wisconsin Department of Veterans Affairs for their efforts to help military students and veterans.

UW–Whitewater houses 4,000 students, which includes more than 90% of the incoming first-year
leadership opportunities for students. Giving back to the community is an essential part of student life at UW–Whitewater, exemplified by the University’s 150,000-hour community service challenge. The University hosts a vibrant Greek community as well. Encompassing over 20 sororities and fraternities on campus, the Greek community at UW–Whitewater regularly raises more than $20,000 annually for local charities, and members average more than 19,000 hours of community service per year.

More than 200 student organizations contribute to the University’s diversity and make up a vibrant part of campus life. These include groups with academic, social, religious, and professional focuses, and many other organizations who often give back to the community. These groups also provide significant class on the main campus, in facilities such as the Global Village and approximately 40 academic-based residential learning communities.
Commitment to Inclusive Excellence

UW–Whitewater is fully committed to inclusive excellence and diversity in all its dimensions. The University community is committed to being an institution that truly values and nurtures diverse intellectual, cultural, creative, and service opportunities. UW–Whitewater subscribes to equal opportunity and affirmative action in employment and to being in compliance with all federal and state laws, executive orders, policies, plans, rules, and regulations.

UW–Whitewater is engaged in campus-wide efforts focused on Inclusive Excellence. A sample list of programs includes: African American Network, Latino Student Program, Native American Support Services, Southeast Asian Support Services, The Pride Center, Center for Students with Disabilities, King/Chávez Scholars, McNair Scholars, Pre-College Programs, Honors Programs, Undergraduate Research Program, and the Academic Network. UW–Whitewater offers specific scholarships, internships, fellowships, and grants for underrepresented minority students, faculty, and staff. These programs promote the University’s commitment to diversity and act as a source of education, support, and programming to ensure equity. The UW–Whitewater Inclusive Excellence Fellowship Program awards up to four in-residence fellowships each academic year to academic or creative professionals with fellows serving on the Chancellor’s Committee on Inclusive Excellence and assisting in the development of the campus Inclusive Excellence Forums.

To support inclusive excellence and diversity on both campuses, the University looks to outside partners and external funding as well. Examples include the Wisconsin Louis Stokes Alliance for Minority Participation (WiscAMP) funded by the National Science Foundation, TRIO Programs (e.g., Upward Bound, McNair Scholars) funded by the U.S. Department of Education, and a contract with the Wisconsin Department of Workforce Development focused on facilitating the long-term employment of persons with disabilities.
Athletics

UW–Whitewater’s student-athletes excel on the playing field and in the classroom, earning numerous state, regional, and national awards for athletic and academic achievements. As a member of the WIAC Athletic Conference, the institution supports 20 intercollegiate teams that compete at the NCAA Division III level, in addition to strong intramural and club sports programs. UW–Whitewater is the only university at any level to win NCAA championships in football, baseball, and men’s basketball in the same year (2013-14). All time, the Warhawks have won 20 intercollegiate championships and 61 individual national titles. Club sports teams have won a combined 24 national team championships. Among the celebrated athletics programs, UW–Whitewater has nationally recognized men’s and women’s wheelchair basketball club teams, which include several members who are Paralympic medalists. UW–Whitewater is second only to UW–Madison in the number of NCAA sport participants at Wisconsin universities.
Community Engagement/Impact

UW–Whitewater’s history of strong local and regional partnerships was recognized by the Carnegie Foundation for the Advancement of Teaching in 2017 when the University was designated as one of 361 Community Engaged Universities. UW–Whitewater’s effect on the economy in Walworth, Rock, and Jefferson counties is substantial. Taking into account University spending on payroll, supplies and capital investments, and spending from students, faculty, staff and visitors, UW–Whitewater contributes $407,177,739 in economic activity and supports 4,352 jobs. Its connections in the region continue to grow, including a new Community Engagement Center (under construction) in Whitewater, as well as a presence in the planned Blackhawk Community Credit Union headquarters in Janesville.

