



# Vice Chancellor for Administrative Affairs



University of Wisconsin  
**Whitewater**



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## The Opportunity

The University of Wisconsin-Whitewater is seeking a Vice Chancellor for Administrative Affairs. This position provides visionary leadership to ensure that fiscal decisions and operational planning align with the mission, identity, strategic plan and overall goals of the university. As the institution's chief business officer, the scope of services performed by the VCAA impacts, supports and reaches across every unit and function of the university. This individual reports directly to Interim Chancellor James P. Henderson and serves as a senior administrator and member of the Chancellor's Cabinet.

UW-Whitewater is a premier comprehensive university and one of 13 universities in the University of Wisconsin System. UW-Whitewater was founded in 1868 and officially joined the University of Wisconsin System in 1971. It has approximately 1,400 faculty and staff members and an enrollment of about 11,000 students across two campuses. The main campus in Whitewater offers 50 undergraduate and 15 master's degree programs in the colleges of Arts and Communication, Business and Economics, Education and Professional Studies, and Letters and Sciences, and the School of Graduate Studies and Continuing Education. The university also offers an education specialist degree and a doctorate in business administration. The branch campus in Rock County (Janesville, Wisconsin) enrolls 800 students and offers an associate degree and a bachelor's degree completion program.

UW-Whitewater is seeking an accomplished executive with the vision, leadership, experience, and management capabilities necessary to ensure that the university's finance, human resource, and university services align with and support the strategic objectives of the institution and serve the needs of students, faculty, staff, and others.

The ideal candidate will possess a proven track record as a strategist with direct oversight experience for a variety of financial and administrative functions, including developing and attaining strategic goals and objectives, preferably in higher education or a similarly complex setting. The VCAA will lead by example, set high expectations for performance and accountability, and possess a strong orientation to mission and service. The VCAA will be a superb communicator with exceptional analytical skills who works proactively with colleagues in a spirit of partnership, transparency, and fiscal responsibility. The VCAA will understand and respect shared governance, and be an advocate for an environment that promotes inclusive decision-making, best practices, student success, and a sense of community across the university.

UW-Whitewater's new Vice Chancellor for Administrative Affairs will have the opportunity to be a senior leader of a vibrant, innovative university; partner closely with dedicated faculty and staff; engage in the community; and reside in a beautiful region of Wisconsin.

For information regarding a nomination or to express a personal interest in this position, please see the section entitled "Procedure for Candidacy" near the end of this document.

## UW-Whitewater History



The school was dedicated on April 21, 1868, as Whitewater Normal School and graduated its first class of teachers in June 1870. In 1927, the school received authority to grant baccalaureate degrees in education, and the name was changed to Whitewater Teachers College. With the addition of liberal arts programs in 1951, it became Wisconsin State College–Whitewater, and was later designated a Wisconsin State University in 1964. In 1971, after the merger of the former University of Wisconsin and the former Wisconsin State Universities, the school became part of the University of Wisconsin System and has had the name of University of Wisconsin–Whitewater since then. In 2017, a restructuring of the UW institutions occurred, and the two-year college in Rock County became a branch campus of UW-Whitewater. This restructuring provides exciting new opportunities to extend educational access throughout the region. In 2018, UW-Whitewater celebrated 150 years as a legacy institution moving from a normal school to a premier regional comprehensive university.



## UW-Whitewater Values



The following values lie at the heart of UW-Whitewater:

### **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.





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. Grounded in a rigorous core curriculum, students receive a well-rounded education and every academic program prepares students to be creative, innovative and adaptable in dynamic and diverse work and life environments.

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## UW-Whitewater Mission



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. By supporting all students, we champion education, opportunity and prosperity for all. 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 serve undergraduate and graduate students, including online learners, and 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. High-quality programs are offered at the associate, bachelor, master, and doctoral levels. These programs prepare students to become lifelong learners who lead successful lives and enjoy productive careers.

