

## Petra M. Roter, PhD

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July 24, 2015

Dear Ms. Kari Reichert, Chair, and Members of the Dickinson State University Presidential Search Committee:

I am humbled and honored to have been nominated for the position of President at the Dickinson State University. I am respectfully submitting the enclosed materials for further consideration. Having served as a senior administrator, educator and as an interim Chancellor at regional comprehensive universities for over fifteen years, I am well prepared and ready to lead and serve as the Dickinson State University's next President.

My perception is that the Dickinson State University (DSU) is a campus of distinction and excellence located in the scenic southwest region of North Dakota. DSU appears to include a community of engaged students, faculty and staff known for their scholarship, service and research/creativity and responsiveness to its region. This is evidenced by their commitment to access, excellence and innovation. DSU's reputation is that of a true comprehensive institution which is grounded in the foundations of liberal and professional education, with a commitment to learning and student success and engagement. DSU prepares its students to be lifelong learners/scholars and for careers and civic and social contributions for the world today and for the future not yet realized.

There appears to be a value and tradition of shared governance that provides opportunities for the campus community to shape, lead and move the campus forward. I have been supporter and champion of shared governance and have worked with governance groups to develop new initiatives and to strengthen existing programs and services. I fully realize the importance of involving and including the community into the life of the campus and the need for the campus to reach out to the community and the region it serves. Developing relationships and partnerships within Dickinson, the Roosevelt Custer economic region and throughout North Dakota are imperative to everyone's success. My ability to foster and nurture relationships on and off campus will be beneficial as the campus and region looks to grow economically and as Dickinson State University moves forward with its enrollment and advancement goals

I also possess honed administrative and leadership skills and experiences. I have fifteen years as a division head and senior administrator, and more recently as the Interim Chancellor at the University of Wisconsin Oshkosh. Some of these demonstrated administrative skills include: strategic planning; decision-making; the development and implementation of campus operational plans and growth initiatives; facilities management and planning; finance, budget and resource oversight and planning at the division and at the campus level; program review, evaluation and assessment; policy development; and personnel responsibilities and supervision.

I have led successful initiatives to grow enrollments through strategies that encompassed marketing, recruitment, retention, inclusivity, quality academic programs and collaborations with Advancement and Integrated Marketing. I am responsible for the Enrollment Management and Academic Support Operational Plan which provides a share vision, values and strategic goals and targets for enrollment and support for student

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success and development. UW Oshkosh has seen record enrollments while maintaining its academic profile and quality. I have provided leadership in the development and implementation of the campus growth agenda which resulted in the enhancement of high need/demand academic programs and in the hiring of 27 new tenure track faculty members. Presently, I am involved in the planning and logistics for the next growth agenda, More Graduates for Wisconsin, which focuses on recruitment, retention and degrees conferred.

One of my unique skills set in the area of sustainability and facilities. Some examples of facility projects I have been directly involved in include: the Oshkosh Sports Complex, the 21 million dollar Student Recreational and Wellness Center, the new 360 bed suite style residence hall, a renovated and retrofitted student services building and the new academic building. Recently, we completed the renovation of a local grade school which the University purchased and I worked with architects and designers to relocate our expanded Child Care and Learning Center and the Center for Lifelong Learning and Community Engagement. I am presently involved in the design and construction of an outdoor recreation complex with a seasonal dome and the expansion of our student union, as well as a major renovation of an academic building and residence hall. All these projects were designed and built on sustainability principles for construction and programs. A point of pride for us is that our Student Recreation and Wellness Center has received three national awards as a building of merit. I have also been involved in facilities master planning for the campus, residence life, athletics and recreation.

These are difficult and turbulent economic times for public higher education. As President, my priority will be focused on financial strength, access, affordability and new ways allocate and align resources accordingly to the campus strategic plan and mission. Over the past seven biennia, I have developed a solid financial and business acumen and have been able to address campus and division rescissions and budgetary decisions through inclusive, transparent, future oriented and innovative processes which focus on quality, student success and the central mission of the university. I have been part of the leadership team that was able to creatively develop revenues that were reallocated and reinvested into high need/demand projects and programs, compensation and buffered us from the most difficult budgetary challenges.

I have been actively involved in friend and fundraising as UW Oshkosh completed the Oshkosh Sports Complex project and the University's first comprehensive campaign which included securing a number of significant scholarship donations. Most recently, I was key in securing a 1.5 million dollar lead gift for our new Alumni Welcome and Conference Center. I have also been involved in public/private partnerships that impact the economic development of our city and region. This includes a hotel and convention center, three biodigesters and responding to regional needs through the development and implementation of three collaborative engineering technology programs. I have also been advocating and championing my institution and System with one of our largest supporters, the State, which includes working closely with governmental, community and business leaders. I have also been leading initiatives to assist students to maneuver through these difficult economic times through the Student Financial Emergency Response Team; the development and expansion of a student emergency loan program; and a specialized student employment program which employs students across campus in high impact learning opportunities.

In my opinion, being an outstanding administrator or manager is just not enough at this level of University service. The new President of Dickinson State University must be a

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leader on campus, in the community, within the region, and for North Dakota. They must also reach out intentionally for the benefit of campus and the larger community. I possess and have demonstrated integrity and exceptional leadership skills—skills that would benefit the campus and will move forward in progressive and positive directions.

