The University of Wisconsin-La Crosse (UWL) is an elite public university offering a challenging, dynamic, and diverse learning environment to its student body of over 10,500 that hails from 31 states and 27 countries around the globe. UWL is the state’s top-ranked higher education institution by *U.S. News & World Report* for Best Regional Universities in the Midwest and has been ranked among the top four Midwestern public institutions for nearly two decades. The University is also listed annually among Kiplinger’s Top 100 Best Values. It is one of only 23 colleges nationwide recognized by *U.S. News & World Report’s Best Colleges Rankings* (2016) for stellar undergraduate research and creative projects. Located in western Wisconsin on the east bank of the Mississippi River, the 128-acre campus of UWL is nestled in a residential neighborhood of the city of La Crosse, with its metropolitan population of 133,665. The University’s cultural events, regional and national conferences, speaker series, and state-of-the-art health research and education facilities add to an abundant array of widely acclaimed local festivals, cutting-edge health care resources, vibrant downtown, low crime rate, verdant parks, strong educational systems, and four-season recreational opportunities, making La Crosse an inviting and diverse community to call home.
The Chief of Police provides leadership for the overall administration and management of the University Police Department and Parking and Transportation Services at the University of Wisconsin-La Crosse. The University Police Department has 14 sworn police officers and ensures the safety and security of the university campus by providing services for patrol, investigations, emergency response, crime prevention, community policing, and educational programs and services. The Chief of Police has responsibility for an operating budget of $1.85 million and leadership of an organization of 22,
including a police department staff of 18 (14 officers and 4 members of the dispatch team) and campus parking operations with 4 staff.

The Chief serves as a liaison with local, state, and federal law enforcement agencies and is responsible for federal and state compliance reporting; policy development, review, and implementation; and emergency response preparedness, training, and management. As a visible, engaged member of the UWL campus, the Chief upholds and promotes best practices in campus law enforcement, ensuring the safety and security of the University’s diverse campus community and all its assets. Maintaining a focus on continuous improvement and planning for the future, including leading policy development, expansion of campus surveillance technology, and determining facility and staffing needs of this vital campus service, are important priorities. The Chief of Police reports to the Vice Chancellor for Administration and Finance, manages a leadership team of four direct reports, and collaborates with a broad array of campus constituent groups, including faculty, staff, and students, as well as other higher education colleagues and community leaders.

The following responsibilities are specifically detailed in the institutional job description:

**Administration and Management of the University Police Department (75%)**:

- Manage and supervise a full-service police department with sworn police officers, dispatch operations and staff, LTE police officers, and parking and transportation services.
- Direct the day-to-day operations of the police department and identify and implement organizational, operating, and policy changes as appropriate.
- Responsible for personnel actions of the police department, including hiring, training, evaluation, and performance reviews of police and dispatch staff.
- Responsible for budgeting and fiscal management of annual operating budget of $850,000 for the University Police Department and Dispatch C
- Participate in the investigation of matters brought to the attention of the department, including citizen complaints regarding university employees and students
- Ensure compliance with reporting requirements for the Clery Act and other federal and state reporting.
- Develop and implement policies and procedures for the University Police Department to provide for the safety and security of faculty, staff, students, and the campus community.
• Communicate regularly with the Vice Chancellor for Administration and Finance on emergencies, plans of action, operations, administration, and management issues.
• Collaborate with essential stakeholders in the Division of Student Affairs to ensure the coordination and response of University Police for situations involving student affairs.
• Provide leadership for developing and maintaining the university’s emergency response plan and continuity of operations planning.
• Establish and maintain effective working relationships with local area law enforcement agencies.
• Responsible for understanding and maintaining Wisconsin Statutes and Administrative Codes, UW System policies, University of Wisconsin-La Crosse policies and procedures, and University Police Department policies, procedures, and regulations.

