St. Cloud State University (SCSU) seeks a collaborative, inclusive, and engaging Vice President for Advancement and Alumni Engagement (VPAAE) to serve as a member of President Robbyn Wacker’s exceptional team of leaders. The VPAAE will partner closely with President Wacker, other institutional leaders, and Foundation Board leaders joining SCSU at a pivotal moment in its history as we pursue a bold new path to redefine higher education for today’s world and take our university to the next level of philanthropic and alumni engagement.

The VPAAE, reporting to the President, serves as a member of our executive leadership team. We seek a colleague who has personal characteristics of service to others, honesty, and a positive attitude who will take great pride in representing an exceptional state public university that is SCSU.

Founded in 1869, St. Cloud State University is one of the largest and most diverse public universities in Minnesota, serving more than 10,500 students from 45 states, including Washington D.C. and Puerto Rico, and 98 different countries. SCSU is recognized as a College of Distinction related to our programming in Engineering, Education, Business and Nursing. St. Cloud State is ranked among “Forbes America’s Top Colleges” and is one of 119 U.S. universities to earn the Carnegie Community Engagement Classification. SCSU is also recognized for the stand-out support we provide our students in Career Development and Military Support. In fact, SCSU is ranked No. 4 on the Military Friendly® Top 10 Gold School list, acknowledging our extraordinary dedication to individual student support among large public schools across the nation. The recent launch of The Minnesota Institute of Technology@SCSU firmly establishes SCSU as a leader in providing hands-on learning, community engagement and close interaction with faculty.

Our main campus is in St. Cloud, MN with other locations in Plymouth, MN and Alnwick, United Kingdom, as well as an extended campus via Professional and Continue Education, serving online students and corporate partners. Our main campus is the home of the College of Liberal Arts; School of the Arts; College of Science and Engineering’s School of Computing, Engineering and Environment; College of Education and Learning Design; the Herberger School of Business; College of Health Professions; and School of Public Affairs. SCSU offers 200 undergraduate academic programs, more than 60 graduate degrees and over 30 education abroad choices on six continents.

Located on the banks of the Mississippi River, the main campus houses more than 1,000 students living on campus, 250 student organizations, NCAA Division I men’s and women’s hockey, and 14 NCAA Division II intercollegiate sports. SCSU employs more than 1,200 faculty and staff and plays a critical role as an employer and economic driver in Central Minnesota and the Twin Cities of St. Paul and Minneapolis. St. Cloud State has over 126,000 alumni throughout Minnesota, across the United States and around the globe. Our “Unleash the Future: The Campaign for St. Cloud State,” which ends in December 2022, has already surpassed the University’s goal of $32 million.

SCSU is part of the Minnesota State System, which is the largest single provider of higher education in the state with 37 institutions, including seven state universities and 30 community and technical colleges.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this leadership profile.
LEADERSHIP CULTURE AT SCSU

We are intentionally creating an inclusive, service-leadership culture and the Vice President for Advancement and Alumni Engagement will be an individual who is energized by the future opportunities at St. Cloud State and thrives in a dynamic and multicultural organizational environment.

As a leader, they will possess a collaborative spirit that puts others at ease and works to create culture of trust and respect that contributes to the success of the university and its faculty, staff, administrators, and students. A demonstration of empathy for others and personal integrity based on the principles of equity, inclusion, and being of service to others is essential. The VPAAE will have opportunities to contribute to and demonstrate a relationship-based approach to promoting a positive culture across the university and within the division through the following activities:

• Actively participating in and support the implementation of St. Cloud State University’s It’s Time framework to build a newly defined 21st century state university
• Actively participating in cabinet-level strategy discussions, decision-making and direction-setting.
• Going the extra mile and “doing the unexpected” for our students and each other.
• Fostering a cooperative work environment and cultivating effective and productive relationships built on trust with all employees.
• Engaging in personal and professional actions that advance our university goals of diversity, equity, and inclusion to be an inclusive and welcoming university.
• Supporting the success of all our cabinet colleagues and their divisions.

