The University of Wisconsin System has one of the richest traditions and brightest futures in American higher education. I am proud to be a part of an institution that exemplifies excellence in education, research, and public service, founded on the Wisconsin Idea and committed to continuing to grow, thrive, and lead in the future.

As Vice President of the Board of Regents and Chair of the UW System Presidential Search Committee, I appreciate your interest in the search for our eighth President of the UW System. This prospectus offers a brief introduction to the UW System and our great state. You will also find information about the responsibilities of the UW System President and the qualities we are seeking in prospective candidates. We are seeking an exceptional leader who will leverage our strengths and help us navigate the challenges facing institutions of higher education today.

I invite you to follow our progress through the Presidential Search website and to share your own interest in this unique leadership position or nominate others by contacting Storbeck Search & Associates at uwsystempresident@storbecksearch.com.

On behalf of the Search Committee and the entire Board of Regents, thank you for your interest, engagement, and support as we undertake the responsibility of identifying and selecting our next President.

Michael M. Grebe, Regent Vice President
Chair, UW System Presidential Search Committee
The University of Wisconsin System invites nominations and applications for the position of UW System President. The President shall be a strong advocate for academic quality, operational excellence, affordability, efficiency, and equal opportunity in the UW System and in higher education nationally, and a visionary leader working to ensure that the UW System remains a world-class system of higher education. The UW System seeks an exceptional individual to fill this key leadership role in what promises to be an exciting and dynamic era of educational transformation.
THE UW SYSTEM AND THE WISCONSIN IDEA

The University of Wisconsin System was created by legislation in 1971 through the merger of two public university systems under a single Board of Regents, but its roots date to the mid-1800s, when both the land-grant university in Madison and nine normal schools were founded. The UW System is known throughout the world for the Wisconsin Idea—education for people wherever they live and work, working in partnership with government, local communities, businesses, and others to solve problems and improve the quality of life for all citizens of the state.

The Wisconsin Idea is one of the longest and deepest traditions surrounding the University of Wisconsin, and the genesis is attributed to former UW President Charles Van Hise. In 1903, Van Hise was chosen as the first UW alumnus to serve as its president. In his inaugural address, he declared, “I shall never be content until the beneficent influence of the university reaches every home in the state.” His words launched what later became known as the Wisconsin Idea, the principle that the university should influence people’s lives beyond the classroom.

Today, the University of Wisconsin System is one of the world’s premier public university systems and among the largest systems of public higher education in the country. The UW System educates approximately 170,000 students at 13 universities across 26 campuses, serves more than one million citizens through statewide outreach programs, and employs more than 39,000 faculty and staff statewide. The UW System’s annual budget is $6 billion, including about $1 billion in state funding and $1.9 billion in gifts, grants, and contracts. The UW System’s total estimated annual economic impact exceeds $24 billion.

The current UW System consists of two Research I universities (Madison, Milwaukee); 11 comprehensive universities (Eau Claire, Green Bay, La Crosse, Oshkosh, Parkside, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater); 13 additional two-year campuses affiliated with seven of the universities; and a statewide extension network with offices in every county. The University of Wisconsin System touches every corner of the state, offering unique opportunities and life-changing interactions. All In Wisconsin provides information about the inspiring work at university campuses throughout the state.

In 2018, the Higher Learning Commission (HLC) approved a UW System restructuring proposal that realigned its 13 two-year campuses with seven of the universities and assigned what were formerly UW-Extension units to UW-Madison and UW System Administration. In March 2019, HLC issued a decision upholding its initial approval of UW System's restructuring. The UW System's Guaranteed Admission Transfer Policy has also been approved, allowing students at what were the two-year campuses, who meet eligibility requirements, guaranteed admission to any university in the UW System. More information about the restructuring and the HLC decision can be found at the UW Colleges and UW-Extension Restructuring website.
MISSION OF THE UNIVERSITY OF WISCONSIN SYSTEM

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

MISSION OF THE UNIVERSITY OF WISCONSIN SYSTEM ADMINISTRATION

With the Board of Regents, the UW System Administration leads and serves the UW System universities, as a champion of higher education and a responsible steward of resources.

Under the direction of the UW System President, the UW System Administration helps to develop, and then implements, monitors, and evaluates policies enacted by the Board of Regents, aligning university programs with the current and future needs of the state and the nation.