UW–Whitewater is an entrepreneurial university with a growing and expanding research and sponsored program enterprise. Included in this enterprise are several business outreach centers that focus on innovation, economic development, and job creation. These centers include the Fiscal and Economic Research Center, the Institute for Sales Excellence, Launch Pad, the Small Business Development Center, the Wisconsin Innovation Service Center, Wisconsin Center for IT Services, and the Center for Economic Education. The University is a founding partner of the Innovation Center, which helps nurture entrepreneurial startups at Whitewater University Technology Park. Tenants include students, staff, faculty members, and private/public businesses. At the Global Water Center in Milwaukee, UW–Whitewater operates the Institute for Water Business, a hub of freshwater research, education, and economic development.
Alumni and University Advancement
The UW–Whitewater has over 92,000 living alumni. Over 65,000 live in Wisconsin, contributing to the betterment of the region and the State. The UW–Whitewater Foundation manages an endowment of $26.2 million and recently completed the most successful fundraising year in its history, raising more than $8.3 million in fiscal year 2017-18. Donors have contributed more than $11 million toward the ongoing Sesquicentennial Campaign and an ultimate whose themes are: Inspire. Engage. Transform, has a goal of $15 million. In the past, the Foundation has provided resources for capital projects such as academic buildings and athletic facilities. The involvement of the Chancellor in the establishment of future fundraising priorities and the cultivation and solicitation of donors will be a key part of this position. For more information on the Sesquicentennial Campaign, please visit, uww.edu/150
Undergraduate Student Research

UW–Whitewater’s mission includes a strong focus and major emphasis on undergraduate students conducting research with faculty mentors. UW–Whitewater has had a formalized Undergraduate Research Program (URP) for the last 21 years. Today, nearly 300 undergraduate students are fully supported to conduct research and scholarly activities across all four of the UW–Whitewater colleges. In the last ten years, projects have been conducted in the fields of education, communication sciences and disorders, biology, art, music, dance, literature, business, as well as many others. Students gain not only valuable skills within their academic and research disciplines, but also practical experience with team communication and building professional relationships. Student researchers routinely disseminate their research through various conferences, including the National Conference on Undergraduate Research, the UW System Symposium on Research and Creative Activities, and many other discipline-specific conferences.

In 2011, the Research Apprenticeship Program, or RAP was introduced. RAP provides freshman and sophomore students as well as newly transferred students with an opportunity to be paired with mentors to work on scholarly research. These students serve as research assistants, gaining valuable research skills as well as being paid for their work. Students are supported in learning invaluable academic and real-world skills, and are able to build strong, collaborative relationships with professors. RAP has been vastly successful, with demand from students exceeding program capacity. In 2015, the Council on Undergraduate Research named UW–Whitewater as one of six finalists in the Award for Undergraduate Research Accomplishments in the Master’s Degree Granting Institutions category.

RAP has significantly higher percentages of both underserved minority students and first-generation college goers than the overall campus population. In 2015, RAP was recognized with the UW System’s Board of Regents Diversity Award. In 2016, RAP won the 2016 Diversity Program Achievement Award from the Wisconsin State Council on Affirmative Action.
**Sustainability**

**Sustainability programs** at UW–Whitewater are designed to improve the education and awareness of environmental sustainability issues through infusion in academic programs, student life, campus operations, and local communities. Efforts include guest lectures, themed tours, and hands-on student projects that leverage the campus as a living laboratory for studying sustainability issues and solutions. Students are also encouraged to engage in co-curricular activities designed to foster consideration of their own practices and to have a positive impact through educational events and community service projects. Working with a wide range of campus and community partners, the University’s programming has achieved several tangible sustainability-related outcomes over the last year:

- UW–Whitewater achieved its second Silver Ranking using the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking and Rating System (STARS) assessment program.

- UW–Whitewater documented and supported $2.6 million in energy efficiency projects that have yielded $1.6 million in cumulative savings to date, including solar panels on the newly constructed College of Business and Economics building and a solar demonstration project at the Rock County campus.

- UW–Whitewater organized or participated in over 100 class visits, tours, and other hosted events that have generated 2400 direct campus and community engagements with sustainability messages and programming.
Facilities
The University of Wisconsin–Whitewater is composed of two campuses: the main campus in Whitewater, and the Rock County campus, approximately 25 miles from Whitewater in Janesville. The main campus is set on 593 acres, just south of the Kettle Moraine State Forest. The main campus is composed of 42 main buildings, 12 of which are residence halls. An additional $34 million residence hall is currently under construction. Additional ongoing capital investments include a $6 million upgrade to athletic facilities and a $28 million utilities upgrade. Recent completed investments include the Chrisman Success Center and renovations to McCutchan Hall. The Rock County campus is located on 50 acres, with all six of its buildings being connected. The facilities master plan outlines several additions and investments focused on strengthening the student and academic experience. For more information on the facilities master plan, please visit uww.edu/masterplan
Mission

NOTE: The following proposed UW–Whitewater “Shared Mission Statement” was approved by shared governance groups on both the main campus and the Rock County branch campus. UW–Whitewater’s next chancellor will have the opportunity to pursue approval of this new shared mission from the Board of Regents. Once approved, this shared mission (or the mission approved by the Board) will be entrusted to the incoming chancellor to implement.

