



UNIVERSITY OF WISCONSIN SYSTEM

SENIOR VICE PRESIDENT FOR ACADEMIC AND STUDENT AFFAIRS

Institutional and Search Profile

The University of Wisconsin (UW) System Administration invites nominations and applications for the position of Senior Vice President for Academic and Student Affairs. The Senior Vice President shall be a strong advocate for academic quality for the UW System and in higher education nationally, and a visionary leader working to ensure that the UW System remains a world-class system of higher education. The UW System seeks an exceptional individual to fill this key leadership role in what promises to be an exciting and dynamic era of education and service.

Background and Overview

The University of Wisconsin System was created by legislation in 1971 through the merger of two public university systems, but its roots date to the mid-1800s, when both the land grant university in Madison and nine normal schools were founded. It is known throughout the world for the Wisconsin Idea, which holds that the boundaries of the university should be the boundaries of the state, and that the knowledge created in the University of Wisconsin System should be applied to solve problems and improve the quality of life for all citizens of the state. Today, the University of Wisconsin System is one of the largest systems of public higher education in the country and is one of the world's premier public university systems. The UW educates more than 181,000 students on 26 campuses, serves more than one million citizens through statewide extension programs, and employs more than 38,000 faculty and staff statewide. The System's annual budget is \$5.6 billion, receiving more than \$1.0 billion in state funding and attracting \$1.48 billion in gifts, grants, and contracts. The UW's total annual economic impact exceeds \$10 billion.

The UW System's institutions in Madison and Milwaukee offer both undergraduate and graduate degree programs, including doctoral and professional programs. Eleven comprehensive institutions provide students both undergraduate and master's degree programs. The 13 UW

Colleges deliver freshman-sophomore courses and the associate degree for students seeking a foundation for a bachelor's degree. In addition, the UW Colleges were authorized recently to offer a Bachelor's of Applied Arts and Science at a limited number of their campuses for the benefit of adult and place-bound students. UW-Extension works with all 26 campuses, all 72 Wisconsin counties, and a wide variety of other educational partners to bring UW expertise to all corners of the state. All UW institutions and extension programs provide Wisconsin's citizens with opportunities to contribute to the state's growing "knowledge economy" through the UW System's three-pronged mission of teaching, research, and public service.

The UW System is governed by The Board of Regents, which 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. In addition, two current UW System students are appointed to the board for two-year terms. One of the two students 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 UW System President serves as the chief executive officer. The Senior Vice President for Academic and Student Affairs reports directly to the President and serves as deputy to the President for the full range of academic and student affairs needs and issues.

The President and Chancellors of the University of Wisconsin System are charged with implementing Regent policies and with administration of the institutions. The UW System Administration, located in Madison, is responsible to the President of the System and assists the Board of Regents in establishing policies, reviewing the administration of such policies, and planning the programmatic, financial and physical development of the System.

As executive heads of their respective faculties and institutions, the Chancellors are responsible for the administration of their units, including curriculum design; degree requirements; academic standards; grading systems; faculty appointments, evaluation, promotion and recommendations for tenure; and auxiliary services and budget management.

Across the United States, institutions of higher education are being reshaped by powerful forces, and higher education systems face unique pressures of their own. The National Center for Higher Education Management Systems asserts that systems "are increasingly being asked to shift their focus from the management of institutions to the connection of public higher education to the needs of the state." In Wisconsin, this shift manifested itself in the 2011-13 biennial state budget, providing the UW System and its institutions with substantial new operational flexibilities. Together with a requirement of significant reductions in UW System Administration's annual budget, these changes call for development of a new organizational model, one in which—to use President Kevin Reilly's words—"the UW System must become more innovative, nimble, and entrepreneurial."

Against the backdrop of these budgetary and organizational changes is the UW System's strategic framework, the *Growth Agenda for Wisconsin*, which offers a blueprint for developing the state's human potential, creating new jobs, and strengthening the local communities that sustain citizens and businesses alike. The Growth Agenda was envisioned as the means to

fulfilling both the UW System's promise of access, affordability and quality to the citizens of Wisconsin, and its role as an economic engine driving the state forward in the 21st century knowledge economy.

