

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

APPOINTMENT OF INTERIM PRESIDENT OF WINONA STATE UNIVERSITY

1 **BACKGROUND**

2 Dr. Judith Ramaley will end her term on May 16, 2012, as the president of Winona State
3 University. In consideration of the presidential transition, Chancellor Rosenstone is
4 recommending an interim president until such time as a permanent president begins service.
5

6 **Chancellor's Review Process**

7 Nominations and expressions of interest were sought from the board, presidents, system office
8 staff and other individuals within and outside the system. Candidates were reviewed for
9 qualifications and a selection was made. Chancellor Steven Rosenstone is recommending
10 Connie J. Gores, Ph.D., to serve as interim president.
11

12 **RECOMMENDED COMMITTEE ACTION**

13 The Human Resources Committee recommends that the Board of Trustees adopts the following
14 motion.
15

16 **RECOMMENDED MOTION**

17 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints Connie J.
18 Gores, Ph.D., as interim president of Winona State University effective May 17, 2012, subject to
19 the completion of an employment agreement. The Board authorizes the Chancellor, in
20 consultation with the Chair of the Board and Chair of the Human Resources Committee, to
21 negotiate and execute an employment agreement in accordance with the terms and conditions of
22 the Personnel Plan for Minnesota State Colleges and Universities Administrators.
23

24 *Date of Adoption: May 16, 2012*

CONNIE J. GORES, PH.D.

EDUCATION

Ph.D., Educational Leadership and Policy Studies, Higher Education Administration

Specializations: Policy Analysis, Multi-Cultural Education, Business Administration

University of Washington, Seattle, Washington, August 1995

Dissertation: "*Disciplinary and Institutional Culture: Implications for Faculty Governance, Participation in Decision Making, Satisfaction, and Morale*"

M.Ed., College Student Personnel Administration

Colorado State University, Fort Collins, Colorado, May 1979

Thesis: "*The Impact of Living Environments on Preprofessional Veterinary Medicine Students at Colorado State University*"

B.A., Sociology

North Dakota State University, Fargo, North Dakota, May 1976

Institute for Educational Management (IEM)

Harvard Graduate School of Education, July – August 2008

EXECUTIVE SUMMARY

- Inspirational executive, national leader, and senior educator with extensive background in the unique challenges of higher education, including comprehensive universities, liberal arts colleges, women's colleges, visual and performing arts colleges, and graduate level studies
- Demonstrates focus and commitment in developing strategic vision and leading innovative approaches to institutional agenda and policies; effective communication of institutional messages and exceptional public relations skills; expert in leadership training and development; effective fiscal management; strategic enrollment management including recruitment of new students and retention of current students; college student development and student learning and success
- Experience in donor cultivation and development, obtaining grants from multiple sources, and securing other opportunities for resource development, including an international training program for youth leaders and their teachers funded through the United States Department of State; active involvement in two capital campaigns
- Proven leader in campus crises and emergency management situations; extensive experience in complex situations involving environmental situations, accidents, and student deaths, including incidents involving international students and families
- Courage and compassion in leadership decisions while developing a culture of trust, respect, and collegiality; recognized for effective collaborative relationships with diverse higher education constituencies including community members, board members, alumni, faculty, students, and parents

ADMINISTRATIVE EXPERIENCE

Winona State University

2007 – present

Winona State University, a comprehensive master's level university in Winona, Minnesota, ranks in the top fifty universities in the Midwest, and is known for its active and collaborative learning environment.

Vice President for Student Life and Development, 2007 – present

In partnership with President's Cabinet, lead the transformation of Winona State University. Provide leadership across the University by working collaboratively to enhance student learning and success; collaborate with faculty members on research projects; support students in achieving their potential and help students become self-directed citizens who will improve their world. Responsibility for over 100 faculty/staff and an annual budget of \$24 Million, in addition to \$70+ Million in federal and state student financial aid and institutional scholarships.

Active involvement with Minnesota State College and University (MnSCU) system-wide task forces and committees such as the Search Committee for the Vice Chancellor for Academic and Student Affairs. Serve on the Negotiating Team and the Steering Committee for the Class, Event Management, and Resource Scheduling Software; the Capitol Projects Review Committee; and on the Students First Management Team. Chair of WSU all-university committees including the Enrollment Management Committee as well as the Enrollment Analytics Team; serve on Steering Committee of Higher Learning Commission self-study team, in addition to various University committees and task forces.

