

JAMES C. SCHMIDT

EDUCATION

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|-----|--------------------------|---|------|
| EdD | University of Minnesota | Department of Educational Policy and Administration | 2001 |
| MBA | University of St. Thomas | | 1993 |
| BA | Winona State University | Political Science, <i>magna cum laude</i> | 1986 |

PROFESSIONAL EXPERIENCE

OVERVIEW

- Experienced senior cabinet officer in both student affairs and university advancement
- Foundation executive with experience in board development, strategic planning, capital campaigns and endowment portfolio management
- Collaborative university leader committed to shared governance
- Extensive background in government relations at the federal, state and local levels

UNIVERSITY OF WISCONSIN-EAU CLAIRE

July 2013 – Present

CHANCELLOR

July 2013 – Present

Chief executive of one of Wisconsin's foremost regional, masters-level universities, serving 10,000 students with 1,300 faculty and staff.

University Transformation

Work collaboratively with University shared governance, faculty, staff, students and alumni to strengthen and transform UW-Eau Claire:

- Collaboratively identified four guideposts that direct university-wide strategic priorities. Progress made, year over year.
 - 100% All students will have a high-impact learning experience
 - 90% We will retain 90% of our students to their second year
 - 50% We will graduate half of our students within four years
 - 20% We will increase enrollment of students of color and close the opportunity gap
- Engaged faculty, staff and students in meeting state budget reduction challenges through Rapid Action Task Forces that identified major service and learning transformation now being implemented:
 - Consolidated One-Stop Student Service Center combining Financial Aid, Bursar and Registrar offices as well as housing and dining business services
 - Centralized Advising and Student Success network to assist students in progression and graduation
 - New Administrative Support Center to consolidate services for faculty and staff, including Human Resources, Purchasing and Accounting
 - Consolidation and restructuring of Facilities for efficiency and effectiveness
- Championed equity, diversity and inclusiveness. Increased enrollment of entering students of color and international students. Convened task force to develop and implement action plan.

Resource Stewardship

Grow institutional resources through enrollment, philanthropy and continuous improvement.

- Annually set institutional records for gifts received by the University. On track to successfully complete the University's \$60 million Centennial Campaign
- Reversed freshman enrollment decline prior to my tenure. Established faculty-led Enrollment Management Task Force to set 10-year goals which were met in first year. New student applications increased by 10%
- Supported innovative Nurses For Wisconsin consortium, led by UW-Eau Claire. This \$3.6 million economic development grant funded 52 nurse educator in Wisconsin
- Established program to market residence halls to generate additional revenue. Pilot program over a four-day period rented 2,026 rooms with net revenue generated in excess of \$170,000
- Nationally recognized for proactive handling of the largest reduction in state funding in the UW System history
- Created first-in-the-UW System voluntary separation incentive program in response to budget reductions; adopted across UW System institutions
- Established continuous improvement network involving staff from all divisions to increase organizational effectiveness.

Regional Collaboration

Forged vibrant partnerships with civic, business, alumni and regional university leaders to benefit UW-Eau Claire:

- Leveraged institutional investments to spur more than \$200 million in philanthropic and public/private sector facilities investments benefiting the university, including new arts and recreation centers, residential and retail development, and campus improvement
- Lead regional collaboration efforts with UW System regional universities producing efficiencies through shared services that include regional printing, IT systems, Human Resource services, among others
- Established Civic Leaders group to facilitate information sharing and collaboration opportunities with regional K-12, city and county leaders.

Leadership

- Served on UW System President's Cabinet and Strategic Planning Steering Committee
- Provided testimony with UW System President and President of Board of Regents to Wisconsin's Joint Finance Committee regarding 2015-17 biennial budget
- Served on boards of the Mayo Clinic Health System, Northwestern Wisconsin, the Eau Claire Area Economic Development Corporation, Wisconsin Campus Compact and Wisconsin Intercollegiate Athletic Conference Council of Chancellors.