Parking and Transportation Services (25%):

• Responsible for the administration of the campus parking operation, including enforcement of parking regulations, development of operating policies and procedures, and maintaining parking facilities.
• Provide supervision for the Director of Parking and Transportation Services, including annual goal setting, performance planning, and evaluation.
• Coordinate the planning, development, and implementation of strategic goals and priorities for the parking and transportation operations.
• Responsible for the financial management of the parking auxiliary with an operating budget of $1 million for parking operations, capital improvements, and debt service.
• Provide leadership for the ongoing coordination and collaboration between University Police and Parking Services.
• Ensure compliance with all federal, state, and local laws, rules, and regulations pertaining to campus parking operations.
HISTORY OF THE POSITION

The position of Chief of Police at the University of Wisconsin-La Crosse (UWL) has been held by Scott McCullough for the past five years. McCullough, who became a UWL police officer in 1999, was named interim Chief in late 2014, after the departure of the former, long-serving Chief. Following a national search process in 2015, McCullough was named as the permanent UWL Chief of Police.

McCullough’s retirement from UWL was effective June 1, 2019. He will be relocating to
another region of the state. As the search progresses, the Vice Chancellor, with support from the Assistant to the Vice Chancellor of the Division of Administration and Finance, will provide immediate oversight for the University Police Services and Parking and Transportation Services.
University of Wisconsin-La Crosse
University Police
Organization Chart
Fiscal Year 2018-2019

Updated: June 1, 2019
MISSION

The select mission of the UW-La Crosse University Police department is to enhance a high quality of learning and life opportunity for the campus community through dedicated and professional service. The department serves with integrity, discretion, and expediency; and in a fair, proper, and thorough manner. The conduct of each member of the department will be professional and honorable. The University Police work with other organizations to create a campus environment that is socially rich and diverse.
SERVICES

University Police, as well as Parking and Transportation Services, serve a busy and vibrant campus 24 hours a day, seven days a week. Certified police officers and dispatch staff are on the job around the clock. Located at 605 17th St. North, both units share a centrally located state-of-the-art facility.

Field services
• Patrol Bureau: The UW-La Crosse Police Department patrol officers are the backbone of the department. They are the first line in educating the University community about ways to be safe and avoid becoming victims of crime. They also are first on scene when responding to reports of any type of crime. Patrol officers receive extensive training to ensure they are current on crime trends, investigation methods, and prevention techniques.

• Detective Bureau: The Detective Bureau assists and supplements the Patrol Bureau with incidents that are felony violations or require a follow up investigation. These include theft, assault, and crimes of a sexual nature. The Detective is also responsible for processing all the reports required by the court system for prosecution of offenses.

• Special Events: The campus has many special events that are held each year that the UW-La Crosse Police Department is involved with, including the WIAA State Track & Field Championship and Oktoberfest. Police officers are also actively involved with political events and political candidate and dignitary visits to the University. Any organizer of an event can reserve a dedicated Police Officer for their event.

• Bicycle Patrol: Bike officers cover a wide range of activities from general patrols, alcohol enforcement, special events, etc.

Support Services

• Dispatch: The Dispatch Center answers a multi-line switchboard for the University and University Police department.

• Release of information: Public records may be requested from University Police.

Parking and Transportation Services

• Parking Permits: Anyone who parks in University of Wisconsin-La Crosse lots must purchase a permit or pay at a pay station. Parking is not free anywhere on campus. Permits may be purchased for the year, semester, day, half-day, hourly, or for overnight use. Permits are available at the office or online. Pay stations are available for short-term parking and accept multiple forms of payment.

• Automated License Plate Readers: The University has implemented license plate recognition technology and uses license plates as permits.

• Passport Parking App: Affords members of the campus community and guests the ability to pay-by-phone for parking.

• Lots and Parking Ramp: In addition to numerous lots throughout the campus, Parking
and Transportation Services directly manages a parking ramp (garage) that adjoins the University Police Department facilities. A second parking ramp is in the planning stage at this time.

Additional information about the department is available on the UWL web pages:

https://www.uwlax.edu/police/

https://www.uwlax.edu/parking/
OPPORTUNITIES AND CHALLENGES

The Chief of Police must possess a broad and deep understanding of national best practices with regard to community policing and embrace the educational values of an academic institution. An understanding of modern technology and its application in the work of a sophisticated police unit and parking and transportation services department are also vital. The Chief should be an experienced command officer capable of managing crises and complex situations, working across the institution and into the surrounding community with
many varied and diverse constituents and equipped to lead emergency preparedness training and response exercises. Importantly, the Chief must also be a strong leader and personnel administrator who directs strategy, creates stability, upholds policy, and sets the tone for a high-functioning organization in which every member contributes at their maximum ability, garnering the respect of fellow officers, staff, students, and others throughout the campus community.

