Presidential Search Profile
Winona State University (WSU) seeks a dynamic and visionary president with the experience and passion to lead a strong institution into its next phase of growth and success. Reporting to the Chancellor of Minnesota State Colleges and Universities (Minnesota State), the president is the chief executive officer of the university, serving the students, faculty, and staff of the institution while connecting it to the surrounding communities.

Founded in 1858, Winona State is a regional public university and the oldest member of Minnesota State. WSU is an affordable, mid-sized, four-year public university with a private college appeal. The university, which serves 6,165 students, has two campuses to better meet the needs of their diverse student population. The Winona campus hosts the majority of undergraduate students, while the Rochester campus supports graduate students, transfer students, and adult education students. Offering 200-plus majors and programs, a variety of adult and continuing education opportunities, and NCAA Division II athletic programs, WSU has something for everyone. WSU is proud to have the #1 student success rate in Minnesota State and a 95% employment rate after graduation.

Widely known for its beautiful natural setting, the WSU Winona campus is nestled between picturesque bluffs and the Mississippi River—meaning rock climbing, paddle-boarding, hiking, kayaking, fishing and more are within a mile of campus.

WSU’s second campus is located in Minnesota’s third largest city, Rochester. The city is a dynamic hub for industry, arts, culture, and the Mayo Clinic, and is consistently ranked as one of the best places to live in the United States.

Robust community connections, as well as an innovative and forward-thinking mindset, position the next president of Winona State to build on positive momentum for the next phase of the institution’s history.
University Profile

Visionary and Decisive
Winona State welcomes a visionary president who will have a pulse on the rapidly changing higher education landscape, and who will collaboratively lead towards decisive action that will be in the best interest of students. Looking towards the future, the president has the opportunity to position Winona State strategically as a distinctive institution, one that embraces innovation and leverages technology to increase opportunities and promote sustainability. The president should be a person who equally values liberal arts and professional education, and who fosters an open environment that promotes the value and cultivation of bold ideas and teamwork. The president’s leadership should garner respect and be valued at the campus, community, and system level.

Enrollment and Student Support
The president should lead in a way that focuses on student achievement and on the return on students’ investment, while respecting and being responsive to student input and needs. The president should prioritize superior student services, accessibility, and resources to ensure retention and completion. The president should also be on the front lines with students, engaging in student life, valuing the student voice, and modeling the family atmosphere that distinguishes Winona. As an active member of the campus and surrounding communities, the president should be able to market and articulate the unique qualities of Winona State, driving enrollment and developing programs according to the evolving needs of the greater community and workforce.

Authentic and Accessible
Winona State seeks a president who will maximize the institution’s strong history of collective shared governance and who can harness stakeholder energy to move the institution forward together. The new president should be accessible and authentic, have the ability and the desire to work with individuals from all levels of the organization, and value listening and learning from within and outside the campus communities. The president should prioritize transparency, demonstrating thoughtful capability in judgment and action, and should hold others accountable to realize fully the institution’s potential.

Resource & Community Development
Winona State has developed strong relationships and partnerships within the Winona and Rochester communities and seeks to be indispensable to the social and economic advancement of the area. To continue this commitment, the president will need to build on existing relationships and expand connections with regional businesses, local and state governments, and other institutions within the Minnesota State system, ever aware of the opportunities to promote workforce development. The president should seek outside support to advance the infrastructure, programs, and scholarships to support students and programs. Additionally, the president should engage alumni and alumnae, donors, and friends in ways that encourage loyalty to the institution and mission.
WSU Fast Facts

98%
of First-Year Students Receive Financial Aid
WSU helps students navigate how to pay for school.

#1
In Student Success Rate
Winona State University holds the #1 Student Success Rate in the Minnesota State colleges and universities system.

1,000
Students Have Work Study or Student Help Positions
With a work study or student help position, students earn money to help pay for their expenses.

$2.1 Million
Awarded in Scholarships from the WSU Foundation
The WSU Foundation awards over 800 scholarships each year.

36.3%
are First Generation Students
meaning neither parent has a 4-year bachelor’s degree.

95%
Employment rate after graduation

2/3
of students use financial aid
Most students pay for their study abroad experience with financial aid and scholarships.

16:1
Student-to-Faculty Ratio
WSU professors make learning accessible to everyone. They help personalize the WSU learning experience, unlike other big universities.

140+
Student Clubs
Students can join clubs for community service, academic organizations, Greek life and more.

15
Varsity Athletic Teams
WSU cheers on the Warriors all year round.

6,000
Square Feet
The WSU rock climbing and bouldering center at Wabasha Rec is the largest in the region.