In fulfilling this mission, the UW System Administration:

- Develops strategic plans, analyzing advances in teaching and learning, new technologies, and demographic trends;
- Serves as the primary negotiator over budgets and legislative issues with the Governor and the state legislature, spending substantial time in Madison and around the state building relationships and advancing the System policy and budget agenda;
- Acquires and manages the human, physical, and financial resources needed to advance public higher education in Wisconsin, advocating for UW System universities, students, employees, and stakeholders;
- Ensures the effective and efficient use of resources, building trust with students, taxpayers, donors, and other funders;
- Measures, evaluates, and reports the UW System's progress toward strategic goals and operational objectives, demonstrating accountability and leadership;
- Cultivates the talent needed to fulfill the UW System mission, helping the universities attract, reward, and retain faculty, academic staff, university staff, and academic leaders;
In August 2016, the University of Wisconsin System Board of Regents approved the UW System’s strategic framework, 2020FWD: Moving Wisconsin and the World Forward. The framework is designed to provide strategic direction for the UW System in four key areas: the educational pipeline, the university experience, business and community mobilization, and operational excellence. The initiatives will help keep college affordable for Wisconsin families, develop the workforce the state will need in the future, reinvigorate the state’s economy, and enhance the lives of the people of Wisconsin.

- Models and leads organizational learning and transformation through inclusive excellence, equity, and diversity, by engaging with students, faculty, staff, and a wide variety of external stakeholders, whose diverse viewpoints and experiences enrich the university's impact;
- Facilitates close coordination and cooperation among the UW System universities, building on existing capabilities and sharing expertise;
- Coordinates UW System activities and operations with appropriate local, state, and federal governmental agencies;
- Facilitates effective partnerships with other public and private educational institutions and systems, university governance groups, businesses, students, the Wisconsin Economic Development Corporation (WEDC), and others, to create shared solutions to emerging challenges; and,
- Interprets and applies laws, regulations, and business practices that govern the UW System, providing reliable guidance and oversight for the universities.
The Board of Regents of the University of Wisconsin System consists of 18 members, 16 of whom are appointed by the Governor subject to confirmation by the Senate. Of these 16 members, 14 serve staggered, seven-year terms. Two UW System student members are appointed for staggered two-year terms; one is a nontraditional student. Members serve without pay. The state superintendent of public instruction and the president or a designee of the Wisconsin Technical College System Board serve as *ex officio* members of the Board.

The Board is responsible for establishing policies and rules for governing the system, planning to meet future state needs for university education, setting admission standards and policies, reviewing and approving university budgets, and establishing the regulatory framework within which the individual units operate with the widest degree of autonomy within the controlling limits of systemwide policies and priorities established by the Board. The Regents hold up to eight regular meetings per year.

The Board appoints the President of the university system and the Chancellors of the 13 universities. All serve at the pleasure of the Board. The Board grants tenure appointments to qualified faculty members.
The 13 Chancellors of the campuses of the University of Wisconsin System report to the President and are also accountable to the Board of Regents for their leadership of their campuses. The President and Chancellors of the UW System are charged with implementing Wisconsin Statutes, Regent policies, System Administration policies, and with administration of the universities. The System Administration, located in Madison, is responsible to the President of the System and assists the Board of Regents in establishing policies, reviewing the administration of such policies and planning the programmatic, financial, and physical development of the System.

As executive heads of their respective faculties, campuses, and universities, the Chancellors are responsible for the administration of their units, including curriculum design; degree requirements; academic standards; grading systems; faculty appointments, evaluation, promotion and recommendations for tenure; and auxiliary services and budget management. Chancellors have extensive duties for external relations in support of their universities, including fund-raising, legislative and external relations, community relations, and engagement with the higher education organizations.

