



UNIVERSITY of WISCONSIN  
GREEN BAY



# Chancellor Leadership Profile



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This Leadership Profile is intended to provide information about University of Wisconsin-Green Bay and the position of Chancellor. It is designed to assist qualified individuals in assessing their interest.

## Opportunity Summary

The University of Wisconsin System invites [applications and nominations](#) for the [position](#) of Chancellor of the University of Wisconsin-Green Bay (UWGB). Building on the successes of recent years, including four consecutive years of enrollment increases and the creation of 20 new academic programs, UW-Green Bay seeks a committed leader to champion continued growth and innovation that meets the needs and challenges of the region, ensures access to affordable higher education, prepares students for future success, and enhances the university's contributions to the community.

Established in 1965, [UW-Green Bay](#) is one of eleven comprehensive universities in a public higher education system that also includes two doctoral institutions and a statewide Extension. UW-Green Bay enrolls almost 8,500 undergraduate and graduate students across campuses located in Green Bay, Marinette, Manitowoc and Sheboygan through its four colleges: Arts, Humanities and Social Sciences; Science, Engineering and Technology (including the Richard Resch School of Engineering); Health, Education and Social Welfare; and the Austin E. Cofrin School of Business.





**The new Chancellor will be expected to sustain – and strategically build upon – the university’s momentum. The university of Wisconsin System is seeking an experienced and forward-looking leader who will be presented with the following opportunities for professional and personal fulfillment:**

- ✓ Serve as the leader of a campus “on the move” which has made exciting gains in enrollment, programs, and reputation
- ✓ Collaborate regularly with an exceptional team of administrators, faculty, and staff in a strong tradition and framework of shared governance strengthening UW-Green Bay’s delivery of high quality academic programs at continually and increasingly affordable costs
- ✓ Interact regularly with engaged students who are appreciative of UW-Green Bay’s academic and co-curricular programs and eager to apply these resources to their own growth and development
- ✓ Work closely with the region’s leaders – government, private sector, academic, and community – in expressing the university’s commitment to improving the quality of life and economic well-being of its citizens
- ✓ Work and reside in a vibrant metropolitan area that provides for the highest quality of life and a diversity of people, resources, and activities.

One of the largest systems of public higher education in the country, the University of Wisconsin System serves more than 170,000 students each year and employs approximately 39,000 faculty and staff statewide. The Chancellor of each UWS institution reports to the system president.

**“What the people in this room, along with many other supporters not with us today have done in the past five years to fundamentally transform a university in one of the worst times in the history of American higher education is beyond extraordinary. Just think about this. A full reorganization of the institution, a historic expansion of undergraduate and graduate programs, four years of enrollment increases, a new school of engineering, a new building on campus, new athletic facilities, record increases in philanthropic giving, an unprecedented geographic expansion with the addition of three new campuses and a new mission to set the course for the future.”**

Gary L. Miller, Chancellor, UW-Green Bay  
Fall Convocation, August 22, 2019



## Opportunities and Expectations for Leadership

Beyond the management of a complex academic enterprise, the next Chancellor of the university 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.

### **1. Build on UW-Green Bay's recent transformation successes to further optimize the university's assets, reputation and possibilities**

The transformation of UW-Green Bay over the past decade has produced a shared sense of excitement about the university's potential. Faculty, staff, and community members are eager to be engaged in building on this momentum to realize further success. Achieving these possibilities will enable growth in both enrollment and breadth of undergraduate and graduate programming, increase access to higher education, ensure the affordability of a college education, and prepare students for success in a dynamic world.

These aspirations are embedded in the university's recently established vision and mission - a mission which calls for campus leadership and the next Chancellor to sustain the places where its stakeholders work, play and call home—Wisconsin and beyond. UW-Green Bay's next Chancellor will have the opportunity to bring this mission to life, and use this firm foundation as a platform to further advance the university's reputation, relationships and resources.

### **2. Define and communicate a more distinctive identity for UW-Green Bay**

Over recent years the university has invested in programs, facilities, community engagement, and the student experience. Prominent achievements include the launch of a new engineering school, establishment of 20 new academic programs, and construction of new academic and co-curricular facilities.

These enhancements have been celebrated by UW-Green Bay's core stakeholders (faculty, students, staff, alumni, and its immediate community partners) but need to further penetrate broader constituencies in the interest of continued growth in enrollment, philanthropic fundraising, public support, and regional/statewide/national recognition. While most of its

stakeholders acknowledge UW-Green Bay's size and prominence within Wisconsin, it does not currently convey an associated brand that puts the university at the same level of recognition as several of the state's other largest institutions.

The Chancellor should spearhead efforts to create more distinctiveness to UW-Green Bay. A current research effort is underway to better understand UW-Green Bay's reputation, identity, and "brand promise." This knowledge will be folded into a strategy to present a renewed UW-Green Bay brand and identity that will directly support the goal of strategically positioning the university as a "destination" school for first time and transfer students who will be successful in meeting the academic rigor of university programs. The Chancellor will also enhance UW-Green Bay's standing with its donors and other key external constituents and funders, including the Governor, the legislature, and the Board of Regents.

