

UWL VICE CHANCELLOR FOR DIVERSITY & INCLUSION PROSPECTUS



UNIVERSITY OF WISCONSIN
LA CROSSE **UW** 

WE ARE EAGLES

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OPPORTUNITY

The University of Wisconsin-La Crosse invites applications for the position of vice chancellor for Diversity & Inclusion. This leader will succeed Barbara Stewart, who is serving on an interim basis after holding the position previously. They will report to the chancellor of UWL.

ABOUT UWL

Established in 1909, the University of Wisconsin-La Crosse (UWL) is a public university enrolling approximately 10,300 undergraduate and graduate students within a vibrant community in one of the most beautiful regions of Wisconsin. UWL is part of the Universities of Wisconsin, a constellation of 13 universities and 26 campuses that promote educational and career opportunities across the state. UWL offers 102 undergraduate programs in 30 disciplines, 30 graduate programs and two doctoral programs. Long recognized as a top mid-sized university in the Midwest, UWL is the No. 1 public university in Wisconsin with fewer than 25,000 students, according to *U.S. News & World Report*. Students, faculty and staff frequently say they were drawn to UWL because of its strong academic reputation, its vibrant and affable culture, and the La Crosse area's abundant natural beauty. These qualities have allowed UWL to stand out among its peers, leading to years of record-setting enrollment at a time when many universities are experiencing declines. The university's official motto, *mens corpusque* (Latin for "mind and body") is held as a guiding principle. The UWL campus community is active, involved and engaged – inside and outside the classroom.

ABOUT DIVERSITY & INCLUSION

Mission

Since 2018, UWL's Division of Diversity & Inclusion (D&I) has provided leadership, services, access and advocacy for historically marginalized and systemically underserved populations on campus. The Division seeks to create an inclusive environment for preparedness, global awareness and services to others.

Vision

D&I aspires to create a learning environment that prioritizes critical thinking, analytical dialogue and meaningful educational interactions for the collective campus, local, regional and state-wide communities.

Values

- **Equity:** We act by developing resources to advance equitable opportunities and outcomes for all, with a focus on eliminating barriers to full participation for historically excluded populations.
- **Advocacy:** We provide support and services that allow students, faculty and staff to express their thoughts, views and concerns in accordance with the state and federal laws and the policies of the Universities of Wisconsin. In doing so, we work to uphold the civil rights afforded to the campus community.
- **Community and belonging:** We strive to create a sense of belonging – the feeling that each of us matters to one another and to the whole. We believe this work begins with each of us individually and extends to our respective offices, departments and divisions, as well as the campus and community at large. By fostering interconnectedness, we create a collaborative learning environment where barriers are eliminated, voices are lifted, and students and staff feel safe and supported.
- **Personal growth:** We are committed to lifelong learning and self-improvement of our skills, qualities, goals and understanding of diverse perspectives.





CHALLENGES AND OPPORTUNITIES

- Provide leadership and vision to the Division of Diversity & Inclusion by developing and implementing campus-wide initiatives to support the university's commitment to diversity, equity, inclusion, and belonging across all divisions and units.
- Lead and supervise a capable and dedicated divisional team and continue to build personnel and infrastructure to support faculty, staff, and students across a current range of services, including Affirmative Action, McNair Scholars Program, Multicultural Student Services, Student Support Services, Title IX and Compliance, Pride Center, Youth Protection, Access Center, and Center for Transformative Justice.
- Navigate challenging national, state, and local political climates around diversity, equity, and inclusion with a demonstrated understanding of the impact of policy on higher education and the mission of creating a robust and equitable learning environment to prepare students to be informed, globally-aware lifelong learners.
- Develop a cohesive strategy around diversity, equity, and inclusion to inform goal-setting with a strongly collaborative chancellor's leadership team, framing best practices and institutional priorities using data support and key metrics to advance short- and long-term objectives.

