

UNIVERSITY OF  
WISCONSIN **PARKSIDE**



**CHANCELLOR**  
PROSPECTUS



## THE OPPORTUNITY

The University of Wisconsin-Parkside invites applications for the position of Chancellor. UW-Parkside is one of 13 four-year universities in the University of Wisconsin System and is located in southeast Wisconsin, two miles from the shore of Lake Michigan on 700 beautiful acres of land along the I-94 corridor halfway between Milwaukee, Wis., and Chicago, Ill.

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## ABOUT THE UNIVERSITY OF WISCONSIN-PARKSIDE

The University of Wisconsin has had a presence in southeastern Wisconsin since 1933 when it established two-year centers in Racine and Kenosha. In response to interest among residents in a four-year university and the commitment to the Wisconsin Idea to extend the university's impact to all parts of the state, the Wisconsin Legislature in 1965 passed a bill merging the two centers and creating the University of Wisconsin-Parkside that was officially founded on July 1st, 1968.

The site for the campus was carefully selected close to the border between Kenosha and Racine to signal the intention to equally serve the educational needs of both communities. It continues to serve both communities today with significant and similar proportions of the overall UW-Parkside student body coming from Kenosha (31.6%) and Racine (26.1%) counties.

Comparatively, Kenosha and Racine are distinctive within the State of Wisconsin for their diverse nonwhite populations (Kenosha 23.4%, Racine 36.1%, Wisconsin 15.7%), lower bachelor's degree or higher degree attainment rates (Kenosha 25.7%, Racine 17.2%, Wisconsin 30.8%), and higher poverty levels (Kenosha 15.6%, Racine 20.7%, Wisconsin 11.0%). The proportion of high school graduates from the area that go directly to college is also lower than elsewhere in Wisconsin and has fallen further during the pandemic.

The preeminent aim of the University of Wisconsin-Parkside's 2025 Strategic Framework is to increase by 50% the number of Parkside graduates annually by 2025. The Academic and Student Affairs Plan 2025 (ASAP 25) sets out strategies to achieve this goal. As those historically underserved by higher education continue to make up a larger part of the southeastern Wisconsin region, achieving this goal requires

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that we serve more students of color and help them graduate at significantly higher rates than is currently the case. We continue to strive to achieve our vision that a higher education transforms more and more lives in our region and beyond.

UW-Parkside currently serves approximately 4,300 undergraduate and graduate students and offers about 51 undergraduate majors, 87 minors/certificates, and 16 graduate degrees.

The university is structured with four academic colleges: Arts and Humanities; Business, Economics, and Computing; Natural and Health Sciences; and Social Sciences and Professional Studies.

The campus community comprises over 310 faculty/teaching staff and nearly 170 university staff. Since 1968, the University of Wisconsin-Parkside has been enriching minds and changing lives of those who attend. That rich legacy continues today.

## VISION

The University of Wisconsin-Parkside is a dynamic learning community grounded in academic excellence and focused on student success, diversity, inclusion, and community engagement. The campus will be a premier comprehensive public institution and destination of choice, serving as a focal point of local, regional, and global progress.

## MISSION

The University of Wisconsin-Parkside is committed to high-quality educational programs, creative and scholarly activities, and services responsive to its diverse student population and its local, national, and global communities.

To fulfill this mission, the University of Wisconsin-Parkside will:

- Offer high-quality academic programs rooted in the tradition of a liberal education in the arts, sciences, and professions, responsive to the occupational, civic and cultural needs of the region, and actively seek the continued input of all stakeholders.
- Generate, disseminate, and apply knowledge through research, professional and creative activity that benefits communities throughout the region and the world.
- Attract and retain a diverse and multicultural population of students, faculty, and staff.
- Foster a teaching and learning community that provides opportunities for collaborative interactions between student, faculty, and staff in support of excellence.
- Utilize technology creatively and effectively in courses, programs, and services.
- Prepare students to be successful in their professional, civic, and personal lives.
- Provide programs that meet the intellectual and cultural needs of people throughout their lives.
- Provide and share cultural and intellectual activities in partnership with our local and regional communities.