### **3. Serve as UW-Green Bay's "Champion" in outreach and advocacy**

The Chancellor is looked to as the "face and voice" of the university in representing its interests to external partners. The university's success in building its reputation and resources is directly impacted by the effectiveness of its external advocacy and communications — with the legislature, the Governor and state administration, the private sector, donors, and leaders in key Wisconsin communities. This outreach will need to be further intensified in the future, as public resources become tighter and the expectations of these external stakeholders become sharper. The next Chancellor will need to convey to all stakeholders a clear and enthusiastic personal embrace of UW-Green Bay. To succeed, the Chancellor must possess knowledge of the university's strengths and potential, and have the ability to communicate these strengths to others.

The Chancellor must be able to navigate Wisconsin's political landscape and build positive working relationships with elected officials and community/business leaders. They must continue to strengthen bridges to the local communities by engaging actively with business and community neighbors in building partnerships and by working with them to manage

healthy economic growth and development. Other key constituencies include local school districts and other institutions of higher learning (such as Green Bay Area Public School District and the Northeast Wisconsin Technical College).

#### **4. Foster a campus community of inclusion, diversity and civility**

UW-Green Bay has worked effectively in recent years to significantly expand the diversity of its students, faculty and staff (approximately 20% of the fall 2019 freshman class were underrepresented students), but the need for continued progress in this area remains an important goal. The Chancellor must lend personal authority and passion to efforts underway to impact this profile through targeted recruiting and by conveying a personal commitment to this goal. The Chancellor should also promote authentic diversity recognizing the perspectives and experiences of the whole university community.

#### **5. Strengthen relationships and partnerships with key internal UW-Green Bay constituents**

While the external role of the Chancellor is paramount, they must be attentive to the university's internal communities, and convey a visible commitment to building a holistic culture that unites students, faculty, staff, trustees and other governance units in support of the common mission of ensuring UW-Green Bay's future success. The Chancellor will invest appropriate personal energies to build positive relationships with key campus constituents, including faculty, staff and students. The campus culture of UW-Green Bay prizes a leader who is visible, accessible, engaged, and outgoing and who personally engages in efforts to foster school pride.

Among the faculty and staff the Chancellor should establish personal/professional credibility by reaching out to understand faculty needs and expectations, value shared governance, and implementing proper planning and communications protocols that strengthen this partnership on an ongoing basis.

#### **6. Sharpen UW-Green Bay's enrollment strategy**

The university has experienced positive enrollment growth in recent years, but in light of challenging demographic trends of the region and intensifying competition from other universities in Wisconsin

and from surrounding states, the Chancellor will be expected to ensure sustainable enrollment levels (and associated revenues) through a focused and effective enrollment management strategy. The Chancellor must lead a continuing conversation about the university enrollment strategy that will align the senior leadership team in support of an enrollment plan that properly balances appropriate admission standards for student quality with an enrollment yield that provides tuition and housing revenues necessary to sustain the university's budget.

Beyond stabilizing – and ideally growing – UW-Green Bay's tuition revenues, the Chancellor should encourage more aggressive consideration of alternative sources of revenues, such as those driven through on-line learning and by serving non-traditional, continuing learners.

#### **7. Build and steward UW-Green Bay's resources**

The University of Wisconsin-Green Bay is in a solid financial position. However, in light of uncertain state appropriations for public higher education and the current statewide freeze on tuition, the Chancellor will be expected to generate new philanthropic revenue streams that will be critical to maintaining the quality of UW-Green Bay academic and co-curricular programs, the depth of its faculty and staff expertise, and the attractiveness of its facilities.

Over the past several years, the university has placed a higher emphasis on fundraising activities and results (a signature achievement was raising \$15 million for the new Engineering building). Its endowment has now reached \$38 million. The Chancellor's Council of Trustees has attracted highly supportive, energetic, and ambitious members.

The time is right for the next Chancellor to intensify efforts to instill a culture of philanthropy and raise more private funds. The next Chancellor will achieve this goal by dedicating appropriate time and energy to personally cultivating and stewarding current and future donors. With an alumni base of more than 39,000, there is untapped capacity at UW-Green Bay and the Chancellor will lead the planning necessary to build increased annual giving (only 4% of alumni currently contribute).



## Qualifications and Qualities

The ideal candidate for Chancellor of UW-Green Bay will possess most of the following professional qualifications and personal characteristics:

### PROFESSIONAL QUALIFICATIONS

#### Academic Credentials

Possess solid academic credentials, preferably with an earned doctorate or equivalent terminal degree, and a record of significant accomplishments. 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 academy and a thorough command of the forces and issues shaping the national higher educational landscape.

#### Financial Acumen

Experience in managing the financial and budgeting operations of a major unit or organization is a prerequisite for this position. Prior financial management experience will provide the foundation for effectively managing all major business aspects of the university.

#### Fundraising

Raising resources is critical to the growth and progress of UW-Green Bay, and the Chancellor must play a key role in this process. The Chancellor provides overall strategy, oversight, and involvement to help cultivate donors and raise necessary funds. The Chancellor will have demonstrated both a talent and an enthusiasm for fundraising, and possess the personal and social skills - and a passion about the university's mission - to cultivate financial support and partnerships in the private sector.

#### Community Engagement

UW-Green Bay must constantly be sensitive to its community presence and image, and the Chancellor must have a high level of involvement and visibility across the region served. The Chancellor's work in the community is a must to help position UW-Green Bay as a leading university throughout Northeast Wisconsin and beyond. Past experience in community organizations or nonprofit boards would be indicators that the new Chancellor would embrace such initiatives in this position.