- Provide oversight for the divisional budget, with the management of resources reflecting a comprehensive strategy of institutional goals and outcomes surrounding diversity, equity, and inclusion.
- Build upon a strong campus appetite for shared governance and collaboration across colleges, schools, and departments to engage academic leadership and faculty to lead and enhance campus climate initiatives.
- Develop, promote, and provide educational training programs on diversity awareness, cultural competency, and anti-bias.
- Provide leadership and guidance on best practices for UWL's commitment to recruiting and retaining diverse faculty, students, and staff, collaborating with Academic Affairs, Student Affairs, Human Resources, and other key campus stakeholders.
- Develop close collaboration with Student Affairs to ensure student-centered programming goals are achieved and support a student body highly committed to providing forums and safe space opportunities for challenging dialogue and advocacy.
- Participate in various campus assessment activities, including the Inclusive Excellence Assessment Team, UNILOA Assessment Team, Campus Climate Survey implementation, Equity Scorecard, and High Impact Practices Team.
- Represent UWL's Division of Diversity and Inclusion in the external community, enhancing the university's presence and engagement with local organizations in the wider La Crosse region.
- Collaborate and build community with a peer group of vice chancellors and colleagues across the Universities of Wisconsin campuses and administration.

DESIRED LEADERSHIP ATTRIBUTES

UWL seeks a vice chancellor for Diversity and Inclusion who is a nationally recognized diversity practitioner steeped in the research and literature of social justice, diversity, equity, and inclusion, and with proven success working with students, faculty, and staff to design an equitable and inclusive experience for all members of the UWL community. More specifically, they will be:

A visionary, innovative, and reflective leader prepared to work effectively with the chancellor and serve as a senior leader of the institution, who understands the importance of campus culture and climate and the distinctive interests of multiple constituencies. The vice chancellor for Diversity & Inclusion will demonstrate an understanding of the intersectionality of identities represented in the diversity of all stakeholders. The ideal candidate understands how to balance a sense of urgency while demonstrating the patience needed to meet different community members where they are in their social justice, equity, and inclusion journey. Some prior experience in the classroom would be useful in collaboration with and guidance to faculty.

Astute change management leader who can demonstrate experience managing institutional change complexities and the interpersonal skills to make decisions and attain consensus thoughtfully and purposefully. Establish effective alignment, collaboration, and communication between UWL stakeholders to achieve institutional and systemwide goals and excellence. Demonstrated ability to build alignment for transformational change; ability to exercise diplomacy, mediate controversy, and celebrate multiple viewpoints to engage others in productive and civil dialogues that advance equity and inclusion efforts.

A resilient mission-oriented leader excited about and energized by the history, mission, and core values of UWL, deeply engaged with students, faculty, and staff members, and acts as a facilitator to enhance a positive work atmosphere for all members of the UWL internal and external community. Demonstrating an understanding of how Academic Affairs, Student Affairs, and D&I work synergistically, in addition to proven experience effectively managing a team, is critical to the success of this leader.

Accountability, Transparency, and Grit

While serving in this highly visible, highly scrutinized role, this senior leader must demonstrate the ability to look at issues from the perspective of multiple constituencies and anticipate public reaction. The ideal candidate will be effective at crisis management, possess the courage and fortitude to stress accountability with confidence, and demonstrate an unwavering moral compass, unquestionable integrity, and transparency in decision-making with a clear-eyed response about measuring impact.

Advance Equity in Recruitment, Retention, Hiring, Promotion, and Evaluation

The vice chancellor for Diversity and Inclusion will serve as a resource, bringing to light best practices for creating more inclusive faculty, staff, and student recruitment processes and courses of action to increase retention. This individual will facilitate the development of a social justice growth mindset to formalize institutional practices around intercultural competency, policy development, and performance measurement.

A strategic collaborator and community builder who demonstrates sensitivity to the needs of the UWL community. As an ambassador and experienced change agent, able to navigate internal and external stakeholders and advance a mutually beneficial unified vision to move the institution and the community diversity, equity, and inclusion efforts forward. The next vice chancellor must possess a collaborative, consensus-building leadership style and be open to thoughtful and appropriate innovation.