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Small classes and one-on-one faculty attention traditionally have been the hallmark of UW-Parkside and continue to be part of an experience that brightens futures. Our student-centric approach means students are never taught by assistants, they don't get lost in a crowd, and they get to work side-by-side with faculty members dedicated to their success.

We also support students by designing custom-tailored degree programs that meet the needs of today's demanding job market, as well as students' unique curiosities and needs. Combining academic disciplines can energize new pursuits and discoveries, so we encourage students to create the interdisciplinary course program that suits their interests.

UW-Parkside provides an unparalleled educational value to our students. An affordable, high-quality education is an investment in one's future, and we believe the cost of an education should not prevent students from achieving their educational, professional, and personal goals.

Parkside students receive a strong return on their investment. We empower our graduates and certificate recipients with the knowledge and practical skills vital to achieving personal and professional success in the changing local and global communities in which they live and work. Our ever-growing academic reputation, regional status, and location along the Milwaukee-Chicago corridor provides students with access to the region's top employers.

Alongside academics, a vibrant sense of community and entertainment is central to student retention. UW-Parkside will sponsor 16 intercollegiate athletic programs in 2023-24, representing the University of Wisconsin System as the sole NCAA Division II university in the state. UW-Parkside is a member of the Great Lakes Intercollegiate Athletic Conference (GLIAC), a leading Division II conference with 11 members spanning four states (Illinois, Indiana, Michigan, Wisconsin). Parkside Athletics has approximately 275 student-athletes representing more than 30 states and 10 countries.

An award-winning program that produces high-quality productions, Theatre Arts at Parkside is a shining gem of the cultural arts in southeastern Wisconsin.

Here, on our idyllic campus set on 700 acres of natural Wisconsin prairie and woodland, you'll find energetic students making the most of their higher education experience. With open spaces like our on-campus disc golf course, a diverse variety of student organizations, and our position as a regional center for the performing arts, UW-Parkside is a community that's easy to call home.

# THE POSITION EXPECTATIONS AND OPPORTUNITIES FOR LEADERSHIP

Beyond the management of a complex academic enterprise, the next chancellor of UW-Parkside will be encouraged to place a particular emphasis on several strategic imperatives that will continue to strengthen the university and add value to its students, faculty, staff, and community.

The University of Wisconsin-Parkside is looking for a forward-thinking leader to:

## ■ Maintain and Strengthen UW-Parkside's Mission to Transform Lives in Southeastern Wisconsin and beyond

Even during the pandemic, UW-Parkside demonstrated its commitment to increasing college attainment in the region by continuing to set historic records for the number of graduates and student success. These efforts were recognized in 2022 by the American Association of State Colleges and Universities (AASCU) with UW-Parkside receiving its Excellence and Innovation Award for Student Success and College Completion. Between 2017 and 2022, the number of graduates increased by 31.5%, growing from 771 to 1014.

Since Fall 2016, 40 new UW-Parkside academic programs, majors, or concentrations have been approved, launched, or revised. Innovation and delivery of new, market-responsive offerings, including rapidly expanding master's level options,

are a priority of the UW-Parkside 2025 Strategic Framework. UW-Parkside was reclassified in 2022 as a Medium Master's College/University, and its master's population was recognized as one of the 10 fastest-growing in the nation among small colleges/universities.

In 2015, UW-Parkside was recognized through renewal of its Carnegie Foundation for the Advancement of Teaching Classification for Community Engagement. As a previously recognized institution, the university was required to demonstrate that it had further deepened and expanded its community engagement activity.

The university has also been recognized on the United States President's Community Service Honor Roll.



## ■ Enhance Student Engagement and the Student Experience

UW-Parkside is committed to enhancing student engagement by involving students in key campus initiatives, promoting student success, fostering student development, and increasing cultural competency.

The student experience inside and outside of the classroom is key to the success of our students. Our low faculty-to-student ratio allows for individualized support and guidance. Undergraduate students, as well as graduate students, have ample opportunities to conduct research, co-author papers, and present at regional and national conferences with faculty.

In 2006, UW-Parkside became the first institution in the state of Wisconsin to earn the Carnegie Classification for Community Engagement, earning a renewal of the

classification in 2015. The Alan E. Guskin Center for Community and Business Engagement supports opportunities in community-based learning, internships, and campus employment for students as they put learning into action.