The University of Wisconsin–Whitewater is a preeminent academic institution driven by the pursuit of knowledge, powered by a spirit of innovation, and focused on transforming lives. As part of the University of Wisconsin System, UW–Whitewater embraces the Wisconsin Idea and is an economic and cultural driver of our region. We are nationally and internationally recognized for the accomplishments of our students, faculty, staff and alumni. We are an inclusive educational community with a deep commitment to access that inspires us to serve students from diverse backgrounds, experiences, identities and abilities. We have a longstanding special mission to serve students with disabilities. As engaged global citizens, members of our community make positive contributions to the State of Wisconsin, to our nation, and to the world.

Our academic programs span the disciplines, from the theoretical to the applied, and encompass study in the arts, business, education, humanities, natural sciences, social sciences, technology, and professional and interdisciplinary programs offered at the associate, bachelor, master, and doctoral levels. These programs prepare students to become lifelong learners who lead successful lives and productive careers.
Vision
The University of Wisconsin–Whitewater will be a national and international leader in providing transformational and empowering educational experiences.

Values

• Collaboration
We invest in meaningful relationships that leverage our respective talents and strengthen the Warhawk family, and we champion the endeavors of our faculty, staff, students, and alumni.

• Diversity and opportunity
We believe in the dignity of all individuals and we cultivate an accessible, inclusive, and equitable culture where everyone can pursue their passions and reach their potential in an intellectually stimulating and respectful environment.

• Integrity
We embrace principles of honesty, fairness, and ethical standards to foster an environment of mutual trust.

• Learning and academic excellence
We engage all members of the campus community in learning, research, scholarship, and creative endeavors through powerful academic and co-curricular experiences in an environment that values academic freedom.

• Service and social responsibility
We bring the knowledge and resources of the university into the communities we serve to solve problems, improve the quality of life, and create a more sustainable society.

• Shared governance
We make decisions based on strategy, evidence, and transparent, collegial dialogue and we hold one another accountable.
Challenges and Opportunities
The University of Wisconsin–Whitewater is a dynamic comprehensive public university that is poised to move to a new level of excellence and service. It is recognized for its innovative programs, success with students, and strengthened academic characteristics and reputation. Its faculty and staff share a commitment to access and service to its community, and a university culture that emphasizes engagement with students, participatory governance, and open dialogue. The institution will need to address both opportunities and challenges over the near-term future, as it seeks to continue and further strengthen its critical role serving the educational needs of its students and the wider community. Among others, the following particularly relate to the leadership role of the new Chancellor.

Communication. UW–Whitewater’s relative size and diversity of programs have always been strengths, both internally and within the region. In addressing new issues as well as old, it is important for the new Chancellor to continue to play an active, engaged, and transparent role among the faculty, staff, and students of the University. The Chancellor will need
to represent the entire university successfully and effectively, while working cooperatively to advocate for the University with other chancellors and university administrators. The next Chancellor must also network successfully with outside constituencies, including local community leaders, legislators, and national policy advisors, as well as staff, faculty, and administrators across the University system to strengthen partnerships, both internal and external.

**Enrollment Management.** UW–Whitewater traditionally draws a majority of its students from Wisconsin and the upper Midwest, which will see a decrease in high school graduates over the next few years. Efforts are underway to broaden and strengthen future enrollments, including improving transfer options, making both campuses more welcoming to adult students, expanding academic offerings, and more aggressive marketing efforts. The next Chancellor will take a lead in assessing current efforts and developing new strategies in marketing the array of professional and liberal arts programs.

**Diversity and Inclusion.** Recruiting and retaining students from diverse backgrounds is a high priority. As Southern Wisconsin rapidly diversifies, new ways need to be found and supported to serve its growing communities of color and bilingual populations—and serve them well—to be successful in the 21st century. Also, as the campuses serve an increasingly diverse population, support systems must be bolstered and sustained. The new Chancellor will need to find innovative ways to increase and support diversity, including creating inclusive spaces for students, staff, faculty and the community.