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*Approved by UW-Whitewater SPBC on April 17, 2018 and the UW-Rock County Collegium on May 3, 2018.*

*Endorsed by UW-Whitewater Faculty Senate on October 9, 2018, UW-Whitewater Academic Staff Assembly on September 21, 2018, UW-Whitewater Academic Staff Assembly on September 6, 2018 and Whitewater Student Government on September 24, 2018.*

*Approved by the University of Wisconsin System Board of Regents in October 2021.*

## UW-Whitewater Schools and Colleges



**The College of Arts and Communication** offers programs in the traditional areas of study in the performing and visual arts, and communication, as well as emerging fields. The artist/scholar/educators of the faculty nurture the growth of a diversely creative student population in classroom settings, performance opportunities and available mentorship. Students and faculty have garnered regional, national and international accolades for creative achievements and scholarship. Graduates in all areas have gone on to successful and fulfilling careers.

**The College of Business and Economics** is Wisconsin's premier business school. The college offers 14 majors that provide students with the skills and knowledge to succeed in today's global business environment. All classes are taught by outstanding faculty/staff — not graduate assistants — and many opportunities exist for interaction between faculty and students in and outside of the classroom. Students and faculty frequently work together on college outreach activities to assist regional businesses in startup and ongoing problem solving. More than 25 student organizations help students round out their classroom experience. The college offers an award-winning online MBA degree and an applied DBA for career advancement of top professionals.

**The College of Education and Professional Studies** prepares professionals to actively engage and lead in an open democratic society inclusive of diverse populations. As a premier center for global learning, the college prepares the largest number of initially licensed teachers among 33 institutions in Wisconsin. In addition to its excellent teacher education programs, the college also prepares students for careers in leadership through the Leadership, Military Science and Aerospace Studies Department, has undergraduate and graduate programs in communication sciences and disorders and special education and includes a nationally accredited counselor education graduate program.



## UW-Whitewater Schools and Colleges (*continued*)

**The College of Letters and Sciences** provides students with the essential elements of a liberal education in humanities, natural sciences and social sciences. Students in the college benefit from a broad selection of programs (nearly 70 majors, minors, and graduate programs), a focused and carefully designed approach to student advising and learning, and a faculty of caring experts and scholars.

**The College of Integrated Studies** represents the branch campus in Janesville, Wisconsin. The college offers a two-year associate degree and an applied bachelor's completion degree designed for technical college and other transfers. Known for expertise in supporting underrepresented students, the college provides open access in the southern Wisconsin region and a pipeline of transfer to the main campus in Whitewater.

**The School of Graduate Studies** oversees programs whose goal is to provide high-quality, practitioner-oriented programs that use knowledge and skills acquired through baccalaureate degrees as a foundation for advanced preparation and professional development for careers in business and industry, education and human services.



## Faculty, Scholarship and Innovation



UW-Whitewater currently employs 360 full-time faculty and 6 part-time faculty; 70% of faculty are tenured, and 30% are tenure track. The student-faculty ratio is 20 to 1.

Faculty members are engaged in research and innovation across disciplines, and frequently receive national, state, university and private grants to support their work. Partnerships forged with the business community, nonprofit organizations and other public and private entities provide myriad opportunities for collaborative projects. As acknowledged experts, faculty members are called upon to share experiences and best practices with the community through lectures and media interviews.





## Campus Life



UW-Whitewater maintains a vibrant campus life, and students are engaged in activities ranging from professional organizations to Greek chapters to athletic teams.

There 187 student organizations with more than 8,300 members. Extracurricular offerings also include 20 intercollegiate athletic teams that compete in NCAA Division III, 30 intramural sports and 36 club sports.

Board of Regents policy requires freshmen and sophomores to reside in university-operated housing, with a few exceptions. In fall 2020, 4,346 students lived in on-campus residence halls.



