



## Dean, College of Nursing

### Leadership Profile

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*WittKieffer*

## Contents

- 01 Executive Summary
- 02 Organization Overview
- 07 The Role of Dean, College of Nursing
- 09 Opportunities and Expectations for Leadership
- 12 Professional Qualifications and Personal Qualities
- 14 About University of Wisconsin Oshkosh
- 21 Procedure for Candidacy

## Executive Summary

The University of Wisconsin Oshkosh (UW Oshkosh) seeks an innovative, experienced academic leader to serve as the next Dean, College of Nursing (CON). This is an extraordinary opportunity for a leader with prior administrative experience to grow entrepreneurial networks, enhance interactions with other colleges and schools at UW Oshkosh and to take calculated risks to propel the CON to national recognition as part of an entrepreneurial and visionary university.

Established in 1966, UW Oshkosh's CON was the second public institution north of Madison and Milwaukee to offer a baccalaureate nursing program. The College was an early adapter of online education and has the longest standing Accelerated Bachelor of Science in Nursing (BSN) program in the U.S. The College has approximately 800 students enrolled in the following programs: Traditional BSN; Accelerated BSN; BSN@Home; Master of Science (MSN) in Nursing Clinical Nurse Leader Emphasis; Master of Science in Nursing (MSN) Nurse Educator Emphasis; RN to BSN to MSN; Master's to Doctor of Nursing Practice (DNP); Doctor of Nursing Practice–Family Nurse Practitioner (FNP) Emphasis; Doctor of Nursing Practice–Nurse Anesthesia Emphasis; Clinical Nurse Leader (CLN) certificate; and Nurse Educator certificate.

The new Dean, working with faculty, staff, students, alumni and community partners, will be expected to provide intellectual leadership, management, inspiration and a strategic sense of the future for nursing education. This is an exciting time for the CON to continue building programs for the future where technology and new methodologies continue to change the landscape of health care delivery and nursing education.

Reporting to the Provost and Vice Chancellor for Academic Affairs, the CON Dean will oversee a \$4.4 million portfolio that includes 11 tenure/tenure-track faculty; 28 full-time and 76 part-time instructional academic staff; and 13 academic and university staff. The Dean will work collaboratively with other UW Oshkosh schools/colleges to develop interdisciplinary opportunities for teaching and research that will help address the unique health care priorities for the region. The Dean will develop and maintain strong and collaborative relationships with CON's clinical partners, including the area's hospitals, clinics, community physicians and other care giving entities, to support patient care and population wellness and to strengthen these strategic, synergistic community partnerships.

The Dean of the CON will have a deep commitment to students and their success, in addition to a record of accomplishment with building strong and abiding interpersonal relationships. Candidates for the position should have an earned doctorate in nursing or a related field, eligibility to obtain RN licensure in Wisconsin, and a record of successful, collaborative and strategic leadership in the field of nursing. The successful candidate will have a record that indicates the ability to grow the educational and research success of the CON, and a demonstrated ability to engage with donors, alumni and the community to advance the goals of the CON. Demonstrated support for excellence and innovation in undergraduate and graduate nursing education is essential.

The national executive search firm WittKieffer has been retained to assist UW Oshkosh in this search. Information about how to nominate a candidate or to apply for this opportunity can be found later in this document in the section entitled "Procedure for Candidacy."



## Organization Overview

### UW Oshkosh College of Nursing

The CON welcomed its first students more than 50 years ago in 1966. In 1970, the first class, comprised of 22 undergraduate students and guided by a faculty of six, graduated. In 1974, the Board of Regents approved a graduate nursing program with a focus in primary health care leading to the Master of Science in Nursing (MSN) degree. UW Oshkosh is one of four graduate nursing programs in the UWS and is the only one with the select mission of preparing primary health care nurses for ambulatory care settings. UW Oshkosh graduates often serve in rural or underserved areas. The program approval with a focus in primary health care was intentional at the time, due to a severe physician shortage and high infant mortality rate in north central and northern Wisconsin. For decades, the MSN graduates have contributed to improving health care access and quality patient outcomes and continue to be highly valued in the state and nation as quality practitioners. From 1970-2000, nursing programs were accredited by the National League for Nursing (NLN). In 2000, programs were accredited by the Commission on Collegiate Nursing Education (CCNE) for ten years. In 2010, CON programs were reaccredited for an additional ten years.



In 2005, CON faculty answered the call from the American Association of Colleges of Nursing (AACN) to pilot the Clinical Nurse Leader (CNL) emphasis with regional health care partners. In response to the nurse educator (NE) shortage, the NE emphasis was re-established in 2006. In May 2009 and with Board of Regents approval for a DNP program, UW Oshkosh offered the first doctoral degree on its campus. The DNP degree replaced the master's degree for Family Nurse Practitioners (FNPs). In 2016, faculty added a second option for doctoral preparation offering a nurse anesthesia (NA) DNP emphasis. The CON currently offers master's NE and CNL emphases.