#### Advocacy

As a public institution, UW-Green Bay's fortunes are regularly impacted by how its external stakeholders perceive its value to the Green Bay region and the State of Wisconsin. The university's Chancellor must present the political acumen and "street smarts" to position the university effectively and positively with the UW Board of Regents, political, business, and civic leaders, and its surrounding higher education competitors.

#### Marketing and Promotion

Much of the university's future successes will be based on a repositioning of its brand and image not only locally, but nationally as well. A key part of driving the university's strategic direction will be its external marketing efforts.





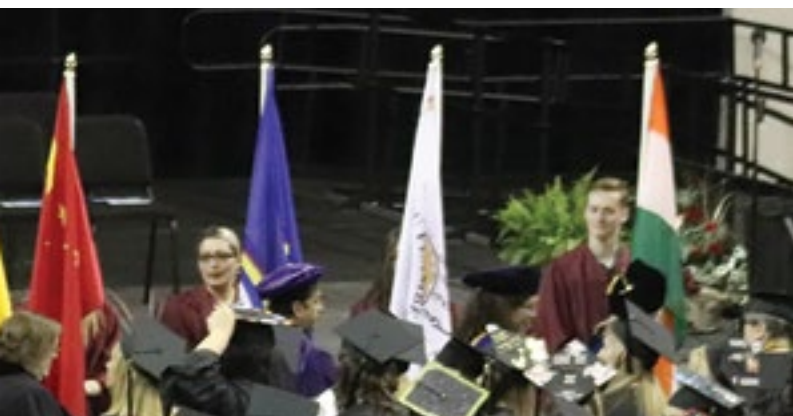
### **Governance in a University Environment**

Having first-hand knowledge of governance practices is essential, and experience gained in a university setting would be preferred. Working with a governing board will help the new Chancellor become quickly and properly engaged with the University of Wisconsin's Board of Regents.

Of particular value would be previous experience in an atmosphere of shared governance. The Chancellor should possess the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared governance, tenure, and academic freedom at UW-Green Bay. This includes seeking appropriate input for major decisions; reaching out to faculty, staff, and students and encouraging their engagement in campus matters; and conveying a collaborative leadership style. These attributes will validate a commitment to the UW System's longstanding adherence to shared governance and the pursuit of the Wisconsin Idea.

### **Information Technology**

In today's world of rapid technological advances and applications, a working knowledge of the direction and possibilities of information technology would be very useful in steering advances and shaping communications at UW-Green Bay. Attention to alternative course delivery, digital opportunities and cybersecurity issues are critical to the organization's future success.



## **PERSONAL QUALITIES**

**Academic Excellence** – Commitment to an environment where teaching and student success remain the top priority, with an appropriate research and scholarship agenda integrated into that agenda.

**Executive Disposition** – Conveying an image that is consistent with UW-Green Bay's values; demonstrating the high energy, positive attitude and personal demeanor that inspires leadership respect.

**Progressive Thinking and Behavior** – Conveying an entrepreneurial approach that encourages new ways of approaching problems and opportunities, and a willingness to foster and incite change.

**Drive for Results** – Setting high goals for personal and group accomplishment and accountability; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

**Valuing Diversity** – A demonstrated commitment to diversity, inclusion, equity, and international education and the ability to articulate a strong rationale for their importance to effective learning at UW-Green Bay.

**Student Orientation** – A commitment to keep students at the center of UW-Green Bay's programs and operations, with their academic and holistic development being the ultimate goal.

**Authenticity** – A basic genuineness which engenders trust, encompassing integrity and a willingness to be receptive to feedback; confidence, but with humility.

**Personal Values** – A leader who exhibits and embodies integrity, collegiality, leadership development, support of scholarship and creative activity, and enthusiasm. A leader who values participating in a campus community that honors tradition, embraces intelligent growth, and reflects the collegiality, respect, mutual support, and warmth of family. Above all, has the courage and conviction to make the necessary decisions in a compassionate way to ensure UW-Green Bay's long-term success.



## Role of the Chancellor

The Chancellor of UW-Green Bay will be an engaged, inspiring leader with a demonstrated commitment to the university's heritage, mission and core values. The Chancellor will advance those values by building on the university's traditions and strengths, actively seeking consensus among all its constituencies and exercising superb management and decision-making skills. The Chancellor will communicate effectively with both internal and external constituencies, articulating clearly and passionately UW-Green Bay's mission and strategic aspirations. The Chancellor will work effectively with the University of Wisconsin System President and Regents in pursuit of the strategic initiatives that will further strengthen the university and the community.

The Chancellor will embrace the faculty's commitment to excellence in teaching underscored by quality scholarship and strengthen their connection. The Chancellor will strengthen and foster a vibrant and diverse community of students, faculty and staff, enhancing relationships with alumni, parents, community leaders and others closely associated with the university. Finally, the Chancellor will lead by modeling character, passion, integrity and the pursuit of knowledge.