My leadership style and philosophy encompasses what I call the “Three E’s”: Envisioning, Empowering, and Energizing. **Envisioning** is connecting with those you work with and for to develop a shared vision. Assessment, strategic planning and direction are integral components of the visioning process. This is especially important as DSU moves forward with its “Path Forward Planning” process. It is important to be inclusive and employ creative problem solving skills. Foresight also is necessary in envisioning. Foresight enables me to understand past lessons, the realities of the present and consequences of a decision for the future. **Empowering** is to ensure that resources are available for individuals or groups to be successful, to do what needs to be done and provide an environment that leads to innovation, collaboration and creativity. The development of people’s skills, talents and gifts are all part of empowering. In Higher Education, it is our responsibility to empower and facilitate excellence and scholarship in others. **Energizing** is demonstrated through my own professional and personal excitement and dedication to my institution, faculty, staff and students. It means looking for, finding, and celebrating successes and telling these good stories on and off campus. I build on successes and accomplishments and use those difficult situations as opportunities to learn, grow and take things to a new and possibly different level. I use my good sense of humor to uplift and energize, as well. Overall, I would describe myself as a champion, educator and a strong, principled servant leader and administrator.

Three years ago, I had the unique opportunity to work on academic initiatives at the level while serving as the Interim Associate Vice President of Academic and Student Affairs at UW System Administration (UWSA). Our work focused on System-wide initiatives, programs and services in the area of Academic and Student Affairs. Those initiatives and projects include: transfer policy and processes, LEAP (Liberal Education-America’s Promise), Giving Students a Compass, prior learning assessment, closing the achievement gap, Veterans’ services and benefits, advising, financial aid, diversity and inclusion, health and safety. I worked with key stakeholders on the review and implementation of UWSA and Board of Regents policies. I was also part of the team that led and impacted change as the UWSA restructured itself and redefined its relationship with System institutions after the elimination of over 50 FTE and cuts of over 25 percent to its operating budget. It was an experience that further developed my change management skills and gave me an expanded view of higher education administration and leadership.

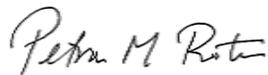
Through my time in the classroom, as a Dean, and as a Vice Chancellor, and most recently as the Interim Chancellor, I can say I fully understand the Academy and its traditions, processes and the centrality of teaching and learning to a campus’ mission and success. I am committed to liberal and professional education and the learning that takes place both in and outside the classroom, as well as, supporting research, service and creativity by faculty, staff and students. I understand the power of an institution to be an economic driver and our responsibility to partner and lead in this area, as well as, to be agile and responsive to the changing needs of our campus and regional communities. My experience working within the areas of Academic and Student Affairs and with a Board of Regents on policy and program development gives me a unique broad-based foundation and understanding of the big picture of public higher education.

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I bring to the table solid and proven administrative, relationship, and leadership skills in higher education. The depth and breadth of my skills and experiences at comprehensive campuses and experience working within a System like that of the North Dakota University System makes me a candidate that is a good fit for the Dickinson State University and worthy of your consideration.

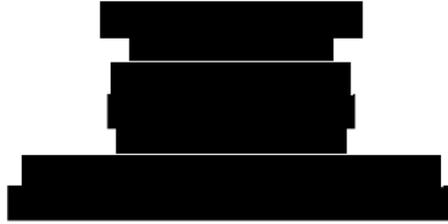
Thank you in advance for your consideration of my candidacy for this most exciting opportunity to serve and lead. Best wishes and success as you search for the Dickinson State University's next president and leader.

Regards,

A handwritten signature in cursive script that reads "Petra M Roter".

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## EDUCATION

Doctor of Philosophy, Counseling and Psychological Services, Indiana State University, Terre Haute, IN. August 1998. Dissertation: Characteristics of Student Judicial Offenders.

Master of Science, Psychology-Community Mental Health, Western Illinois University, Macomb, IL. May 1984.

Bachelor of Science, Psychology, Western Illinois University, Macomb, IL. May 1981

## PROFESSIONAL EXPERIENCES

### UNIVERSITY OF WISCONSIN OSHKOSH, July 2005-Present

#### **INTERIM CHANCELLOR**

August 2014-November 2014

Serving as the interim CEO of the University and report to the President of the University of Wisconsin System governed by a seventeen member Board of Regents appointed by the Governor. The Chancellor provides institution and system leadership within Wisconsin's tradition of shared governance with faculty, students, academic and university staffs. Approximately 10% of the Chancellors' time is devoted to working as a member of the system leadership team in the development and promotion of the value of all UW System Universities.

UW Oshkosh is the third largest university and is the largest of the UW System's comprehensive universities. The Fall of 2013 enrollment of 13,902 students includes 1,279 graduate students, the largest graduate program among the comprehensive universities in the UW System. Final enrollment numbers for the 2014-15 year broke the record 14,000 number. The University's 60 undergraduate majors and over 100 emphases are organized within four Colleges—Business, Education and Human Services, Letters and Science, and Nursing. A Provost and three Vice Chancellors provide the leadership for the University's four divisions: Academic, Student Affairs, Administrative Services and Advancement. The academic community which includes over 1,700 employees and an annual budget of over 192,000,000 without Direct Lending. The University serves as the arts and cultural center for the 1.5 million citizens of northeast Wisconsin and UWO's NCAA Division III athletics is among the top twenty nationally. The UWO Foundation, two Chancellor's Advisory Boards and over 80,000 alumni support UWO programs including its new, innovative University Studies Program, a nationally recognized General Education program. UW Oshkosh is regionally and nationally renowned for its collaborations in economic development and commitment to sustainability

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### **Selected Accomplishments**

- Charged the campus and the steering committee and led the early work on the next Higher Learning Commission re-accreditation.
- Served as a member of the UW System Strategic Planning Process
- On point to support and directed the transitioning process for a new Chancellor
- Provided leadership and coordination as the campus and System address fund balance issues with the Public and Legislature.
- Involved in the changes and policy development to the new University Personnel System which incorporates staff formerly represented by collective bargaining units into one seamless and consistent human resource system and into University shared governance.
- Worked with the UWO Foundation to determine next steps and investments in existing and future public/private projects, as well as issues of divestment.
- Provided continuity of involvement and relationships with regional and community relationships and economic development including: Oshkosh Community Sounding Board, Business Success Center, Oshkosh Convention and Visitor's Bureau, NEW North (Northeast Wisconsin Economic Development), NEW ERA (Northeast Wisconsin Educational Resource Alliance) and Council of Advisors.
- Worked and partnered with members of NEW ERA to implement collaborative Engineering Technology Programs. This includes coordinating with other campus CEOs on marketing, enrollment strategies, MOUs on facility and equipment usage, as well as, the feasibility of a campaign.