WINONA STATE UNIVERSITY

December 1998 – 2013

VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

December 1998 – 2013

Senior cabinet administrator and chief advancement officer responsible for all personnel, budgetary, and leadership decisions in the Division of University Advancement, including the following areas:

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| - Development | - Creative Services | - Media Relations |
| - Government Relations | - Alumni Relations | - Community Relations |
| - University Communications | - Public Information | - Web Communications |
| - Marketing | - Print Shop | - Scholarships |

University Transformation

Worked collaboratively with the university president and university community to transform WSU:

- \$148 million in construction for academic buildings, residence halls, recreation facilities and infrastructure
- Authentically engaged students in a strategic visioning process resulting in the WSU student senate recommending to the MnSCU system board two successive tuition increases, beyond regular increases

- for general operations, to support the strategic plan
- Raised academic admissions standards while increasing enrollment by 30%
- Implemented a university-wide leased laptop computer program for all students and faculty
- Expanded interdisciplinary and experiential academic programs
- Developed the university's first accredited doctoral program, the Doctor of Nursing Practice (DNP)
- Led the MnSCU system in student retention and graduation rates
- Transformed the campus by closing streets and creating an inspirational learning environment including the establishment of the Richard & Mooneyen Holle Arboretum.

Resource Development

- Led government relations efforts with the governor and state legislature to achieve \$83.7 million in state bonding
- Worked with the U.S. Congress to secure \$8.9 million in federal appropriations for university initiatives
- Led three-way partnership with students, state, and private benefactors to leverage a \$19 million investment in the Integrated Wellness Complex
- Completed the Light the Way capital campaign exceeding its financial goals by 41% and securing gifts from 13,460 benefactors with an alumni participation rate exceeding 20%
- Secured unique deferred bequest endowment expected to generate \$1.75 billion over several decades in the future to support a number of important academic and cultural programs.

Collaboration

- Nurtured strong relationships with Minnesota Governors from three different political parties as well as consistent bi-partisan support from Minnesota legislators and our congressional delegation
- Led WSU efforts to develop a partnership with the National District Attorneys Association to establish the National Child Protection Training Center at WSU in 2003, beginning with a \$1 million federal appropriation
- Worked as part of team that re-defined marketing strategy, and re-designed marketing initiatives to better shape the university image, ensure strong enrollment, and invite greater alumni support
- Developed robust relationships with civic, business, media, and political leaders to ensure support for WSU during times of opportunity and times of crisis
- Launched an initiative known as the "alumni college" to engage our alumni and friends in the classroom
- Worked with an interdisciplinary team from two colleges to develop the new Outdoor Education and Recreation Center providing unique environmental and recreational opportunities for students and community partners.

Innovation

- Worked with university stakeholders to develop a housing shortage solution resulting in the WSU Foundation building a 360-bed apartment complex, the first of its kind, and now a model in the MnSCU system
- Launched WSU's first capital campaign, without paid campaign consultants, and significantly exceeded the "Light the Way" financial goal by using less expensive and more personalized approaches with benefactors
- Re-tooled the university's development efforts by re-focusing our program, upgrading technology and carefully recruiting staff to surpass our fundraising goals
- Worked with university staff to develop a system that would allow the WSU Foundation to construct a modern press box on university and city land with private funds. The project enhanced our athletic program, alleviated a faculty office shortage and increased scholarship revenue
- Developed a partnership with Northwestern Arkansas Community College resulting in a Southern U.S. regional training center opening in 2009 to expand the work of the WSU based National Child Protection Training Center. NWACC and WSU work together to secure federal and private funding for the center and collaborate on curriculum.

EXECUTIVE DIRECTOR OF WSU FOUNDATION BOARD OF TRUSTEES

December 1998 – 2013

Executive Director of the 31-member board. Responsible for executive leadership of the board’s committees, subsidiary corporations, and endowment investment portfolio

Accomplishments

- Increased WSU Foundation assets 450% from \$7 million to than \$32 million
- Provided more than \$26 million in support to WSU since 1998
- Awarded \$9 million for student scholarships since 1998
- Exceeded our capital campaign financial goals by 41%, secured gifts from 13,460 benefactors, achieved greater than 20% alumni, and secured gifts from all Foundation Trustees
- Led the foundation board through a significant transformation from a stewardship board to an active board engaged in achieving university goals through advocacy and fundraising
- Recruited board members from across the country, better representing our diverse alumni and friends base

RIVERLAND COMMUNITY COLLEGE - Austin, Albert Lea, Owatonna MN

July 1996 – December 1998

Riverland Community College was formed on July 1, 1996, as a result of the merger of three previously separate public colleges. Riverland serves students at three campuses and one educational center in three cities.