**Community Engagement.** UW–Whitewater is the largest comprehensive university in the UW System. It is located in a town of relatively modest size, and thus, it is central to the life of the town and the region. Over the past several years, the University has taken unprecedented steps to partner and collaborate with the Whitewater community, the Rock County community, and the wider region. Current relationships with the community are extraordinarily strong, and there is a sense of pride in and shared commitment to the University. The new Chancellor will have the opportunity to lead the University in building upon and further deepening these ties, with attention to such issues as the changing economy, environmental challenges, and finding new ways to meet local educational needs.

**Recruitment, Retention, and Support.**
The development, recruitment, retention, and support of qualified faculty and staff are essential to maintaining an exceptional university. The Chancellor will need to secure resources,
strengthen morale, and find innovative ways to attract and retain high-quality faculty and staff.

**Resources and Fundraising.** As with many public institutions, UW–Whitewater has experienced a dramatic decline in the tax-supported share of its operating budget. Therefore, the new Chancellor will need to be a financial strategist, finding ways to maintain and improve the quality of programs through strong advocacy, energetic fundraising, the development of other resources, greater internal efficiencies, and creative marshalling of institutional finances.

**Improving Academic Student Success.**
UW–Whitewater is committed to a high-quality student experience, both inside and outside the classroom. Increasingly, universities are challenged to find new and more effective ways to recruit and retain talented students, foster students’ active and engaged learning, and support their academic and developmental success. Strategies to enhance enrollment, maintain state-of-the-art technology, provide professional development for faculty, and develop new and innovative ways to deliver courses in order to maintain a high level of competitiveness will be essential, such as the University’s involvement as a national leader in the Liberal Education and America’s Promise (LEAP) initiative of the Association of American College and Universities (AAC&U)—all the while recognizing the essential core of faculty interacting with students face-to-face, particularly in undergraduate education. The new Chancellor must support and enhance those programs that strengthen student success.

**Maintaining and Improving Program Excellence.** UW–Whitewater has gained a reputation for excellence in student learning, teaching, and scholarship. Every effort must be made to ensure that excellence remains the focus, even as the University seeks increased enrollment, increased retention, and greater national visibility. This can only be accomplished if the academic culture and student focus remain at the center of UW–Whitewater’s commitment. The Chancellor must demonstrate excellence in higher education leadership and articulate a vision that can: unite the campus, communicate the University’s values, and effectively advocate for the resources and staffing necessary to sustain the energetic momentum and to maintain excellence.

**Public Mission.** The Chancellor will be the chief spokesperson for the University as it seeks to achieve its mission and gain support for its programs and services from the UW System, the Board of Regents, and the Wisconsin State Government.

**Distinction.** Although many programs at UW–Whitewater have achieved preeminence, the identity and reputation of the University need to be promoted at the state, regional, and national levels. The Chancellor will be expected to champion and advocate for the University’s programs as well as strengthening external awareness.
Position and Qualifications

UW–Whitewater’s institutional strengths include a deep commitment to student success, a productive student government, and a shared governance system nurtured within a university culture that values relationships and collaboration. The financial base is strong, although concerns persist regarding the effects of budget cuts and a lack of salary increases. One factor in the fiscal picture is consistent alumni support, as demonstrated by the ongoing Sesquicentennial Campaign. UW–Whitewater’s beautiful main campus is on the cusp of expansion, with a facilities master plan that includes more residence halls and academic buildings. The University seeks a strong advocate who will respect its culture while looking for ways to improve. The next Chancellor should be an engaged and approachable strategic thinker who is politically savvy and operates in a transparent, inclusive, data-driven manner.

The next Chancellor of UW–Whitewater should be a visible, caring presence on and off both campuses and will be expected to strengthen the existing collaborative relationship with the local community. Community leaders are proud of the partnerships with the University, especially the Innovation Center, technology park, and K-12 system relations. The incoming Chancellor should embody the approachability, high energy, visibility, and responsiveness that has characterized campus-community relations.

