



# Presidential Search Profile



MINNESOTA STATE

*Winona State University,*  
A member of Minnesota State





State University

WARRIORS

WARRIORS

WARRIORS

WARRIORS

WARRIORS

WARRIORS



**PROVE  
YOUR  
PURPLE**



# Opportunity Overview

**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.

### 1858

**Founded by the  
Minnesota State  
Legislature**

WSU was then called the  
First Normal School of  
Minnesota.

### 1917

**First Classes Held  
in Rochester**

These courses were  
designed for teachers over  
the Summer break.

### 1926

**First Bachelor's  
Degrees Awarded**

Four students—two men and  
two women—graduated with  
the 4-year teaching degree

### 2019

**Education Village Opened**

The \$33.2 million project  
renovated three historic  
buildings to serve the needs  
of the community, school  
districts, and WSU students  
in Teacher Education  
programs.

# 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).

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## College of Business

Association to Advance  
Collegiate Schools of Business  
International (AACSB)

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## 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)

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## College of Liberal Arts

National Association of Schools  
of Music (NASM)

National Association of Schools  
of Theatre (NAST)

American Bar Association

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## 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

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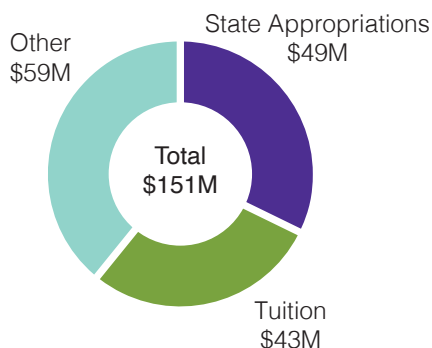
## College of Science and Engineering

American Chemical Society  
(ACS)

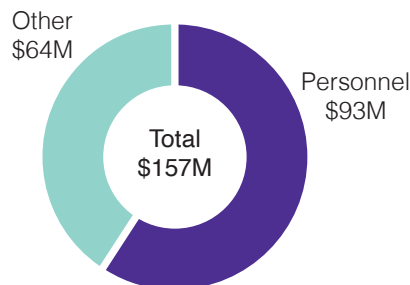
Accreditation Board for  
Engineering and Technology  
(ABET)

# Financial Information

## Revenue



## Expenditures



## 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.

## Winona State University Foundation

The Winona State Foundation was established in 1963 as a private, 501(c)(3), nonprofit organization dedicated to securing private gifts and grants that benefit Winona State. The Foundation exists to raise funds, steward them in perpetuity, and distribute them in ways that collaboratively support the mission of the university. It is the number one source of external support for the university.

The Foundation is governed by a 22-member board made up of professional women and men—many of them alumni and alumnae of the university—who share a commitment to Winona State and a willingness to invest their time, talent and resources for the betterment of Winona State University through fundraising and advocacy.

In Fiscal Year 2023, the Foundation funded 800 scholarships for a total of almost \$2.1M. The average award was just over \$2,600.

The Foundation Endowment ended FY23 with a value of more than \$61M, and assets totaling close to \$80M.

## \$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.



# Student Success & Demographics

#4

in Social Mobility for public universities in Minnesota

The U.S. News and World Report's 2023-2024 ranking recognizes WSU's success in enrolling and graduating large proportions of economically disadvantaged students.

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.

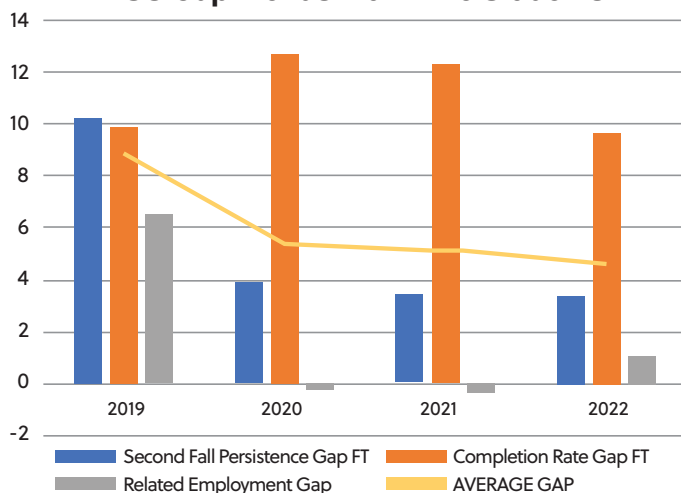
- First Generation Students (Undergraduate Only) - 36.3%
- Post-Traditional Students - (Undergraduate, Age 25+) 9.7%
- International - 128 students from 42 countries

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 \(10th Day\)](#)