$4,883
Average Award from WSU for First-Year Students
This is the average amount of scholarships and grants from just WSU. More aid is available to students with state and federal programs, as well as outside scholarships.

73%
of All Students Receive Financial Aid
WSU Financial aid extends to not only to first-year students but to returning students, transfers, and graduate students too.
Mission & Commitments

Mission
The mission of Winona State University is to enhance the intellectual, social, cultural and economic vitality of the people and communities it serves.

WSU offers undergraduate programs based on the traditions and values of the arts and sciences and an array of graduate and professional programs that are especially responsive to the needs of the Upper Midwest.

WSU prepares graduates to serve generously, lead responsibly and respond imaginatively and creatively to the challenges of their work, their lives and their communities.

A community of learners improving our world

Vision
The Winona State University community is currently working to build a vision focused on what the future state of 2035 will look like. This new vision is intended to provide direction for the university and to become a shared commitment among university stakeholders.

The university’s mission and core values will serve as a shared foundation from which to build.

The university community will also:
• review an environmental scan and trend analysis,
• engage as stakeholders to share perspectives and insights,
• communicate and iterate a proposed vision across campus stakeholders.

Values

Student Learning - Create and sustain a coordinated and rigorous set of learning experiences inside and outside the classroom to prepare students for their post-graduate life

Student Success - Enhance the student experience while evolving to meet the needs of future students by providing comprehensive support programs and services so that students can successfully meet their goals

Stewards of Place and Resources - Enhance a culture of learning and stewardship of resources at Winona State to prepare students to become responsible citizens and community members

Inclusive Excellence - Increase diversity in the university community and embrace a culture of inclusive excellence

Relationships - Strengthen internal and external relationships by promoting an environment that enriches Winona State, Winona, and Rochester community constituents
Accreditation

Winona State University is an accredited higher education institution with more than 30 academic programs that also hold specialized accreditation, certification, or recognition.

First accredited in 1913, Winona State has been recognized by the Higher Learning Commission (HLC) for our academic quality.

The Winona State Children’s Center is additionally accredited by the National Association of the Education of Young Children (NAEYC).

College of Business
Association to Advance Collegiate Schools of Business International (AACSB)

College of Education
Council for Accreditation of Counseling and Related Educational Programs (CACREP)
Minnesota Board of School Administrators (BOSA)
Minnesota Professional Educator Licensing and Standards Board (PELSB)

College of Liberal Arts
National Association of Schools of Music (NASM)
National Association of Schools of Theatre (NAST)
American Bar Association

College of Nursing and Health Sciences
Commission for Accreditation of Athletic Training Education (CAATE)
Commission on Accreditation for the Exercise Sciences (COAES via CAAHEP)
Pending Council on Accreditation of Strength and Conditioning Education (CASCE)
Commission on Collegiate Nursing Education
American Association of Colleges of Nursing
Council on Social Work Education (CSWE) - BSW
Council on Social Work Education (CSWE) - MSW
Minnesota Board of Nursing

College of Science and Engineering
American Chemical Society (ACS)
Accreditation Board for Engineering and Technology (ABET)
Financial Information

Economic Impact
According to a study commissioned by Minnesota State, Winona State University generated an annual economic impact of $421 million in FY22.

- Winona State directly employs 812 people. Overall the university supports 2,897 jobs (1,935 direct and 962 indirect/induced).
- Winona State generates about $29.7 million in tax revenues for state and local government.
- Winona State faculty, staff, and students contributed an estimated $4.1 million in charitable donations and volunteer activities.

The study further estimated the value of the increase in productivity that degrees awarded by Winona State yield throughout the careers of its graduates. Assuming a 40-year work life, the education received by Winona State graduates will yield additional income of $41.1 billion for its graduates (future value, discounted and adjusted to account for such factors as foregone income while attending school and outmigration).

Affordability
Winona State University has been named one of America’s 100 Best College Buys for 25 years running. In addition to offering an excellent education and meaningful learning experiences for students, the university works to keep college affordable and ensure access to higher education.

Between financial aid programs, need-based institutional awards, and Winona State Foundation scholarships, students have many options to fund their education.

$7 Million
awarded in scholarships each year overall

In addition to institutional scholarships, WSU Foundation scholarships are awarded for a variety of criteria, including GPA, current major, year in program, career choice, hometown, volunteer experience, and more.
Winona State University has the highest student success outcomes in the Minnesota State system. Over the past six years Winona State students outperformed the state university average in terms of:

- Persistence
- Licensure Pass Rates
- Completion
- Related Employment

Overall, educational equity gaps for Students of Color at Winona State are closing, and moving in the direction desired.

