University of Wisconsin Colleges
The Search for a Provost and Vice Chancellor for Academic Affairs
The Opportunity

The University of Wisconsin (UW) Colleges seeks an innovative, enterprising and strategic Provost and Vice Chancellor to provide academic leadership to a dynamic multi-campus institution serving over 10,000 students with high quality liberal arts general education instruction and an array of groundbreaking pathways toward the completion of a baccalaureate degree. The Provost reports to the Chancellor of the UW Colleges and UW-Extension and serves as the chief academic officer of the UW Colleges, which is one unit of the University of Wisconsin System. A member of the Chancellor’s cabinet, the Provost leads the Office of Academic Affairs and has broad responsibilities for the academic and student success of UW Colleges.

The search begins as UW Colleges is in the process of implementing a new regional leadership structure, advancing its bachelor’s completion degree, preparing for UW Colleges Online to gain campus status, expanding its reach to an increasing number of international students and undertaking a number of curricular and program innovations. These initiatives, prompted in part by the competitive enrollment and resource environment in higher education, reflect UW Colleges’ capacity for change and responsiveness to the needs of the students and communities it serves. The new Provost will arrive at a pivotal juncture to help UW Colleges shape and communicate its distinctive identity and compelling academic vision. This is an exciting opportunity for an experienced and strategic academic leader to join a strong senior leadership team and work collaboratively with an engaged faculty, instructional academic staff and student community.
About the University of Wisconsin (UW) Colleges

The UW Colleges provides students of all ages and backgrounds the world-class education of the University of Wisconsin closer to home. Through 13 campuses located throughout the state, the virtual campus of UW Colleges Online and a central administrative office located in Madison, the UW Colleges provide freshman-sophomore liberal arts transfer credit instruction, an exceptional record of transferring and completing baccalaureate degrees and a bachelor degree completion program. While UW Colleges plays a special role as an open door to the UW System, it is increasingly a first-choice destination for many students. Through the personal involvement offered by faculty and staff who are committed to helping students select their best pathway to complete their college degree and launch their careers, the UW Colleges serves more part-time, adult undergraduates and first-generation college students than any other institution in the UW System.

The accomplished faculty and instructional staff of UW Colleges are engaged and committed to offering students a high quality, affordable and relevant education in a supportive and welcoming learning environment. Our accomplished instructors take very seriously an excellence in teaching that students have come to expect at UW Colleges. Campuses have established a commitment to and a record of providing access and quality liberal arts general education courses leading to Associate Degrees. Through collaborative agreements, articulations, and a bachelor degree completion program, students have an increasing number of opportunities to complete degrees in their local community. In and out of the classroom, faculty and staff prepare students to become lifelong learners, responsible citizens, and community leaders.
Program delivery in the UW Colleges includes traditional face-to-face classroom instruction on campuses, face-to-face instruction in high school classrooms, compressed video distance education, online course offerings, and the UW Flex competency-based program. But, no matter the modality of program delivery, students are provided opportunities to engage in high-impact practices, including service-learning, internships, and collaborative undergraduate research projects. The UW Colleges also provides a bachelor degree completion program, the Bachelor of Applied Arts and Sciences (BAAS), at six campuses (UW-Baraboo/Sauk County, UW-Barron County, UW-Marshfield/Wood County, UW-Richland, UW-Rock County, and UW-Waukesha). The BAAS degree is ideal for busy, place-bound adults who want to continue their education and achieve their career goals.

UW Colleges was created in its current form after World War II when the Board of Regents adopted a formal policy encouraging counties and municipalities to provide land and buildings for use by the University of Wisconsin. At that time, the campuses were part of the UW-Extension. The two-year campuses became a single institution within the UW System in the early 1970s with the merger of the University of Wisconsin and the Wisconsin State Universities. The name UW Colleges was adopted in 1997. In 2005, the Board of Regents placed the UW Colleges and UW-Extension under a single chancellor and administration, although the two institutions have separate provosts and retain their individual identities. Today, UW Colleges represent a unique educational partnership between state and local government. Seeing the local value of two-year baccalaureate transfer institutions, counties and cities built the UW Colleges’ campus facilities and continue to be contributing partners with the UW System and the state.