GREETINGS FROM PRESIDENT WACKER

Thank you for your interest in St. Cloud State University! We are an innovative team dedicated to working together to boldly shape the University’s future through our It’s Time framework. This unique vision sets us apart from other universities by investing in our academic distinctiveness, supporting a university of teacher scholars, individualizing our approach to student success, and prioritizing diversity, equity, inclusion, and social justice as we extend our impact beyond our region and around the globe. Key to achieving our It’s Time vision is enhancing our culture of philanthropy and building on the success of our recent “Unleash the Future campaign” and increasing our alumni engagement. I am looking for a leader who will engage with me, our campus community, and Foundation and Alumni Boards to help lead SCSU at this exciting time in our university’s history.

Go Huskies!
EXPECTATIONS

The Vice President for Advancement and Alumni Engagement (VPAAE) reports to and is a trusted advisor to the President and fellow Cabinet members. The VPAAE will partner closely with President Wacker, deans, director of athletics, provost, other university leaders and the Foundation Board of Trustees and Alumni Relations to align and integrate the efforts of an established fundraising and alumni relations team with It’s Time initiatives and other institutional priorities.

Specifically, the Vice President for Advancement and Alumni Engagement is responsible for the following duties and responsibilities:

EXPECTATIONS AND OPPORTUNITIES FOR LEADERSHIP

The Vice President for Advancement and Alumni Engagement (VPAAE) will possess the skills and character necessary to be a contributing member of the senior administrative leadership team of one of the largest state public universities in Minnesota.
CRAFTING A VISION FOR THE ADVANCEMENT PROGRAM APPROPRIATE FOR SCSU AND IN SUPPORT OF THE IT’S TIME GOALS AND STRATEGIES BY:

• promoting and supporting a culture of philanthropy at the university
• developing and implementing a five-year advancement program plan that supports this vision, updated annually.
• ensuring all annual plans, goals, action plans, timelines, budgets, and outcomes for each of the advancement departments are completed and implemented

FOSTERING A STRONG AND COLLABORATIVE PARTNERSHIP WITH UNIVERSITY LEADERS BY:

• partnering with the President on all issues pertaining to the advancement program including developing philanthropic relationships with the highest-level donors, influencers, and potential supporters
• strengthening the policies, processes and procedures that facilitate collaboration with university operations, including but not limited to university communications, finance and administration, and financial aid
• maximizing the effectiveness of donor and alumni events involving the University president and other university leaders
• participating in integrative cross-functional leadership to gain broad awareness of university operations
• demonstrating a culture of transparency, collaboration and open communication about our philanthropic and alumni strategy with the campus community and Foundation and Alumni Board members

PROVIDING EFFECTIVE UNIT-BASED LEADERSHIP BY:

• overseeing all aspects of a comprehensive development program, including annual, major, and planned giving activities; endowments; prospect research; and advancement services
• developing and implementing an effective prospect management system to ensure productive donor identification, cultivation, solicitation and stewardship, working closely with the President, faculty, Foundation and Alumni Association Board members, and others who can assist with this process
• engaging actively with a portfolio of 50-75 principal and leadership gift prospects with solicitations in the five to eight figure range, including individuals, corporations, and foundations
• providing professional development and training, performance assessment, counseling, and salary administration
• ensuring compliance with applicable laws and regulations and the accuracy of fundraising and financial accounting on gifts in partnership with the SCSU Finance office
• creating a positive culture and climate through collaboration, open communication and respect; effectively working with bargaining unit leaders

CRAFTING AND IMPLEMENTING A VISION
for high-quality and innovative alumni engagement strategies reflective of the diversity and global characteristics of SCSU and in support of the It’s Time goals and strategies

PROVIDE EXECUTIVE LEADERSHIP AND ADMINISTRATIVE SUPPORT to the Foundation Board of Trustees and Alumni Board of Directors and its associated operating committees

REPRESENT SCSU at community events and functions.

Other duties as required to meet the needs of SCSU in promoting its mission.
LEADERSHIP OPPORTUNITIES

There are several unique leadership opportunities to refine current and develop new approaches to advancement and alumni relations for which the VPAAE will be responsible:

- **Celebrate the Unleash Campaign and build on its success for future campaigns**
  On April 27, 2021, St. Cloud State University and the SCSU Foundation publicly announced Unleash the Future: The Campaign for St. Cloud State, the University’s first campaign in over 20 years with a goal of $32,000,000.