The CON is currently organized by undergraduate and graduate offerings. Undergraduate offerings or tracks are referred to as options and graduate offerings are identified as emphases. CON has a robust undergraduate program (UGP) offering several options leading to the Bachelor of Science in Nursing (BSN) degree. This includes a traditional four-year baccalaureate (BSN); an accelerated (Accel), second bachelor's BSN; and BSN@Home (degree completion for registered nurses [RNs]). As the nation's first on-line 12-month pre-licensure accelerated bachelors to BSN program, Accel is approved in 11 states and has numerous qualified applicants for 32 spots with enrollment offered three times per year. The BSN@Home option is a collaborative partnership with the six UWS nursing programs offering degree completion programs throughout the state using distance technology. Enrollment in the CON for all programs is approximately 800-plus students.

Faculty in the CON created the Nursing Research Office in 1982 to encourage and support research activities of faculty/instructional academic staff (IAS) and graduate students. In 2016, this office was renamed the Center for Nursing Research (CNR) and was expanded to include a statistician, librarian and research design services. The center houses four graduate assistants, employed by the Office of Graduate Studies, who assist faculty/IAS and students in all phases of the research process.

Throughout the CON's rich history, faculty in the college have developed programs meeting and exceeding the needs of UW Oshkosh's communities of interest (COIs). With a solid foundation in liberal education, CON offers baccalaureate education for entry into practice and provides unique options for students seeking additional degrees. At the graduate level, CON provides master's preparation for CNLs and NEs and the DNP with two emphases. The CON's dedicated faculty continuously seek ways to increase enrollment in all options and emphases meeting the needs of the people of the Fox Valley, the State of Wisconsin and the nation. The university is proud of providing athletic opportunities for students, and teams on campus are named Titans.

## Overview of College of Nursing Program Offerings

### Pre-Licensure (Undergraduate)

#### Traditional BSN

The Traditional BSN option at UW Oshkosh offers both a five-semester program and a year-round program, primarily consisting of face-to-face instruction, with some hybrid and online classes. Clinical rotations are supervised by CON instructors in local and regional health care facilities every semester. Traditional BSN students have the opportunity to participate in a clinical study abroad experience during fall and spring interims.

#### Accelerated BSN

The Accelerated BSN Option is a 12-month, hybrid nursing program designed for individuals who already have a bachelor's degree and are seeking a Bachelor of Science in Nursing. The College of Nursing offers three Accelerated BSN cohorts each year with start dates in February, May and October.

The UW Oshkosh Accelerated BSN Option was the first accelerated nursing program of its kind in the United States. Since 2003, the College of Nursing has graduated more than 1,100 accelerated nursing students who represent a strong cadre of registered nurses with diverse experiences and educational backgrounds.

Over the years, the Accelerated BSN curriculum has been honed and perfected to encompass the highest quality nursing education. Instructional components of the Accelerated BSN Option consist of nursing theory courses offered 100% online; clinical rotations completed in or near a student's home community, and three on-campus residencies: orientation weekend, a two-week lab/clinical combination and advanced concepts/capstone week.

### BSN@Home

The BSN@Home Program is designed to meet the needs of Wisconsin registered nurses who hold an associate degree or diploma from an accredited nursing program. UW Oshkosh, in collaboration with six other UW System schools, provides flexibility through online and other distance technology. Core nursing courses are offered in spring, fall and summer terms to ensure that students have multiple options for course and program completion.

The final BSN degree will be awarded by whichever university a student chooses as their “home institution.”

- UW Oshkosh
- UW-Eau Claire
- UW-Green Bay
- UW-Madison
- UW-Milwaukee
- UW-Stevens Point

Online students enrolled at UW Oshkosh have access to a variety of students services—both remote and on campus—including academic advising, financial aid, registration and more.

### **Post-Licensure (Graduate)**

#### MSN – Clinical Nurse Leader Emphasis

The Master of Science in Nursing (MSN) Clinical Nurse Leader Emphasis blends the most current theoretical foundations of advanced nursing with evidence-based practice to prepare bachelor’s degree-holding nurses for advanced nursing roles. This 37-credit emphasis is offered as a full time (two year) or part-time (three year) plan of study.

The Clinical Nurse Leader (CNL) emphasis equips nurses for leadership roles in health care. CNLs oversee the care coordination of a distinct group of patients, actively provide direct patient care in complex situations, evaluate patient outcomes and have decision-making authority to change care plans when necessary. Graduates of the Clinical Nurse Leader emphasis are required to pass the CNL Certification examination in order to be credentialed as a CNL. CNL students who pass the exam demonstrate a high level of clinical competence and knowledge to the point of care and serve as a resource for the nursing team. The exam can be taken during the student’s last semester.