### **The Chancellor's principal duties are to:**

- Lead UW-Green Bay consistent with its mission and core values;
- Ensure the university pursues and achieves excellence in its academic endeavors, including, but not limited to, quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty and the achievement and success of its students;
- Work closely and collaboratively with the leadership of the University of Wisconsin System in regularly reviewing and refining UW-Green Bay's strategies for continued success;
- Cultivate relationships with local, regional and state elected officials to further their recognition of the value UW-Green Bay provides to the citizens of Wisconsin;
- Nurture the strong relationship between the UW-Green Bay Foundation and the university through engaging alumni's participation in university events, mentoring, internships, career opportunities and financial support;
- Lead aggressive efforts to raise funds from individual donors, alumni, private and non-profit sources, government grants, corporations and foundations. The Chancellor's principal role here is to facilitate this process by ensuring donors recognize the significance of their potential gift and how the gift will help the university accomplish its goals.
- Strengthen partnerships with area school districts and other institutions of education, the business community and residents of local and regional communities with an entrepreneurial spirit that helps build new revenue and increases student enrollment and achievement;
- Appoint such staff officers and administrative leaders as deemed necessary





## Procedure for Candidacy

The executive search firm WittKieffer is supporting the University of Wisconsin-Green Bay in the search for its next Chancellor. Inquiries, nominations, and applications are invited and should be sent to WittKieffer's consultants John Thornburgh and Elizabeth Bohan at [UWGBChancellor@wittkieffer.com](mailto:UWGBChancellor@wittkieffer.com).

For formal consideration, applicants should submit materials including the following: 1) a letter of application addressing the leadership opportunities and qualifications articulated within this document; 2) a curriculum vitae or resume; and 3) a list of at least five references with contact information.

The position will remain open until filled. Complete applications received by December 13, 2019 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 candidates. 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.

### **AAEEO Statement and other**

*Note: The University of Wisconsin System will not reveal the identities of applicants who request confidentiality in writing, except that the identity of finalists will be released. See Wis.Stat. sec. 19.36(7).*

*For more information regarding the University of Wisconsin-Green Bay and the surrounding area, see our Campus and Community section. For Campus Safety information see our Office of Public Safety website and our Annual Security Report (for a paper copy please contact the Office of Human Resources at (920) 465-2390). This report includes statistics about reported crimes, as well as information about crime prevention and campus security policies and procedures.*

*The University of Wisconsin-Green Bay is an Affirmative Action Equal Employment Opportunity employer committed to achieving a diverse workforce and to maintaining a community which welcomes and values a climate supporting equal opportunity and difference among its members. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, genetic information, national origin, ethnicity, citizenship status, veteran or military status (including disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran status), age, or disability.*

*A criminal conviction investigation will be conducted on the finalist(s). In compliance with the Wisconsin Fair Employment Act, the university does not discriminate on the basis of arrest or conviction record.*

*All final candidates must be asked, prior to hire, whether they have been found to have engaged in, are currently under investigation for, or left employment during an active investigation in which they were accused of sexual violence or sexual harassment. When obtaining employment reference checks, these same sexual violence or sexual harassment questions must also be asked. (UW Administrative Policy 1275, Section 4.B)*

*Candidates must be legally authorized to work in the United States at the time of hire and maintain work authorization throughout the employment term. If you have questions regarding this, please contact Human Resources.*

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

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# About the University

The University of Wisconsin-Green Bay is a comprehensive public institution offering undergraduate, graduate and doctoral programs to nearly 8,500 students. Established in 1965, the university and the communities it serves are centers of cultural enrichment, innovation and learning.

In July 2018, UW-Green Bay expanded, becoming a larger, four-campus university with locations in Green Bay, Marinette, Manitowoc and Sheboygan, Wisconsin. UW-Green Bay serves 16 counties including four major manufacturing hubs, an extensive health care sector, a vital and growing arts and music corridor and some of the most desirable natural and tourist areas in the country, including nearly 400 miles of coastline on the Earth's largest freshwater ecosystem.



MARINETTE CAMPUS

**GREEN BAY CAMPUS**

MANITOWOC CAMPUS

SHEBOYGAN CAMPUS





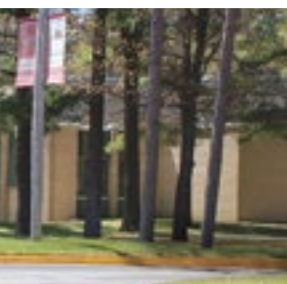
The new chancellor will lead the continued and full unification of these exciting campuses:



#### **UW-Green Bay**

The university has a modern, spacious campus overlooking Lake Michigan's bay of Green Bay. Wooded trails and a 270-acre arboretum contribute to the park-like setting. The 750-acre campus is home to one of the Midwest's most beautiful performing arts centers, a nationally recognized 4,000-seat student recreation center, an award-winning nine-hole golf course and a five-mile recreational trail and arboretum, which is free and open to the public. This four-campus university transforms lives and communities through student-focused teaching and research, innovative learning opportunities, powerful community connections and a problem-solving approach to education. UW-Green Bay is centrally located, close to both the Door County resort area and at the center of the dynamic economies of Northeast Wisconsin, the Fox Valley region and the I-43 corridor.

<https://www.uwgb.edu>



#### **Marinette**

UW-Green Bay, Marinette Campus is situated on 36 acres along the historic shoreline of the bay of Green Bay and offers students in the region and the Upper Peninsula of Michigan a start in postsecondary education.

<https://www.uwgb.edu/marinette/>



#### **Manitowoc**

UW-Green Bay, Manitowoc Campus is nestled on 40 acres along the breathtaking Lake Michigan shoreline and has served the lakeshore of eastern Wisconsin for more than 50 years, helping generations of students to start their path toward a bachelor's degree.

<https://www.uwgb.edu/manitowoc/>



#### **Sheboygan**

UW-Green Bay, Sheboygan Campus rests on Lake Michigan in the heart of a rapidly growing region, fueled by cutting-edge scientific and technology services, manufacturing, education, healthcare and more.