Additional challenges and opportunities for the next Chief of Police as articulated by stakeholders are listed below.

• The next Chief will be expected to build on the positive reputation and practice of the University Police Department and Parking and Transportation Services while planning for the future—including the addition of a new command center and second parking ramp—and enhancing excellence in all areas.

• The Chief must bring a nuanced understanding of free speech and issues of social justice and the importance of these issues within an educational institution.

• Continuing efforts to strengthen relationships with individuals of underrepresented and marginalized populations must remain a priority with the goal of supporting all UW-La Crosse community members in their ability to live, learn, work, and thrive in a welcoming, inclusive environment. Ensuring inclusivity training remains an important and ongoing focus of all staff under the command of the Chief.

• It will be important that the Chief forge a strong working relationship with the Chancellor, senior administrators, and other key partners throughout the University.

• The Chief will need to support and contribute to the work of the Hate Response Team, CARE Team, Alcohol/Drug Working Group, and Uninvited Visitors Group, helping find and implement solutions to ensure the safety and well-being of all members of the campus community while mitigating the need for unnecessary force even in the most difficult of situations.

• In collaboration with partners in the Division of Student Affairs and especially Residential Life, evaluate the University Police Department’s current diversion options for students found in violation of campus and/or State regulations and assess new approaches designed to eliminate confusion and inconsistency with the way in which police enforcement, diversion programs, and the student conduct process is managed at UW-La Crosse.
Engage with other law enforcement agencies to advance critical incident management, ALICE training, and emergency preparedness. Design and lead trainings, including tabletop exercises that involve other key campus leaders, strengthening understanding of their role, responsibilities, and respective coordination during various emergency situations.

Provide leadership for the security camera expansion project that is adding 300 or more new cameras across campus, develop related policy and procedures, and ensure all staff are trained in the proper use of surveillance equipment that will be extended to include entrances to all residential halls, cash handling, and other sensitive areas.

As recruitment opportunities arise, make a concerted effort to diversify staffing within the University Police Department to better mirror the diversity of the campus community.

Support requests from campus colleagues in Athletics, Residential Life, New Student Orientation, University Centers, and other areas for police officers to facilitate educational programs that will help promote safety among the student body and campus at large while also building relationships and humanizing members of the University Police Department in the eyes of the University community.

Enhance the visibility of police officers on campus and encourage community interactions by increasing the frequency of foot patrols.

Build a strong working relationship with other local law enforcement agencies, as well as with La Crosse public transportation and community leaders.

Strengthen Clery reporting and use of timely warnings, as well as other areas of the department’s activity as may be necessary in preparation for achieving and maintaining IACLEA accreditation.
MEASURES OF SUCCESS

At an appropriate interval after joining UW-La Crosse, the following items will define success for the next Chief of Police. The Chief will have:

- Assessed and evaluated the strengths and professional development needs of all individuals throughout the department.
- Developed, nurtured, and sustained positive working relationships with senior members of the administration, faculty, staff, and students throughout the campus.
• Designed and facilitated regular emergency preparedness training exercises engaging senior leadership and other key campus partners.
• Demonstrated a growing understanding of the unique culture of the University Police Department and Parking and Transportation Services as well as the UW-La Crosse campus as a whole.
• Assessed the department’s readiness and devised a plan of action to ensure all IACLEA requirements are met in preparation for achieving accreditation.
• Demonstrated a strong service mentality.
• Exercised appropriate situational leadership.
• Demonstrated effective communication skills—with staff, students, senior administrators, faculty, and members of the media.
• Upheld UW-La Crosse values and commitment to support diversity, inclusion, and issues of social justice.
• Reached out to area higher education institutions and regional technical colleges/academies to build relationships and a talent pipeline for the recruitment of talented and diverse staff.
QUALIFICATIONS AND CHARACTERISTICS

