

Kathryn M. Zuckweiler, Ph.D.

EXECUTIVE PROFILE

Accomplished senior academic and strategic leader with 20+ years of progressive experience in regional comprehensive universities, including current service as Associate Vice Chancellor and Dean at the University of Wisconsin–Oshkosh. Demonstrated expertise in advancing student success and closing equity gaps, managing complex budgets during periods of fiscal constraint, strengthening graduate education and research capacity, and leading through shared governance. Proven track record of developing innovative programs, building collaborative relationships across diverse constituencies, and aligning resources to achieve measurable institutional outcomes while maintaining commitment to access, inclusion, and student-centered learning.

LEADERSHIP COMPETENCIES

Student Success & Equity Initiatives | Strategic Enrollment Management | Budget Development & Resource Allocation | Shared Governance & Collaborative Leadership | Academic Program Development & Assessment | Faculty Development & Tenure/Promotion Oversight | Graduate Education Leadership | Data-Informed Decision Making | Diversity, Equity & Inclusion | Regional Engagement & Partnerships

SENIOR ADMINISTRATIVE EXPERIENCE

University of Wisconsin–Oshkosh

Doctoral/Professional Carnegie institution | 12,500 students | Universities of Wisconsin system member

Associate Vice Chancellor for Research and Innovation and
Dean of the Graduate School

2023 – Present

Lead graduate education, research, and innovation with comprehensive oversight of Graduate School, Office of Sponsored Programs, Office of Student Research and Creative Activity, Faculty Development Board, and McNair Scholars Program. Member of Chancellor's cabinet.

Strategic Leadership & Outcomes:

- Student Success & Enrollment Management
 - Stabilized Graduate Enrollment: Developed and implemented comprehensive strategic enrollment and retention plan that reversed declining trends and stabilized graduate student population following years of leadership instability
 - Enhanced Student Experience: Transformed graduate student experience through process improvements that reduced barriers to entry and increased institutional responsiveness to prospective students
 - Data Infrastructure for Success: Partnered with Institutional Effectiveness to create graduate enrollment and retention dashboards enabling evidence-based interventions and tracking of student progression metrics

- Student Support Systems: Automated key aspects of graduate application and admissions processes, eliminating bottlenecks, increasing capacity, and dramatically improving response times for students
- Budget Management & Resource Alignment
 - Financial Stewardship During Reductions: Successfully restructured unit budgets to realize operational efficiencies amid significant university financial reductions while maintaining service quality and supporting strategic priorities
 - Process Reengineering: Led comprehensive process redesign initiatives to enhance efficiency without compromising effectiveness, maximizing impact of constrained resources
 - Strategic Resource Allocation: Aligned budgets and staffing with institutional strategic plan and measurable student success outcomes
- Faculty Development & Professional Growth
 - Faculty Development Modernization: Redesigned faculty development programming to address current university environment, emerging pedagogical approaches, and diverse faculty needs across career stages
 - Research Support Infrastructure: Cultivated strategic partnerships with regional stakeholders to advance research and innovation initiatives, creating new opportunities for faculty scholarly achievement
 - Sabbaticals & Awards Oversight: Oversee competitive faculty development grants and recognition programs promoting excellence in teaching, scholarship, and service
- Organizational Leadership & Collaboration
 - Organizational Integration: Successfully merged previously separate units (Graduate School, Sponsored Programs, Student Research, Faculty Development) into cohesive, collaborative teams with shared mission and collective impact
 - Cross-Functional Leadership: Lead diverse units requiring different expertise and serving distinct constituencies while creating synergy and institutional coherence
 - Institutional Identity Development: Articulated and advanced university's identity as research-enhanced comprehensive institution, clarifying distinctive mission and competitive positioning
- Universities of Wisconsin System Engagement
 - System Leadership: Active participant in Universities of Wisconsin Future of Higher Education Trend Team, contributing to system-wide strategic planning
 - Institutional Restructuring: Served as Team Lead for Academic Planning & Restructuring Work Group during major institutional reorganization
 - Enrollment Management: Member of Enrollment Management Review Work Group addressing system-wide enrollment challenges