<https://www.uwgb.edu/sheboygan/>

## Quick Facts

### **ENROLLMENT (FALL 2019):**

- 8,873
  - 8,098 Green Bay Campus
  - 198 Marinette Campus
  - 218 Manitowoc Campus
  - 359 Sheboygan Campus

**FACULTY/STAFF: 852**

**MASCOT: The Phoenix**

**DEGREES AWARDED: 38,947**

### **ANNUAL BUDGET:**

- \$130 Million (17% state-supported)

### **RANKED:**

- **#95 in Regional Universities Midwest (tie)**  
*U.S. News & World Report*

*Schools are ranked according to their performance across a set of widely accepted indicators of excellence.*

### **ACCREDITED**

The University of Wisconsin-Green Bay is accredited by the Higher Learning Commission (HLC). UW-Green Bay's accreditation status has been re-affirmed after the 10-year Comprehensive Accreditation Review that was completed in fall 2017. To read the final HLC accreditation reports please visit: <https://www.uwgb.edu/accreditation/>





# The Green Bay Area

Green Bay is the third-largest city in the State of Wisconsin, after Milwaukee and Madison, and the third-largest city on Lake Michigan's east shore, after Chicago and Milwaukee. As the economic hub of Northeast Wisconsin and comprising an abundance of natural resources, Green Bay historically was, and continues to be, a major shipping center. The city's largest employers remain the education, health care and paper and shipping industries. With continuous development in Green Bay and its surrounding communities, the area boasts a progressive atmosphere from industrial parks to shopping districts.

The historic waterfront in downtown continues its redevelopment renaissance with the addition and expansion of housing, hotels and corporate headquarters, including the Titledown District and TitledownTech, a national partnership between the Green Bay Packers and Microsoft, Neville Museum, Rail Yard innovation district and the Shipyard

outdoor events center. Partnership is what makes the Greater Green Bay community united in the mission of enhancing the economic and workforce development of the area. Community leaders work in partnership to conserve resources, grow our economy and increase our quality of life. Leaders work in conjunction with our K-12 and post-secondary educators to ensure students are community, college and career ready; continuing our tradition of cultivating generations of a strong work ethic that is second to none.

In addition to being known around the world for contributions to industry and agriculture, Green Bay is the smallest city to host a National Football League team. Founded in 1919, the 13-time National Champion Green Bay Packers are the only NFL team to be owned by its fans. Lambeau Field is hallowed ground to most sports fans in the area.

For more information see [https://www.greatergbc.org/media/3445/fb18\\_proof.pdf](https://www.greatergbc.org/media/3445/fb18_proof.pdf).



*Photo by: Chris Rand*

*Photo by: Brenda Spaude*

# A University on a Mission

In 2019, university stakeholders boldly moved forward to remission the university in order to best meet the cultural and economic needs of the region. Their efforts were enthusiastically supported by the community overall as well as being unanimously endorsed by the university's shared governance groups. The new mission states:

The University of Wisconsin-Green Bay is a multi-campus comprehensive university offering exemplary undergraduate, master's and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The university provides a problem-focused educational experience that promotes critical thinking and student success.

The culture and vision of the university reflect a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels. Our core values embrace community-based partnerships, collaborative faculty scholarship and innovation.

Our commitment to a university that promotes access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability is demonstrated through a wide array of programs and certifications offered in four colleges: College of Arts, Humanities and Social Sciences; College of Science, Engineering and Technology (including the Richard Resch School of Engineering); College of Health, Education and Social Welfare; and the Austin E. Cofrin School of Business, leading to a range of degrees, including AAS, BA, BAS, BBA, BM, BS, BSN, BSW, MS, MSW, MSN, and Ed.D.



WE'RE ON A  
**MISSION**

## Urban-Serving Strategic Vision

**OUR VISION:** The University of Wisconsin-Green Bay is an access-driven, urban-serving comprehensive university that provides a world-class education and promotes economic growth and sustainability as well as health, wellness and social equity in Green Bay and the surrounding areas through a commitment to interdisciplinary learning, scholarship and problem-solving.

***We're on a mission...***to keenly focus on the strategic priorities of our region, and a promise to work tirelessly to support our communities with a larger, more research-focused and engaged comprehensive university.

***We're on a mission...***to build partnerships and solve the problems our communities and residents are facing, today and tomorrow.

***We're on a mission...***one that's inspired by creativity and connection.

***We're on a mission...*** to create a university reflective of the needs and potential of the state's 3rd largest city, one that plays an essential and expanded role in making our residents happier, healthier and better prepared for the future.



# Unique Initiatives Driving Reinvention and Rejuvenation

## Extending Educational Access

### Integration and Growth of Four-Campus Model

In July 2018, UW-Green Bay expanded, becoming a larger, four-campus university with locations in Green Bay, Marinette, Manitowoc and Sheboygan, Wisconsin. UW-Green Bay serves 16 counties including four major manufacturing hubs, an extensive health care sector, a vital and growing arts and music corridor and some of the most desirable natural and tourist areas in the country, including nearly 400 miles of coastline on the globe's largest freshwater ecosystem.