#### MSN – Educator Emphasis

The Master of Science in Nursing (MSN) Nurse Educator Emphasis blends the most current theoretical foundations of advanced nursing with evidence-based practice to prepare bachelor’s degree-holding nurses for advanced nursing roles. This 37-credit emphasis is offered as a full time (two year) or part-time (three year) plan of study.

The Nurse Educator emphasis equips students to serve as nurse educators in health care systems or as entry-level instructors in academic settings. Students acquire advanced knowledge of nursing educational systems, curriculum, instructional technology, learning environments, communication strategies and teaching skills. Graduates of the Nurse Educator emphasis are able to sit for the Certified Nurse Educator examination at the completion of the program. This certification, while not required to be a nurse educator, establishes nursing education as a specialty area of practice and creates a means for faculty to demonstrate their expertise in this role.

### RN to BSN to MSN

The RN to BSN to MSN program provides registered nurses with a fast track for entry into the Master of Science in Nursing program while completing their undergraduate nursing degree **through UW Oshkosh's BSN@Home program**. By combining the BSN and MSN studies, students save significant time and cost. Students must apply to the MSN program during their first semester of BSN@Home.

Students work closely with BSN@Home and Graduate Program advisors throughout the program to ensure smooth progression toward both BSN and MSN degrees.

### Master's to DNP

The Doctor of Nursing Practice program builds upon master's-level nursing knowledge and skills and prepares graduates for the highest level of nursing practice. This 30-credit, two-year, hybrid program integrates courses in evidence-based practice, informatics, leadership, collaboration, and knowledge of systems and health care policy.

Upon completing the program, DNP graduates are expected to:

- Expand advanced nursing practice by integrating the art and science of nursing with theory and knowledge from biophysical, psychosocial, political, ethical, technical, analytical, cultural, spiritual, environmental and organizational realms.
- Promote culturally sensitive, holistic advanced nursing practice care and services in a global community, with emphasis on disease/illness prevention and health/wellness promotion as well as restoration and maintenance.
- Synthesize leadership skills, systems analysis and advocacy expertise.
- Integrate clinical expertise and competence with population-focused management, evidence-based practice and health care policy.
- Analyze health-related information systems and technology for the improvement of health care.
- Develop, implement and evaluate evidence-based approaches to advanced nursing practice.
- Evaluate the outcomes of advanced nursing practice.

- Apply clinical scholarship and leadership skills to advanced nursing practice.
- Evaluate personal scholarship, professional growth and excellence in practice.

#### MSN to DNP – Family Nurse Practitioner Emphasis

The Doctor of Nursing Practice–Family Nurse Practitioner (FNP) Emphasis is a 74-credit BSN to DNP program offered in a full-time (three year) or part-time (four year) plan of study. This hybrid program prepares graduates for the highest level of nursing practice by integrating courses in evidence-based practice, informatics, leadership, collaboration and knowledge of systems and health care policy with specialized FNP education. Graduates of the program are eligible to sit for the FNP certification examination.

In addition to online coursework, classes take place on campus every Tuesday with students from other UW Oshkosh graduate nursing programs. This DNP program culminates in an intensive FNP residency immersion and completion of a scholarly project.

#### BSN to DNP – Nurse Anesthesia Emphasis

The Doctor of Nursing Practice–Nurse Anesthesia Emphasis is a 74-credit, BSN to DNP program with a 36-month, full-time plan of study. This program prepares graduates for the highest level of nursing practice by integrating courses in evidence-based practice, informatics, leadership, collaboration and knowledge of systems and health care policy with specialized nurse anesthesia practice education. Graduates of the program are eligible to sit for the national certification examination (NCE).

### **Post-Licensure (Graduate) Program Certificates**

#### Clinical Nurse Leader

The Clinical Nurse Leader (CNL) certificate allows individuals who already have a Master of Science in Nursing (MSN) to complete the necessary requirements for CNL certification and practice. This 14-credit certificate program combines 100% online coursework with hands-on practicum to develop the managerial and professional skills that are necessary to effectively lead in a health care setting.

With increasing demands to improve quality, safety and patient outcomes across health care, CNLs play an important role as advanced generalists who are academically and experimentally prepared to provide leadership in managing patient care environments and improving clinical outcomes. Graduates of the Clinical Nurse Leader Certificate are required to pass the CNL Certification examination in order to be credentialed as a CNL. CNL students who pass the exam demonstrate a high level of clinical competence and knowledge to the point of care and serve as a resource for the nursing team. The exam can be taken during the student's last semester.



### Nurse Educator

The Nurse Educator certificate provides individuals MSN-prepared nurses with foundational knowledge and expertise to assume roles as nurse educators in health care and academic settings. This 11-credit certificate program combines 100%-online coursework with hands-on practicum to develop the leadership and professional skills necessary to effectively educate future and fellow nurses.