The position requires a bachelor’s degree (master’s preferred), with at least ten years of progressively responsible law enforcement experience and five years of command supervisory experience at the rank of sergeant or higher. Successful candidates must be certified by the Wisconsin Law Enforcement Standards Board (LESB) or another state as a law enforcement officer and be eligible for LESB certification within 12 months of employment. A valid Wisconsin driver’s license, or the ability to obtain a valid Wisconsin
driver’s license within six months of employment, and the ability to drive a University vehicle are also required. Additional preferred capabilities and experience that will be important considerations in the selection of the Chief of Police include: experience and success in serving a college/university campus; a vision and understanding of a progressive, comprehensive university police department and technologically sophisticated parking and transportation service; excellent administrative, supervisory, financial management, organizational, oral and written communication, interpersonal, and public relations skills; demonstrated commitment to exceptional customer service; ability to build enduring, collaborative working relationships that engender trust and respect; familiarity with access/control systems and surveillance technology; track record of success advancing police training, developing staff, and leading emergency preparedness exercises; knowledge of, and familiarity with federal, state, county, and municipal laws, including Clery Act, Title IX, and other compliance requirements, as well as IACLEA standards; ability and willingness to work flexible hours; and an unwavering commitment to diversity and to promoting an inclusive campus climate.

Several UW-La Crosse stakeholders also indicated the following capabilities and attributes would be attractive in a successful candidate:

- Bring innovative and transformational leadership capabilities to the role.
- Demonstrate a proactive approach in providing advice and serving as a valuable resource to the campus community.
- Exhibit a high degree of personal energy and enthusiasm which readily inspires others to do their best work.
- Think broadly, understand complexity, and lead strategically, while attending to the tactical needs of the department.
- Exhibit a clear grasp of understanding with regard to the use of technology and social media as it relates to a contemporary, full-service police department and communication with constituents.
- Maintain an open mind, actively solicit input from others, and demonstrate a willingness to learn and apply new strategies for serving the needs of the community.
- Be comfortable leading and managing change.
- Maintain high morale and a collaborative environment within the command structure of the department.
- Be a consummate networker and bridge builder, able to connect with individuals of all identities.
• Balance the needs of an educational institution with those of law enforcement.
The Division of Administration & Finance at the University of Wisconsin-La Crosse is committed to providing quality campus services to faculty, staff, students, and external constituencies in support of the university’s mission of teaching, research, and public service.

The Division oversees the following areas and departments:
• Budget Office
• Business Services
• Facilities Planning & Management
• Human Resources
• Information Technology Services
• University Police Department and Parking and Transportation Services
• Textbook Rental Service
• University Bookstore
Leadership of the Division of Administration & Finance
Bob has been serving as Vice Chancellor for Administration & Finance at UW-La Crosse since 2007 and is responsible for the administrative and financial operations of the university. He has previously served at the University of Northern Colorado in senior leadership positions, including Chief of Staff, Associate Vice President for Planning, and Assistant Vice President for Auxiliary Services. Bob earned his PhD at the University of Northern Colorado and has an MBA, MS, and BBA from the University of Wisconsin-
Whitewater.
Organizational Chart for the Division of Administration & Finance
Institution & Location
INSTITUTION: AN OVERVIEW
Institutional History

The University of Wisconsin-La Crosse (also known as UW-La Crosse, UWL, or regionally as La Crosse) is a public university in La Crosse, Wisconsin. Founded in 1909, it is part of the University of Wisconsin System and awards bachelor’s, master’s, and doctoral degrees. UW-La Crosse is organized into five schools and colleges offering 100 undergraduate programs, 22 graduate programs, and 2 doctoral programs. With an annual operating budget of $227 million, it is one of the largest in the UW System. The
university has nearly 85,000 alumni across all 50 U.S. states and 57 countries.