- **Enhance Philanthropic collaboration across the University**
  A successful philanthropic and alumni engagement office must provide the vision, goals, infrastructure, and operating procedures to lead and empower the Advancement and Alumni Engagement staff to support and manage some of the University’s most important relationships. In support of these efforts, the Vice President will be expected to develop and maintain relationships with University partners and provide education, advice, and mentorship to support the University’s philanthropic mission.

- **Refine and Implement the Foundation Strategic Plan**
  In September 2021 the St. Cloud State University Foundation convened a two-day strategic planning session as a first step towards the development of a strategic plan for the SCSU Foundation, which encompasses University Advancement, Alumni Relations, Foundation Finance and Administration. The Foundation Strategic Plan 2027, when completed, will guide the SCSU Foundation through the completion of the Unleash the Future campaign (December 2022) and allow for successful advancement towards the University’s next campaign in the middle 2020’s.

- **Bring an Innovative Spirit to Our Alumni Engagement and Philanthropic Efforts**
  Based on our recent success in our Unleash Campaign and the new efforts to engage alumni from across the globe, SCSU is in a position to pilot new and creative ways to engage with and increase alumni involvement and philanthropic prospects. The Vice President will be encouraged to take a fresh view of the University’s approach and to create an environment characterized by innovation, inclusivity, and collaborative excellence.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

We seek an experienced advancement professional with at least seven years’ experience in increasingly responsible managerial and leadership positions. Direct experience in a complex university with multiple academic units and an active research agenda, co-curricular offerings, and NCAA Division I or II athletics will be particularly beneficial. A bachelor’s degree from an accredited university is required, and an advanced degree is preferred.

In addition to the leadership experiences described previously, a qualified candidate for the vice president of advancement and alumni engagement will have:
Minimum Qualifications:

- Significant experience conducting or managing prospect discovery and pipeline development
- Successful experience cultivating and soliciting major gifts from individuals, foundations and/or corporations
- Successful experience participating in the planning for or implementation of a large comprehensive campaign
- Experience in developing alumni engagement and integrating this engagement with philanthropic efforts.
- History of working closely and effectively with foundation and/or alumni boards.
- Proven institutional leadership experience and/or experience as an effective member of a president’s or CEO’s executive leadership team.
- Evidence of commitment to continuous quality improvement, an entrepreneurial spirit and agile decision-making.
- Excellent communicator characterized by effective listening, oral and written communication skills, and a demonstrated ability to compellingly communicate academic and technical information to a variety of audiences, inspiring support, involvement, and investment.
- Proven ability to establish effective working relationships with faculty, staff, students and other external constituencies.
- Proven ability to act with discretion and maintain confidentiality.
- Evidence of creating, building, and supporting a workplace culture committed to teamwork, collaboration, and transparency.
- Demonstrated emotional steadiness through challenges and setbacks, and a growth mindset that includes an interest in learning and professional development, flexibility, and a drive to continue on without reduced commitment or enthusiasm.
- Proven strategic and planful leadership and an energetic, driving personality that proactively propels collaborative teamwork and partnerships, both internally with University leadership, and externally in the community.
- Experience managing staff and creating a positive and collaborative work environment and investing in the professional development of employees; experience in talent development, working with and/or setting goals, managing both up and down.
- Demonstrated commitment to equity and inclusion and working collaboratively with diverse constituencies.
- Excellent multitasker with strong time management skills and the ability to address competing priorities in a high-performance environment. Expected to travel nationally and internationally when appropriate.
ORGANIZATIONAL STRUCTURE AND CHART

The office of advancement and alumni relations is comprised of 18 team members who lead our philanthropic and alumni efforts. This team has focused energy on a comprehensive campaign, Unleash the Future: The Campaign for St. Cloud State, which emerged from the silent phase on April 21st having raised over $32 million, representing 95% of the overall campaign goal. In addition, our homecoming and other alumni engagement opportunities have grown over the past few years.