The UW System President serves as the chief executive officer. The President has full executive responsibility for the operation and management of the University of Wisconsin System, seeing to the appropriate staffing of System administrative offices and directing and coordinating the activities of these offices as needed to fulfill his or her responsibilities. The President reports to the 18-member Board of Regents and carries out the duties prescribed in Wisconsin Statutes, Chapter 36, for this office and such other duties as may be assigned by the Board or in policy actions of the Board. The four Vice Presidents and 13 Chancellors report to the President. The General Counsel and the Chief Audit Executive report jointly to the President and the Board of Regents.
COORDINATION WITH THE WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD

Coordination of university and vocational-technical education programs is provided for by statute, making the president or his/her designee of each governing board an ex-officio member of the other board. In addition, the two boards have established a joint administrative committee to discuss collaboration and coordination in developing academic programs and in utilizing physical facilities. One major effort has been the development of the Transfer Information System (TIS). TIS is a computerized course equivalency and degree requirement matrix designed to provide students and staff with accurate, current, and accessible information to assist students with decisions that will enable them to transfer into and between the UW System universities and complete their degree programs without unnecessary delay.

SHARED GOVERNANCE

The UW System has a distinctive and significant governance process under which faculty, academic staff, university staff, and students share the responsibility for governance. This system of shared governance vests in these groups, by state statute and Regent policy, primary responsibility for policies in their respective areas (for example, faculty for academic and educational activities), subject to the responsibilities and powers of the Board, President, and Chancellors.

ACCOUNTABILITY

The UW System’s Accountability Dashboard and annual accountability reports represent the UW System’s commitment to broad-based accountability to the citizens of Wisconsin. They are designed with the mission of the UW System in mind, concentrating on the many ways in which the UW System seeks to serve its students and the state of Wisconsin. They present a balanced approach to accountability reporting, reflecting a broad diversity of stakeholder interests.

INCLUSIVE EXCELLENCE

Inclusive Excellence is the core strategy and current operating philosophy guiding the UW System’s work to achieve diversity, equity, and inclusion. It is a process designed to help UW System universities establish a comprehensive, well-coordinated set of university actions focused on fostering student success. It is a results-oriented organizational change process that focuses on changes in policy and practice to improve organizational culture and climate, and close achievement gaps in student outcomes. Based upon the belief that a public university must serve and lead the way in increasing equity in educational opportunities for all the people of the state, achieving the goals of equity, diversity, and inclusion for all students, faculty, and staff is a top priority for the UW System.

The UW System developed tools, such as Guiding Principles of Inclusive Excellence, and identified programs and strategies to close equity gaps, as included in this 2013 Board of Regents report. The joint pursuit of equity and excellence remains core to UW System’s mission and a shared responsibility of UW universities and the UW System, evidenced through the development of the Office of Student Success to support, retain, and graduate students. Closing the gap between different populations is a high priority for the UW System.

For further information on the UW System and its mission, policies, programs, and activities, please consult the UW System website.
The University of Wisconsin System sustains one of the richest traditions in American higher education, fulfilling its mission and advancing the Wisconsin Idea by providing the state with world-class education, research, and public service. Through that mission, the UW System contributes to the growth of Wisconsin's economy by opening the doors of its universities to students from families across Wisconsin, regardless of background and capacity to afford a college education, helping state residents earn college degrees and attracting talented students from outside the state to Wisconsin.

Across the United States, higher education is being reshaped by broad and powerful forces, and each institution faces its own distinct set of opportunities and challenges. It is imperative that the UW System and its next President address those opportunities and challenges to ensure that the System will continue to fulfill its mission, support the State of Wisconsin, and strengthen its prominent role and impact in higher education.

The next President of the University of Wisconsin System will be expected to:

ENVISION THE FUTURE AND REALIZE THE PROMISE OF THE UW SYSTEM

Throughout its history, the UW System and its universities have been leaders in the development of higher education, beginning with the Wisconsin Idea and continuing today. Higher education in the United States is undergoing fundamental change and that change not only offers the UW System the opportunity to be a leader in the next transformation of higher education, but also represents a potential risk if the related challenges are not effectively addressed. The next UW System President will have the opportunity and mandate to develop the UW System's roadmap into the future and lead the System and the state on that journey.
CHAMPION THE UW SYSTEM AND ITS MISSION

The UW System is proud of its tradition and reputation for quality and excellence in teaching and learning, scholarship and research, and public service. The System and its campuses must actively sustain their competitive edge so that they are able to make the public case for the resources and regulatory flexibility necessary to do so. Support for the UW System has fallen in certain sectors, in some instances creating challenges for the System’s ability to thrive and maintain its position as a global leader.