The UW Colleges share a common chancellor and administration with UW-Extension as well as a shared commitment to:

- Strengthening Wisconsin’s educational pipeline and meeting the state’s need for more college graduates.
- Providing a more creative and educational university experience that fosters critical thinking and citizenship so students can compete and succeed in a global environment.
- Fostering and expanding the Wisconsin Idea to address the state’s greatest needs and help Wisconsin businesses and communities become more successful.

UW Colleges and UW-Extension bring together individuals, public- and private-sector partners and communities to provide access to university-based research, resources, information and expertise. These two institutions are dedicated to and are living examples of the Wisconsin Idea—the belief that access to the knowledge and resources of the University of Wisconsin should be spread to all corners of the state and all 5.7 million Wisconsinites.
UW Colleges Mission
The University of Wisconsin Colleges is a multi-campus institution committed to high quality educational programs, preparing students for success at the baccalaureate level of education, providing the first two years of a liberal arts general education that is accessible and affordable, providing a single baccalaureate degree that meets local and individual needs, and advancing the Wisconsin Idea by bringing the resources of the University to the people of the state and the communities that provide and support its campuses.

[Approved by the UW Board of Regents June 9, 2011]

By The Numbers
- 14 two-year campuses, including UW Colleges Online, within the UW System
- Second largest freshman class in the UW System
  - 30.5% are 22 or older
  - 57% first-generation students
  - 13.9% are underrepresented minorities
  - 39.2% attend part-time
- Lowest tuition in the UW System at $5,125 average annual tuition and fees
  - 48% Pell Grant recipients
  - Only 36% of UW Colleges’ students graduate with student loan debt
- Over 70% of UW Colleges students who transfer go on to complete a baccalaureate degree
- Over 270 FTE faculty, over 220 FTE instructional academic staff
- All told, UW Colleges comprises 2.4 million square feet within 78 buildings on 1100 acres, the combined value of which is $432 million.
- Because of the quality of education available and the value inherent in having a UW College campus in their communities, city and county partners invest an average of $8 million annually.
Shared Governance

Shared governance is a strong tradition within the UW Colleges. Governance is organized at the campus, department, and institution-wide levels. On the campus, governance is organized through a campus Collegium that represents faculty, academic and university staff and students; each campus elects various committees, including a steering committee. Each campus also has its own student government. The 17 academic departments are organized institution-wide, not by campus. Academic department chairs may hold appointments at any campus. Each academic department is governed by its own set of bylaws that lay out personnel and other committee responsibilities. UW Colleges Senate policies govern personnel matters, including tenure and promotion procedures, as well as all curricular matters, including the Associate of Arts and Science degree and the Bachelor of Applied Arts and Sciences degree. Faculty representatives to the UW Colleges Senate are elected campus by campus. Academic and university staff and student representatives are elected at large.

Response to Recent Challenges

In 2015, with declining state support and a heavy reliance on tuition, it became clear that the institution’s management model would have to adapt. As a result, Chancellor Cathy Sandeen launched a historic reorganization of the UW Colleges, engaging over 100 UW Colleges faculty, staff, and students in an intensive six-month planning process. Chancellor Sandeen charged the institution to think boldly and identify $5.2 million in savings, all while remaining true to the institution’s key priorities: to provide the highest level of instruction and services to UW Colleges students, and to uphold our commitment to the communities that invest in the institution. One of the results of this collaborative work was the adoption of a streamlined four-region model for leadership and administrative management in early 2016. Many functions (student recruitment, financial aid, library administration) were centralized. With changes of this magnitude, the institution continues to evolve into its new structure.
Institutions of higher education around the nation are facing challenges in the retention of high-quality faculty and staff. UW Colleges has responded by investing nearly $1.4 million in faculty and staff salaries and retention incentives since 2014. Additionally, maintaining a strong tradition of shared governance and tenure practices in the UW Colleges remains a key priority for UW Colleges leadership.