The SCSU Foundation, a 501 c3, exists for the sole purpose of supporting the university and serves as the official gift receiving and endowment management organization for the university. The Foundation Board of Trustees is comprised 15 trustees who are board-elected alumni, donors and friends of the University who value education and the mission of St. Cloud State University to be a regionally and globally focused university.
ST. CLOUD STATE UNIVERSITY

OVERVIEW

St. Cloud State University has a rich history of serving the people of Minnesota. The university began in 1869 as the Third State Normal School, created for the sole purpose of educating primary school teachers to teach in Minnesota’s schools. Since the founding, the mission has evolved as the needs of the state and region changed, from offering a junior college curriculum in 1898, to a Teacher’s College in 1921, to a university in 1975. The university began operating its Alnwick, England location in 1986 and Twin Cities location in 2007, the same year applied doctorate degrees were first offered. The main campus sits on 100 acres between downtown St. Cloud and the Beaver Islands, a group of more than 30 islands that form a natural maze for a two-mile stretch of the Mississippi River. St. Cloud, MN is 20th on Forbes magazine’s “Best Small Places for Businesses and Careers.”

St. Cloud State is part of the Minnesota State System, which is the largest single provider of higher education in the state with 37 institutions, including seven state universities and 30 community and technical colleges. The university is proud of the partnerships and close relationships with the city of St. Cloud, educational entities, and business, health and science industries in Central Minnesota and the Twin Cities, home to the highest number of Fortune 500 companies per capita in the United States.

Serving more than 10,500 students, St. Cloud State is one of the largest and diverse public universities in Minnesota with students from over 90 different countries and across the United States. The university focuses on education that goes beyond the classroom, and this theory is emphasized in “Our Husky Compact,” a promise the university makes to its students that they will be prepared as global citizens of the 21st Century as they participate in applied learning opportunities and real-world experiences in their field of study.

St. Cloud State is ranked in Forbes magazine’s “Forbes America’s Top Colleges 2019”, is one of the 119 U.S. colleges and universities to receive the Carnegie Community Engagement Classification, and was named 71st in a “Best for Vets” ranking by Military Times. Student athletes enjoy competing on men’s and women’s Division I hockey programs and 15 Northern Sun Intercollegiate Division II teams, including the four-time national champion Huskies Wrestling team.
EXPANDED FACILITIES

The campus expanded the Universities’ ability to engage business and community partners through the opening of the Integrated Science and Engineering Laboratory Facility (ISELF) in 2013. In spring 2017, an expanded Twin Cities location was opened to offer high demand graduate and undergraduate programs and its Alnwick Castle education location in England was remodeled in 2018.

St. Cloud State University recently completed an $18.6 million renovation on Eastman Hall (built in 1929) as an integrated facility for student health services and programs, and health science academic programs. The renovated former gymnasium houses student health programs, including Counseling and Psychological Services, U-Choose and Recovery Community Programs, Student Health Services, and applied clinical spaces for students in our School of Health and Human Services. Like ISELF, Eastman creates opportunities for engagement with the St. Cloud community and provide access to the Mississippi River.
Our Husky Compact is the essential and cross-cutting attributes of a St. Cloud State University education that we value as a community. It is a commitment we make to our students and students make to their education that will set them apart and prepare them to be global citizens of the 21st century.

- Communicate effectively
- Engage as a member of a diverse and multicultural world
- Think creatively and critically
- Seek and apply knowledge
- Integrate existing and evolving technologies
- Act with personal integrity and civic responsibility

MISSION:
We prepare our students for life, work and citizenship in the twenty-first century.

VISION:
Through active discovery, applied knowledge and creative interaction, we positively transform our students and the communities where they live and work.

Our vision defined:
St. Cloud State University makes a positive, long-term impact on the lives of our students. We provide rigorous and relevant academic experiences with engaged, active learning opportunities in an intellectually vibrant, inclusive and diverse campus community. Our graduates are well-prepared to act as responsible global citizens and professionals who remain actively connected with our university.
It’s Time is a strategic vision launched by St. Cloud State University in 2019 “to redefine what it means to be a Regional Comprehensive University, to build on our strengths and tell our story.”

Universities are facing a highly competitive environment with a declining number of graduating high school seniors who have more choices and growing concerns for college affordability. We are competing for students eager to make career connections to see a return on their investment of tuition dollars. Similarly, universities struggle with a funding squeeze of their own to create state-of-the-art facilities for expert faculty and engaging staff. Now, more than ever, students are more likely to defer enrollment, take a gap year, and choose less traditional pathways for education. The world around us has changed; we must change too.