Graduates of the Nurse Educator Certificate are able to sit for the Certified Nurse Educator examination at the completion of the program. This certification, while not required to be a nurse educator, establishes nursing education as a specialty area of practice and creates a means for faculty to demonstrate their expertise in this role.

## **The Role of Dean, College of Nursing**

The Dean is an experienced, doctorally-prepared nurse educator and leader who is responsible for the administration and supervision of the College of Nursing (CON) academic programs and personnel. The Dean represents the CON and the university at local, regional, national and global levels. Consistent with the mission and values of the university and nursing profession, the Dean fosters a diverse and vibrant academic community that embraces technology to enhance the visibility of the college. In addition, within the system of shared governance, the Dean is accountable to the faculty, staff, students and stakeholders of the CON.

### **Responsible to:**

The Provost and Vice Chancellor for Academic Affairs of the University of Wisconsin Oshkosh.

### **Leadership**

- Use visionary leadership to promote the mission, vision, values and strategic goals of the university and CON.
- Direct and administer educational programs in the CON by promoting excellence in teaching/learning, scholarship, practice and service.
- Serve as the CON's liaison to the university administration.
- Demonstrate effective communication to foster a sense of community and an environment of collegiality and integrity.
- Sustain memberships and provide leadership within appropriate professional and academic organizations.
- Ensure the continuous improvement of the teaching/learning programs of the College of Nursing.

## Administration

- Develop and implement academic policies and procedures for the College of Nursing in collaboration with the CON College Committee.
- Recruit, retain and evaluate faculty and staff via established personnel policies.
- Achieve and maintain national and state accreditation for the university's nursing programs in collaboration with the CON College Committee.
- Assure that all regulatory standards are maintained.
- Maintain fiscal responsibility and accountability for all State of WI accounts, related revenue and fund development opportunities (including fundraising).
- Plan, develop, implement and evaluate educational programs and services to achieve the goals of the college; oversee CON budgets, class schedules, classroom and facilities utilization and coordinate programs and services with other college personnel.
- Maintain written agreements for use of clinical facilities.

## Advocacy

- Advocate for the CON in the university and the community. Serve as liaison between the college and affiliating agencies.
- Foster relationships with clinical partners and affiliates that assure effective and high quality faculty practice and clinical education.
- Represent the CON at University of Wisconsin System, state, national and international forums related to nursing education, professional nursing practice and health.

## Opportunities and Expectations for Leadership

The following represent some of the immediate opportunities that the new Dean will address during the first two to three years in office. They are presented here in no particular order.

### ■ **Inspire Innovation and Advance a Shared Vision for the College's Future**

The Dean, working collaboratively with CON faculty and leadership, will convey a compelling vision and corresponding strategic plan that will result in CON continuing to be viewed as a premier regional nursing program as well as a national leader in nursing education and research with a commitment to academic and clinical excellence. The new Dean will foster collaboration, innovation and best practices in nursing education along with experiential learning and scholarship across the College's programs. In the current climate of higher education of fierce competition for students interested in nursing and other health sciences professions, it is imperative that the next Dean represent and promote the College of Nursing's unique attributes to attract and retain high quality, engaged students who will transition into engaged alumni. The Dean will involve the College's faculty and staff in determining its niche for outstanding academic programs that position graduates for success in the health workplace. The Dean will evaluate the College's current organizational structure, resources and management, making appropriate changes as deemed necessary to support its continued growth.

The Dean will invigorate the faculty through the creation of a vibrant vision for a distinguished and contemporary college of nursing. The new Dean must develop a cohesive team among the faculty, building an "esprit de corps" and making all faculty members feel they are an essential part of the CON by seeking their input and continuing to advance a culture based upon mutual respect, compassion and trust. The Dean will help faculty advance the CON through promoting excellence in teaching and prioritizing the student experience. The Dean will set clear expectations, holding faculty accountable to established measures.

### ■ **Identify Opportunities to Increase Student Enrollment**

The Dean will engage and empower faculty in assessing the curriculum and identifying changes, enhancements and additions that should be made to address the current demands and the emerging needs of a rapidly evolving health care environment. The Dean will lead the faculty and staff in identifying new opportunities for academic program development to keep pace with the changing health care field. The Dean will explore the potential for interprofessional and interdisciplinary programs with other UW Oshkosh schools while also seeking opportunities to collaborate with other institutions in the region. The Dean also will identify and promote opportunities to strengthen student enrollment and retention with a focus on value-enhancement, identifying areas where technology and new pedagogies can be leveraged to strengthen the College's fiscal status.