Midwestern State University

Master's-L Carnegie institution | 5,500 students | Texas Tech University System member

Dean, Dr. Billie Doris McAda Graduate School
Director of Sponsored Programs and Research

2016 – 2023

Led Graduate School, Office of Sponsored Programs and Research, Teaching and Learning Resource Center, Continuing Education, and Lifelong Learning Center. Comprehensive responsibility for enrollment management, student success, academic program development and review, faculty development, grants administration, budget management, and stakeholder relations including Faculty Senate, state coordinating board, and specialized accreditors.

Strategic Leadership & Outcomes:

- Student Success, Equity & Enrollment Growth
 - Counter-Cyclical Enrollment Growth: Led recruiting and retention efforts that grew graduate enrollment during period of overall institutional enrollment decline, demonstrating strategic enrollment management capability
 - Equity-Focused Support Services: Created Graduate Student Resource Center providing dedicated space and holistic support services addressing academic, professional, and personal development needs of diverse student population
 - Student Advocacy System: Established Graduate Academic Counselor position specifically focused on student advocacy, intervention, and retention, creating safety net for at-risk students
 - Peer Mentoring & Leadership: Implemented competitive Graduate Student Ambassadors program offering scholarships to students who support recruiting, provide peer perspective on student success strategies, and develop leadership skills
 - International Student Access: Assumed leadership of international graduate student recruitment, streamlining and clarifying application processes to enhance accessibility for global learners
 - Data-Driven Interventions: Created comprehensive enrollment and retention dashboards supporting strategic planning, early intervention, and assessment of student success initiatives
- Academic Program Development & Quality Assurance
 - Doctoral Program Launch: Collaborated with College of Education to develop, obtain approval for, and successfully launch university's first doctoral program (Ed.D. in Educational Leadership), expanding institutional capacity and mission
 - Program Portfolio Management: Led development and implementation of new graduate programs while managing comprehensive program review process ensuring compliance with Texas Higher Education Coordinating Board and specialized accreditation requirements
 - Academic Standards & Integrity: Revised Graduate Catalog sections to clarify academic performance standards, graduate assistant qualifications, and program requirements, enhancing academic rigor and student understanding
 - Assessment Oversight: Ensured systematic assessment of graduate programs supporting continuous improvement and accreditation compliance
- Budget & Resource Management
 - Financial Aid Growth: Increased graduate scholarship funding by 23% through strategic advocacy and donor engagement, including establishment of new scholarship program for McNair Scholars supporting educational equity

- Organizational Efficiency: Restructured Office of Graduate Admissions to add full-time staff position with no additional institutional cost through strategic reallocation and process redesign
- Cost-Effective Operations: Managed Graduate School resources to maximize student support and maintain sound financial position year-over-year despite enrollment fluctuations
- Strategic Investment: Allocated resources to realize strategic plan priorities while ensuring fiscal sustainability
- Faculty Development & Scholarly Achievement
 - Integrated Faculty Support: Developed Faculty Resource Center co-locating Office of Sponsored Programs and Research with Teaching and Learning Resource Center, providing integrated support for faculty excellence in both teaching and scholarship
 - Teaching Excellence Expansion: Expanded Teaching and Learning Resource Center scope of services to support faculty pedagogical development and graduate teaching assistant training
 - Research Infrastructure Enhancement: Transitioned from external grants consultant to full-time in-house research administrator, resulting in year-over-year growth in external funding applications, increased faculty participation in grant seeking, and annual cost savings of \$50,000
 - Internal Grants Programs: Restructured intramural grant programs to better align with faculty scholarly pursuits and Board of Regents directives; developed new intramural grants program specifically for graduate students
 - Research Compliance: Provided comprehensive oversight for research compliance including IRB, state regulations, and federal sponsored programs guidance
 - Celebration of Scholarship: Collaborated with Office of Undergraduate Research to expand annual Celebration of Scholarship showcasing student and faculty research; launched Three-Minute Thesis® competition promoting graduate student communication skills
- Tenure, Promotion & Personnel
 - Faculty Review Processes: Managed graduate faculty appointment and reappointment processes ensuring appropriate qualifications and contributions to graduate education
 - Professional Development Support: Oversaw sabbatical applications and faculty/academic staff development grant programs promoting continued professional growth
 - Campus-Wide Recognition: Managed awards programs recognizing faculty excellence in teaching, scholarly/creative achievement, service, and academic advising
- Shared Governance & Collaboration
 - Graduate Council Leadership: Chaired Graduate Council, working collaboratively with faculty governance on policy development, program approvals, and academic standards
 - University Research Committee: Chaired University Research Committee, providing faculty voice in research policy and resource allocation decisions