As the leader and chief administrator of the UW–Whitewater, the Chancellor exercises broad responsibilities for all aspects of the academic, student, financial, development and administrative dimensions of the institution, within the multi-campus system. The Chancellor must inspire and guide all members of the UW–Whitewater community. Chief Executive leadership calls for the incumbent to demonstrate wide latitude in judgment and action.
Requirements for the Next Chancellor

UW–Whitewater seeks a Chancellor with the capacity to lead an energetic institution within a large and dynamic public higher education system. Applicants or nominees should have the following professional and personal characteristics:

- A record of relevant professional accomplishment and relevant background to earn the respect and trust of the University community. A Ph.D. or terminal degree and substantial experience in higher education, which would merit tenure and the rank of professor in an academic department at UW–Whitewater, is strongly preferred;

- The ability to formulate, articulate, implement, and communicate a vision for the future of higher education in a comprehensive university environment and to advance the University’s mission of undergraduate education and selected graduate programs; to provide leadership by recruiting, supporting and developing faculty and staff with a commitment to excellence in teaching, scholarship and public service while advancing the Wisconsin Idea by linking the curriculum to the needs of the people of Wisconsin;

- Desire and ability to be a participant and leader in the community, including active engagement and a commitment to a community partnership to grow the regional economy and to effectively advance fund development for the university

- The ability and desire to strengthen efforts to expand the University’s resource base through fundraising, grant development, and by strengthening relationships with alumni and other external constituencies;

- A deep commitment to uphold, defend, and rely upon Wisconsin’s traditional practice of shared governance with faculty, academic staff, university staff, and students that provides for a collaborative and dynamic leadership style that emphasizes openness, consultation, and academic freedom;

- The ability to advocate for the campuses and represent the institution effectively to its many constituencies, including System administration, the Regents, community and business leaders, nonprofit organizations, other educational institutions at the secondary and post-secondary levels, alumni, local government, and the executive, legislative, and other state governmental branches;

- Demonstrated commitment to supporting faculty and undergraduate research

- A continuing commitment to offering students a high-quality academic experience that emphasizes the preservation, improvement, and enhancement of the University’s curriculum;

- A demonstrated commitment to advancing student support services and creating an inclusive environment that will continue to improve retention, graduation, and post-graduation outcomes for students;
• A demonstrated commitment to engaging directly with students while providing a student-centered atmosphere with a focus on access, affordability, and student success with a clear understanding and appreciation of high impact practices, the institution’s commitment to the LEAP initiative, and other national trends;

• A demonstrated commitment to supporting and enhancing the cultural awareness, diversity, and inclusion of the student, faculty, and staff populations on both campuses and in the community and to equal employment opportunity, affirmative action, and non-discriminatory practices;

• Experience with and ability to continue to identify, support, delegate, and empower a strong leadership team;

• Personal integrity, intellectual curiosity, compassion, resilience, energy, a sense of humor, and the willingness to be the approachable, engaged, and visible face of the University;

• Willingness and ability to support and expand established international programs and facilitate international student and faculty exchanges;

• A demonstrated experience in addressing challenges in enrollment management and familiarity with national trends;

• A demonstrated ability to effectively manage complex and varied budgets;

• Demonstrated experience in or with a multi-campus environment;

• Demonstrated ability to lead faculty, staff, administrators, students, and other constituents in developing and implementing strategic plans;

• Ability to strengthen existing competencies and enhance innovative marketing and branding efforts to elevate UW–Whitewater to greater national prominence

• An understanding of trends in higher education and an ability to innovate with new technologies.
The Search Process

The position will remain open until filled. However, only complete applications received by March 29, 2019, are assured full consideration. Nominations and expressions of interest will be treated in confidence; references will not be contacted without prior approval of the candidate. The University will not reveal the identities of applicants who request confidentiality in writing, except that the identities of those identified as final candidates. See Wis. Stat. § 19.36(7). t.

Employment will require a criminal background check. It will also require you and your references to answer questions regarding sexual violence and harassment.

The University of Wisconsin System is an Affirmative Action/Equal Opportunity employer and actively seeks and encourages applications from women, minorities, and persons with disabilities. It is our policy to provide reasonable accommodations to qualified individuals with disabilities who are employees or applicants for employment.

The search is being assisted by Storbeck/Pimentel & Associates. Applications should consist of a substantive cover letter addressing the criteria listed above, a curriculum vitae or resume, and a list of at least five professional references that includes faculty, student, and community leaders and provides full contact information. Applications and nominations should be sent in confidence to:

Steve Leo, Partner
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LP
UWWChancellor@storbecksearch.com
(610) 572-4296

Storbeck Pimentel
& ASSOCIATES