An astute financial manager capable of careful financial planning, building budgets, and allocating resources in fair, transparent ways that reflect clear priorities.

A student-centered leader who is accessible and engaged with students. The ideal candidate sees students' education, safety, growth, and well-being as our utmost priority; and understands the application of research in developing and advancing a positive and inclusive campus climate for diversity, equity, and inclusion as an asset. A leader who embodies collaboration with system and college and university leaders to ensure the campus is a welcoming, inclusive, and success-oriented environment for students.

A data-driven leader who can gather, analyze, and refine diversity, equity, and inclusion data based on all goals and strategies. Ability to evaluate and provide data-informed strategic analysis on opportunities and challenges and assess the effectiveness of diversity, equity, and inclusion initiatives and programs for measurable impact.

An exceptional communicator and active listener who has the skills to work one-on-one and in groups, influence others, successfully manage challenges, and serve as a powerful and effective spokesperson for the underrepresented; one who possesses a gift for working with issues that are sensitive and controversial, and who is a powerful advocate and spokesperson on issues of equity and inclusion.

A servant leader who commands respect and engenders the trust of faculty, staff, students, alumni, and the larger UWL community of stakeholders – demonstrated a strong understanding of best practices and implementation of strategic planning, program assessment, the framework for shared governance, and the ability to organize the work for impact.

Qualifications:

Education and/or Experience:

- Ph.D., Ed.D., or J.D. terminal degree desired
- Evidence of increasingly responsible professional experience as a leader within diversity, equity, and inclusion initiatives.

D&I AREAS OF RESPONSIBILITY

ACCESS CENTER

The ACCESS Center promotes equal access to educational opportunities by providing services and accommodations to students with documented disabilities.

CENTER FOR TRANSFORMATIVE JUSTICE

The Center for Transformative Justice (CTJ) serves the campus community by implementing critical frameworks to better understand the lived experiences of individuals, and their intersectional identities, to build a more equitable learning environment. CTJ enriches campus through social justice education, diversity events, campus climate research, bias support, the Campus Thread clothing closet, and more. Though student-centered, CTJ has served thousands of undergraduates, graduates, staff, and faculty alike.

MCNAIR SCHOLARS/TRIO

The Ronald E. McNair Post-Baccalaureate Achievement Program is funded by the United States Department of Education and UWL to provide eligible students with support and preparation for graduate school.

MULTICULTURAL STUDENT SERVICES

Office of Multicultural Student Services fosters academic, leadership, and personal growth for diverse student communities including African American, Indigenous, Hispanic, Asian, Hmoob, and biracial/multi-ethnic backgrounds.

PRIDE CENTER

The Pride Center provides education, advocacy, outreach, support, and resources for LGBTQIA+ students, faculty, staff, and allies. It works collaboratively to improve the campus climate and foster a sense of belonging.

STUDENT SUPPORT SERVICES/TRIO

Student Support Services is a federally funded TRIO program for students from disadvantaged backgrounds. SSS programming is designed to enhance academic skills, increase retention and graduation rates, and facilitate entrance into graduate and professional programs.



Assistant Vice Chancellor for Diversity & Inclusion Stacy Narcotta-Welp (center) and ACCESS Center Director Andrew Ives meet with a student.

D&I AREAS OF RESPONSIBILITY

BIAS SUPPORT & EDUCATION

The Bias Support & Education Team responds to reported bias incidents at UWL to continue to foster a community that is welcoming and inclusive to all. The team was formed in 2005 to address and respond to bias incidents and better understand our campus climate. The team collects reports on bias incidents; provides support for those impacted by bias incidents; assists impacted parties in connecting with support services, encourages constructive dialog between individuals involved; facilitates proactive and ongoing, educational training about the impact of bias; raises awareness and empowers bystanders to promote a culture of civility and respect; and informs administration of best practices for policy and action.