WSU Gap Trends: Full Time Students



## 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.

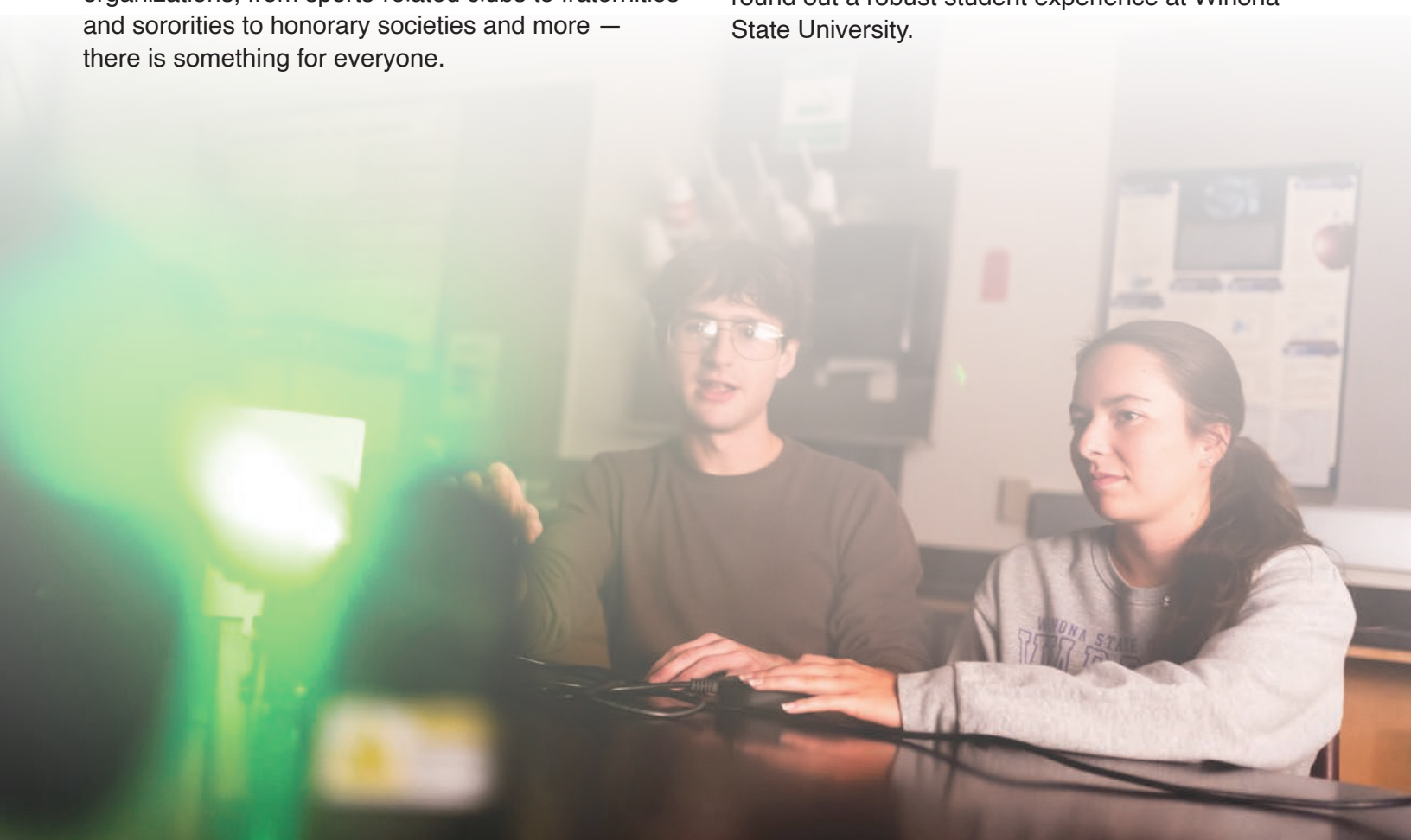
## Student Life

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 it 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.





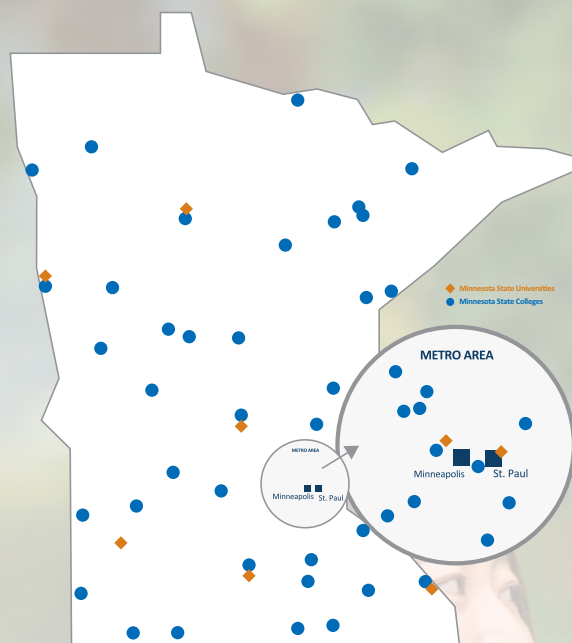
# Overview of Minnesota State

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



**26 state colleges**

**7 state universities**

**54 campuses**

**1 Minnesota State**

## 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

email: [jimjohnsen@greenwoodsearch.com](mailto:jimjohnsen@greenwoodsearch.com)

Lauren McCaghren, Senior Executive Search Consultant

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# WINONA

STATE UNIVERSITY

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Rochester, MN 55904  
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Rochester Campus - Broadway  
400 South Broadway Avenue  
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507.535.2555



**MINNESOTA STATE**

*Winona State University,*  
A member of Minnesota State

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