The President is the face of the UW System within the state, nationally, and internationally and speaks for and to the citizens of the state on matters related to higher education. It will be fundamentally important for the next UW System President to be a strong advocate for the importance of a liberal arts education and to work with key leaders in state government, local government, and the corporate and civic sectors to personally convey a high level of enthusiasm for and confidence in the UW System and its campuses and continue to identify areas where the UW System and its campuses can be aligned to support the priorities of Wisconsin.

MANAGE REVENUE PRESSURES

The financial pressures facing higher education are substantial. Demographic trends, declining enrollment, reduced public funding, aging physical plants, and the rising cost of education are but a few of the fiscal challenges that face both higher education and the UW System. Building on the groundwork already established, the next UW System President must continue to serve as a thoughtful steward of the UW System’s resources while continuously strategizing how to be more efficient in managing operational costs. The next UW System President will also need to assess and improve the structure of the System and consider the role of the recently merged two-year campuses and their functional capacities.

WORK COLLABORATIVELY AND CONSULTATIVELY WITH UW SYSTEM CONSTITUENCIES

The President is the leader of the UW System. In order to succeed, it is essential that any President has a clear understanding of the nature of the UW System as a system and the role that the System and staff play relative to that of the campuses as part of a complex academic ecosystem. The next President will need to develop and foster effective, collaborative, and consultative relationships with the campus Chancellors, faculty, staff, students, and other System constituencies.

PROVIDE ESSENTIAL CENTRAL SERVICES TO UW SYSTEM CAMPUSES

One of the important roles of the UW System is to provide operational support to the System campuses. The UW System President should manage and lead the identification of those essential services, which will include systemwide applications, auditing, legal, enterprise risk management, cybersecurity, and other systemwide functions.
Primary responsibility and authority for the development and implementation of effective educational practices lies with the Chancellors and campus leadership. However, the UW System, and the President, play a vital role in supporting those efforts, to develop the best environment possible for students and learning, including the following:

**Supporting Sustainable Strategies to Ensure Student Success**
While the UW System has multiple functions and serves many purposes, the education of students is, of course, paramount among them. It is understood that the pressures faced by today’s students are increasing, whether related to financial imperatives, academic challenges, or mental health needs. The next UW System President must recognize those pressures and work with campuses to develop and support the best practices that assure student success.

**Strengthening the Commitment to Diversity and Inclusion**
Increasing diversity and inclusion among students and the workforce continues to be a priority for the UW System. The next UW System President should play a significant leadership role in those efforts and will be responsible for continuing to support both campus and systemwide initiatives to help make progress on this critically essential goal.
Developing Non-Traditional Student Populations
The President should leverage statewide relationships to find new solutions to the challenges that the UW System and its campuses face in the attraction, recruitment, retention, and graduation of the significant pool of non-traditional students. Non-traditional student populations qualify as those who have either begun their college experience but not completed undergraduate degrees and are not currently enrolled in higher education, or those who have no college credits to date and desire to begin while still maintaining their professional endeavors.

Investing in Human Resources
If the UW System is to realize its goals and objectives, it is imperative that its campuses be able to attract and retain top talent. Like many institutions, the UW System campuses will be challenged to attract and retain high-quality faculty and staff in an environment of constrained resources. The next UW System President will need to be effective in advocating for resources and creative in providing support to the campuses to help them develop effective strategies for recruitment, retention, compensation, and professional development.

Adopting New Learning Technologies
Additionally, the next UW System President will need to assist in making crucial decisions regarding the incorporation of new technological advancements and enhancements to the distance learning process and breadth and availability of those remote programs in order to respond to economic and workforce demands across the state.
SUMMARY OF UW SYSTEM PRESIDENT DUTIES AND RESPONSIBILITIES

The UW System President has executive responsibility for the operation and management of the University of Wisconsin System. The President reports to the 18-member Board of Regents and carries out the duties as prescribed in Wis. Stat. Chapter 36 and such other duties as may be assigned by the Board or in policy actions of the Board. The President is responsible for appropriate staffing of the UW System Administration, who shall assist the System President and the Board of Regents in establishing systemwide policies; strategic planning; monitoring, reviewing, and evaluating Board policies; coordinating program development and operation among UW universities; planning the programmatic, financial, and physical development of the UW System; negotiating budgets and policy with state officials; maintaining fiscal control; and compiling and recommending educational programs, operating budgets and building programs for the Board. The UW System President is the president of all the faculties of the universities. The Chancellors of the UW System campuses serve under the coordinating direction of the President and are accountable to the President and the Board of Regents in the operation and administration of their campuses. UW System campuses operate with a strong and proud history of shared governance with faculty, academic staff, university staff, and students.
DESIRED QUALITIES, EXPERIENCE, AND CHARACTERISTICS