VICE PRESIDENT FOR STUDENT AFFAIRS

Senior cabinet administrator and chief student affairs officer responsible for all personnel, budgetary, and leadership decisions at all college campuses for the Division of Student Affairs, including:

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|------------------------------|----------------------------|--------------------------------|
| - Admissions | - Career & Advising Center | - Marketing & Public Relations |
| - Financial Aid | - Theater | - Men’s & Women’s Athletics |
| - Cultural Diversity | - Student Activities | - Student Newspaper |
| - Student Assessment Centers | - Enrollment Management | - Career Link Center |
| - Registration | - Student Service Centers | - Student Judicial Affairs |
| - Counseling | - Placement Center | - Housing |
| - Government Relations | - Women’s Centers | |

Accomplishments

- Played a pivotal leadership role in defining and developing a new college focused on better service to students and a greater response to regional needs
- Developed and implemented one of the nation’s first “one-stop service centers” on all three campuses of the college resulting in improved efficiencies and outstanding service to our students
- Directed and facilitated college strategic planning efforts in collaboration with the college president
- Implemented a college-wide “academic alert” process for faculty members to seek immediate and early intervention for students with learning difficulties
- Chaired a multi-county response team on welfare reform with county commissioners and industry representatives from Mower, Freeborn, Steele, and Rice counties
- Chaired the Owatonna Higher Education Consortium consisting of seven institutions, which developed joint degrees, shared advertising, and consolidated services
- Broadened cultural diversity awareness at the college through enhanced programming and events
- Worked with faculty and staff on curriculum revisions as a member of the semester conversion committee
- Served as an administrative member on the faculty meet and confer team
- Designed the college’s capital bonding request for the 1998 Minnesota Legislature, resulting in funding of our entire capital request
- Coordinated college-wide buildings/facilities usage planning, including the relocation of academic programs and service centers.

Austin Community College merged with two other colleges on July 1, 1996 to form Riverland Community College.

DEAN OF STUDENTS

Senior cabinet administrator and chief student affairs officer responsible for all personnel, budgetary, and leadership decisions in student affairs.

Accomplishments

- Reduced regulatory and statutory burdens for the college by taking the initiative to document government inefficiencies and by successfully advocating for reforms resulting in the Minnesota Higher Education Mandates Reductions Act of 1996
- Chaired the Merger Steering Committee which oversaw academic program alignment, a combined budget, new institutional policies and strategic planning for the creation of Riverland Community College
- Participated as an administrative member of the faculty association's "Exchange of Views"
- Worked to provide an organizationally safe environment during the merger, leading to a more productive work setting and better service for students and faculty
- Directed all activities associated with hosting the Minnesota Legislature's Mini-Session on campus in 1995.

Minnesota Riverland Technical College was formed on July 1, 1991 as a result of merger of Austin Technical College, Rochester Technical College, and Faribault Technical College.

DIRECTOR OF FINANCIAL AID

Administered student assistance programs at all four locations of the regional college

- Designed and implemented the first fully centralized, multi-campus financial aid operation in Minnesota
- Reduced "turn-around" time on student awards by 60% over a three year period
- Co-chaired the enrollment management team.

STUDENT SENATE ADVISOR

- Developed and implemented a credit-based leadership course to assist in student leadership development
- State Advisor, Minnesota Technical College Student Association (MTCSA) - three years.

DIRECTOR OF FINANCIAL AID

- Implemented a new student loan counseling program that decreased the student loan default rate by 72 % over a three-year period
- Assisted in the development of the college's first student registration process.

CONGRESSIONAL AIDE

Provided research and analytical writing for the Congressman to support his work as a member of the Conference Committee for the Reauthorization of the Higher Education Act of 1986

- Prepared recommendations for changes in the Reauthorization of the Higher Education Act
- Organized hearings with higher education and business leaders in Minnesota's First Congressional District
- Served as a liaison with Minnesota universities and colleges to resolve problems with federal agencies
- Represented the Congressman at Congressional Conference Staff Meetings on the Higher Education Act.