The new roles of both UW System Administration and the UW institutions will evolve over time, but some opportunities are already under way to implement major strategic shifts and specific operational modifications. UW Chancellors will assume more entrepreneurial leadership roles, will serve on the UW System President's Cabinet, and will help shape UW System policies from the ground up. In keeping with this overall shift to distributed and delegated leadership, UW System Administration is also embracing a new management philosophy focused on *interpreting, training, monitoring, advocacy, and consulting*. UW System Administration staffs are already in the early stages of adopting and implementing this "ITMAC" model. Inherent in this model is the leadership role that the system administration must play as appropriate. The Board of Regents also has initiated a review of university board structures around the country, assessing their strengths and weaknesses for possible adoption by the University of Wisconsin System.

The impact of these organizational and cultural changes on academic programs and quality, and on the student experience, will be the "heart of the matter." Indeed, some changes already are under way in areas such as academic program review, academic grant-making processes, and academic advisory structures. In this entire process, the new Senior Vice President for Academic and Student Affairs will play a pioneering, creative leadership role in the immediate and longer-range future. She/he will work with colleagues at both system and institutional levels to develop and implement these directions for change, with a particular focus on academic program array and student access and success and advancing the principles of equity, diversity, and inclusion as core to that mission.

For further information specifically on this change planning process, please see: <http://www.wisconsin.edu/uwsa-roles-committee/>

Mission Statement. The mission of the system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses and to serve and stimulate society by developing in students heightened intellectual, cultural and humane sensitivities, scientific, professional and technological expertise and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended training and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth.

Shared Governance. The UW System has a distinctive and significant governance process under which faculty, academic staff, and students share the responsibility for governance. This system of shared governance vests in these groups, by statute, primary responsibility for policies in their respective areas (for example, faculty for academic and educational activities), subject to the responsibilities and powers of the board, president and chancellors.

Achieving Excellence. The UW System's annual accountability report represents the UW System's commitment to broad-based accountability to the citizens of Wisconsin. It is designed

with the mission of the UW System in mind, concentrating on the many ways in which the University of Wisconsin System seeks to serve its students and the State of Wisconsin. It presents a balanced approach to accountability reporting, reflecting a broad diversity of stakeholder interests.

Diversity Planning and Assessment. Achieving the goals of equity, diversity and inclusion for all students, faculty and staff remains a top priority for the UW System. Providing leadership, vision and voice for this work are among the priorities for the Senior Vice President. Based upon the belief that a public university must serve and lead the way in increasing equity in educational opportunities and accomplishment for **all** the people of the state, in 1988 the UW System became the first higher education system to adopt a 10-year long range plan, *Design for Diversity*. That Plan and its successor, *Plan 2008: Educational Quality Through Racial and Ethnic Diversity*, adopted in 1998, shape the UW System's efforts to achieve racial and ethnic equity, diversity and inclusion, in all aspects of university life.

Inclusive Excellence is the core strategy and current operating philosophy guiding the UW System's work to achieve diversity, equity and inclusion. It is a process designed to help UW System institutions establish a comprehensive, well-coordinated set of institutional actions focused on fostering student success. It is a results-oriented organizational change process that focuses on changes in policy and practice to improve organizational culture and climate, close achievement gaps, and achieve equity in student outcomes.

For further information on the UW System and its policies, programs and activities, please consult the website: <http://www.wisconsin.edu>

Challenges and Opportunities

The University of Wisconsin System sustains one of the richest traditions in American higher education, providing its state with world-class education, research and public service. The UW System and its institutions are growing Wisconsin's knowledge economy by helping more state residents earn college degrees, and it is committed to opening the doors of the university to talented students from families across Wisconsin, particularly for those from populations historically underrepresented in higher education. Its faculty and staff share a commitment to access and service to the community, and a university culture that emphasizes engagement with students, participatory governance, and open dialogue. The UW System will need to address both opportunities and challenges over the near-term future, as it seeks to continue and further strengthen its role and impact in a globally challenged funding environment. Among others, the following particularly relate to the leadership role of the new Senior Vice President for Academic and Student Affairs.