UW-Parkside serves a larger share of low-income and first-generation college students than the UW System as a whole. Vital to a student's success is a sense of belonging. Opportunities to live in a residential community; become involved in student organizations; explore aspects of one's identity; participate in athletics and other wellness activities; obtain academic support through advising, success coaching, and tutoring services; and explore career options are all important co-curricular elements of the UW-Parkside student experience.

## ■ Drive and Advance Strategic Enrollment

The Chancellor and senior leadership are charged with developing and sustaining a campus-wide enrollment management philosophy/culture that integrates all aspects of recruitment, retention, and persistence in support of enrollment growth and student success.

Demographic shifts, enrollment impacts from COVID-19, declines in college-going rates in the region, and shrinking

state financial support are all current enrollment challenges.

Building on current partnerships with local school districts, regional higher education alliances, and community organizations will continue to be top priorities. Initiatives to improve retention and graduation rates, such as the recently awarded Title III grant that provides a success coach to all first-year and transfer students, are also important.

## ■ Drive and Advance the Goals of Greater Diversity, Equity, and Inclusion

We are an institution that is diverse in race, age, ethnicity, gender identity, physical and mental ability, religion, political belief and affiliation, sexual orientation, and perspective. The university is the most racially diverse UW student body in the system. We value our campus diversity and endeavor to help create a university environment that is inclusive; where students, faculty, and staff feel safe and can show up and exist as their complete and authentic selves. The UW-Parkside envisions a community where race, ethnicity, and other human differences are not predictors of success and well-being.

The Chancellor will support continuous professional development and training opportunities for faculty and staff to elevate the climate and culture of our campus community and will partner with members and organizations in the surrounding communities to support causes that impact the lives of those we serve.

The Chancellor and senior leadership are tasked with driving a set of programs and goals designed to further advance our priorities of equity, diversity, inclusion and belonging, and build upon our strong commitment to create a welcoming, empowered, and inclusive community.

## ■ Engage and Communicate the Value of the University to External Stakeholders

The Chancellor is the primary spokesperson for UW-Parkside and must constantly speak to the value of the university to multiple stakeholders. This means working closely with elected political leaders at the federal, state, and local levels, and community business leaders. The Chancellor must advocate for policies that strengthen the university and explain policies to those who may not understand them.

The Chancellor meets with alumni groups across the state and around the country. Fundraising among alumni and friends is an increasingly important source of revenue for the university and the Chancellor plays a lead role in advancing this activity. The Chancellor must be able to:

- Lead the university through its first comprehensive campaign, which focuses on scholarships, dynamic learning environments, high-impact practices, and faculty and staff recruitment and retention.
- Serve as the lead philanthropic champion for UW-Parkside, focused on successfully closing gifts that serve to transform the university.
- Demonstrate thorough knowledge and understanding of philanthropy, higher education, and fundraising programs and related strategies, a proven ability to collaborate and organize fundraising efforts effectively, prioritizing prospects, and participating in high-level strategy and gift discussions.
- Engage actively with the Chancellor's Cabinet, Academic Deans, Athletics, the UW-Parkside Foundation, and the Alumni Association for collaborative philanthropic partnerships, planning, and execution.
- Demonstrate success in establishing and maintaining partnerships with external constituents that benefit the University and positively impact the communities it serves.
- Articulate a record of garnering new resources to support the advancement of an organization.
- Build a network of contacts to cultivate mutually beneficial relationships with community leaders, University of Wisconsin System leadership and regents, business leaders, the state legislature, alumni, parents, corporations, foundations, and donors to meet the strategic fundraising goals of the University.
- Participate in advancement and fundraising initiatives with attention to major gift donors, prospects, alumni, and premier fundraising events.

# PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

The successful candidate will possess most, if not all, of the following professional and personal qualities or abilities:

- Commitment to scholarly values, academic excellence, academic freedom and tenure, and an understanding of the diverse mission of a public higher education institution.
- Experience leading an organization through institutional transformation in an evolving educational environment. This includes nurturing change where needed in instructional and work modalities, and in student education and student services.
- Commitment to recruiting and retaining diverse top talent in all facets of university employment.
- Commitment to repurposing resources where needed to assure both efficient and effective administrative services.
- Academic or equivalent professional accomplishments, including:
  - Academic scholarship and teaching and/or research credentials, and accomplishments, or equivalent professional credentials and accomplishments;
  - A successful record of leadership, including experience in higher education or equivalent professional administration.
- Commitment to upholding core institutional values including a commitment to lead in an ethical manner, act with integrity, and hold all accountable for a safe and healthy workplace.
- Exhibit financial acumen including:
  - Financial acumen to strengthen the university's finances and ensure that it operates sustainably and proactively;
  - An ability to communicate effectively and build transparency with respect to budgeting processes, principles, and decisions;
  - Ability to manage and strengthen resource allocation within the university.
  - Work with alumni, community and business leaders, foundations, and other constituencies to support fundraising.
  - Possess strong financial aptitude and experience managing budgets, holding budget managers accountable, and setting expectations of fiscal responsibility throughout the campus community.

This position has the ultimate responsibility for the financial health of the institution and is directly accountable to the President of the UW System as well as community stakeholders. The Chancellor must be able to effectively manage all major business aspects of the university, demonstrating the ability to lead the operations of a large organization and prioritizing limited resources.

# LEADERSHIP QUALITIES

The successful candidate will possess most, if not all, of the following leadership qualities or abilities:

- Personal integrity, intellectual curiosity, compassion, resilience, and energy;
- A personal commitment to issues of diversity, equity, and inclusion;
- A passion for the student experience demonstrated by continual and meaningful direct student engagement;
- A collaborative leadership style that emphasizes openness, fairness, and excellence;
- Desire and ability to advance the university's mission in undergraduate and graduate programs;
- Provide leadership and support to faculty in teaching, scholarship, and public service;
- Ability to provide leadership to faculty, staff, administrators, students, and other constituents in implementing the current and future strategic frameworks;
- Demonstrated leadership in national higher education or similar organizations;
- Data-informed decision-making with administrative and business acumen to understand higher education's present and future.
- A commitment to continually improve the university experience for students, faculty, and staff;
- Leadership and passion for enhancing and expanding diversity, equity, and inclusion efforts that impact the campus community and broadly supporting the success of these efforts.

## Required Qualifications:

- Possess solid academic credentials, preferably with a doctorate or equivalent terminal degree, and a record of significant accomplishment.
- A candidate without an equivalent terminal degree but with significant and successful executive-level experience leading a complex public or private organization will be considered if they demonstrate the qualities expected of any applicant;
- A deep- rooted understanding of and appreciation for the freedoms, responsibilities, and independence of the university and a thorough command of the forces and issues shaping the national higher educational landscape.



## PROCEDURE FOR CANDIDACY

The executive search firm AGB Search is assisting UW-Parkside in the search for its next chancellor. Inquiries, nominations, and applications are invited. Nominations and inquiries can be directed to AGB Search consultants: Matthew Kilcoyne, Principal, [matt.kilcoyne@agbsearch.com](mailto:matt.kilcoyne@agbsearch.com) or Melissa Trotta, Associate Managing Principal, [melissa.trotta@agbsearch.com](mailto:melissa.trotta@agbsearch.com).

Application materials should be submitted using: [UWParksideChancellor@agbsearch.com](mailto:UWParksideChancellor@agbsearch.com)

For formal consideration, applicants should submit materials including the following:

- A letter of application addressing the leadership opportunities and qualifications articulated within this prospectus;
- A curriculum vitae or resume;
- Names and contact information for five professional references.

The position will remain open until filled. Complete applications received by **May 31, 2023**, are assured full consideration. Nominations and expressions of interest will be treated in confidence. References will not be contacted without prior knowledge and approval of a candidate. The university will not reveal the identities of applicants who request confidentiality in writing, except as required by Wis. Stat. § 19.36(7) which requires disclosure of those identified as final candidates for position of chancellor. Employment will require a criminal background check. It will also require applicants and references to answer questions regarding sexual violence and harassment. Material presented in this leadership profile should be relied on for informational purposes only.

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UW-Parkside is an AA/EEO employer: All applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, sexual orientation, gender identity/expression, disability, or protected veteran status. Individuals from diverse backgrounds are encouraged to apply.