### ■ **Recruit, Develop and Retain Exceptional Faculty and Staff**

The Dean will be responsible for the active recruitment of top faculty and staff whose skills enhance the success and reputation of the CON. This will include identifying recruitment needs to support

curriculum changes and program expansion at the junior, mid-level and senior faculty levels while also recruiting and retaining faculty with strong records in education, clinical practice and research. As a key part of their leadership, the Dean will further develop both faculty and staff to enrich the CON community. This includes mentorship of faculty as they navigate the tenure process, the building of community with the CON, and the development of a supportive and collaborative culture. The Dean will focus on the retention of faculty and staff by practicing engaged listening as well as compassionate and responsive decision-making.

- **Advance Scholarship and Research**

The Dean will establish a supportive environment that fosters scholarship and research and results in an increased level of external funding and scholarly productivity. The Dean will maintain a strong culture of research and scholarship among the CON's faculty, providing a supportive environment that fosters research activity, facilitates achieving sponsored research funding and promotes new research programs. This will include providing mechanisms to support early career investigators developing programs of research and mentoring junior faculty in their research efforts. The Dean will identify opportunities for interdisciplinary collaboration with other colleges and schools within UW Oshkosh, as well as with clinical partners and other external organizations, fostering the development of synergistic relationships that will advance UW Oshkosh's research enterprise.

- **Collaborate with Clinical Partners**

The Dean will establish a strong partnership with senior leadership with the CON's clinical partners, demonstrating entrepreneurship and innovation regarding how the College can help to address the region's, as well as the state's, health care needs. This will include establishing strong partnerships with the chief nursing officers and other senior leadership within the clinical partners and proactively identifying opportunities to expand the CON's program that will address the region's workforce demands.

- **Advocate for the College**

The Dean will serve as a prominent and effective advocate for the CON within UW Oshkosh, as well as within the larger community. Serving as the executive representative of the CON, the Dean will foster collaborative relationships with senior leadership throughout UW Oshkosh, establishing ways to align the College's priorities with those of the university. The Dean will seek opportunities to strengthen communications between the CON's faculty and those of the other UW Oshkosh colleges and community. The Dean will be expected to work closely with other deans at UW Oshkosh to ensure that the university's mission is met with a collaborative approach.

- **Act as the "face and voice" of the College**

The Dean is expected to bring prominence to the CON by actively participating in local, regional, state and national health care and academic organizations (e.g., local hospitals, health departments, CCNE, AACN and other accrediting bodies, professional nursing organizations at the state, national and

international levels). The Dean will lead efforts to identify ways in which CON can increase its visibility to prospective students and faculty regionally as well as nationally.

The Dean will seek opportunities to increase philanthropic support to provide scholarships and to support research, playing a significant role in fund raising and friend raising for the CON. The Dean will actively participate in development efforts in order to increase private support from individuals, foundations and corporations for initiatives that promote the quality of education as well as the continued quality of faculty research and clinical practice. The Dean will build new strategic alliances and create a culture of philanthropy among alumni.





## Professional Qualifications and Personal Qualities

The ideal successful candidate will preferably have the following competencies, knowledge, skills, abilities and personal attributes.

### Education/Certification

- An earned doctorate from an accredited institution with at least one graduate degree in nursing.
- Experience in academic nursing and higher education administration.
- Eligible for licensure as a registered professional nurse in Wisconsin.
- Record of achievement in teaching, scholarship and service, which merits appointment as a tenured full or associate professor.

### Knowledge and Work Experience

- National reputation as an academic leader who has a demonstrated record of achievement.
- Strong, sustained record of senior leadership and administrative experience in support of students and faculty in teaching, service and scholarship excellence gained within an academic nursing setting.
- Successful experience managing budgets in an academic institution.
- Involvement in an active research program or history of successful program of funded research.
- Keen insights into a range of key issues and opportunities in the nursing profession, nursing education, research and health care delivery, with the ability to position the CON to meet the challenges inherent in health care and potential health care reform.
- Ability to manage an academic organization and work effectively and collaboratively with community leaders, interdisciplinary professionals and colleagues in a complex university environment.
- Ability to recruit, retain and develop outstanding faculty.
- Ability to raise funds from interested donors for endowments, to support scholarships, professorships, chairs and programs.
- The ability to work well at all levels in a complex and diverse environment, fostering a spirit of collaboration with faculty, colleagues and administrators.
- Demonstrated sustained success in building partnerships and relationships across academic disciplines, administrative units and with external communities.

- A commitment to enhancing racial, ethnic and gender diversity in the student body and faculty; demonstrated commitment to fostering a diverse and inclusive environment.
- Outstanding judgment and the capacity to set and communicate priorities and to lead the CON forward.
- Experience implementing interprofessional educational activities.