### UW-Green Bay-Northeast Wisconsin Technical College (NWTC) Partnership ("Crossing the Bridge")

In order to extend higher education access and advance the economy of Northeast Wisconsin, an extremely close working relationship has been forged between UW-Green Bay and NWTC. "Crossing the Bridge" is a Charter signed by the leaders of both institutions committing to full collaboration to advance the region. Now in its fourth year, the program has created 11 joint academic programs with an additional eight under development, substantially reduced transfer issues between the two institutions, advanced important joint initiatives such as engineering and nursing and created a climate of deep collaboration between the faculties of the two institutions.

### Phoenix Innovation Park

A long awaited research and innovation park is a close reality for the university. Anchored by Wood Hall, the home of the Austin E. Cofrin School of Business and the

STEM Innovation Center, Phoenix Innovation Park will be 67 acres on the west side of campus offering businesses the opportunity to work with faculty, students and staff in a new symbiotic relationship not currently present in Northeast Wisconsin. Brown County is a lead partner, and even prior to UW Board approval, university officials have already begun to hear excitement from the greater community.

### The Richard J. Resch School of Engineering

The Resch School of Engineering was established in February 2018 by the UW Board of Regents. The School is housed within the UW-Green Bay College of Science, Engineering and Technology and includes the university's four current engineering programs (Mechanical Engineering, Mechanical Engineering Technology, Electrical Engineering Technology and Environmental Engineering Technology).

### The UW-Green Bay Impact MBA Program

The newly established UW-Green Bay Impact MBA program is a business partner driven cohort program that delivers the MBA within the culture of the participating business.

### First Nations Studies Doctorate Program

The university's first-ever doctoral program—the only one of its kind in the State of Wisconsin—marks a significant milestone for the university and the state as a whole. The new program is centered in Indigenous knowledge systems and draws upon Indigenous teaching and learning methods from elders and oral scholars, and faculty expertise in First Nations Education.

2014

- 6<sup>th</sup> Chancellor named
- "Invent the Future of the university" planning and visioning process to update vision and mission initiated
- Enrollment: 6,921 (10% underrepresented populations)
- \$417,000 in student scholarships awarded
- Launched 3 new programs

- 50<sup>th</sup> anniversary celebrated
- Recommitment to serving community needs and institutional rejuvenation
- Enrollment: 6,779 (11% underrepresented populations)
- \$494,600 in student scholarships awarded
- Launched 1 new program

2016

2015

- Both Men's and Women's Basketball teams advance to NCAA tournament for first time in 20 years.
- University reorganizes to 4 colleges model
- Enrollment: 7,030 (11% underrepresented populations)
- \$1 million in student scholarships awarded
- Launched 12 new programs



The university is engaged in a number of strategic initiatives that will require continued advocacy and energetic leadership by the university's next Chancellor:

## Engaging the Community

### The Brown County STEM Innovation Center and Phoenix Innovation Park

An important dimension of the expansion of the tech-innovation ecosystem in Green Bay is the development of a dynamic public-private science community on the UW-Green Bay campus. The anchor for that initiative is the Brown County STEM Innovation Center now under construction on campus. The Center is a result of a unique partnership between Brown County, the Einstein Project, UW-Green Bay, the Board of Regents of the UW System, the State of Wisconsin and private donors. The STEM Innovation Center sits in a 65-acre section of campus designated Phoenix Innovation Park, which is being developed for public-private STEM ventures.

### TitletownTech (TTT)

TitletownTech is a partnership between the Green Bay Packers and Microsoft and promises to insert a high level of technology innovation and venture capital into the region. UW-Green Bay and the UW System have a direct partnership with TitletownTech through UW-Green Bay Entrepreneur-in-Residence and Noodles & Company founder Aaron Kennedy who works within the TTT leadership team. This creative center will develop digital solutions for key market problems and then transform them into new high growth scalable ventures.

### UW-Green Bay Downtown Initiative

In collaboration with Brown County, the City of Green Bay, NWTC and private supporters, the University of Wisconsin-Green Bay is partnering to explore a number of promising opportunities to develop the Downtown Arts and Innovation Center in Green Bay which will serve as the downtown focus for strategic regional programs in the arts, engineering, computer and data science and entrepreneurship.

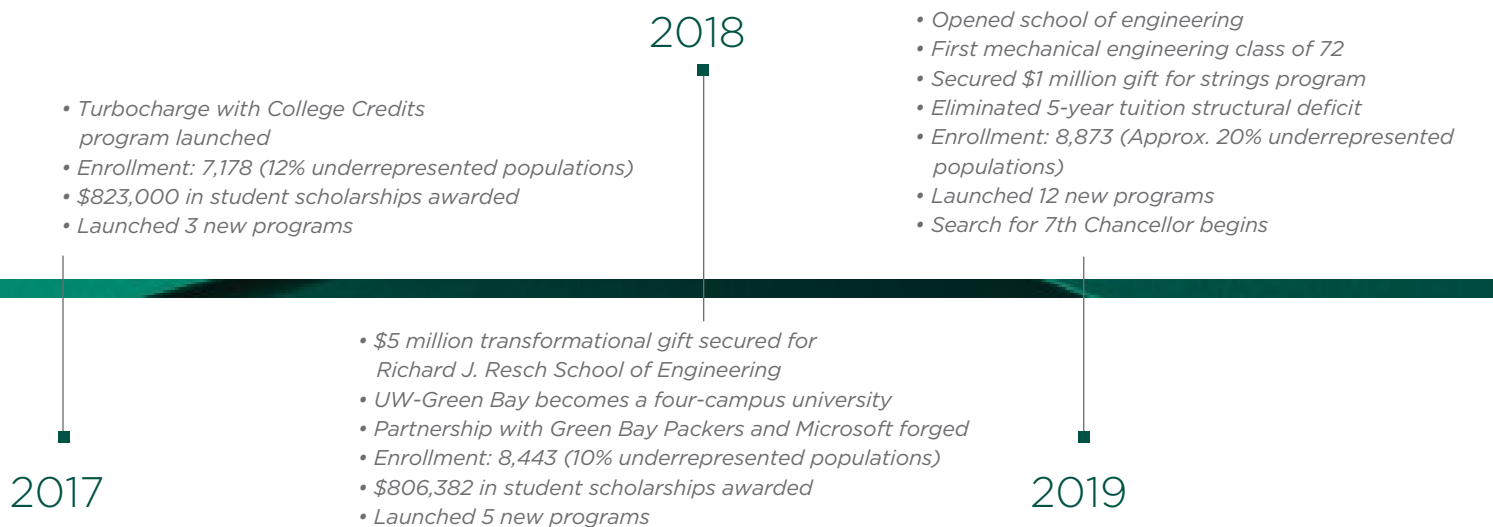
### Regional Public Arts, Music and Culture Corridor