Provide leadership and oversight of personnel, financial and operational activities for: Dean of Students; Student Conduct and Citizenship; Community Liaison; the Center for Engaged Teaching and Scholarship; Wellness, Health and Counseling Services; Fitness; Intramurals; Housing and Residence Life; West Campus Residential College; Camps and Conferences; Inclusion and Diversity; Student Union and Student Activities; Student Leadership Programs; Career Services; Advising and Disability Services; Tutoring Services; TRIO/Student Support Services; Registrar; Admissions; Financial Aid; Student Employment and Payroll; and Dining Services.

Select Accomplishments:

- Enhanced student advising and early intervention efforts resulting in improved student persistence and retention. Retention rates have improved 6% and overall headcount has increased to a record 8900 students at the University. Results include an increase in student success and persistence rates and a reduction in the number and percentage of students on academic probation and suspension.
- Leadership in capital and revenue fund projects that include the new Integrated Wellness Complex and a new residence hall complex, the first new on-campus residence hall project in forty years. Vision for and leadership of the first WSU Academic Theme House, a residential house with the theme of environmental sustainability.
- Instituted AAC&U's Core Commitments initiative that emphasizes taking seriously the perspectives of others: recognizing and acting on the obligation to inform one's own judgment; and engaging diverse and competing perspectives as a resource for learning, citizenship, and work.
- Led a successful integration of the areas associated with Enrollment Services and Integrated Academic Services, resulting in an innovative model of integration and collaboration. Oversaw equally successful integration of offices and service areas in the Integrated Wellness area. Active support of Educational LEAN.
- Established partnerships among WSU and regional community and technical colleges. Successfully led the innovative effort to partner with regional health provider on an Electronic Medical Records project with the University and Winona Health - the first of its kind nationally.
- Enhanced positive town-gown relationships with formation and leadership of Campus Community Partnerships Group that includes the Mayor, Winona Police Department, representatives of higher educational institutions, Winona Housing Association, Winona County, and others.

Longwood University

2006 – 2007

Longwood University is a comprehensive master's level university in Farmville, Virginia, and is one of the top public universities in the South known for fostering student success.

Project Director and Onsite Consultant, 2006 – 2007

Hired for a one-year consultancy reporting to and operating out of President's Office. Assessed the quality of student life and learning on campus, involving students, faculty, and staff. Proposed recommendations to enhance the student experience and improve student success. Created and developed the organizational framework and committee structure to support the implementation of the recommendations; trained and mentored the tenured faculty member hired to fully implement the new structure and model.

Select Accomplishments:

- In the first year of full implementation, the University realized a first-year to sophomore persistence rate of 81%, the highest rate in decades
- Structure and model fully adopted; retention rates continue to improve annually

Randolph-Macon Woman's College

1996 – 2006

R-MWC was a selective liberal arts college in Lynchburg, Virginia, and ranked in the top 10 percent of institutions nationwide for the percentage of graduates who went on to earn the Ph.D.

Institution changed its mission to coeducational status and its name to Randolph College in September 2007.

Vice President for Enrollment, 1996 – 2006

Senior executive reporting to the President who provided administrative leadership, strategic analysis, and planning for a comprehensive, seamless strategic enrollment management system focused on all students and incorporating all areas of the College community.

Included were the oversight of new student recruitment, the retention of current students, the management of revenue including over \$15 million in federal, state, and institutional financial aid resources as well as \$1 million in annual operating budget, the generation of student fee revenues, and the development of auxiliary revenues.

Interacted extensively with external constituencies including major scholarship donors, members of the R-MWC Board of Trustees, and alumnae leaders. Active member of Board committees on strategic and long range planning. Served as primary contact with external consultants on marketing and communication as well as on financial aid leveraging.