### **VICE CHANCELLOR FOR STUDENT AFFAIRS,**

July 2005-Present.

Campus Senior Student Affairs Officer reporting directly to the Chancellor. Serve as a University-wide resource and leader in the areas of campus resource and budget management, public relations, enrollment management, policy and program development, accreditation, strategic and operational planning, student engagement and success, and crisis management. Chair the Enrollment Management Team which is responsible for the development and implementation of the UW Oshkosh enrollment management plan and meeting Growth Agenda targets. Partner with University Relations and Integrated Marketing units to develop marketing and branding plans to enhance recruitment and retention efforts. Review and update the Enrollment Management and Student Support operational plan and collaborated on segments of the Academic Planning and Student Outcomes Plan. Involved in the campus comprehensive campaign and fund or "friend" raising for the Oshkosh Sports Complex, Alumni Welcome and Conference Center and for academic scholarships. Primary contact and coordinator for student and campus crisis and emergencies and developed and coordinated campus COOP and emergencies plans including a pandemic response plan. Serve on the Diversity Council and Gender Equity Council.

Responsible for the overall administration and leadership of over 220 staff members and for a budget of \$42 million. The Division of Student Affairs includes the following departments and functions: Dean of Students, Admissions, Intercollegiate Athletics, Child Care Center, Reeve Union and Activities, Dining Services, Bookstore, Student Health Center, Residence Life,

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Career Services, Counseling Center and EAP, Recreational Sports, Financial Aid, University Police, Disability Services, Orientation, and Student Leadership and Involvement. Coordinate grants that fostered collaborative programs and services between Academic and Student Affairs. Advise Oshkosh Student Association and the Differential Tuition Finance Committee.

Responsible for diversity and inclusivity initiatives within the Division and with a focus on the recruitment and retention of a diverse student body and staff. Involved in the planning and construction for the following projects: Student Recreation and Wellness Center, Student Success Center, Oshkosh Sports Complex, Parking Ramp and Tennis Courts, residence hall renovations, child care center build-out, a new academic building, and a new suite style residence hall, the Alumni Welcome Conference Center and a recreation complex. Evaluate and assess student programs, services, and learning outcomes. From October 2009-August 2010, also served as the Interim Dean of Students. Served as in an interim capacity as the vacant Director of Equity and Affirmative action which includes serving as the Interim Title IX Coordinator and responsible for addressing and investigating complaints and grievances related to discrimination, harassment, and equity (2013-2015).

### Selected Accomplishments

- Coordinated and implemented **enrollment strategies** that focused on both recruitment and retention which resulted in the largest enrollment in the 146 year history of the institution. In the past nine academic years, there has been a 13 percent increase in degrees awarded; a 14 percent increase in Undergraduate headcount; 25 percent increase in Student of Color enrollment; and an overall enrollment increase of 5.2 percent; and a 6.2 percent increase in first to second year retention rate.
- Involved in the development and implementation of the **UW Oshkosh Growth Agenda** which provided 3.6 million dollars of new monies to “grow” the number of baccalaureate degree holders and provide funding for 27 new tenure track faculty members in high demand areas and majors.
- Development of a division-wide **diversity** committee that collaborated with students to utilize data from the UW Oshkosh Climate Student, Equity Score Card and an evaluation of Diversity Plan 2008. Completed a division and unit-wide assessment of student programs and services. Administered the Inclusive Excellence Toolkit and developed division and departmental goals and actions steps to improve campus climate. Implemented a Student Affairs Inclusive Excellence Committee which is charged with division-wide training of staff in diversity, inclusion, and cultural competency. The Student Affairs Inclusive Excellence Plan was acknowledged by the UW System and Regents as a best practice and was a nominee for UW System Regents Diversity Award. UW Oshkosh Admissions Office received this award in 2010. Recipient of the Edwin Golden award for leadership and excellence in diversity and inclusion from NACAS (National Association of College Auxiliary Services).
- Incorporated **sustainability principles** in student programs and services. This includes a 21 million dollar Student Recreation and Wellness Center built to LEED Silver standards; an 8.1 million dollar retrofitted Student Success Center which utilizes geothermal energies and is LEED Silver certified; the design and construction of a 31 million dollar suite-style residence hall that has recently received LEED Gold certification. Became

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the first Free Trade University in the United States. Spearheaded sustainability initiatives in Dining Services which included becoming trayless, sustainable seafood, cage-free eggs, and the purchase of local, organic milk from Red Barn Dairies, and food waste reduction program. Our food reduction and biodigester program received international recognition from the National Restaurant Association.