The university operates in a rich regional ecosystem of arts, music, theatre and other cultural activities. The university seeks to significantly increase its support and facilitation of this important regional asset.

### Freshwater Initiative of Wisconsin (FWI)

The campuses of the University of Wisconsin System (UWS) are working together to create the nation's first integrated, higher education, multi-institutional program centered on serving the freshwater economy. It is designed to unleash the collective assets of the UW System and place them into an elite, one-of-a-kind program of training and research, while launching a talent development program in which students fully engage a diverse, multidisciplinary course of study across UW campuses. UW-Green Bay will play a major role in this freshwater initiative built upon the individual advantages and regional market strengths of its multiple campuses.

For a complete list of unique initiatives.





# Delivering on the Mission

## A New Academic Action Plan

"The University of Wisconsin-Green Bay is dedicated to the idea of an educated person as one who is guided by the love of learning, committed to inquiry, creativity and scholarship through interdisciplinary and disciplinary approaches to defining and solving problems, and who is an active citizen providing service to the community (Chancellor's commitment to the idea of an educated person)."

In support of the University of Wisconsin-Green Bay's Urban-serving Strategic Vision, and in alignment with the University's Select Mission, the following academic priorities have been established:

1. Make student success our highest priority;
2. Increase student access in order to meet the needs of the region;
3. Offer distinctive programs at both the undergraduate and graduate levels;
4. Create opportunities for Coastal NE to flourish;
5. Develop a diverse university that reflects the community;
6. Foster community relationships; and
7. Enable professional growth of faculty and staff through creativity, innovation, and scholarship.

## A Well-Defined Commitment to Inclusive Excellence

The University of Wisconsin-Green Bay is committed to a vision of diversity that is broadly inclusive, warmly welcoming, and equitable in its treatment of all members of the campus community. Through engagement, reflection and action, we will be an institution committed to diversity in thought and practice moving beyond labels; categories that put up barriers and keep us fragmented.

Inclusive Excellence is a planning process intended to help each UW System institution establish a comprehensive and well-coordinated set of systematic actions that focus specifically on fostering greater diversity, equity, inclusion, and accountability at every level of university life. The Chancellor's Council on Inclusive Excellence is the lead on diversity and inclusion initiatives and reports directly to the Chancellor. The Council created and enacted a six-point strategic plan to help diversify the university and create an even more welcoming space. In partnership with the First Nations faculty, the university created a Land Acknowledgment honoring our native peoples. The Land Acknowledgment is read before major events on campus and is in the process of being presented in multiple venues on the campus.



Creating a more inclusive environment and a vibrant campus are both mission critical for UW-Green Bay. A vibrant student life program that nurtures students of all backgrounds and interests increases student success and best meets the growing needs of our region.



**LGBT Friendly**  
college and university  
campuses in  
the country

\*Source: Campus Pride Index



Certified UW VETS  
**CAMPUS**

## The Chancellor's Council of Trustees

Founded in 1998, the Chancellor's Council of Trustees exists to advance the mission and service of the university by providing counsel and advice to the chancellor, and by leading philanthropic support initiatives that help to create a margin of excellence for the student learning experience at the university.

The Chancellor's Council of Trustees establishes its position of recognized preeminence in effective advocacy and support for a UW System regional comprehensive university by the distinctive manner in which we:

- Collaborate with and advise the Chancellor in the strategy, planning and operations of UW-Green Bay in support of its goal of becoming the recognized comprehensive campus in Wisconsin, providing the best-value academic experience for students and being a value-added partner for economic growth initiatives in the region.
- Actively support the work of advancing the mission of the university through special projects including but not limited to philanthropy, advocacy, networking for the purpose of creating opportunities for students and faculty and active support of high impact academic and non-academic programs (e.g., Phoenix Athletics; the arts and music).
- Use our special networks and connections to give wise counsel to the Chancellor regarding public policy discussions affecting the university, emerging opportunities for the university and areas of potential reputational gain or risk.
- Actively and effectively communicate institutional objectives, position and goals to all stakeholders and the community at large.