## Personal Characteristics

- An engaging communicator with refined interpersonal skills who is an empathetic, respectful listener who can create an atmosphere that allows individuals to flourish within the context of the university's strategic plan. Works effectively with individuals at all levels within the university and can identify and align key stakeholders to his/her cause.
- A leader who can establish an inspiring vision for the CON's future, is committed to the missions of the university and the CON, is committed to growing and developing faculty, staff and students, and is aligned with achieving prestige through the success of the CON and its members.
- A diplomat who demonstrates a collaborative approach in working closely with members of the CON and other constituents, including administration within the university, as well as outside organizations and individuals.
- A skilled negotiator and self-confident individual who is not afraid of criticism or challenge and can effectively manage conflict.
- A decision-maker with a commitment to achieve set goals and to establish a culture of responsibility and fairness.
- A confident manager and team builder with strong organizational and business skills who knows how to achieve goals in complex, evolving environments.
- A mentor with strong coaching skills to nurture the development of faculty into accomplished educators, practitioners and researchers.
- An educator who enjoys interchange with students and faculty.
- An individual of the utmost integrity with high levels of energy, maturity and flexibility, and a reputation for fairness and idealism.
- A builder of organizations, teams and programs; a developer and promoter of the strengths of the CON and of individual colleagues.

## About University of Wisconsin Oshkosh

### Overview

With its more than 150-year history, UW Oshkosh is a regional public institution of higher education and one of 11 comprehensive universities in the highly respected University of Wisconsin System. UW Oshkosh embraces the ideals of the Wisconsin Idea, one of the longest and deepest traditions surrounding the University of Wisconsin.

As part of the UW System restructuring, UW Oshkosh joined with neighboring UW-Fond du Lac and UW-Fox Valley on July 1, 2018, to form one university with three distinct campuses and expanded access to higher education in the region. UW Oshkosh, UW-Fond du Lac and UW-Fox Cities share a rich history in partnership and collaboration through academic articulation agreements, continuing education programming, resource sharing and more. An excellent foundation exists to build a continually stronger partnership.

The new university is a force to further transform the region: increasing the educational attainment rate and helping people pursue knowledge and prosperity—people who may have previously felt a bachelor's, master's or doctorate degree was out of reach. The more people and partner organizations agree: this is a once-in-a-generation opportunity.



UW Oshkosh serves 15,000 students with a workforce of more than 1,475 employees on the three campuses. UW Oshkosh is a research-enhanced comprehensive university recognized as a national leader in sustainability. UWO-Fond du Lac and UWO-Fox Cities students can earn the Associate of Arts and Sciences Degree (AAS), fulfilling University of Wisconsin System-wide general education guidelines. Graduates from UWO-Fond du Lac and UWO-Fox Cities can continue on to a bachelor's degree program seamlessly on the Oshkosh campus and have guaranteed transfer admission to all institutions in the UW System.

All three campuses have strong ties to their communities. UW Oshkosh is a highly respected and inclusive member and partner in the Oshkosh (67,000 residents), Fox Cities (250,000 residents), Fond du Lac (40,000 residents) and New North region, which boasts more than 1.2 million residents in 18 counties. In Northeastern Wisconsin, UW Oshkosh students benefit from the advantage of a region that provides abundant opportunities for internships, employment, entertainment, community service and research.

UW Oshkosh students are in high demand for internships and jobs throughout the Fox Valley and Wisconsin. They graduate with a highly regarded degree and will be able to include relevant work experience on their resume. Students are prepared for a career through student-centered education, internships and field experiences that are available throughout the New North region.

## **Transforming the Region**

UW Oshkosh has embarked on the critical journey of implementing a new, forward-looking strategic plan that will focus on the university's core priorities of student success, academic excellence, campus effectiveness and UW Oshkosh's impact on the community, state and world. Within this plan, a new and exciting future is envisioned for UW Oshkosh as a research-enhanced comprehensive university. This identifier elevates the research already being done and puts even greater emphasis on it. It will also drive innovation and responsiveness in the curriculum, another key focus of the strategic plan. Students remain at the heart of the plan. Their success, education, preparedness, experience and support systems are infused throughout this roadmap.

## **Opportunity of Place**

UW Oshkosh, UWO-Fond du Lac and UWO-Fox Cities have a unique advantage driven by their location in the highly populated northeast Wisconsin region. The region affords limitless opportunities for internships, employment, community service and research for students. The city of Oshkosh offers an urban setting with many amenities, making it a great place to live, work and play.

The UWO-Fond du Lac campus is located in a midsized city just one hour from the largest cities in the state—Milwaukee, Madison and Green Bay. Students enjoy a park-like campus setting with ponds and walking trails. The Gottfried Prairie and Arboretum nature area is located on campus and provides unique opportunities for education and recreation. The campus has modern science labs, a spacious two-story commons, a large library and a performing arts center. The UWO-Fox Cities campus is located in the thriving Fox Valley region, one of the top 50 manufacturing regions in the nation. The campus has a Communications Arts Center with two theaters, the Weis Earth Science Museum, Barlow Planetarium and on-campus childcare.