- Completed the second phase of the **Oshkosh Sports Complex**, a 10.2 million dollar project which is a community/campus partnership. Assisted in the design and construction process, as well as fundraising.
- Coordinated completion of the **University Housing Master plan** which includes a seven biennium plan to build and/or renovate eleven residence halls and a conference facility.
- Partnered with **Academic Affairs** on a number of initiatives which included: the development of a comprehensive First Year Experience which included a FYE themed housing option and a FYE Course; the establishment and programming of a LGBTQ Center; Enrollment and Academic Services planning; Growth Agenda development and implementation; learning outcome development and assessment. Partnering in the implementation of the new, innovative general education program that ensures seamless and integrated learning in and outside the classroom.
- Oversee the development of **the continuity of operations and emergency management plans** for the areas in Student Affairs and serve as a leader on the campus emergency response team. Coordinated with city and county in emergency and pandemic planning, response, and joint training including a county-wide mass casualty/terrorist exercises.
- Prioritized and championed a focus to address students at risk by developing a collaborative response team and providing the campus community with suicide and mental health education and in-service. This initiative is supported by a **\$300,000 SAMSHA grant** with a focus on developing a safer and more caring campus community; comprehensive approaches to binge drinking, wellness initiatives, student bystander training, suicide prevention/education, and addressing hate and bias incidents.
- Addressed **affordability issues** of students by developing and overseeing the Student Financial Emergency Response Team and Student Titan Employment Program (STEP). Partnered with the UW Oshkosh Foundation to develop and expand of a student emergency loan program.
- Incorporated **student learning outcomes** in division-wide programs, student employment, and assessment. The first NCAA DIII and WAC institution to incorporate learning outcomes and assessment for student athletes.
- Provided leadership and support in the **construction and programming of a new recreation and wellness facility**. The Student Recreational and Wellness Center has received three national awards as a facility of merit.
- Led efforts to develop **strategic plans** for enrollment management, Intercollegiate Athletics, Residence Life, Reeve Union, Student Recreation and Dining, the Division of Student Affairs. Involved in the development of a new business plan leading to the relocation and expansion of the Child Care Center. Served on the HLC reaccreditation team with a successful ten year accreditation.
- Developing **services and programs to support Veterans and their families**. UW Oshkosh is a campus of choice for Veterans and has been recognized by Military Times EDGE as "Best for Vets". The first UW System institution with this distinction. Ranked #3 nationally for 2013.

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- Involved in the securing of a **1.5 million dollar lead gift** for a new Alumni and Welcome Center, which will also include an additional \$100,000 in unrestricted student scholarship monies.
- Involved in the **development and business planning for a new recreation complex** (RecPlex) which will include a lighted master field to accommodate any regulation club sport and an additional soccer/warm-up field. The master field will be covered by an inflated dome to allow winter usage of students and community groups. This will be the first of its kind at a Wisconsin campus.
- Involved with **economic and workforce development** for the NEW North region including: Intern to Work and Get Hired programs; public private projects as a hotel and convention center and biodigester projects.
- Named the 2013 Woman of Achievement by the Oshkosh Chamber of Commerce.

## **UNIVERSITY OF WISCONSIN SYSTEM ADMINISTRATION, July 2011-May 2012**

### **INTERIM ASSOCIATE VICE PRESIDENT, ACADEMIC AND STUDENT AFFAIRS**

A special thirty-five percent appointment reporting to the Interim Senior Vice President for Academic Affairs of the University Wisconsin System Administration as the UW System completes its restructuring process. Provided leadership, oversight and program planning from a System perspective for the areas of admissions, advising, financial aid, transfer initiatives and policy, Veterans programs and benefits, student governance, student segregated fees, academic program planning and health, safety and security issues, as well as work closely with campus Chief Student Affairs Officers. Projects include: Prior Learning Assessment initiatives; LEAP; UW System transfer policy and system; AODA Symposium; AODA survey and Chancellor's AODA Tool Kit; Title IX coordinator training and policy review; student health insurance program; threat assessment training; and student governance representative training and orientation. Assisted campuses to implement policies and processes directed by legislative action such as the Voter ID and Conceal and Carry bills and changes in Wisconsin financial aid. Part of a working group to define and provide guidance for System-wide financial flexibilities. Also, provided support to the Board of Regents in student and academic affairs related areas and present to the Regents on topics of interest such as transfer policy, student governance structure, LEAP, and AODA issues. Engaged in the review and restructuring of the UW System Administration and provided support and leadership as structural and cultural changes were affected.

## **UNIVERSITY OF WISCONSIN-LA CROSSE, July 2000-July 2005**

### **DEAN, STUDENT DEVELOPMENT AND ACADEMIC SERVICES**

Campus Senior Student Affairs Officer. Reported directly to the Provost/ Vice Chancellor for Academic Affairs. Served as a member of the Deans' Council and provided advice and counsel to the Chancellor, Provost, Deans and colleagues. Involved in campus-wide budget and resource management. Served as the Dean of Students and advocate for students and student groups.

Provided oversight, management, and leadership for the Division of Student Development and Academic Services which included the following departments: Student Life, Child Care Center,

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Student Activities and Centers, Bookstore and Textbook Rental, Food Service, Residence Life, Multicultural Student Services, Student Support Services, Upward Bound, Disability Resource Center, Career Services, Counseling and Testing, Student Health Center, Intercollegiate Athletics and Recreational Sports. Provided administrative direction and leadership in divisional resource management, planning and budgets totaling over fifteen million dollars. Provided supervision and professional development for staff. Involved in facility management and planning. Integrated student life outcomes with academic outcomes. Evaluated and assessed student programs and services. Developed and supported student programs and services that meet student needs. Provided opportunities to celebrate and learn about diversity. Served as an administrative liaison to students and Student Association. Taught UWL-100 and possessed graduate faculty status in the Student Development and Administration program. Prior to the development of an Enrollment Management unit in 2004, Financial Aid, Records and Registration and Admissions reported to the Dean.