Select Accomplishments:

- Increased the size, quality, diversity of student body, and student fee revenue. During my tenure, overall enrollment increased to the highest level in twenty years. Increased undergraduate ethnic diversity from 18% to 32% of student body; increased student fee revenue by \$7 million. In addition, expanded the presence of degree-seeking international students from 24 to 47 countries, resulting in the College's rank of 7th in the nation among national liberal arts colleges.
- Created a competitive honor scholarship program resulting in the strongest academic profile of new students in several decades. Increased all new student applications to highest on record.
- Partnered with non-profit educational and training organization to create an exemplary leadership training program for high school students and their teachers from Indonesia. Together we were successful in securing a multi-year grant totaling over \$1.5 million from the U.S. Department of State, Bureau of Educational and Cultural Affairs.

- Successfully collaborated with faculty members on development of programs and curricula for pre-collegiate courses, summer programs, and graduate programs in Education. Taught in inaugural interdisciplinary first-year course. Closely involved with key faculty leaders from several departments in the formation of a campus-wide Forum designed to explore topics and discuss planning for the future.

Cornish College of the Arts

1985 – 1996

Cornish College of the Arts, a selective coeducational undergraduate college of the visual and performing arts located in Seattle, Washington, is the premier arts college in the Pacific Northwest.

Dean of Enrollment and Student Affairs, 1987 – 1996

Senior level position responsible for overall vision and leadership of the enrollment services area and the student affairs division as well as extensive involvement in the academic affairs of the institution. Served on the President's Cabinet and acted on president's behalf in his absence.

Extensive involvement in policy formulation, development, and implementation as well as college-wide strategic planning. Significant interaction with Department Chairs and selected members of faculty on issues of academic policy and student success.

Chaired campus-wide committees including, but not limited to, the Academic Standards Committee and the Administrative Services Committee. Formulated and administered standards of student conduct, and served as the primary contact person on campus for sexual harassment issues.

Direct reports included the areas of student life, student employment and career services, counseling services, student activities, registrar, admissions, financial aid and scholarships, and orientation services.

Select Accomplishments:

- Increased visibility and name recognition of College as well as increase in market-share. Student body grew by over 45%, as did the percent of full-time students (from 85% to 98% full-time).
- Served as primary contact with trustees of Kreielsheimer Foundation; created and coordinated the competitive scholarship competition. Developed financial aid leveraging process resulting in significant increase in net tuition revenue and improvement in student loan collections.
- Successfully created and oversaw a comprehensive program of student-centered services and activities at Cornish College of the Arts, resulting in commendations from outside parties and accreditation evaluators.

Director of Admissions and Financial Aid, 1985 – 1987

Responsible for the administration of the Admissions Office and the Financial Aid Office including the analysis, strategy, and implementation of admission and financial aid activities.

Select Accomplishments:

- Developed and executed the College's admissions plan, including the initiation of target marketing and direct mail resulting in increased inquiries, applications, and new students.
- Enhanced fiscal oversight by creating effective systems and financial aid procedures resulting in compliance with federal and state financial aid regulations.
- Initiated and coordinated on-campus events such as preview days and open houses resulting in increased visits to campus and improved campus-wide involvement in the recruitment of students. Oversaw transition to computerized database admissions and financial aid programs.

Willamette University College of Law**1981 – 1985**

Willamette University College of Law is a highly selective, prestigious law school with a national reputation located in Salem, Oregon, and one of the oldest law schools west of the Mississippi River.

Director of Admissions and Placement, 1981 – 1985

Responsible for development and administration of the Admissions Office and the Placement Office. Primary liaison with the public, employers, legal community, alumni/ae, prospective students, and with undergraduate institutions. Initiated, designed, and implemented the marketing plan, Affirmative Action Plan, Alumni/ae Admissions Representative Program, the College of Law Preview Day, and the Orientation Program. Very close involvement with student groups, especially the Third World Student Organization and the Women's Law Caucus.

Portland State University**1979 – 1981**

Portland State University is a public, urban university known for its service learning and community engagement, serving approximately 20,000 diverse students in downtown Portland, Oregon.

Co-coordinator of New Student Programs/Admissions Counselor, 1979 – 1981

Responsible for the outreach to prospective students and their families. Co-directed the freshmen and transfer student summer orientation and advising programs. Organized and coordinated the University's contact program with Pacific Northwest high school and community college counselors, including special receptions and workshops. Designed and implemented the returning women's orientation program and follow-up lunchtime instructional sessions.