The next President of the UW System will lead with persistence, patience, vigor, decisiveness, and humility as the UW System moves into a new era of higher education. They will support and champion the UW System as one of the world's leading research, teaching, and public service institutions. The breadth and complexity of the UW System will require a President who can craft a vision and share that vision in a compelling and collaborative way to embolden the State of Wisconsin's leadership and residents to rally around the Wisconsin Idea that has been a standard of excellence for well over one hundred years.

Applicants or nominees should have the following professional and personal qualities, experience, and characteristics:

- At least 10 years' experience in a significant senior executive position;
- An understanding of the unique attributes of higher education and the current opportunities and challenges particularly facing public higher education;
- An appreciation of the importance of students to the UW System and a commitment to perform the role of President with a student-centered mindset and with the best interest of all students in mind;
- A proven track record of effectively promoting and supporting diversity, equity, and inclusion, and establishing working and learning environments of trust and mutual respect;
- A demonstrated ability to forge partnerships with education sectors across Wisconsin, the nation, and the globe;
- A demonstrated ability to establish strong, purposeful, and persuasive relationships with local, state, and federal government officials and diverse constituencies as a champion for higher education;
- Demonstrated experience advocating and negotiating on policy and budget issues with public officials in a highly political environment;
- A demonstrated record of financial acumen and ability to effectively manage human, fiscal, and capital resources;
- A proven track record of strategic and inclusive planning in a large, complex organization;
- A demonstrated capacity for strong collaborative, consultative, and participatory leadership; the proven ability to listen, unify, motivate, and empower others; and the characteristics needed to inspire a wide range of stakeholders to move forward toward a shared vision;
- A demonstrated ability to manage and drive change in a large, complex organization by empowering senior leaders to implement the change;
- A demonstrated understanding of and ability to work effectively with shared governance and diverse constituencies and governance units;
- A proven history of acting as a servant leader who values approachability, transparency, and authenticity;
- A record of integrity and possession of very high stewardship skills that will enhance the reputation and integrity of the UW System and the Office of the President;
- Demonstrated exceptional and effective communication and interpersonal skills;
- Demonstrated intellectual vigor necessary for leadership in a complex, dynamic educational system; and,
- A demonstrated entrepreneurial mindset, creative problem-solving skills, and appreciation of emerging educational technology trends.
Located in the Highlands area of Madison’s west side, Brittingham House is the official residence of the University of Wisconsin System President and serves as the front door to the UW System. It is used frequently for receptions, business meetings, and other public events. The UW System President is required to live in Brittingham House as a condition of employment.

Thomas E. and Mary Brittingham built the elegant Georgian-style house in 1916 as their final residence. In 1955, their children donated the house and its 15-acre grounds to the University of Wisconsin. It became the official residence of the UW System President in 1977.

For further information about Brittingham House, the official residence of the UW System President, visit the UW System President’s Residence website.
The position will remain open until filled. However, only complete applications received by March 15, 2020, are assured full consideration.

Nominations and expressions of interest will be treated in confidence; references will not be contacted without prior approval of the candidate. The UW System will not reveal the identities of applicants who request confidentiality in writing, except the identities of those identified as final candidates. See Wis. Stat. § 19.36(7). Employment will require a criminal background check. It will also require applicants and references to answer questions regarding sexual violence and harassment.

The search is being assisted by Storbeck Search & Associates. Applications should consist of a substantive cover letter addressing the criteria listed above, a curriculum vitae or résumé, and a list of at least five professional references, including faculty, student, and community leaders and full contact information. Applications and nominations should be sent, in confidence, to:

Shelly Weiss Storbeck, Managing Partner
Tom Fitch, Partner
Kenna Boyd, Senior Associate
Storbeck Search & Associates
uwsystempresident@storbecksearch.com

The University of Wisconsin System is an Affirmative Action/Equal Opportunity employer and actively seeks and encourages applications from women, minorities, and persons with disabilities. It is our policy to provide reasonable accommodations to qualified individuals with disabilities who are employees or applicants for employment.