Envisioning the Future, Realizing the Promise. Throughout its history, the UW System and its institutions have sought to establish and gain agreement, with the people of Wisconsin, on a shared vision for the future and the strategies and plans to realize that vision. As mentioned above, this dialogue is currently framed by the *Growth Agenda for Wisconsin*, which offers a blueprint for developing the state's human potential, creating new jobs, and strengthening the

local communities that sustain citizens and businesses alike by building the state's knowledge economy through expanded access, increased retention and graduation rates, particularly focusing on preparation of graduates for knowledge economy jobs and careers. Another key challenge (and opportunity) will be to chart and guide, in the academic and student realms, the commitment and plans to "strike the right balance between centralization and a distributive model of authority and responsibility." Among other dimensions, the UW System will need to both encourage institutional initiative and decision-making while also keeping a focus on the education and economic needs of the state and its citizens.

The new Senior Vice President will play a central role in the leadership tasks of strategic thinking and planning, both for these initiatives and others over the future years.

- **Promoting, Sustaining and Measuring Excellence.** The UW System is justifiably proud of its tradition and reputation for quality and excellence in teaching and learning, scholarship and research, and public service. At the same time, both the System and the institutions need to sustain their competitive edge and to press the public case for the needed resources to do so, in the face of intense competition for support. Also, there are increasing expectations regionally and nationally for improved assessment of the actual impact of educational investments and programs on student learning and other outcomes. The Senior Vice President will champion and facilitate the development of cutting edge/high-quality degree programs and array throughout the system. Again, the Senior Vice President will need to play a leadership role, articulating the UW System's mission and needs to external stakeholders, and collaborating with academic colleagues within the institutions to provide the evidence documenting the System's effectiveness in measuring and achieving excellence across the three focal points of the *Growth Agenda*.
- **Strengthening Diversity and Inclusion.** Increasing diversity among students and the workforce, particularly racial and ethnic diversity, has been a major goal for the UW System and also is a key component of the *Growth Agenda for Wisconsin*. Commitments to a high quality liberal education and to diversity and equity are educational imperatives that form the underpinnings of *Inclusive Excellence* strategies across system institutions. The Senior Vice President will play a key leadership role advancing this agenda as an integral part of the *Growth Agenda for Wisconsin*.
- **Investing in Human Resources.** The UW System will be challenged to attract and retain high quality faculty and academic staff in an environment of constrained resources, as are many other systems and institutions. Nonetheless, this must be achieved if the UW System is to have the talent and capacity to realize any of its other goals and objectives. UW will need to be effective in its advocacy for resources and creative in its strategies for both recruiting and faculty and staff development. The new Senior Vice President also will need to play a key leadership role in this critical area.

Position and Qualifications

As a national leader among systems of higher education, the UW System is aggressively addressing the challenges and opportunities faced by many public university systems, including those related to enhancing the effectiveness of the system and institutions themselves. As Senior Vice President for Academic and Student Affairs, the successful candidate will be in a key position to lead the System in responding to these challenges and opportunities. In so doing, this individual will provide both internal and external leadership for the UW System, its mission and programs.

The Senior Vice President for Academic and Student Affairs reports to the President and serves as deputy for Academic and Student Affairs. The Senior Vice President leads the Office of Academic and Student Affairs, which currently consists of the Office of Academic, Faculty and Global Programs; the Office of Equity, Diversity and Inclusion; the Office of Student Services and Academic Support; the Office of Policy Analysis and Research, and Federal Relations. It is anticipated that the current structure may undergo modifications as part of the overall organizational change process described above, and the Senior Vice President for Academic and Student Affairs would help lead that effort.

The Senior Vice President for Academic and Student Affairs, in collaboration with UW System institutions, its senior administrators, faculty, staff and students, provides the vision and leadership to ensure that:

- The UW System is a national leader in serving the public higher education needs of the state through its mission of teaching and learning, research, and service;
- Wisconsin citizens have access to, and success in, the highest quality educational experiences;
- UW System and institutions model *Inclusive Excellence*;
- Students achieve inclusive excellence and are prepared for the challenges of life and work in an increasingly diverse and global world;
- The UW System serves the educational, economic and cultural needs of the state of Wisconsin.