In this moment, St. Cloud State is acting boldly to break the mold of outdated assumptions that limit regional comprehensive universities. We will build on our strengths. We will create a new distinctive university for our students.

Our time is NOW.
ACADEMIC DISTINCTION

It’s Time to set St. Cloud State University apart from other regional universities. Building on our strong foundation of academic excellence, we will invest in core academic areas that prepare our students for dynamic careers. We will sustain and develop top ranking and nationally recognized degree programs. We are laying the groundwork to grow our graduate programs.

We will be a leader among institutions of higher education by developing well-rounded graduates who hold an appreciation for the human experience. We will continue to invest in Humanities, Arts, and Social Science programs for the 21st century and ensure that a liberal education is integrated in our student learning experience to promote personal and professional success.

LEADING THE PACK WITH A DISTINCTIVE ACADEMIC PORTFOLIO

We are transitioning from a broad, comprehensive institution to presenting a market-relevant academic portfolio for current and prospective students. Drawing on our strengths, we will be a leader in offering distinct and relevant programs that support four broad academic areas of focus:

- **Holistic Health and Wellness**: Offering state-of-the-art learning opportunities for students in clinical and non-clinical fields that serve the community.
- **Leadership**: Developing future leaders in communities, business, non-profits, government agencies and entrepreneurial endeavors.
- **Education**: Preparing educators with the capacity to lead change toward educational equity.
- **Engineering & Applied Science**: Offering transformative learning opportunities informed by robust partnerships with industry leaders and regional connections.

These academic areas are carefully selected as fields ripe for growth and as filling a societal need. Our campus is fertile ground for compelling coursework, experiential learning, connections with alumni and industry professionals as students progress through their degree programs.

OUR RECOGNITION OF THE LIBERAL ARTS

While other regional comprehensive universities are abandoning the liberal arts disciplines, we believe the Humanities, Arts and Social Science provide students with knowledge of the wider world, opportunities to confront complex questions, and venues to develop their intellectual, civic, artistic, and problem-solving skills. We will:

- strengthen the position of the humanities, arts and social sciences (Begin Fall 2021);
- create a distinctive, high quality and integrated liberal arts education for our students (Begin Fall 2020 and available to students Fall 2022).

PRIORITY: Centering/prioritizing Diversity, Equity and Inclusion – not listing Diversity, Equity and Inclusion as one of many interests, but as the foundation upon which everything else is built.
INDIVIDUALIZED STUDENT SUCCESS

Our access mission means we must lean in and embrace higher education’s role as the great equalizer that creates unparalleled opportunities for economic and social mobility for our students. We must pivot from a one-size-fits-all approach to a set of academic, social and financial support services that meet students where they are and engages them in achieving their personal and professional aspirations.

We will be a university that recognizes the structural and systemic challenges that students face before they arrive on campus. We will acknowledge and value our students as individuals and provide them consistent, personalized support.

We will:
- provide individually based student support and guidance that reflect the diversity of our students and begins when they are admitted and continues through graduation;
- create opportunities for students to tailor their educational experiences to reflect their goals and personal mission;
- leverage data and technology to target support to specific student needs;
- create new pathways for educational access for students who stop-out or want to reengage in educational opportunities after their undergraduate experience.

INSPIRING TEACHER-SCHOLARS

Creativity and adaptability in teaching and learning will fuel the energy we need to move our institution forward. So many of our faculty are breaking new ground in their research, scholarship and creative work. For our “teacher/scholars,” we will support faculty who integrate research, scholarship and creative work with instruction. We will develop a culture of innovation to design new approaches to teaching and learning.

APPLIED RESEARCH CENTERS AND INSTITUTES

We are responsible for playing an active role in addressing the unique needs, opportunities and challenges of our region through applied research, scholarship and creative work. We are in the process of designing applied research centers and institutes to promote positive change in our region and beyond.

CLINICAL AND EXPERIENTIAL LEARNING

Our university has long-served as an important site for experiential learning for our students. We will expand access for our students to these high impact learning opportunities and develop new ways in which we can align student learning with the service opportunities found within our community. We will develop a set of experiential learning spaces for learning, research and community service. Our community partnerships will deepen to identify shared opportunities for reciprocal growth and development.

Our FOCUS: Close the equity gap for access, retention and student success through Equity 2030 actions.