## Career Outcomes

90% of students work in their chosen fields

91% of students remain in Wisconsin after graduation

86% of students participate in research, study abroad or service learning

Students at all three campuses of UW Oshkosh participate in undergraduate research with faculty in a variety of fields. UW Oshkosh students have the opportunity to work directly with faculty on state-of-the-art research projects that benefit the community. UW Oshkosh collaborates with regional organizations and communities and serves as an economic engine by contributing more than \$501 million to the region annually.

## Research-Enhanced Comprehensive University



UW Oshkosh delivers a student-centered education that is not commonly associated with regional comprehensive universities—providing a full range of undergraduate and graduate research opportunities. Faculty members have strong research and publishing credentials while keeping their teaching a top priority. UW Oshkosh receives \$8 million annually for research and contracts. The Office of Student Research and Creative Activity assists students in identifying opportunities for research and creative activity, locating resources to help fund them and sharing the results of their research.

## Redefining General Education

The general education program at the Oshkosh campus provides students with an assessable, common intellectual experience that embraces the traditional breadth of a liberal arts education to prepare them for the challenges of work, engaged citizenship and a meaningful and satisfying life. The University Studies Program is looked at nationally as a model for general education in this country. The program helps contribute to the overall 72% retention rate for UW Oshkosh students.

Students at the UW-Fond du Lac and UWO-Fox Cities campuses may earn the Associate of Arts and Sciences Degree, fulfilling University of Wisconsin System-wide general education guidelines. The access campuses are recognized as national leaders in access to education and ease of transfer. With the most affordable tuition in the UW System, students who attend UW-Fond du Lac or UWO-Fox Cities can save thousands of dollars on their UW degree.

## Mission

UW Oshkosh provides a high quality liberal education to all of its students in order to prepare them to become successful leaders in an increasingly diverse and global society. UW Oshkosh's dedicated faculty and staff are committed to innovative teaching, research, economic development, entrepreneurship and



community engagement to create a more sustainable future for Wisconsin and beyond. High quality academic programs in nursing, education, business, social sciences, natural sciences, humanities, fine and performing arts, engineering technology, information technology, health sciences and applied and liberal studies—all delivered in an innovative and inclusive learning environment—lead to degrees at the associate, baccalaureate, master's and professional doctorate levels.

## Vision

UW Oshkosh is a research-enhanced comprehensive university built upon the ideals of a liberal education, inclusive excellence and shared governance that reinforces a nationally recognized emphasis on sustainability.

## Values

- Student Success
- Inclusive Environment
- Sustainability
- Shared Governance
- Community Partnerships
- Creativity



## Academics

UW Oshkosh has 76 associate, baccalaureate, graduate and doctoral degree programs organized within five outstanding colleges (Business, Education and Human Services, Letters and Science, Nursing and Honors) and Online and Continuing Education, which encompasses continuing education and online degree programs for adult non-traditional students. The university, founded in 1871, serves as an arts and cultural center, and its NCAA Division III athletic program is among the very best in the nation.

UWO-Fond du Lac and UWO-Fox Cities students may start coursework for more than 200 majors. The Associate of Arts and Sciences Degree includes a broad-based liberal arts curriculum. With a variety of general studies courses to choose from, students can take classes that match their interests and career goals.

UWO-Fond du Lac and UWO-Fox Cities students have a high success rate when they transfer. Through a partnership with the University of Wisconsin-Platteville, UWO-Fox Cities students can complete a UW-Platteville bachelor's degree in electrical or mechanical engineering through evening courses at UWO-Fox Cities. Several other bachelor's degree completion programs are offered at both access campuses, including a UW Oshkosh bachelor's degree in Human Services Leadership.

## The Division of Student Affairs

The Division of Student Affairs provides an integrated experience through student-centered programs, facilities and services that promote educational, professional and personal development. The division promotes an inclusive community, which creates lifelong learners who contribute to a global society.

**Integrated Learning:** The division is essential to the university's mission and learning outcomes, fostering student success and enhancing learning inside and outside the classroom by engaging students in holistic development and personal growth opportunities.

**Student Centered:** Student affairs appreciate each student's unique presence, worth and dignity, positively impacting every student with professionalism, respect, care and interpersonal wellness.

**Diversity and Social Justice:** The division commits to developing and maintaining a community that provides access and opportunity for learning inside and outside the classroom. The team is a group of devoted contributors to the university, emphasizing the value for human dignity and equitable opportunity for all students.

**Community Engagement:** Student Affairs shows respect, integrity and kindness. Embracing the demands of a changing world, the division engage faculty, staff, students and the greater community in active citizenship, traditions and collaborations.

**Continuous Improvement:** UW Oshkosh recognizes that student needs and trends are dynamic. The Student Affairs team provides progressive, relevant, and sustainable programs, facilities and services through continual assessment and evaluation.