## Resources



The 2020-21 total budget for the university was \$267.7 million, including state support of \$38.4 million. The budget for the Division of Administrative Affairs was \$14,126,808.12 with FTE of 145.6.

Resident, undergraduate tuition and fees for the current academic year are \$7,730. The UW-Whitewater Foundation's endowment exceeds \$36.5 million. University resources are constantly invested in faculty development, instructional technology, and classroom and laboratory renovation following priorities set in its strategic plan.



## UW-Whitewater Chancellor



Dr. James P. Henderson began his appointment as the interim chancellor of the University of Wisconsin-Whitewater on July 1, 2021.

Prior to this appointment he served as the interim provost at the University of Wisconsin-Madison in the summer of 2019 after having retired as the vice president for academic and student affairs for

the University of Wisconsin System in 2018. He has served as the provost and vice president for academic affairs at the University of Louisiana at Lafayette, dean of the College of Natural and Social Sciences at California State University, Los Angeles, and vice chancellor for student success and enrollment management at the University of Colorado at Colorado Springs. Jim was a member of the Department of Mathematics at Colorado College for almost 18 years, serving two times as chair of the department, and ended his tenure at the college as the dean of the summer session. He was also a fellow of the American Council on Education in 1998-99.

His involvement in K-12 education includes serving eight years as a member of the Manitou Springs District school board in Colorado, with two terms as president of the board. In addition, he was appointed by governors from different political parties to statewide education policy boards in Colorado.

Jim earned a bachelor's degree in mathematics in 1973 and a master's degree in mathematics in 1975 from the University of Texas-Austin. In 1979, he received his Ph.D. in mathematics from UW-Madison.

## Campus Governance



The university's organization chart is listed in Appendix A.

UW-Whitewater is committed to the shared governance process under which faculty, academic staff, university staff, and students contribute to the campus decision-making process. This system vests each constituency, by statute or Regents policy, primary responsibility in governance, subject to the responsibilities and powers of the Board of Regents, UW System President, and Chancellor.



UW-Whitewater has a strong structure of shared governance that includes four governing bodies: Faculty Senate, Whitewater Student Government, Academic Staff Assembly, and University Staff Council. The governing groups will expect a consistent and strong voice from the Provost.

## Wisconsin System Governance



The University of Wisconsin System is one of the largest systems of public higher education in the country, serving approximately 170,000 students each year and employing 39,000 faculty and staff statewide. With 13 universities across 26 campuses and a statewide extension network, the UW System is a tremendous academic, cultural, and economic resource for Wisconsin, the nation, and the world.

The Board of Regents of the University of Wisconsin System consists of 18 members, 16 of whom are appointed by the Governor, subject to confirmation by the Senate. Of these 16 members, 14 serve staggered, seven-year terms. Two UW System students are appointed for two-year terms; one of the two is a non-traditional student. The two ex officio members are the state superintendent of public instruction and the president or a designee of the Wisconsin Technical College System Board.

The Board is responsible for establishing policies and rules for governing the System, planning to meet future state needs for collegiate education, setting admission standards and policies, reviewing and approving university budgets, and establishing the regulatory framework within which the individual units are allowed to operate with as great a degree of autonomy as possible. The Board appoints the president of the university system and the chancellors of the 13 universities. The Board grants tenure appointments to faculty members.

The Board's regular meetings are held eight times per year; special meetings are scheduled as needed.

University of Wisconsin  
Eau Claire





## Whitewater Community



A community of about 14,000 people, Whitewater is the largest city in Walworth County, strategically located between three metropolitan areas — Madison, Milwaukee and Chicago.

Designated a Wisconsin Main Street Community, Whitewater features a historic downtown, lined with restaurants, retail stores and various small businesses. Entertainment opportunities abound as artists, musicians and performers share their talents in beautiful venues across the city. The city also boasts a 36,000-square-foot aquatic center and athletic facility.

Whitewater University Technology Park offers entrepreneurs — including UW-Whitewater faculty and students — a nurturing place to start businesses.