In 2018, *U.S. News & World Report* ranked UWL the top comprehensive university in the UW System for the 18th consecutive year, and the fourth ranked public university in the Midwest. In addition, the university was ranked in the elite group of 39 national universities highlighted for student success in undergraduate research and creative projects. Nationally recognized programs include occupational therapy, physical therapy, and physician assistant offerings at the graduate level. UWL also offers a top ranked archaeology and anthropology undergraduate degree program, the only one in the Midwest and one of few nationally. The Carnegie Classification of Institutions of Higher Education classifies UW-La Crosse among “Master’s Colleges & Universities: Larger Programs.”

The UW-La Crosse Eagles athletic teams compete in the Wisconsin Intercollegiate Athletic Conference, in NCAA’s Division III. The university mascot is Stryker the Eagle.
About La Crosse, Wisconsin

The UW-La Crosse campus is nestled in a residential area of the City of La Crosse (pop. 52,000), located in western Wisconsin. 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. Only a couple of hours from Minneapolis or Madison, La Crosse enjoys the
affordability and charm of small town living with larger city benefits. Three colleges, two world-class medical institutions, the La Crosse Symphony Orchestra, a restored nineteenth century downtown business district, and a number of galleries and art centers have made La Crosse a regional center for culture, entertainment, medical care, shopping, sports, and recreation.

A regional technology, medical, and transportation hub, companies based in the La Crosse area include Organic Valley, Logistics Health Incorporated, Kwik Trip, La Crosse Technology, City Brewing Company, and Trane. La Crosse is a college town and home to the University of Wisconsin-La Crosse, Viterbo University, and Western Technical College.
Mission, Vision, and Values
The University of Wisconsin-La Crosse provides a challenging, dynamic, and diverse learning environment in which the entire university community is fully engaged in supporting student success. Grounded in the liberal arts, UWL fosters curiosity and life-long learning through collaboration, innovation, and the discovery and dissemination of new knowledge. Acknowledging and respecting the contributions of all, UWL is a regional academic and cultural center that prepares students to take their place in a constantly
changing world community. The university offers undergraduate programs and degrees in the arts and humanities, health and sciences, education, and business administration. The university offers graduate programs related to areas of emphasis and strength within the institution, including business administration, education, health, the sciences, and the social sciences.
The University of Wisconsin-La Crosse aims to foster within each student the curiosity, creativity, and tenacity necessary to solve the regional, national, and international challenges of the 21st century. The university’s official motto *mens corpusque* (“mind and body”) will continue to guide our direction as a student-centered university committed to a quality education for the whole person. As such, it will continue to provide opportunities both inside and outside the classroom for the development of sound mental, emotional, and
ethical skills, as well as general well-being. Our students, faculty, and staff will experience the world through constantly evolving technologies and cultures. Thus, the skills of effective communication, critical thought, leadership, and an appreciation for diversity must be the hallmarks of a UWL education.
Fassett Cotton, UWL’s first leader, serving from 1909-1924, conceived the original University of Wisconsin-La Crosse educational philosophy of the total development of the individual. Later, history professor and Dean of the College of Arts, Letters, and Sciences, William M. Laux (1922-1967), suggested the symbols of the official university seal along with the accompanying Latin phrase, *mens corpusque* (“mind and body”), to exemplify UWL’s collective commitment to a high quality education for the whole person. The
University of Wisconsin-La Crosse values:

- The *mens corpusque* educational philosophy that recognizes each student as a whole person and aspires to enhance both mind and body through the noble search for knowledge, truth, and meaning central to a wide range of high quality learning experiences and scholarly pursuits.
- Diversity, equity, and the inclusion and engagement of all people in a safe campus climate that embraces and respects the innumerable different perspectives found within an increasingly integrated and culturally diverse global community.
- A high quality of life and work balance, incorporating best practices for shared governance and the acquisition and efficient management of resources, equitable compensation, general wellness, and social, environmental, and economic sustainability.
- Civic engagement and a renewed commitment to the *Wisconsin Idea*, in which our socially responsible campus serves as a resource for our increasingly intertwined local, state, and global communities, collaborating and sharing resources and expertise to improve the human condition.
The UWL Strategic plan is comprised of four pillars which focus on students, community, and employees.

*INCREASING COMMUNITY ENGAGEMENT*

UWL embraces community engagement as a key component to our teaching, scholarly, & service mission.
ACHIEVING EXCELLENCE THROUGH EQUITY & DIVERSITY

UWL is committed to being an equitable & welcoming community to maintain our status as a high quality & competitive university.