Our FOCUS: Prioritize and fund research, scholarship, and creative work that center and advance Diversity, Equity and Inclusion, including the creation of a center or institute that advances Diversity, Equity and Inclusion and research, scholarship and creative work.
EXTENDED UNIVERSITY REACH

EXPANDED RECRUITING AREAS
While we will continue to recruit in Minnesota, we will also expand our recruiting areas beyond Minnesota in response to changing demographics. More broadly, we will expand our recruitment efforts in the Midwest region and select areas in the United States and internationally.

GLOBAL COMPETENCY
Our commitment to being “stewards of place” means that we will continue to serve the students and workforce needs of Central Minnesota. We also recognize that our social, economic, health and cultural landscape increasingly requires our students, faculty and staff to attain a global perspective to remain competitive and relevant in a connected world. We will actively advance local, state, and global partnerships and connect the assets and expertise of our campus community to address local and global needs.

AMPLIFYING OUR MESSAGING
Our campus has traditionally operated with great institutional pride and a high degree of modesty. We are a flagship university in the Minnesota State system – and we are intentionally shaping our programs to meet social and economic needs. We are shifting gears to expand our marketing strategy and share the excellence of our faculty and programs, our relevance, and the success of our students.

DIVERSITY, EQUITY AND INCLUSION
We will prioritize the advancement of Diversity, Equity and Inclusion (DEI) and engage in intentional actions to address systemic inequities throughout the university. DEI values, practices, and strategies will be embedded into the fabric of our institution and campus community.

Doing so means focusing on equitable outcomes. In addition, there must be a recognition of intentional actions taken to address inequities embedded within the institution’s metrics, structures, policies, and decision-making processes, as well as recognition of historical and systemic oppression within higher education and our own institution. In order to make meaningful progress, we must include a diversity of people within policy and decision-making processes, educate all faculty and staff in multicultural counseling and/or education, and emphasize the creation of a campus climate that supports all members of our campus community.
ST. CLOUD, MINNESOTA

St. Cloud offers big-city culture and small-town charm on the banks of the Mississippi River in Central Minnesota.

Also called “The Granite City,” St. Cloud is Central Minnesota’s hub for arts, entertainment, health care and education. The university campus is within walking distance of theater, live music and more.

The St. Cloud metropolitan area is 24th on Forbes magazine’s 2014 “Best Small Places for Businesses and Careers.” The City of St. Cloud has earned multiple awards for livability, city services and amenities.

Local mass transit is free for St. Cloud State students on the MetroBus system. The MetroBus station near campus makes it easy to get to and from local malls. Through much of the year there is a weekly farmers’ market where you can buy locally-grown food.

Located an hour northwest of the world-class arts, entertainment and shopping of Minneapolis-St. Paul, the University is also just a short drive from the best of what Mother Nature has to offer - including lakes, forests and rivers.
LEADERSHIP

PRESIDENT ROBBYN R. WACKER
Dr. Robbyn Wacker is currently the 24th President of St. Cloud State University and the first woman to be appointed to that role.

She has served as a faculty member, leader, and academic administrator with a variety of responsibilities and leadership roles for over 20 years.

Prior to joining St. Cloud State University, she was involved in advancement while serving in various administrative roles at the University of Northern Colorado. She played an active role in fundraising campaigns and has substantial experience with engagement and solicitation with top tier donors.

As an academic leader, she believes that to effectively respond to challenges facing higher education, we must be open to exploring and implementing creative, fiscally sound approaches to how we do business and provide a high quality education for our students. The President, along with her leadership team, strives to create a culture of innovation on campus where opportunities exist for faculty and staff to explore and pilot new ideas and take data driven calculated risks.

President Wacker has been described as an optimist and a realist - a leader who can both inspire people and make difficult decisions in service to shaping a better university. She subscribes to collaborative leadership and the servant leadership philosophy both of which are effective in placing the well-being of the university ahead of personal gain.

Her leadership values are based on three constructs – act ethically, with integrity and honesty, and be authentic with others; be curious and seek understanding before making decisions; and inspire and empower others to explore what is possible and be willing to support and take data driven, calculated risks. President Wacker collaborates with her leadership team to 1) create a culture of candor and transparency 2) honor shared governance; 3) think systemically about our work; 4) promote organizational advancement and commitment; 5) foster civility; and 6) make a commitment to on-going professional growth.