### **Selected Accomplishments**

- Served on the Future Vision or strategic planning team for the campus which was the foundation for the HCL self-study.
- Coordinated and lead the campus initiative to address the culture of binge drinking in the La Crosse community. Chaired the Mayor's Taskforce on Binge Drinking and Safety.
- Part of the initial team that developed and piloted a FYE experience course at UW La Crosse.
- Managed undergraduate enrollment goals and growth within the UW System Enrollment Management Plan (EM21).
- Assisted with the development of an on-line program for the Student Affairs Administration Graduate program.
- Worked with student governance to develop and implement a differential tuition program which provided funding for advising, study away, undergraduate research and a campus climate office.
- Involved in the design of a suite-style residence hall
- Served on a team that developed implemented and allocated grants for faculty and staff to travel internationally for research or professional development purposes.
- Developed and facilitated a series of forums and workshops for women of the Coulee Region. The series was designed for women to develop networks and to hone their leadership skills for advancement in business, industry, education and in the community.

## **INDIANA STATE UNIVERSITY, August 1984-July 2000**

### **DIRECTOR, STUDENT LIFE PROGRAMS, August 1995-July 2000**

Lead, managed, and oversaw the staff, programs and services in Student Life Programs. Developed budgets and monitor expenditures of four different kinds of budget totally more than \$400,000. Provided administrative leadership to the programs and services supervised. Areas include: Leadership Development and Resource Center, New Student and Parent Orientation, Multicultural/International Programming, Student Organizations, Campus Ministers, Student Government Association, Women's Resource Center and programming, IFC/ NPC/ NPHC

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groups, Student Programming Board, Volunteer Services, Commuter Students, Parents' and Family programs, special events, concerts and weekend social and recreational programming. Developed and implemented program evaluation and needs assessment. Developed programmatic links and co-sponsorships with the academic community and enrollment services.

Supervised five full-time professionals, five graduate students and three support staff members. Advised ISU Pan-Hellenic Council, Golden Key, Omicron Delta Kappa, Alpha Lambda Delta, and Student Government Association. Oversaw the selection, recruitment and placement of all graduate assistants in Student Affairs. Taught in Counseling Department and University 101. Member of the crisis response and management team. Serve as a Student Affairs representative on the North Central Accreditation Governance Committee and NCA Phase II-Combined Leadership Committee.

### **ASSISTANT TO THE VICE PRESIDENT FOR STUDENT AFFAIRS,**

July 1993--June 1995.

Staff member charged with the administrative responsibilities assigned by the Vice President. These experiences include personnel management issues, budget and planning, policy development and other designated tasks and functions. Coordinated Divisional and departmental budget hearings. Served as an advocate and resource to students, parents and other members of the University community in resolving problems related to University policies and procedures. Supervised and implemented exit interviews and student withdrawals from the University. Recruited, trained, and oversaw the Assistants in Student Affairs. Served as a member of the Vice President's senior staff, and as such provided recommendations on Student Affairs and University issues. Coordinated the crisis management communication for the Division. Planned and facilitated staff development for the staff of Student Affairs, including involvement in the service training programs. Coordinated the collection of data for policy development within the Division. Shared in the hiring, supervision, training and evaluation of the office support staff.

Provided advice, counsel and administrative leadership to colleagues and staff. Assisted in the development and presentation of a division-wide budget. Advised All-University Court of Appeals and Alpha Lambda Delta. Served on and chaired search committees. Provided support to the Counseling Department and the Division by teaching. Ensured the publication of the ISU Student Handbook.

### **ASSISTANT DIRECTOR OF STUDENT JUDICIAL PROGRAMS,**

July 1991-July 1993.

Staff member in the newly formed department of Student Judicial Programs. Involved in the reorganization, evaluation, and development of Student Judicial Programs. Served as one of the two University hearing officers and the administrative advisor and coordinator of the Student Court. Adjudicated all suspendable cases. Responsible for training students, staff, and faculty in the area of student conduct. Developed and presented programs related to student conduct, rights, and moral-ethical issues. Supervised field work students. Reviewed, redesigned and rewrote the ISU Student Handbook and Code of Student Conduct. Proposed development of mediation and student advocacy programs. Maintained and managed student records.

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Generated and presented statistical reports. Other responsibilities included: teaching Counseling 317 and Counseling 793, advising Mortar Board, and publications. Oversaw the Women's Center.

### **ASSISTANT DEAN OF STUDENT LIFE,**

August 1989-July 1991.

Responsible for the coordination of the University judicial system. Served as a hearing officer. Advised and coordinated Student Court. Trained and evaluation hall staff, five Student Life hearing officers and court justices. Oversaw the management of the records system appropriate to procedures and laws regarding confidentiality. Advised and consulted with members of the University community concerning judicial problems and concerns. Compiled and disseminated reports reflecting the activities of the judicial program. Ensured the publication, revision and distribution of the ISU World Dictionary and Code of Student Conduct. Other responsibilities included: teaching Counseling 317-Leadership and advising Mortar Board.

### **ACTING ASSISTANT DEAN OF STUDENT LIFE—ORIENTATION,**

October 1988-August 1989.

Responsible for the coordination of the Student Affairs portion of orientation. Planned, coordinated and implemented new student orientation and registration program and parent orientation for the summer program. Planned and implemented a three day orientation experience for the beginning of the Fall semester which included: academic survival skills, campus and community resources, leadership development, and social activities. Selected and trained 12 orientation assistants, 66 student small group leaders, and 32 faculty leaders. Created and published orientation materials for student and parents. Developed and coordinated special student orientation sessions for Non-traditional, International and Students of Color. Chaired the Student Orientation Committee. Developed and coordinated a move-in crew for the opening of the residence halls. Served on the Academic Advising Committee. Served as a hearing officer. Taught Counseling 317-Leadership.