INVESTING IN OUR PEOPLE

UWL recognizes that our status as a high quality and competitive university depends on our faculty and staff.

ADVANCING TRANSFORMATIONAL EDUCATION

High-impact teaching and learning opportunities that are proven to aid student success across diverse backgrounds.

To read the entire strategic plan:

https://www.uwlax.edu/info/strategic-plan/
University Leadership
Joe Gow became the 10th Chancellor of UW-La Crosse in February of 2007. Previously, he served as both the Interim President (2006) and Provost (2004-2006) of Nebraska Wesleyan University in Lincoln. Earlier in his career Chancellor Gow was the Dean of the College of Liberal Arts at Minnesota’s Winona State University (2001-2004), and also served as both the Associate Dean of Liberal Arts & Sciences (1996-2001) and the Director of the Communication Studies Program (1990-2001) at Alfred University in Upstate New York.
While at Alfred he was a three-time recipient of the Alfred University Excellence in Teaching Award.

Chancellor Gow received his BA degree in Journalism from Penn State in 1982; his MA in Speech Communication from the University of Alabama in 1985; and his PhD in Speech Communication from Penn State in 1989. He also completed the Management Development Program at the Harvard University Graduate School of Education in 1998.

Throughout his administrative career, Chancellor Gow has consistently furthered liberal arts and professional academic programs to enhance student success. He has a wealth of experience from both public and private universities in strategic planning, enrollment management, external relations, and fundraising. Dr. Gow also has led efforts to redesign curricula, strengthen shared governance, and promote highly inclusive and diverse campus communities.

Chancellor Gow has served as the President of the National Council of Colleges of Arts and Sciences and as a member of the editorial board of the journal, *Popular Music and Society*. He has authored a number of publications on popular music and news media, and serves on the boards of several civic organizations in the La Crosse area. In his spare time, he is a guitarist and blues singer. The Chancellor also is a vegan and runner.
Academic Programs and Faculty

Schools & Colleges

- College of Business Administration (CBA)
- College of Arts, Social Sciences, and Humanities (CASSH)
- School of Visual & Performing Arts (VPA)
- College of Science and Health (CSH)
- School of Education (SOE)
Faculty Facts

Total instructional personnel: 625

Full-time faculty: 460

With PhD or terminal degree: 82%

Female: 49%

Male 51%

Ethnic Minority: 14%

International: 5%

Tenured/Tenure Track: 76%

Part-time: 165
The Student Body
Fall 2018 Enrollment Facts

Total Enrollment: 10,569
Undergraduate: 9,702
Graduate (including Off-Campus Teacher Professional Development): 867
First Generation Undergraduate: 31%
International: 1%

Minnesota Compact: 13%

Non-resident (including International & MN): 20%

Female: 57%

Male: 43%

U.S. Students of Color: 10%

Average Undergraduate Age: 20

Average Graduate Age: 28
Fall 2018 First-Year Student Facts

Percent of Applicants Admitted: 79%

Average ACT Composite: 25

Median High School rank: 77th percentile

In top 25% of High School Class: 57%
Living on campus: 97%
Organizational Chart for the Campus
As an employee of the University of Wisconsin-La Crosse, the following benefits are available:

- Health Insurance
- Dental Insurance
- Vision Insurance
- Short and Long Term Disability Insurance
- Life Insurance
- Retirement Plans
- Supplemental Retirement Options
- Leave Options
- Tuition Benefits
• Employee Assistance Program

For more information visit:
https://www.uwlax.edu/human-resources/benefits/benefits-at-a-glance/.
Review of applications will begin June 28, 2019, and continue until the position is filled. To apply for this position please click on the Apply button, complete the brief application process, and upload your resume and position-specific cover letter. Nominations for this position may be emailed to Valerie B. Szymkowicz at vbs@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Visit the University of Wisconsin-La Crosse website at www.uwlax.edu

UWL is an AA/EEO employer and encourages veterans to apply. Employment will require a criminal background check. It will also require candidate and reference response to questions regarding sexual violence and sexual harassment.