- Cross-Divisional Partnerships: Collaborated with Student Affairs, Enrollment Management, Marketing, and Academic Affairs on initiatives expanding student learning opportunities and promoting student success
- Faculty Senate Engagement: Regular engagement with Faculty Senate on matters related to graduate education, research policy, and academic quality
- Regional Engagement & Community Partnerships
 - Lifelong Learning Center: Shepherded Lifelong Learning Center from initial concept through grand opening and transition from start-up to sustainable operation, extending university's educational reach into community
 - Continuing Education Leadership: Ensured Continuing Education viability through collaborative course catalog development and innovative outreach programming serving regional workforce development needs
 - Fundraising Partnerships: Assisted president with fundraising campaign for Lifelong Learning Center facility renovations; hosted Dean's Donor Luncheon in collaboration with Office of Advancement
 - Regional Engagement: Developed programming and partnerships extending university's academic reach throughout region and supporting economic development

Leadership Impact: Professionalized graduate education operations while maintaining institutional focus on teaching excellence, student success, and regional service mission. Advanced institutional capacity through doctoral program launch, enhanced research infrastructure, and strengthened student support systems.

University of Nebraska at Kearney

Master's-L Carnegie institution | 6,300 students | University of Nebraska system member

Associate Dean of Graduate Studies and Research (0.5 FTE)

2012 – 2016

Provided senior academic leadership for graduate studies and research, serving as Institutional Review Board Director and acting dean during absences. participated in faculty recruitment, system-level graduate program review, and development of Higher Learning Commission Assurance Argument.

Key Contributions:

- Streamlined human subjects research review and approval processes, reducing complexity and review time while ensuring federal compliance and protecting participants
- Updated IRB policies to reflect current federal guidance and best practices in research ethics
- Participated in faculty recruitment by articulating graduate faculty requirements and expectations
- Reviewed proposed graduate programs at campus and University of Nebraska system levels, ensuring quality and strategic alignment

Coordinator, Bachelor of Science in Business Administration Online Degree Completion
Program (0.25 FTE) 2009 – 2013

Led development and implementation of online degree completion program in business administration ensuring AACSB, university, and college compliance. Coordinated with department chairs on course availability, recruited and advised students, managed program budget, and advocated for program to diverse audiences.

Key Outcomes:

- Achieved eleven-fold enrollment increase over four-year period through strategic recruitment and student-centered program design
- Generated nine-fold growth in semester credit hour production, demonstrating program's contribution to institutional enrollment and revenue
- Established course rotation enabling program completion in two calendar years, enhancing student success and time-to-degree
- Collaborated with departments across campus to develop minors responsive to student interests and career goals

ACADEMIC CREDENTIALS AND PROFESSIONAL DEVELOPMENT

Ph.D., Management	University of Nebraska-Lincoln
MBA, Operations Management	University of Houston
B.A., American Cultural History	Whittier College

Professional Development:

- Leading for Equity, Diversity, and Inclusion in Higher Education (2024)
- Six Sigma Green Belt (2014)
- University of Illinois Online Network Master Online Teacher Certificate (2012)