EQUAL OPPORTUNITY & AFFIRMATIVE ACTION

The Equal Opportunity & Affirmative Action program is designed to ensure equal employment opportunity. It includes policies, practices and procedures that employers – including UWL – implement to ensure all qualified applicants and employees receive equal opportunity for recruitment, selection, advancement, training, development and every other term, condition and privilege of employment. Equal Employment Opportunity ensures all personnel decisions – hiring, promotions, etc. – are made without any consideration of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or generic characteristics), ancestry, marital status, age, sexual orientation, citizenship or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994).

TITLE IX AND COMPLIANCE

The Office of Title IX & Compliance is dedicated to furthering the mission of UWL while ensuring compliance with all applicable federal and state laws, regulations, and Board of Regents policies. This office is responsible for responding to reports of sexual misconduct, taking immediate action to eliminate sexual harassment or sexual violence, preventing its recurrence, and addressing its effects. At UWL, we believe compliance is a shared responsibility, with every member of the campus community understanding those responsibilities and being accountable for their actions. The office collaborates with other campus partners to mitigate compliance risk and promote ethical conduct throughout the university.

YOUTH PROTECTION

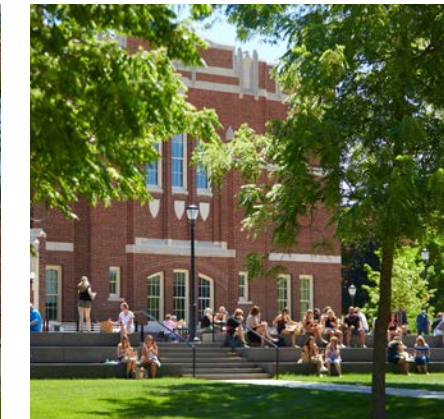
The Youth Protection and Compliance Initiative was started in 2020 by the Universities of Wisconsin Youth Protection and Compliance. At UWL, we recognize that minors are a vulnerable population requiring special attention and protection. UWL established a Youth/Minor Protection working group consisting of members from a variety of offices and departments during the fall of 2020. This group creates and monitors the Youth/Minor Protection policies, procedures and guidelines UWL uses when welcoming minors to campus.

INSTITUTE FOR SOCIAL JUSTICE

The mission of the Institute for Social Justice is to create and support a community of scholars committed to social justice research; to engage and mentor students who are interested in pursuing social justice research and/or careers in social justice fields; and to form partnerships with social justice organizations in the La Crosse community.

EQUITY LIAISON INITIATIVE

The Equity Liaison Initiative is a strategic, cooperative, campus-wide effort to identify and close equity gaps affecting students and employees. The Equity Liaisons are faculty or staff members designated within each unit. They interpret equity data, gather relevant resources, and advocate for evidence-based strategies to help their units better anticipate and address equity gaps.





A federally funded TRIO program, Student Support Services provides assistance to 350 eligible students each year.

STRATEGIC INTENTIONS FOR 2023-28

In fall 2022 and spring 2023, the Division worked to create a strategic plan for the next five years. We utilized the strategic plans of the Universities of Wisconsin and UWL as a backbone to our own plan. We used resources including the NADOHE Framework to help create our intentions.

STUDENT SUCCESS

Create a learning environment that sustains and supports students from historically marginalized backgrounds to achieve their academic and career goals within U.S. academia.

LEARNING, DEVELOPMENT AND SOCIAL JUSTICE

Ensure that all employees can be engaged in creating a dynamic and welcoming campus community.

ECOLOGICAL EXCELLENCE

Ensure that UWL's diversity, equity and inclusion efforts are fully embedded and coordinated within the campus ecosystem.

EXPANSION

Build transformative and reciprocal relationships to catalyze current and future D&I success.

BRANDING

Uplift and share our identity to convey the impact of D&I's mission, vision and values within the campus community.