Colorado State University**1977 – 1979**

Colorado State University is a leading public, comprehensive research institution located in Fort Collins, Colorado, serving approximately 30,000 undergraduate and graduate students.

Residence Hall Director, 1977 – 1979

Full responsibility for the total student personnel program in a coeducational residence hall of 400 undergraduate and graduate students. Included supervision of 13 staff members and management and operation of 24-hour security and reception desk. Jointly supervised food service, custodial, and maintenance staff members. Advised Student Government, Educational Programming Team, and academic living-learning programs for forestry and for veterinary medicine students.

PROFESSIONAL SERVICE AND CONSULTING**American Council on Education (ACE)**

ACE Network National Executive Board, 2010 – present
ACE Network Professional Development Committee, 2010 – present
ACE Moving the Needle Subcommittee, 2010 – present
Board Member, Minnesota ACE Women's Network Executive Board, 2007 – present
Chair, Southeast Regional Conference, Minnesota ACE Women's Network, May 2009
State Coordinator and Chair, Executive Board, Virginia Network, 2004 – 2007
Chair, Senior Leadership Seminar Series, Virginia Network, 2001 – 2004
Founding Board Member, Washington State Network Executive Board, 1993 – 1996

NASPA: Student Affairs Administrators in Higher Education

AAC&U/NASPA National Task Group on Core Commitments, 2010 – present
NASPA National Work-Study Task Force, 2009 – present
NASPA IV-East Conference Chair, 2010
NASPA IV-East Conference, Program Chair, 2009

NASPA IV-East Conference, Major Speakers Chair, 2008

Higher Learning Commission of the North Central Association

Peer Review Corps/Evaluator, 2010 – present
On-site Evaluator for University of Sioux Falls, 2012

Minnesota American College Testing (ACT) State Council

Board Member, 2009 – present

Minneapolis Community and Technical College

Consultant, Enhancing Overall Work Environment and Communication, 2008

New Vistas School for Children with Learning Disabilities

Board of Directors, 2003 – 2007
Consultant, Leveraging and Financial Aid, 2001 – 2007
Finance Committee, 2003 – 2007
Task Force on Board Restructuring, Summer, 2006

University of Virginia

“*Post-Secondary Organization Adaptation: Women’s Colleges in the 21st Century*”
Dissertation Committee member, University of Virginia Curry School of Education, 2004 – 2006

Northwest Association of Schools and Colleges

Accreditation Evaluator, Commission on Colleges, 1992 – 2000
Institutions included: Reed College; Pacific Lutheran University; Umpqua Community College; Tillamook Bay Community College; Bassist College; Montana State University College of Technology-Great Falls; Butte Vocational Technical Center; Latter Day Saints Business College

Guest Editorial

“The Case for Women’s Colleges: Now More Than Ever”
Admissions Marketing Report, Volume XVII, September 2001

Randolph-Macon College, Ashland, Virginia

Consultant, Developing a Structural Framework for Retention, November 2002

Sierra Nevada College, Incline Village, Nevada

Consultant, Enrollment Strategy and Services, 1994 – 1996

RESOURCE DEVELOPMENT, TEACHING, and WORKSHOPS (Selected List)

Resource Development

Founding Board Member, Jared P. Stene Student Leadership Scholarship, 2008 – present

Institutional Grant, *Young Student Parent Support Initiative*
Minnesota Department of Health, 2011 – present

Institutional Grant, *Access, Opportunity and Success*
Minnesota State College and Universities, 2007 – present

Project Coordinator and Grant Recipient, *Indonesian Civic Education and Leadership Program*
U.S. Department of State, Bureau of Educational and Cultural Affairs, Legacy International,
Center for Civic Education and Randolph-Macon Woman’s College, 2004, 2005, 2006

Mentor and Grant Participant, *Director of Sport and Activity Center*

NCAA Strategic Alliance Matching Grant Program, 2006

Mentor and Grant Participant, *Assistant Sports Information Director*
NCAA Division III Ethnic Minority and Women's Internship Grant Program, 2002 – 2004

Case Study and Presentation

Harvard University Kennedy School of Executive Education, and Harvard Graduate School of Education, 2008 – 2009