Whitewater is one of the safest cities in Wisconsin. The city police department is one of only 21 state-accredited law enforcement agencies in state.

Nestled along the southern section of the 22,000-acre Kettle Moraine State Forest, the Whitewater area is a haven for outdoor recreation. The scenic landscape, a gift from the glaciers that covered the area 20,000 years ago, features hills, lakes, forests, prairies, parks and trails.

Whitewater's proximity to three metropolitan areas fosters strong relationships with regional businesses and organizations. Students regularly secure prestigious internships with businesses, media companies, research firms, nonprofits and educational organizations across the Midwest. Each semester, student teachers work in schools across the state.

Rock County, specifically Janesville, is home to UW-Whitewater at Rock County and the College of Integrated Studies. Rock County includes the cities of Janesville, Beloit, Milton, Edgerton, and Evansville among others. Rock County has a broad base of business ranging from health care to high tech industries and agriculture.



## Vice Chancellor for Administrative Affairs



The Vice Chancellor for Administrative Affairs serves as a senior administrator overseeing the development and implementation of administrative plans and programs in support of University values, mission, vision and goals. The scope of services performed by the VCAA impacts, supports, and reaches across every unit and function of the university.

The VCAA is the Chief Business Officer and is accountable for all business and fiscal matters of the University. The VCAA is a member of the Chancellor's Cabinet and is responsible for the strategic direction and administrative management of financial planning and modeling, business operations, policy development, budget and budget processes, accounts payable and receivable, contract administration, human resources, risk management, and capital construction and renovation projects.

The VCAA is responsible for the administration and oversight of the Division of Administrative Affairs, which includes the following departments: Facilities Planning and Management, Budget, Financial Services, Risk Management and Safety, University Police Department Services and Security, Visitor and Parking Services, and Human Resources & Diversity.

## Responsibilities

The Vice Chancellor for Administrative Affairs reports directly to the Chancellor. This position provides visionary leadership to the University and ensures human resources, fiscal decisions and operational planning support the mission, identity, strategic plan and overall goals of the University. The VCAA:

1. Serves as a member of the Chancellor's Cabinet and the Strategic Planning and Budget Committee. The position is also the designated university representative to the national organizations of NACUBO and CACUBO.
2. Provides administrative leadership and supervision to the staff, programs, and activities of the Division of Administrative Affairs including the following: Budget Planning and Analysis; Financial Services; Human Resources and Diversity; University Police Department and Parking Services; Campus Planning; Sustainability; Quality Assurance Improvements & Records; Risk Management and Safety; Buildings & Grounds; and Facilities, Planning and Management.
3. Establishes mission, vision, and goals for the division that support the Institution's mission, vision and strategic initiatives.
4. Develops, implements, and supervises the capital budget plan and works with UW-System Administration, Department of State Facilities, State Building Commission, Facilities Planning and Management, the City of Whitewater, and other campus constituencies in the implementation of the plan.
5. Guides the development of the institutional annual budget while engaging in open disclosure and collaborative participation, provides appropriate oversight of the budget system, and ensures that finances and budgets are managed through a transparent process in accordance with state law and generally accepted accounting standards.
6. Provides advice and counsel to the Chancellor and others, on administrative and business affairs (issues, policies, procedures, regulations, laws, operations, etc.).
7. Implements personnel policies, procedures and practices for the division that foster human resource development, effective deployment of its human resources, and assures compliance with Federal, State, UW System Administration, and UW-Whitewater personnel rules and regulations.
8. Develops and administers a contract management policy that establishes protocol and procedures for effective contract administration and management; facilitates the review of proposed contract language; and functions as the Institutional contract officer.
9. Represents the University to UW System Board of Regents, Administration, and the State on all matters pertinent to the areas of responsibility.
10. Ensures that audit requests from UW System are processed and responded to in order to ensure compliance with Board of Regents and System Administration policies and procedures.
11. Works with various constituents to develop and/or facilitate the development of administrative systems that are effective, efficient, and compatible with institutional priorities.
12. Performs various other duties and tasks, as determined by the Chancellor.