### **RESIDENCE HALL DIRECTOR,**

August 1984-November 1988.

Responsible for the administration of coed-residence halls. Supervised and trained five-nine Resident Assistants and one Assistant Director. Planned and presented inservice training for professional staff. Provided social, educational, and recreational programs and advised Hall Council. Active in the management, program planning and implementation of the Lifestyle Enhancement Center (LeClub) located in the hall. Selected, trained and supervised sixteen LeClub monitors and fitness instructors. Provided programming, particularly in the area of human relations. Collateral placement in Student Life-Judicial Affairs. Coordinated conference housing and guest accommodations.

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**WESTERN ILLINOIS UNIVERSITY, August 1978-May1984**

**RESIDENCE HALL DIRECTOR,**  
August 1982-May 1984.

Responsible for the administration of a residence hall of 150 women. Selected, trained and supervised four Resident Assistants, a full-time civil service clerk and desk staff. Coordinated maintenance, security, and facility usage. Advised community government. Provide personal and disciplinary counseling. Programmed using the Wellness dimensions.

**DIRECTOR, HOTLINE,**  
November 1978-May 1980.

Selected, trained, and supervised 40 paraprofessional volunteers, who provided callers with referrals and over-the-phone counseling. Responsible for the free drug analysis service, Hotline marketing and budgeting.

**CONSULTATION AND PROGRAM EVALUATION**

**STUDENT AFFAIRS CONSULTANT,** Carroll University, Waukesha, WI., 2006. Conducted a program review of the Student Affairs division. Provided recommendations and plans for reorganization and restructuring. Facilitated a self-study. Proposed strategies to address resource issues including facilities, budget and human resources. Reported on campus climate and student concerns and issues.

**"LEGENDARY SERVICE" TRAINER AND FACILITATOR,** Indiana State University. 1994-1999. One of twelve facilitators selected from across campus trained in Blanchard's "Legendary Service". Facilitators train faculty, staff and administrators in these principles.

**STUDENT AFFAIRS CONSULTANT,** Mount Scenario College, Ladysmith, WI. January 1992. Evaluated the departments of Student Life and Residence Life. Provided a plan and resources to implement changes in the programmatic, administrative and facility functions of these areas.

**ISU MARRIAGE AND FAMILY CLINIC,** Indiana State University. Fall 1991. Conducted a program evaluation of the services and facilities of the Marriage and Family Clinic.

**STUDENT AFFAIRS,** Indiana State University, Spring 1991. Surveyed supervisors in the Division of Student Affairs. Evaluated levels of supervisors' development and proposed training options. Evaluated quality of service for individual departments in Student Affairs.

**STUDENT JUDICIAL PROGRAMS,** Indiana State University, Spring 87. Evaluated the satisfaction of offenders with the adjudication process and assessed offender developmental levels.

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## **TEACHING EXPERIENCES**

### **UNIVERSITY OF WISCONSIN--LA CROSSE (Non-tenure Graduate Faculty Status)**

- STUDENT DEVELOPMENT AND ADMINISTRATION (SDA) 776. Practicum In Student Development
- STUDENT DEVELOPMENT AND ADMINISTRATION (SDA) 740. Organizational Development and Theory.
- STUDENT DEVELOPMENT AND ADMINISTRATION. Thesis chair and committee member.
- UNIVERSITY-WIDE LEARNING (UWL) 100. Orientation to College Life

### **INDIANA STATE UNIVERSITY (Adjunct Graduate Faculty)**

- COUNSELING 317. Leadership Development
- COUNSELING 793. Fieldwork--College Student Personnel
- COUNSELING 738. Professional Seminar--College Student Personnel
- UNIVERSITY 100. Introduction to ISU

## **UNIVERSITY INVOLVMENT AND SERVICE**

### **UNIVERSITY OF WISCONSIN OSHKOSH**

- Chancellor's Cabinet
- Leadership Council
- Enrollment Management Team, Chair
- U Plan (Governance and Administration Planning Group)
- Campus Strategic Planning Team, 2011
- Higher Learning Commission Accreditation, Steering Group, 2014
- Students at Risk Response Team
- University Diversity Council
- UW Oshkosh Gender Equity Council
- Title IX Deputy Coordinator
- Oshkosh Student Association, Advisor
- University Personnel Committee
- University Human Resource Review Group
- Space Planning and Allocations Committee
- Differential Tuition Finance Committee, Advisor
- Civility, Academic Freedom, and Political Activity Training, Planner and Presenter
- Pandemic Planning Committee, Convener
- UW Oshkosh Chancellor Search and Screen Committee, Member
- Pandemic Response Team, Member and Convener
- Higher Learning Commission Reaccreditation Campus Team
- Wisconsin Educational Foundations Workshop/Conference, Planning Team
- UW Oshkosh Graduate Studies Review Team

## **PETRA M. ROTER**

- UW Oshkosh Graduate Enrollment Plan Working Group
- Executive Enterprise Computing Committee
- Victims Services Coordination Team
- Vice Chancellor and President of the Foundation Search Committee
- Women's Center Director Search Committee
- NEW ERA Enrollment Team
- VISTA Advisory Board
- Recreation and Wellness Center Advisory Committee
- Affirmative Action and Diversity Director Search Committee, Chair
- Oshkosh Sports Complex Committee
- Higher Learning Commission Self Study Committee, 2006 and Present
- University Studies Committee
- First Year Experience Working Group
- UW Oshkosh AODA Committee
- UW Oshkosh Diversity Leadership Team
- Enterprise Risk Management Group
- Recipient of the MacLean Award for Shared Governance