Specific responsibilities of the Senior Vice President for Academic and Student Affairs are to:

- Provide systemwide leadership and assistance in academic and research planning, development, and review, including collaborative academic activities among institutions;
- Provide leadership to the UW System in collaboration with UW institutions on educational activities of the System including program planning, diversity and

inclusion planning, policy analysis, faculty and staff development, international education, student affairs, and instructional technology;

- Collaborate with chief academic officers within the institutions to develop system academic goals, strategies, and plans for implementation at the institutions;
- Collaborate with chief academic officers to develop system-wide strategies for international engagement;
- Work with institutions to find innovative and cost effective modes of program delivery;
- Work with institutions to ensure access and affordability of program offerings;
- Work directly with the Board of Regents' Education Committee to develop policy on academic matters, in consultation with the UW System institutions;
- Be available to represent the UW System with state government and other agencies;
- Foster and maintain relationships with the Wisconsin Department of Public Instruction, the Wisconsin Technical College System, and the Wisconsin Association of Independent Colleges and Universities; and
- Represent the UW System and maintain relationships with national and international higher education leadership and policy organizations.

In all of these activities, the Senior Vice President for Academic and Student Affairs works closely with the UW System President, Vice Presidents, and with the Chancellors and Provosts/Vice Chancellors of the institutions.

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The ideal candidate for the Senior Vice President for Academic and Student Affairs will have the following professional qualifications and personal characteristics:

- A strong academic background with an earned doctorate;
- Evidence of successful leadership;
- Evidence of strong commitment to teaching, service, and scholarly research activities and values;
- A demonstrated commitment to and knowledge about diversity, equity and inclusion as critical components of academic excellence and student success;

- Experience leading change and fostering integration and a sense of shared purpose across units and offices;
- Experience in discerning and preparing for institutional missions including freshman/sophomore, comprehensive, and research intensive institutions;
- Experience in discerning and preparing for the needs of the students of the future, grounded in evidence-based decision-making;
- Experience in, and demonstrated capacity for, senior academic administration;
- An understanding of and commitment to the UW System's tradition of faculty, academic staff, and student shared university governance;
- A collaborative and consultative style appropriate for working effectively through a complex system such as UWS;
- Exceptional oral and written communication skills;
- Effective interpersonal and strong listening skills;
- Ability to articulate the UW System's mission and programs in ways that are compelling to both internal and external audiences;
- Intellectual vigor necessary for leadership in a complex, dynamic educational System;
- A sense of humor, and the ability to use it as a leadership skill; and
- At least ten years of academic leadership experience in higher education.

Additionally,

- Experience as associate or full professor at an accredited institution and experience as a senior academic administrator at a level of dean or above are preferred;
- Academic administrative experience in a multi-campus or multi-university setting is desirable; and
- Experience in collaborating with K-12 to foster improved college and career readiness of high school graduates, and to promote dual enrollment, is desirable.

Information for Applicants

Review of candidates will begin mid-February 2012 and will continue until the position is filled, with an anticipated starting date in July or August, 2012. Applicants are encouraged to submit materials by March 1, 2012. Application materials should include: a narrative letter describing how the applicant's training and experience directly relate to the outlined job responsibilities; a detailed resumé; the names, addresses, and telephone numbers of at least five references who can attest to the applicant's professional qualifications; and a statement of whether the applicant wishes to have his or her name held in confidence or made available to the public upon request. Pursuant to Wisconsin Statutes, a list of all nominees and applicants who fail to request in writing that their identity not be revealed will be released upon request. The identity of all candidates who become finalists will be revealed when they are named as finalists. *Applicants and nominators are strongly encouraged to communicate by email utilizing Word attachments.*

Chuck Bunting and Lesley Boyd of Storbeck/Pimentel & Associates are assisting the President and the search committee. Applications, nominations, confidential inquiries, and questions about the search should be sent to them c/o uwseniorvp@storbeckpimentel.com

Further information about the UW System is available at: <http://www.wisconsin.edu>

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.