**Strategic Priorities:**

- Recruitment and Retention
- Enhanced Student Learning and Success
- Engagement, Leadership, Service
- Collaboration
- Inclusive Excellence
- Safe, Supportive, Caring and Responsible Community
- Stewardship of Resources
- Sustainability



## Leadership

### **Andrew J. Leavitt, Ph.D.** **Chancellor**



Dr. Andrew J. Leavitt, 11th Chancellor of the University of Wisconsin Oshkosh, is focused on enhancing students' success and promoting academic excellence. With the vision and guidance of students, faculty, staff, alumni and university partners, Dr. Leavitt is helping transform the three-campus institution by expanding community engagement and building an inclusive and supportive institutional environment. He is also helping position the university as a research-enhanced comprehensive university that best serves the needs of its region.

Dr. Leavitt became UW Oshkosh Chancellor in November 2014. He shares a strong foundation in academic leadership with more than 20 years as an educator, researcher and fundraiser. His focus remains on engaging students in hands-on learning opportunities and increasing the profile of undergraduate, graduate and faculty research at UW Oshkosh, while furthering the university's commitment to sustainability. In 2021, UW Oshkosh is launching the second transformative strategic planning initiative during Dr. Leavitt's tenure as Chancellor.

Committed to Oshkosh, Fond du Lac and Fox Cities campuses and communities, Dr. Leavitt has served on a number of external boards. They include the Oshkosh Chamber of Commerce Board, the Community Sounding Board, Key Executive Council, New North Inc. Board and The Grand Oshkosh Board. He has served as chair of the Northeast Wisconsin Educational Resource Alliance (NEW ERA) Board and the Wisconsin Intercollegiate Athletic Conference Council of Chancellors. Dr. Leavitt has also twice led Oshkosh Area United Way campaigns.

From 2009 to 2014, Dr. Leavitt served as the Vice President for University Advancement and as a chemistry professor at the University of North Georgia, as well as the CEO of the University of North Georgia Foundation, Inc. Prior to joining the University of North Georgia in 2009, Dr. Leavitt worked at the University of West Georgia from 1994 to 2009 serving in a variety of roles including interim vice president for University Advancement, associate vice president for Development and Alumni Relations, executive director of the University of West Georgia Foundation, Inc. Dr. Leavitt rose through the ranks, from assistant to full professor of chemistry, creating a lively, externally funded undergraduate research experience for his students.

He has a bachelor's degree in chemistry with minors in physics and mathematics from the University of Arizona in Tucson and a Ph.D. in chemistry from the University of Utah in Salt Lake City.

**John Koker**  
**Provost and Vice Chancellor for Academic Affairs**



Dr. John Koker has served as the Provost and Vice Chancellor for Academic Affairs at UW Oshkosh since 2017. John, a professor of mathematics, has been a member of the UW Oshkosh faculty since 1991. He was Dean of the College of Letters and Science from 2006-2017. He chaired the executive committee for the UW System Office of Professional and Instructional Development from 2006-2010.

John received his Ph.D. in Mathematics from the University of Wisconsin Milwaukee, an M.S. from Purdue University and a B.A. from St. Norbert College. During the spring of 1999 he was on sabbatical as a Visiting Professor in the Department of Mathematics Education at Kyungpook National University in Taegu, South Korea.

He received a 2002 UW Oshkosh Distinguished Teaching Award and was named a 2004 UW Oshkosh Rosebush Professor for excellence in teaching, scholarship and service. In 2006, he was honored with the UW System Board of Regents Teaching Excellence Award. Recently, in 2014, he received a Distinguished Alumni Achievement Award for Education from St. Norbert College.

John has also developed various programs and workshops for teachers of middle and high school students, particularly for teachers of Native American students. He was the chair-elect, chair and past-chair of the Wisconsin Section of the Mathematical Association of America and he has also served as governor of the Wisconsin Section.

John's other interests include a lengthy and active involvement in the arts. Since his time as an undergraduate, he has acted in numerous theatre productions including various productions by the UW Oshkosh Department of Theatre. John has also had parts in short films produced and directed by a Department of Radio TV Film faculty member.

## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting the University of Wisconsin Oshkosh in this search. Review of applications will commence immediately and continue until the position is filled. Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations, confidential inquires and questions can be directed to:

Claudia Teschky and Jen Meyers Pickard, Ph.D.  
[UWO-DeanNursing@wittkieffer.com](mailto:UWO-DeanNursing@wittkieffer.com)

*The University of Wisconsin Oshkosh is committed to recruiting, supporting, and fostering a diverse community of outstanding faculty, staff, and students, and is an Affirmative Action, Equal Opportunity Employer. It is our policy to provide reasonable accommodations to qualified individuals with disabilities who are employees or applicants for employment.*





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