## **STATE AND UW SYSTEM**

- Governor Doyle's Task Force on Campus Security
- Wisconsin Educational Foundations Conference 2010, Planning Committee
- UW System Strategic Planning Committee
- UW System President's Advisory Group on Health and Safety
- UW System Civility Summit Planning Team
- Regent Policy 30-4 (Student Fees) Review Committee
- UW System Budget Flexibility Review Group
- UW System Title IX Working Group
- UW System Clery and Clery Audit Working Group
- UW System Accountability Report Working Group
- UW System Senior Vice President for Academic and Student Affairs Search and Screen (2011 and 2015)
- UW System Senior Academic Planner-Undergraduate Education Search and Screen, Chair
- UW System Tuition and Financial Aid Working Group
- UW System Common System Review Group
- UW System Common Systems Budget Subcommittee
- UW System Human Resource System Visioning Group
- UW System Threat Assessment Training Working Group and Presenter
- UW System Chief General Counsel Search and Screen
- UW System Climate Study Working Group
- UW System AODA Conference Planning Committee and Presenter
- UW System Student Health Insurance Committee
- UW System Commission Security Coordinator
- UW System Housing and Building Committee

## **PETRA M. ROTER**

### **UNIVERSITY OF WISCONSIN-LA CROSSE**

- Deans' Council
- Joint Budget and Planning Committee
- Organization of Campus Women
- Women's Leadership Forum-Coordinator and Presenter
- Weapons Task Force, Chair
- Campus Planner Search Committee, Chair
- Strategic Planning/Future Search
- University Child Care Working Group, Chair
- Leadership Core Team
- UW-L Alcohol Task Force, Chair
- Community Alcohol Task Force
- McNair Grant Proposal Committee-Convener
- Academic Initiatives Task Force
- Academic Initiatives Oversight Committee
- CIO Advisory Group
- Student Technology Fee Committee
- Academic Advising and FYE Working Group
- Migration Steering Committee
- Campus Diversity Advisory Board
- Enrollment Management Committee
- NRHH—Honorary Member
- Advising Center Implementation Team
- Sexual Assault Response Team

### **INDIANA STATE UNIVERSITY**

- Student Leadership Task Force, Advisor
- Mortar Board, Advisor
- Alpha Phi, Chapter, Faculty, Rush, and Standards Advisor
- Alpha Lambda Delta, Advisor
- RA Advisory Board, Advisor
- Outstanding Greek Chapter Advisor, 1993
- Recruitment Committee
- Outstanding Organizational Advisor, 1992
- University Archives Committee
- LeClub Aerobics, Coordinator and Certified Instructor
- Omicron Delta Kappa--Advisor
- Certified Spinning Instructor
- ISU Sexual Assault Interest Group
- LeClub Planning Committee
- Personal Safety Task Force
- University Institutional Research Committee

## **PETRA M. ROTER**

- Orientation Course Task Force
- ISU Personal Safety Committee
- Residency Appeal Committee
- Ways and Means Subcommittee, Chair
- Student Affairs Reorganization Committee
- Committee on Access of Student Records, Chair
- University Fee Waiver Review Committee
- Educational Programming Committee
- Union Board Honorary Life Member
- Student Affairs Young Professional Seminar
- Women in Higher Education Network
- Student Government Association-Advisor
- Learning Skills Tutor: Statistics, Biology, Psychology
- Student Life Committee, Chair
- Golden Key Honor Society, Advisor
- First Year Transition Grant Team
- ISU Pan-Hellenic Council, Advisor
- Alcohol Task Force, Policies and Practices Subcommittee, Chair
- Alpha Phi, Chapter Advisor
- Alpha Kappa Alpha, Inc., Faculty Advisor
- Phi Beta Sigma, Faculty Advisor
- Faculty Senate Student Affairs, Ex-officio
- Orientation Committee
- ISU Multicultural Advocate
- Student Government, Administrative Seat
- NCA Accreditation Steering Team
- Student Affairs Staff Development Team
- NCA Phase II Combined Leadership Committee
- Creative Problem Solving Training
- Executive/Administrative/Professional Staff Development

## **WESTERN ILLINOIS UNIVERSITY**

- Alcohol Intervention Program, Facilitator
- Team Initiatives Course, Facilitator
- Cross Cultural Coalition, Advisor
- 504 Committee
- Sigma Sigma Sigma, Scholarship Advisor
- Staff Development Committee
- People United to Support the Handicapped (PUSH), Advisor

## **PROFESSIONAL INVOLVEMENT**

- American Academic Leadership Institute, Executive Leadership Academy, 2015-16 Cohort
- National Association of Student Personnel Administrators (NASPA), Member, Present

## **PETRA M. ROTER**

- NASPA Convention Planning Committee, Registration and Hospitality Volunteer, 2000
- NASPA Conference Program Reviewer, 2001-2013
- America College Personnel Association, Member, Present
- National Association of College Auxiliary Services, Present
- National Association of Collegiate Directors of Athletics, Present
- Association of College Unions International (ACUI), Member, Present
- ACE, Preparing for the Presidency, 2008
- Alice Manicur Women in Student Affairs Symposium, 1999
- Oxford Round Table, Oxford, England, Attendee, Panelist and Presenter, 2004
- Wisconsin Coalition Against Sexual Assault, 2003- Present
- UMR-ACUHO-I, Consultant in Residence, 2007
- Midwest Higher Education Council (MHEC), Student Access Committee, 2005-2007
- Homeland Security Preparedness for Education Executives, Certificate
- College Board, Present
- Order of Omega
- Omicron Delta Kappa
- Golden Key Honor Society
- Alpha Lambda Delta