Wisconsin is facing significant demographic and economic changes. With an aging population, traditional manufacturing jobs on the decline, and nearly 750,000 Wisconsinites with some college and no degree, UW Colleges is positioned to be a key solution to ensuring Wisconsin’s economic future. With recent declines in enrollment and the prospect of the continuation of a highly competitive student recruitment environment, UW Colleges has responded with a number of innovations: developing the full Associate of Arts Degree in a direct assessment competency-based program; the recent hire of the institution’s first adult student recruiter; increasing high-impact teaching practices such as internships in critical business industries; and undertaking an initiative to fully reshape the general education curriculum.
Office of Academic Affairs

Under the leadership of the Provost, the Office of Academic Affairs promotes and ensures academic quality and student success in the UW Colleges. Its programs and initiatives focus on achieving excellence in instruction, curriculum and the academic environment. The Provost leads a large number of programs and initiatives across UW Colleges and oversees a budget of over $10 million. Over 80 full-time equivalent positions advance the programs of the office across the state. Only three of these positions work with the Provost from the UW Colleges administrative offices in Madison (an Associate Vice Chancellor for Academic Affairs, a Director of International Education and an Executive Assistant). The Dean of UW Colleges Online currently reports to the Provost and coordinates this program from a separate Madison location. A number of other program coordinators reporting directly to the Provost are based outside of Madison and some serve in program leadership roles on a part-time basis. These include: the Engineering collaborative program; Institutional Effectiveness; UW Colleges’ participation in the UW Flexible Option Program; Gender Equity; Wisconsin Institute of Public Policy and Service and the Office of Distance Learning.

To advance institution-wide goals and academic collaboration and to maximize resources, the UW Colleges combines elements of statewide, regional and campus-level organization in unique and creative ways. As mentioned previously, academic departments are organized statewide, with members across all of the UW Colleges’ campuses. The department and program chairs report to the Provost. Each of the four regions is led by a Regional Executive Officer (REO)/Dean. These leaders report jointly to the Chancellor and the Provost. Since the REO is expected to be present at all campuses in a region and not call one ‘home,’ an associate dean (either for Academic Affairs, Student Affairs or Fiscal Affairs) serves in a campus leadership role on each campus in addition to their programmatic assignment for their region. The Associate Deans for Academic Affairs report through the Associate Vice Chancellor for Academic Affairs to the Provost. A number of other programs led by campus-based faculty or staff report to the Associate Vice Chancellor of Academic Affairs, including: the Executive Director of Libraries and the Office of Library Support Services, the UW Colleges Assessment Program, the Developmental Math Coordinator, the Developmental Reading and Writing Coordinator, the Virtual Teaching and Learning Center and the Director of the Wisconsin Institute for Public Policy and Service (a joint program with UW-Extension).
Role of the Provost and Vice Chancellor

The Provost and Vice Chancellor has broad and comprehensive responsibilities for the academic and student success of UW Colleges. Reporting to the Chancellor of the UW Colleges and UW-Extension, the Provost is a central member of the Chancellor's Cabinet and represents the UW Colleges in meetings of Vice Chancellors of the UW System. The Provost is expected to provide the academic and administrative leadership to achieve a high standard of excellence in instruction and student success. S/he fosters collaboration with faculty, staff, students and external communities to promote student success through research, use of best practices, evaluation, continuous improvement, shared governance and student success strategies. S/he will be expected to utilize strategic academic planning, develop academic policy, manage fiscal affairs for the academic enterprise and advocate for faculty and student rights and responsibilities.

The Provost serves as a senior leader, decision maker and public advocate. It is expected that the Provost will be an active and engaged member of the University community. The Provost will have the capacity to give positive and powerful expression to the educational mission, program and experience that defines the UW Colleges.