ABOUT OUR STUDENTS

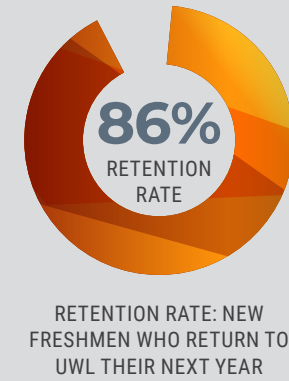
UNDERGRADUATE:
9,379
GRADUATE:
935

OUR STUDENT BODY
COMES FROM:

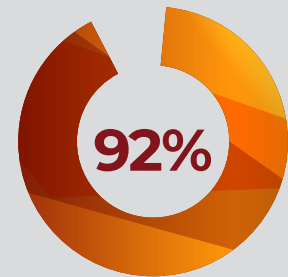
- 36** STATES
- 30** COUNTRIES
- 79%** WISCONSIN RESIDENTS

REPRESENTATION

- 10%** STUDENTS OF COLOR
- 11%** PELL GRANT RECIPIENTS
- 25%** FIRST GENERATION



AVERAGE CLASS SIZE:
29



OF CLASSES HAVE FEWER THAN 50 STUDENTS

93%
CAREER PLACEMENT WITHIN 6 MONTHS OF GRADUATING

19:1
STUDENT-FACULTY RATIO

ACADEMIC PROGRAMS

102 **30** **2**
UNDERGRADUATE GRADUATE DOCTORAL



8 MULTICULTURAL STUDENT ORGANIZATIONS

POINTS OF PRIDE

- The ACCESS Center proctored over 2,500 tests for students and faculty in 2022-2023, a 19% increase from the previous year.
- In 2022-23, Student Support Services and D&I were awarded \$70,000 in UW grants for a new Fostering Success for Independent Scholars program, supporting students who experienced foster care, orphanhood, guardianship, and other adverse childhood conditions.
- The Office of Multicultural Student Services provided services and programming to 1,906 UWL students, 444 prospective students and 144 pre-college students in K-12 in 2022-23.
- The Pride Center served 6,562 students, faculty, staff and community members via various events and programming in 2022-23.
- The Center for Transformative Justice enriches campus through implementing impactful social justice education, organizing an array of diverse events, facilitating ongoing campus climate research, guiding the Bias Support and Education Team, coordinating the Campus Thread clothing closet, and more. CTJ served 4,281 individuals in the Fall 2023 semester.
- Two-thirds of UWL's McNair Scholars had completed at least one graduate level degree in 2022-23.



ABOUT THE REGION

The UWL campus is located in southwestern Wisconsin, nestled in a residential area of the city of La Crosse and positioned as part of a larger metro area with a population close to 140,000. The area, known as the 7 Rivers Region, is famous for its exceptional natural beauty, which includes the Mississippi River on one side, majestic bluffs on the other, and views of rolling farmland and forested valleys in between. Abundant water, woodlands and varying terrain provide ample opportunities for year-round outdoor recreation. Approximately 150 miles from both Minneapolis and Madison, La Crosse enjoys the affordability and charm of small-town living with larger city benefits. Three institutions of higher education, two world-class medical institutions, the La Crosse Symphony Orchestra, a restored 19th century downtown business district, and a number of galleries and art centers have made La Crosse a regional hub for culture, entertainment, medical care, shopping, sports and recreation. More information about the La Crosse metro area can be found at [Choose La Crosse](#) and [Explore La Crosse](#).



PROCESS FOR CANDIDACY

All nominations, inquiries, and applications will be received and evaluated in full confidence. The Search Committee will begin a review of applications immediately and continue its work until an appointment is made. For best consideration, application materials should be received by April 15, 2024.

Application materials should be sent electronically (PDF or M.S. Word) to UWL_VCDiversity@agbsearch.com and must include the following:

- A letter of interest stating how the candidate's experiences and qualifications connect with the desired leadership attributes and themes stated in the profile
- Curriculum vitae/resume
- Five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the candidate

Nominations

Inquiries and nominations should be sent to or directed to UWL_VCDiversity@agbsearch.com.

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