The Vice Chancellor for Administrative Affairs serves as a member of committees and working groups within the institution, UW System and the local community, at the direction of the Chancellor.

## Qualifications

### Minimum Qualifications:

- A master's degree from an accredited institution in business, management, finance, or related field
- Ten years of progressively responsible experience in higher-level business and/or administrative experience in higher education
- Proven ability to successfully lead and oversee the daily operations of a major unit or office at an institution of higher education or similar organization
- A record of successful accomplishments in developing effective strategies that uphold and promote the mission, structure and integrity of an organization
- A record of working collaboratively with others to fulfill the mission, values and strategic plan of an organization or institution
- A commitment to creating and maintaining a diverse and inclusive community for the benefit of a multicultural perspective and experience

### Desired Qualifications:

- A demonstrated understanding of fiscal principles and standards in an academic environment
- A strong record of working on a collegial basis through consultative processes with other groups and offices within an organization
- A clear understanding and appreciation of the higher education governing structure and the importance of collaboration and communication on higher education issues with a variety of constituencies, including federal and state executives and legislators, board members, system administration, community members, donors, alumni, students, faculty and staff
- Prior experience in managing an organization's financial practices, budget or business practices
- Working knowledge of the operations of a human resources office, including an understanding of employment relations, benefits and payroll, health insurance and investigating employee complaints

### Knowledge, Skills and Abilities:

- Extraordinary written and verbal communication skills, organizational, and interpersonal skills
- A high level of professional integrity and work ethic
- The ability to effectively present and explain complex data to a general university audience
- Ability to lead a variety of operational areas through effective communication, influence and persuasion at all levels of an organization while balancing patience with a sense of urgency
- An innovative and forward-thinker in regard to planning, strategy and implementation
- A working knowledge of federal and state government regulations, court decisions, and higher education practices in areas applicable to this position
- Strong negotiation skills with the ability to arrive at solutions jointly with stakeholders while acting in a fair, flexible, confidential, and ethical manner at all times
- Leadership skills that include sound administrative, fiscal and operational decisions that align with an organization's mission, identity, strategic plan and core goals
- Highly energetic and self-motivated; ability to prioritize work, develop effective policies and practices within units; ability to manage conflict in a positive and productive manner
- Willingness and ability to implement organizational change in an effective and productive manner
- Willingness and ability to be an active participant in following applicable safety rules and regulations including necessary training and drills
- Ability to interact respectfully with people from diverse socioeconomic, cultural and ethnic backgrounds

## Procedure for Candidacy

Review of candidates will begin in December 2021, and it is anticipated that the Chancellor will make an appointment in the spring of 2022. For fullest consideration, applicant materials should be received by October 29, 2021.

Application materials should include a resume, cover letter, and contact information for at least three references (who will not be contacted without the prior approval of the candidate). Names of applicants may be disclosed unless requested otherwise. Names of finalists will be released. Confidential inquiries, nominations, and application materials should be directed to:

Rori Eilenfeldt  
Executive Assistant, Chancellor's Office  
262-472-5240  
EilenfelR31@uww.edu

### **SPECIAL NOTES**

The University of Wisconsin-Whitewater is an Equal Opportunity and Affirmative Action Employer, and actively seeks and encourages applications from women, people of color, persons with disabilities, and all veterans. Names of applicants may be disclosed unless requested otherwise. Names of finalists will be released. UW-Whitewater conducts criminal backgrounds checks as a contingency to employment. A criminal background check will be conducted prior to an offer of employment.

For UW-Whitewater Campus safety information and crime statistics/annual Security Report, see <http://www.uww.edu/annual-safety-report> or call the Dean of Students office at: 262-472-1533 for a paper copy.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Wisconsin-Whitewater documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.