- The **Gap in 2nd Semester Persistence** for students of color decreased slightly (from 3.5 to 3.4) at Winona State.
- The **Gap in Completion** for students of color at WSU improved significantly, going from 12.7% to 9.7%. The most significant challenge in terms of this gap is financial, and WSU has introduced scholarships to help mitigate this challenge.
- The **Gap in Related Employment** for students of color at Winona State has hovered around zero for the past three years.

Much more work needs to be done, particularly on the Completion Rate for BIPOC students, and the university is prepared to do that work.

For more information review the [WSU Strategic Framework](#).

### Enrollment

Enrollment, including the Winona and Rochester campuses and the adult education and outreach programs, totals just over 6,000.

- First Generation Students (Undergraduate Only) - 36.3%
- Post-Traditional Students - (Undergraduate, Age 25+) 9.7%
- International - 128 students from 42 countries

Between 2020 to 2030, there will be fewer traditional age students, both nationally and in Minnesota. Competition to attract the smaller number of traditional age students will be intense. At the same time, adult learners — many of them incumbent workers — have been traditionally underserved by Winona State.

During this same timeframe, Minnesota will become increasingly diverse statewide. Winona State’s BIPOC student enrollment leveled off in 2022 after a decade of solid growth. The percentage of BIPOC students at Winona State also leveled off after a decade of growth. Still, Winona State is the most diverse four-year institution in the southeastern corner of Minnesota. (For context, the City of Winona is 91.2% White.)

- **Fast Facts 2022-23**
- **Fall 2023 Preliminary Enrollment Report (10th Day)**
Equity and Inclusive Excellence

Winona State is committed to creating a more welcoming and equitable community and educational experience. The university is working to build a campus culture that values, elevates, and celebrates people from all backgrounds and perspectives.

WSU is committed to Minnesota State’s Equity 2030 initiative, and to eliminating gaps in educational equity at Winona State University.

WSU is seeking to achieve these goals through inclusive learning, democratic dialogue, advocacy and cultural awareness. WSU also supports and learns from communities that are or have been historically marginalized.

This is an opportunity rethink the way Winona State operates and to make changes, so all students can create a better future for themselves, their families, and their communities.

Student Life

Students enjoy a vibrant campus life at Winona State. There are more than 140 clubs and organizations, from sports-related clubs to fraternities and sororities to honorary societies and more — there is something for everyone.

Students interested in recreational opportunities need look no further than the beautiful natural surroundings - rolling bluffs, miles of trails, the Mississippi River, and Lake Winona. The winter months are full of outdoor recreation as well - ice skating, snow-shoeing, ice fishing, and more. For those who prefer to stay indoors, you can take advantage of Winona State’s 6,000-sq ft indoor rock climbing and bouldering center, the largest university climbing center in the Midwest region.

The university is also home to the student-formed KEAP Center, which supports the goal of creating an inclusive atmosphere for all people, organizations, and groups on the Winona State campus, and a Veterans’ Center that provides extra support and resources for those with military service experience.

Student activities include concerts, movies, bingo, trivia, karaoke, and road trips to sites around the region. At Winona State’s Kryzsko Commons Student Union, students can play billiards, table tennis, and board games any time, or check out the Warrior Esports Lounge with dozens of PC and Nintendo Switch games. Regular art exhibits, musical performances and theatrical productions round out a robust student experience at Winona State University.
Connection & Community

At its core, Winona State University is focused on building relationships where people connect, collaborate, challenge, and complement each other. WSU believes students should be able to focus on their academic progress rather than constantly managing their basic needs. The university provides services to support the whole student — everything from healthcare and mental health resources to the Warrior Cupboard food shelf and Advocacy Center.

For decades, Winona State has had a culture that puts student learning first, and the student success data captured annually reflects this. The university’s emphasis on and track record in student support - from advising and tutoring to faculty engagement and facilities investments - places students’ needs first. And its shows: Winona State has the highest student success rate in the Minnesota State system.

Sustainability

Winona State is the most energy efficient university in Minnesota State. WSU is committed to using its resources responsibly, investing in a sustainable future, and supporting a sustainable society. WSU was one of the first signatories of the President’s Climate Commitment, and for decades, it has been working to practice and promote a culture of sustainability, with investments in:

- curriculum and academic programs like the Sustainability minor;
- opportunities to get involved, including the student-funded Green Fee and Green Action Project;
- the largest solar panel energy system in the Minnesota State system;
- proposed net-zero Center for Interdisciplinary Collaboration Engagement and Learning (CICEL);
- campus-wide guaranteed energy savings project.
With 26 community and technical colleges and seven state universities on 54 campuses, Minnesota State serves nearly two-thirds of the entire state’s undergraduate student population. In addition, Minnesota State serves more Black and indigenous students, and students of color, than all higher education providers in the state, combined.