The Provost and Vice Chancellor is the Chief Academic Officer of UW Colleges and responsibilities of the role include:

- Overseeing the planning, development and administration of all aspects of UW Colleges’ programs, activities and budget in the instructional and academic support areas;
- Making recommendations regarding appointment, retention, tenure and promotion of faculty and staff;
- Articulating the long-term vision and strategic plan to guide the development of academic affairs in UW Colleges, consistent with the institutional vision;
- Facilitating curricular review, innovation and development, and accreditation reviews;
- Reinforcing the UW Colleges’ academic strengths, successes and role in supporting the Wisconsin Idea;
- Promoting the strength of the UW Colleges sense of community and continuing to forge synergistic relationships with local communities and other constituencies; and
- Fostering the professional growth and development of faculty and staff.
Opportunities for Leadership
UW Colleges offers a strong record of achievement and many assets. It has a well-deserved reputation for successfully fulfilling its mission of educational access, excellence and student success and strong collaborative partnerships with Wisconsin communities, the other institutions of the UW System and the State of Wisconsin. UW Colleges assets include: an engaged faculty and staff with strong academic credentials, both Associate and BAAS degrees, an Online campus, guaranteed transfer opportunities to the four-year campuses of the UW System and a strong leadership team. In addition, its 13 two-year campuses across the state offer students a supportive college experience with many co-curricular campus activities close to home. For students who do not commute, most campuses offer either on or off-campus accommodations. The UW Colleges has a firm foundation as it seeks to meet new challenges and sustain its contributions to its constituents.

Articulating a Compelling Vision
The UW Colleges’ ethos involves a deeply held commitment to educational opportunity, excellence in teaching and access, as well as a drive to deliver student-centered educational programs that are relevant, innovative and of high quality. The commitment to fulfill this mission through collaborative community and inter-institutional educational partnerships is strong, too. The new Provost should not only nurture these values but help to articulate and communicate what is distinctive and compelling about a UW Colleges’ education to the community at large. In the highly competitive higher education marketplace, more prospective students and their families should see the UW Colleges as a destination of first-choice. While shaping this message requires close collaboration with all those associated with the academic program, it also demands creative and inspiring leadership in the work to develop and maintain excellent student-facing academic programs that will attract students in a competitive, enrollment-challenged market.

Leading with Confidence
The new Provost will need to build upon a significant number of ongoing initiatives and will also need to be confident and creative enough to develop new ones. Current initiatives include the BAAS degree, UW Colleges Online, curricular reform, the full implementation of the regional organization, expanding international enrollments or others, and all will require experienced and talented leadership to maintain momentum and realize potential. UW Colleges has been responsive to fiscal and demographic challenges and has shown its capacity for change. It now seeks a leader who can help the academic community to achieve the intended benefits of these changes and begin a strategic conversation to shape an academic vision and set of goals for the future. UW Colleges seeks an engaged and open academic leader who will serve the entire institution and forge partnerships will all constituencies.
Partnering with Faculty, Academic Staff and Students
The dedicated, talented and diverse faculty and instructional staff can take pride and much of the credit for the UW Colleges’ academic achievements in support of students and Wisconsin communities. Having strong campus and community loyalties, many have found the recent regional re-organization challenging. Regionalization and the centralization of some functions have resulted in changed programs, job responsibilities and roles on the campuses. In this environment, faculty, staff and students value their roles in shared governance more highly than ever. Shared governance is a strong tradition within the UW Colleges, and its vitality will be sustained as its processes are aligned with new leadership structures and responsibilities. UW Colleges has a diverse student body with significant numbers of non-traditional, place-bound and part-time students as well as traditional full-time students. Faculty, staff and students seek to continue their role in shared governance in partnership with an inclusive and inspiring academic leader.

Managing Collaboratively and Decisively
UW Colleges operates in a complex environment marked by many overlapping partnerships. As a multi-campus system itself, it operates as one institution within the University of Wisconsin System. As such, it must partner effectively with the UW four-year campuses, UW-Extension and the Board of Regents to advance its educational programs and serve the interests of its students. Its county and municipal partnerships at the campus level are also crucial to the success of the entire institution. As a statewide institution, it also maintains relationships and partnerships with state government. In addition, many other partnership opportunities exist with private universities, technical colleges and State of Wisconsin agencies. All these relationships are collaborative and require sensitive, pragmatic, and diplomatic two-way communication to succeed. Managing within the UW Colleges is also a collaborative exercise as the campuses and constituencies need to be consulted and heard in advance of a decision. An academic leader can strengthen these partnerships and manage decisively with strong listening and communication skills, use of data, an understanding of fiscal implications and a capacity to build relationships and trust.