*Members of the Chancellor's Council of Trustees represent executive leadership in prominent regional entrepreneurship, healthcare, financial, manufacturing and industry and national sports franchise organizations.*



## UW-Green Bay Foundation

Private funding continues to propel the university to new heights in serving our region. The University of Wisconsin-Green Bay Foundation serves as the custodian for charitable gifts to the university and assures donor intent is honored. As of December 31, 2018, the UW-Green Bay Foundation totaled \$50,092,617.48 in assets and distributed \$5,662,980.48 in support to the university to pursue its mission. Worthy of special recognition was the \$806,382 for student scholarships which increased access to higher education for hundreds of students.

The Foundation's mission is to encourage scholarship, to participate and encourage all endeavors to advance the cause of education at UW-Green Bay, and to assist in developing and increasing the opportunities for students primarily in areas other than those in which the State of Wisconsin ordinarily makes appropriations. The Foundation is governed by an 11-member board of directors composed primarily of finance and investment professionals. The Chancellor of UW-Green Bay serves as a non-voting member of the Foundation Board.





## UW-Green Bay Shared Governance

Our university has a long-standing and active tradition of shared decision making with faculty, staff, and students. Shared governance is valued by UW-Green Bay, as it empowers faculty, staff, and students to make decisions affecting themselves and their colleagues. There are four shared governance groups that represent and advocate for our staff, faculty, and students.

### **Faculty Senate**

Faculty members from each college and academic department serve on the Faculty Senate, providing comprehensive representation from across the academic realm at UW-Green Bay. Faculty Senate has the primary responsibility for academic and educational activities and faculty personnel matters. <https://www.uwgb.edu/sofas/actions/faculty/>

### **Academic Staff Committee**

The Academic Staff Committee advocates for fellow academic staff employees at UW-Green Bay and for the university at large. Academic staff includes professional and administrative personnel other than faculty, limited and classified staff, employees in training, and students. <https://www.uwgb.edu/sofas/actions/academicstaff/>

### **University Staff Committee**

The University Staff Committee provides a voice for all university staff on campus. This Committee seeks to engage university staff in the development and promotion of professional development and recognition activities, to create opportunities to provide input on issues that impact university staff, and to facilitate communication among university staff and administrators. <https://www.uwgb.edu/sofas/actions/universitystaff/>

### **Student Government Association**

Student Government is the collective student governing body at UW-Green Bay and represents all students who attend the university. Every year fellow students elect their President, Vice President, and Senators who advocate for the best interests of the student body. <https://www.uwgb.edu/student-government/>



## UW-Green Bay Intercollegiate Athletics

UW-Green Bay has a proud, 50-year history of intercollegiate athletics serving as an integral component of the educational mission of the university, including prominent Division I appearances by Men's and Women's Basketball. The program prepares students to develop critical thinking and problem-solving skills, to practice learning as a life-long activity, to be engaged and contributing citizens, and to enhance the position and image of the university locally, regionally, and nationally.

Currently, 200 student athletes represent the university across 14 team sports with rich legacies and winning records in soccer, Men's and Women's Basketball and Volleyball.



The UW-Green Bay Women's Basketball program is one of the most successful in the nation and is a perennial Top 25 program, appearing in 20 consecutive NCAA tournaments. The university's Men's Basketball, Men's Soccer, Men's Tennis, Women's Softball and Women's Volleyball teams have also made several NCAA tournament appearances.

The Phoenix Men's Basketball program, a Division I contender in the early 1990s, was fueled by Coach Dick Bennett and son, Tony Bennett (UW-Green Bay alumnus and defending 2019 NCAA Champion Coach at Virginia).

Green Bay student athletes score in the classroom as well. In Fall 2017, UW-Green Bay student athletes achieved a combined 3.4 GPA— the highest ever during any semester. In 2018, student-athletes continued their streak of consecutive-semesters above 3.0 to 39 (18 years).



### **AAEEO Statement and other**

*Note: The University of Wisconsin System will not reveal the identities of applicants who request confidentiality in writing, except that the identity of finalists will be released. See [Wis.Stat. sec. 19.36\(7\)](#).*

*For more information regarding the University of Wisconsin-Green Bay and the surrounding area, see our [Campus and Community](#) section. For Campus Safety information see our [Office of Public Safety website](#) and our [Annual Security Report](#) (for a paper copy please contact the Office of Human Resources at (920) 465-2390). This report includes statistics about reported crimes, as well as information about crime prevention and campus security policies and procedures.*

*The University of Wisconsin-Green Bay is an Affirmative Action Equal Employment Opportunity employer committed to achieving a diverse workforce and to maintaining a community which welcomes and values a climate supporting equal opportunity and difference among its members. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, genetic information, national origin, ethnicity, citizenship status, veteran or military status (including disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran status), age, or disability.*

*A criminal conviction investigation will be conducted on the finalist(s). In compliance with the Wisconsin Fair Employment Act, the University does not discriminate on the basis of arrest or conviction record.*

*All final candidates must be asked, prior to hire, whether they have been found to have engaged in, are currently under investigation for, or left employment during an active investigation in which they were accused of sexual violence or sexual harassment. When obtaining employment reference checks, these same sexual violence or sexual harassment questions must also be asked. ([UW Administrative Policy 1275, Section 4.B](#))*

*Candidates must be legally authorized to work in the United States at the time of hire and maintain work authorization throughout the employment term. If you have questions regarding this, please contact [Human Resources](#).*





[www.uwgb.edu/chancellor-search](http://www.uwgb.edu/chancellor-search)



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