FACULTY APPOINTMENTS AND TEACHING EXCELLENCE

Professor of Management (Tenured) | University of Wisconsin–Oshkosh | 2023 – Present
 Professor of Management (Tenured) | Midwestern State University | 2019 – 2023
 Associate Professor of Management (Tenured) | Midwestern State University | 2016 – 2019
 Associate Professor of Management (Tenured) | University of Nebraska at Kearney | 2010 – 2016
 Assistant Professor of Management | University of Nebraska at Kearney | 2005 – 2010

Teaching Experience: Extensive record teaching undergraduate and graduate courses in operations management, quality management, strategic management, business ethics, and research methodology. Experience includes traditional classroom, online, and hybrid delivery formats. Recognized for integrating emerging technologies, experiential learning, and student-centered pedagogies.

SCHOLARLY CONTRIBUTIONS AND PROFESSIONAL RECOGNITION

Refereed journal publications: 17 publications in peer-reviewed journals including *International Journal of Production Research*, *Corporate Governance*, *Decision Sciences Journal of Innovative Education*, *Academy of Health Care Management Journal*, and *International Journal of Information and Operations Management Education*. Scholarship focuses on operations management pedagogy, emerging technologies in education, corporate governance, healthcare management, and organizational leadership.

Conference presentations: 30+ presentations at national and regional conferences on topics including online learning innovation, mobile technologies in education, experiential learning, healthcare operations, and strategic management.

Editorial Leadership:

- Editor, *Decision Sciences Insights* (2021-2023)
- Feature Editor, *Decision Line* (2012-2020)
- Editorial Review Board, *Economics & Business Journal: Inquiries & Perspectives* (2014-2024)
- Peer reviewer for multiple journals including *Decision Sciences Journal*, *Journal of Health Organization and Management*, *Production and Operations Management Journal*

Awards & Recognition:

- College of Business & Technology Outstanding Service Award, UNK (2014-2015)
- College of Business & Technology Outstanding Scholarship Award, UNK (2006-2007)

COMMITMENT TO SHARED GOVERNANCE AND INSTITUTIONAL SERVICE

System & Institutional Leadership:

University of Wisconsin–Oshkosh

- Chancellor's Cabinet (2023-Present) – Advisor to chancellor on strategic priorities
- Academic Planning & Restructuring Work Group, Team Lead (2023-2024) – Led institutional reorganization
- Enrollment Management Review Work Group (2024) – Strategic enrollment planning
- Graduate Council (2023-Present) – Lead faculty governance body for graduate education
- Graduate Programs Administration Community of Practice (2024-Present)
- Universities of Wisconsin Future of Higher Education Trend Team (2025)

Midwestern State University

- Graduate Council, Chair (2016-2023) – Led faculty governance on graduate education policy and programs
- University Research Committee, Chair (2016-2023) – Faculty oversight of research priorities and policies
- Celebration of Scholarship Committee, Chair (2016-2023)
- Lifelong Learning Center Founding Council, Co-chair (2017-2019)
- University Assessment Committee (2016-2023)

- Teaching and Learning Resource Center Committee (2016-2023)
- Dillard College of Business Administration Dean Search Committee (2016-2017)

University of Nebraska at Kearney

- Institutional Review Board, Director (2012-2016) – Research ethics and compliance oversight
- University of Nebraska Executive Graduate Council (2012-2016) – System-level graduate education governance
- Higher Learning Commission Assurance Argument, Co-author (2013) – Accreditation leadership
- Director of Sponsored Programs Search Committee, Chair (2012-2014)
- Multiple academic program reviews as external reviewer
- Faculty Senate eCampus Committee, including service as Chair (2005-2013)

Commitment to Shared Governance: Throughout administrative career, maintained active engagement with faculty governance bodies, consistently seeking faculty input on policy decisions, respecting faculty expertise and perspectives, and building consensus on strategic initiatives. Demonstrated ability to balance administrative leadership with collaborative decision-making and respect for shared governance principles.