Minnesota State is committed to equitable outcomes for all students, and in 2019 committed to eliminating educational equity gaps at every Minnesota State college and university by the year 2030. Achieving this goal, called Equity 2030, is a moral imperative, and an economic imperative for the state as the population continues to grow more diverse. Equity 2023 will ensure Minnesota has the workforce it needs for generations to come. Minnesota State is working toward meeting its Equity 2030 goal through hard work, robust data analysis, targeted programs to improve outcomes, and partnerships with community organizations, employers, and the state legislature.

Minnesota State employs more than 14,500 people, most of whom are represented by one of several bargaining units and personnel plans. The bargaining units include:

- Inter Faculty Organization
- Minnesota State College Faculty
- Minnesota State University Association of Administrative and Service Faculty
- American Federation of State, County, and Municipal Employees
- Minnesota Association of Professional Employees
- Minnesota Government Engineers Council
- Middle Management Association
- Minnesota Nurses Association

Governance

The 15-member Board of Trustees of the Minnesota State Colleges and Universities is appointed by the Governor and has policy responsibility for system planning, academic programs, fiscal management, personnel, admissions requirements, tuition and fees, and rules and regulations. Learn more about the Board of Trustees.

Chancellor

Under the direction of the Board of Trustees, the chancellor is the executive officer of Minnesota State and is responsible for providing educational leadership to the 33 colleges and universities of Minnesota State, ensuring effective and efficient management and operation so that Minnesota State can meet the current and long-term educational and workforce development needs of all Minnesotans. Learn about the Chancellor’s Office.
Minnesota State Stats and Facts

Minnesota State is the third largest system of state colleges and universities in the United States and the largest in the state with 26 colleges, 7 universities, and 54 campuses. Minnesota State:

**Serves 300,000 students** each year, with more Black and Indigenous students, as well as students of color, attending our colleges and universities than all other higher education providers in Minnesota combined.

Offers the **lowest tuition** in Minnesota, with 64% of college students and 69% of university students receiving financial aid.

Employs more than **14,400 dedicated faculty** and staff focused on student success.

Provides **4,023 academic programs**, including **893 fully online programs**.

Has more than **9,950 customized and specialized training, occupational, and professional classes**.

**Awards more than 36,000+ degrees**, certificates, and diplomas annually.

**63%** of Minnesota resident students who are pursuing an undergraduate credential are doing so at a Minnesota State college or university.

**84%** of Minnesota State students find jobs in a related field of study.

Has **7,000+ employer partnerships** across Minnesota State colleges and universities.

Contributes over **$8 billion** to the state’s economy.

*Minnesota State is an affirmative action, equal opportunity employer and educator.*
Qualifications

The successful candidate will demonstrate most, if not all, of these qualifications:

• Strong leadership skills necessary to sustain the vision of Winona State

• Progressively responsible experience in higher education administration

• Experience and leadership with shared governance, demonstrating a collegial and collaborative management style, including understanding and appreciation for a collective bargaining environment

• Experience in program and curriculum development, fundraising, governmental relations, accreditation process, as well as budget and fiscal management

• A record of actions reflecting concern for the success and well-being of students

• A record of building public/private partnerships between education and business and industry, community leaders, and organizations

• Demonstrated ability to lead in an innovative, data-driven environment and encourage out-of-the-box thinking

• Ability to lead the campus in an authentic, collaborative, and transparent manner, with integrity and respect and a proven track record of being a visible, engaged, and accessible presence with students, alumni, community leaders, and friends

• Demonstrated experience advancing diversity, equity, and inclusion

• Willingness to work with K-12 systems and other Minnesota State colleges and universities

• Exceptional oral and written communication skills effective with a broad range of audiences

• An earned doctorate is preferred but not required
How to apply

Greenwood/Asher & Associates, Inc. is assisting Winona State University in this search. Applications and nominations are now being accepted. Confidential inquiries, nominations, and application materials should be directed to Greenwood/Asher & Associates. For a full application package please provide a cover letter and CV. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

**PRIORITY DATE DECEMBER 8, 2023**

Please direct inquiries, nominations, and application materials to:

Jim Johnsen, Vice President of Executive Search
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Lauren McCaghren, Senior Executive Search Consultant
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