Contributing to a Strong Leadership Team
Cathy Sandeen, a leader in higher education and innovation, began her appointment as chancellor of the UW Colleges and UW-Extension on December 15, 2014. Her senior leadership team in the Madison office, in partnership with regional and campus-based leaders, has been instrumental in shaping the UW Colleges’ multi-faceted response to fiscal realities and enrollment challenges. The senior leadership team consists of the Vice Chancellor for Administration and Finance, the Provosts for both UW Colleges and UW-Extension, the Chief of Staff, and the Associate Vice Chancellor for Student Affairs and Enrollment Management. The AVC for Student Affairs and Enrollment Management reports to the Chancellor and works closely with the Provost and Office of Academic Affairs to advance multiple strategies for student recruitment and retention. The leadership team must continue to have a strong advocate for the academic program and student success. Chancellor Sandeen believes that the strategic goals of the UW Colleges must be shaped by a forward-looking academic vision and strives to bring an experienced and talented academic leader to the leadership team.
Qualifications and Desired Attributes

The Provost and Vice Chancellor is required to possess an academic record sufficient to achieve tenure in one of UW Colleges’ academic departments which includes excellence in teaching, a history of professional development and most often a terminal degree. The Provost must also have a record of successful and progressive leadership and administration in higher education. The ideal candidate for this position should be a person who:

- Values the university as a community of learners among students, faculty and staff;
- Understands the importance of liberal and general education and values the UW Colleges access mission;
- Appreciates the UW Colleges’ close ties to its region and a desire to be a visible participant in community, state and other partnerships, including recognition of the need for relevant and broad education that also connects to regional and community workforce needs;
- Demonstrates a successful track record of leading curricular and teaching innovation;
- Appreciates the importance of scholarship within the context of a teaching institution;
- Understands the importance of student success and completion (transfer) and makes this a priority;
- Supports and understands interdisciplinary teaching and experimentation with emphasis on high impact educational practices, active and collaborative learning;
- Demonstrates a commitment to multiculturalism, diversity and inclusion and brings a global perspective;
- Demonstrates a commitment to and willingness to advocate for shared governance;
- Has experience in institutional planning as an inclusive process;
- Understands the need for student assessment and has experience overseeing assessment and accreditation efforts;
- Has experience in obtaining extramural funding;
- Works collaboratively with student affairs and enrollment management functions;
- Understands the importance of making data-informed decisions about budgets and the academic workforce as well as supervising institutional research and effectiveness efforts;
- Understands current higher education issues, trends and future conversations, recognizing the importance of strategic plans; and
- Develops and maintains multiple collaborations across UW System institutions, other academic institutions, professional associations and funding agencies.
**The Nominations and Application Process**

The appointment of a new Provost and Vice Chancellor for Academic Affairs is anticipated in June 2017 with a preferred start date of August 1, 2017. Although nominations and applications will be accepted until the appointment is made, candidates should submit materials by April 10, 2017, for full consideration by the Search and Screen Committee.

The application should include: 1) a letter of interest specifically addressing the applicant’s background in relationship to qualifications and leadership opportunities described (not more than three pages); 2) a current resume; and 3) the names of five professional references with each person’s position, office or home address, e-mail address and telephone numbers. References will not be contacted without the express permission of the candidate. Nominations and application should be sent electronically (MS Word or PDF Format) to uwpprovost@agbsearch.com

The search is being assisted by:

Judith B. Ward, Senior Consultant
AGB Search, Washington, DC
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Ms. Ward invites nominees and prospective candidates to contact her via email to discuss this opportunity prior to submitting their application. All inquiries will be held in strict confidence. Under Wisconsin State Law the names of finalists must be made public. However, at the time of their application, a candidate may request confidentiality and this will be honored until the final stage of the search process.

*The UW Colleges in an equal opportunity/affirmative action employer and encourages women, members of minority groups, persons with disabilities, and veterans to apply.*