PROFESSIONAL ENGAGEMENT AND EXTERNAL REPRESENTATION

Decision Sciences Institute

- Vice President of Member Services (2016-2018) – Elected national leadership position
- Publications Committee (2021-2023)
- Member Services Committee (2018-2020)
- Marketing Committee (2013-2019)
- Associate Program Chair, Annual Meeting (2014)
- Program Committee Member, Annual Meeting (2008, 2009)

Higher Learning Commission

- Peer Review Team Member (2015, 2016, 2018, 2025) – External institutional accreditation reviewer

Other Professional Service

- President, Nebraska Economics and Business Association (2015)
- American Council on Education Regional Women's Leadership Forum (2017)
- Beta Gamma Sigma Faculty Sponsor (2007-2013)

External Representation: Extensive experience representing institutions at university system meetings, accreditation visits, professional conferences, and community events. Skilled at articulating institutional mission, building external partnerships, and advancing institutional reputation through professional engagement.

UNDERSTANDING OF REGIONAL COMPREHENSIVE UNIVERSITIES

Deep Experience with Regional Comprehensive Mission: Entire administrative career has been devoted to regional comprehensive universities within public university systems (Universities of Wisconsin, Texas Tech University System, University of Nebraska System). Intimate understanding of:

- Balancing access and affordability with academic quality and rigor
- Serving diverse student populations including significant percentages of first-generation students
- Managing enrollment challenges and demographic shifts in regional markets
- Navigating state coordinating board relationships and system-level governance
- Allocating limited resources strategically amid fiscal constraints
- Building regional partnerships supporting workforce development and economic growth
- Maintaining commitment to teaching excellence while advancing research and scholarly activity
- Serving students with diverse needs, backgrounds, and educational goals
- Advancing equity and closing achievement gaps among student populations

Current and Future Challenges: Well-versed in challenges facing regional comprehensives including enrollment pressures, resource constraints, changing student demographics, online competition, workforce alignment demands, and need to demonstrate value and outcomes. Committed to innovative solutions that maintain access while ensuring student success and institutional sustainability.

DIVERSITY, EQUITY, AND INCLUSION COMMITMENT

Formal Training: Completed Leading for Equity, Diversity, and Inclusion in Higher Education certification (2024), demonstrating ongoing commitment to professional development in DEI leadership.

Equity-Focused Initiatives:

- Created scholarship program specifically for McNair Scholars supporting first-generation students and students from underrepresented groups in graduate education
- Established Graduate Student Resource Center providing holistic support services addressing diverse student needs
- Developed Graduate Academic Counselor position focused on advocacy and intervention for at-risk students
- Streamlined international student application processes to enhance accessibility for global learners
- Led McNair Scholars Program supporting students from disadvantaged backgrounds in graduate school preparation
- Created programming and support systems designed to close equity gaps in student success metrics

Inclusive Leadership Philosophy: Committed to creating welcoming, supportive environments where all students, faculty, and staff can thrive. Demonstrated ability to work respectfully and effectively with people from wide-ranging backgrounds. Believes diversity

strengthens institutions and that equity and inclusion are essential to fulfilling public university access mission.

ADDITIONAL RELEVANT QUALIFICATIONS

Connection to Students: Throughout administrative career, maintained commitment to staying connected to students through teaching, advising, and direct engagement with student organizations and governance bodies. Values student voice in decision-making and institutional planning.

Interpersonal & Collaborative Skills: Recognized for building effective working relationships with diverse constituencies including faculty, staff, students, administrators, donors, community partners, and state/system officials. Approachable leadership style that values input, builds consensus, and maintains open communication.

Assessment & Accountability: Strong background in academic assessment, program review, and accountability reporting to state coordinating boards and regional and specialized accreditors. Experience preparing and submitting required documentation for compliance and accreditation purposes.

Budget & Financial Management: Proven ability to manage complex, multi-unit budgets; reallocate resources strategically; identify efficiencies; and maintain financial sustainability during periods of revenue constraint. Experience includes managing Graduate School budgets, sponsored programs administration, continuing education operations, and multiple auxiliary units.

Technology & Innovation: Early adopter of educational technologies and process innovations. Published scholarship on emerging technologies in education. Led automation and modernization initiatives improving operational efficiency and student experience.