Co-Founder of this national student organization that represented more than six million students.

ASSOCIATE DIRECTOR

November 1986 - May 1987

NATIONAL CHAIRPERSON

December 1985 - November 1986

MINNESOTA STATE UNIVERSITY STUDENT ASSOCIATION - St. Paul, MN

June 1985 – May 1986

STATE CHAIRPERSON

Represented the 51,000 students from the seven campuses of the Minnesota State University System.

BOARD EXPERIENCE

CITY COUNCIL MEMBER-AT-LARGE - Austin, MN

- Initiated and led a comprehensive strategic planning process for the City Council
- Chaired efforts to build closer ties between the City, County, and School District to provide efficiencies and to better serve the public
- Chaired the Public Works Committee
- Chaired the City of Austin's Personnel Committee
- Chaired Austin's Task Force on Volunteerism

HOUSING & REDEVELOPMENT AUTHORITY COMMISSION, Vice Chair- Austin, MN

- Worked with the community and the college on a successful student housing development opened in 1996
- Assisted the planning and development of downtown housing development opened in 1997.

AUSTIN/MOWER COUNTY LAW ENFORCEMENT CENTER COMMISSION, Commissioner

AUSTIN/MOWER COUNTY PLANNING ORGANIZATION, Commissioner

MINNESOTA HIGHER EDUCATION COORDINATING BOARD, Board Member

Served as the first Student Board Member of the MHECB and chaired the Student Advisory Council.

WELFARE REFORM TASK FORCE, Chair

Chaired a four-county task force working to resolve issues related to welfare reform act of 1996.

PROFESSIONAL ACTIVITIES

- **Member**, MN State Colleges and Universities System Biennial Budget Advisory Team, 1999 - 2001
- **President**, Minnesota Association of Financial Aid Administrators (MAFAA), 1995 - 1996
- Developed and implemented a highly successful annual year-long Leadership Development Program for financial aid professionals, now in its eighteenth year
- **Board Member**, MN Community College Athletic Conference of the NJCAA, 1995 - 1998
- **Senior Fellow**, Kellogg Foundation Leadership Program, 1995 - 1998
- Appointed by Minnesota Speaker of the House to serve on the Minnesota State Legislative Task Force on Financial Aid, Vice-Chair, 1993 - 1995

HONORS

- *National Service Award for Service to Students*, MSUSA, 1997
- *National Press Club*, Featured Speaker, Broadcast Nationally on C-SPAN, 1986
- *Austin's Distinguished Service Award*, 1991
- *Good Morning America*, Featured on two segments of "Young People in Politics", 1988
- *Outstanding Young Man of America Award*, 1998
- *Special Achievement Award*, MAFAA's Shared Responsibility Task Force, 1994
- *Special Achievement Award*, MAFAA's Leadership Symposium Development Team, 1995
- *State Executive Council Award*, as Chair of MAFAA's Government Issues Committee, 1993
- *National Association of Student Financial Aid Administrators (NASFAA) Award*, Chaired the Committee that

- received the "Service to Other Constituencies" award for work with the MN Legislature, 1993
- *National Association of Student Financial Aid Administrators (NASFAA) Award*, Chaired the Committee that received the "Service to the Financial Aid Profession" Award, 1995

SERVICE

- *MSUSA Penny Fellowship Board*, Board Member 1989 - present
- *Visit Winona (Winona's Convention & Visitor's Bureau)*, Chair and Board Member, 1999 - 2011
- *Winona State University Warrior Club Board*, Board Member 1998 - present
- *First Congregational Church – Winona*, Board Chair and Trustee, 2002 - 2013
- *Winona Area Chamber of Commerce*, Board Member, 1999 – 2006
- *Winona State University Alumni Society*, Board Member and President, 1990-1998
- *Mower County C.A.R.E. Council (Child Abuse Prevention Council)*, Past Board Member
- *Austin Convention and Visitors Bureau*, Past Board Member
- *Austin Artists Series*, Fundraising drive volunteer
- *Summerset Theatre*, Past Board Member, actor, and volunteer
- *Public Television Volunteer*, Announcer for on-air financial appeals