In her previous role as a faculty member in Gerontology, Dr. Wacker’s scholarly interests were in social and health aspects of aging and she continues to lecture nationally and internationally on aging social and health care policy. She is co-author of two textbooks that many gerontology programs across the country are currently using in their classes.

She has received numerous awards throughout her career and has been recognized for her leadership by the Association for Gerontology in Higher Education, the Colorado School of Public Health, and the University of Northern Colorado; and she was recognized as the Outstanding Woman of Weld County for her work as an advocate for older adults.

She was selected by the Harvard Graduate School of Education to attend its Management Development Program for leaders in higher education, and she completed the American Association of State Colleges and Universities (AASCU) Executive Leadership Academy. Dr. Wacker received a Ph.D. in Sociology from Iowa State University and a Master’s and Bachelor’s in Gerontology from the University of Northern Colorado.
MINNESOTA STATE COLLEGES AND UNIVERSITIES

IMPACT
Minnesota State is making a difference. From the students we serve, to our business partners, to those we employ, chances are good you or someone you know has benefited from the work of your state colleges and universities.

- Minnesota State is the third largest system of state colleges and universities in the United States and the largest in the state with 30 colleges, 7 universities, and 54 campuses
- We serve 340,000+ students each year, with more Students of Color and American Indian Students attending our colleges and universities than all other higher education providers in Minnesota combined
- We offer the lowest tuition in Minnesota, with 54% of our college students and 62% of our university students who receive financial aid
- We employ more than 15,300 dedicated faculty and staff focused on student success
- We provide more than 4,000 academic programs, including 743 fully online programs
- We have more than 13,500 customized and specialized training, occupational, and professional classes
- We award more than 38,000 degrees, certificates, and diplomas annually
- 65% of Minnesota residents pursue an undergraduate credential with a Minnesota State college or university
- 89.5% of Minnesota State students place jobs in a related field of study
- We have 7,000+ employer partnerships across Minnesota State colleges and universities
- Minnesota State contributed over $8.0 billion to the state’s economy

CORE COMMITMENTS
The core commitments of Minnesota State Colleges and Universities are to ensure access to an extraordinary education for all Minnesotans, be the partner of choice to meet Minnesota’s workforce and community needs, and deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option.

CORE VALUE
It is the core value of the Minnesota State Colleges and Universities to provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities.
STRATEGIC FRAMEWORK
Minnesota State Colleges and Universities play an essential role in growing Minnesota’s economy and opening the doors of educational opportunity to all Minnesotans. To that end, we will:

• **Ensure access to an extraordinary education for all Minnesotans**
  Our faculty and staff will provide the best education available in Minnesota, preparing graduates to lead in every sector of Minnesota’s economy. We will continue to be the place of opportunity, making education accessible to all Minnesotans who seek a college, technical or university education; those who want to update their skills; and those who need to prepare for new careers.

• **Be the partner of choice to meet Minnesota’s workforce and community needs**
  Our colleges and universities will be the partner of choice for businesses and communities across Minnesota to help them solve real-world problems and keep Minnesotans at the leading edge of their professions. Our faculty and staff will enable Minnesota to meet its need for a substantially better educated workforce by increasing the number of Minnesotans who complete certificates, diplomas and degrees.

• **Deliver to students, employers, communities and taxpayers the highest value/most affordable option**
  Our colleges and universities will deliver the highest value to students, employers, communities and taxpayers. We will be the highest value/most affordable higher education option.

EXTRAORDINARY IMPACT

Third
Largest system of colleges and universities in the United States

32-59%
Of Minnesota State students graduate with no debt at all, depending on the academic award received

Serve More
We serve more Students of Color and American Indian students than all other higher education providers in Minnesota combined
95% of graduates are employed in a related field
PROCEDURE FOR CANDIDACY

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of intent addressing the themes in this profile, and three professional references.

Gonser Gerber is assisting St. Cloud State University in this search, which will remain open until an appointment is made.

Inquiries, nominations and applications should be submitted to:
GONSER GERBER SEARCH
1776 Legacy Circle, Ste 100
Naperville, IL 60563
Email: Search@GonserGerber.com