Co-author, *Great Lakes State University; College of the Great Lakes*, 2008 – 09

Featured Presenter, *Crisis Leadership in Higher Education*, March 2009

Teaching

Instructor, *"Introduction to Higher Education"*
Winona State University, 2011 – present

Instructor, *"Fourteen Conversations about Food: A Tasting Menu in the Liberal Arts"*
Randolph-Macon Woman's College, 2004 – 2006

Guest Lecturer and Panelist, *"Liberal Arts Colleges: Past, Present, and Future"*
Higher Education and Student Affairs Administration Program, Virginia Tech, 2000 – 2007

Lecturer, *"Higher Education in the United States"*

Lecturer, *"Cross-Cultural Communications and Experiences"*

American Sampler Program, Fukuoka Jogakuin University at R-MWC, 2001 – 2006

Instructor, *Transitions Course for First-Year Students*
Randolph-Macon Woman's College, 2000 – 2004

Workshops and Presentations

"From Crisis to Community: Leading Through During a Campus Crisis"

American Council on Education National Leadership Forum; Regional Leadership Forum, 2011 – present

"People, Place, and Purpose: Finding the Right Fit"

Keynote Address, Senior Leadership Seminar, ACE Virginia Network, 2010

"The Legacy of Leading Through a Campus Crisis"

State Conference, ACE Virginia Network for Women in Higher Education, 2010

"Living the Legacy: Leading and Learning Through a Campus Crisis"

NASPA: Student Affairs Administrators in Higher Education National Conference, 2010

"Networking Pathways: Personal Reflections"

Midwest Women's Leadership Institute, Minnesota State University – Mankato, 2010

"Leading Through a Campus Crisis"

MnSCU Chief Academic and Student Affairs Officers
College and University Deans Fall Conference, 2009

"Integrating Academic Services: the Evolution of a New Student Service Model"

MnSCU Student Affairs/Diversity and Multiculturalism Conference, 2009

"Experiential Learning: A Coffeehouse Collaboration"

NASPA: Student Affairs Administrators in Higher Education National Conference, 2009

“Recruiting and the Gender Gap in Undergraduate Enrollment”
Gender Equity and Issues Forum, Division III, NCAA, May 2006

“Constructing a Comprehensive Network: Building Connections through Specialty Programs”
ACE Network State Coordinators’ Leadership Conference, February 2006

“Retention Do’s, Don’t’s, and What If’s”
Brown Bag Professional Development Sessions for R-MWC faculty, 2004 – 2005

“Recruitment, Retention, and You: Bringing it All Together at R-MWC”
Staff Training Sessions for R-MWC Directors and mid-level staff, 2004 – 2005

“The Millennials Have Arrived!”
Alumnae College Sessions, R-MWC Alumnae Reunions, 2004, 2005

“Calculated Risks: Assuming New Roles and Responsibilities”
State Conference at the College of William and Mary, Virginia Network, 2004

“Future Issues and Current Challenges in American Higher Education”
Senior Leadership Seminar, Virginia Network, 2004

“Career Moves: Happenstance or Rising to the Challenge?”
NASPA: Student Affairs Administrators in Higher Education, National Conference, 2002

“Higher Education in the 21st Century: Is There a Place for the Liberal Arts?”
“Higher Education in the 21st Century: Is There a Place for Women’s Colleges?”
“Making It Possible: Financial Options at Private Colleges”
“Wired and Personal: Technology and the Liberal Arts”
Featured speaker at Counselor Breakfasts in numerous locations in the United States,
and at R-MWC Alumnae Chapter events in various cities, 1996 – 2006

VOLUNTEER AND SERVICE TO Winona COMMUNITY – current

United Way of Winona County

Board of Directors, 2012 – present

Project FINE (Focus on Integrating Newcomers Through Education)

Member, Executive Committee, Finance Committee, 2012 – present

Board of Directors, 2012 – present

Winona Volunteer Services, Inc.

Vice President, Board of Directors, 2011 – present

Member, Finance Committee, Fund Development Committee, 2012 – present

Member, Volunteer Management Committee, 2008 – present

Board of Directors, 2008 – present

Exchange Club of Winona, an affiliate of the National Exchange Club

Member, 2009 – present

Frozen River Film Festival

Film Screening Committee, 2011 – present

Chair of Festival Awards Ceremony, 2011, 2012