## **COMMUNITY INVOLVMENT AND SERVICE**

### **OSHKOSH, WI**

- Downtown Oshkosh Rotary, Club and Board Member, 2005-Present
- Oshkosh United Way Board, Member, Executive Council and President, 2008-2014
- Tempo Fox Valley, Chapter and Board Member and past President, 2006-Present
- Oshkosh Chamber Woman of Achievement Award, 2013
- Leadership Oshkosh, Class of 2007
- Oshkosh Boys' and Girls' Club, Board Member, 2006-2009
- Oshkosh Boys' and Girls' Club, Strategic Plan, Chair, 2007
- Tri County Boys' and Girls' Club, Strategic Plan, Chair 2008
- Oshkosh United Way Allocations Committee, 2007-Present
- Oshkosh United Way Campaign Coordinator, 2011-Present
- Oshkosh United Way Investment Committee, 2012-Present
- Oshkosh United Way Health Fund, 2012-Present
- Oshkosh United Way Strategic Planning Committee, Present
- Women in Poverty Collective Impact Initiative, Leadership Team
- Weight of the Fox Valley Initiative Steering and Leadership Committees, Present
- Weight of the Fox Valley Metrics Committee, Present
- Tackling Wicked Problems, Community Foundation Initiative, Present
- Oshkosh Women's Fund, Board Member, Present
- Oshkosh Women's Fund, Power of One, Present
- Oshkosh School District Visioning Project, Oshkosh4Education Facilitator, Present
- Winnebago County Emergency Planning, 2006-Present
- Winnebago County Pandemic Planning and Response Team, 2008-Present
- Winnebago Mass Casualty Full Scale Exercise, Planning Team and Player, 2010, 2013

## **PETRA M. ROTER**

- Clarity Care Board, Member and former Vice Chair, 2007-Present
- Winnebago ReTh!nk (AODA) Advocacy Board, 2009- Present
- Oshkosh YMCA Board, Member, 2006-2007
- NEW ERA (Northeast Wisconsin Educational Resource Alliance), 2007-Present
- Oshkosh Polar Plunge for Special Olympics, Planning and Judge, 2009-Present
- Oshkosh Visioning and Brand Champion, 2009-Present
- Fox Cities Executive Women's Golf Association, Present
- Linus Project, Present

## **LACROSSE, WI**

- La Crosse YMCA, Volunteer, 2000-2005
- Downtown La Crosse Rotary, Member, Committee Chair and Executive Board, 2001-2005
- La Crosse Mayor's Task Force on Safety and Binge Drinking, Chair, 2004-05
- La Crosse County Mental Health Initiatives Task Force, Member, 2003
- La Crosse School District Community Links Committee, Member, 2003
- La Crosse Downtown Vision Foundation Board, Member, 2003-2005
- La Crosse YWCA Board, Member, 2005
- Tri-Quest Foundation Board, Member, 2004-2005
- Women in Leadership Regional Forums, Coordinator and Presenter, 2001-2005
- Congressman Ron Kind's Women's Advisory Board, 2004-2005
- V-Day Project of La Crosse and "Actress" in the Vagina Monologues, 2002-2005

## **TERRE HAUTE, IN**

- St. Joseph's University Parish, Campus Ministry Programs, Executive Board, 1996-2000
- American Lung Association, Terre Haute Bike for Breath Planning Committee, 1997
- Race for the Cure, ISU Team Captain, 1999
- Volunteer Action Center Board of Vigo County, Member and volunteer, 1995-2000

## **PROGRAMS AND WORKSHOPS**

Programs and workshops have been developed and presented to student groups, professionals and community in the following areas: leadership, change, strategic planning, customer service, creative problem solving, study skills, time management, sexual assault education, communication skills, Wellness, team building, stress management, alcohol and other drugs, Women's leadership development, networking, conflict resolution, spirituality, enrollment management, campus safety, diversity and inclusion, ethics and values, play and humor, organizational development, and student development/affairs.

## **PUBLICATIONS**

Johnson, E., Prucha, C., Roter, P. (2007). Using problem-based learning to teach informational literacy skills in a freshman seminar. In E. Connor (Ed.), *Introduction to Instructional Services in Academic Libraries*. (pp 107-114). New York: Haworth Press

## **PETRA M. ROTER**

Mathes, E., Zevon, M., Roter, P., Joerger, S. (1982). Peak experience tendencies: Scale development and theory testing. *Journal of Humanistic Psychology*, 22(3), 92-108.

Mathes, E., Roter, P., Joerger, S. (1982). A convergent study of six jealousy scales. *Psychological Reports*. 50 (3), 1143-1147.

## **INTERNATIONAL EXPERIENCES**

Alumni and study away site visits to Hong Kong, China, Thailand and London. Program and partnership development with German and Omani Universities. Attended and presented at the Oxford Roundtable, Oxford, England. Member of the UW Oshkosh International Student Emergency Abroad Response Team. Chair of the Enrollment Management Team that includes International student enrollment.

From: **Richard H. Wells** <[rhwells83@gmail.com](mailto:rhwells83@gmail.com)>  
Date: Sun, Jun 14, 2015 at 12:56 PM  
Subject: Dickinson State University President Nomination  
To: "[jhm@agbsearch.com](mailto:jhm@agbsearch.com)" <[jhm@agbsearch.com](mailto:jhm@agbsearch.com)>

Jim,

I write today to nominate Dr. Petra Roter for the position of President of Dickinson State University. Petra served this past Fall as the Interim Chancellor of the University of Wisconsin Oshkosh, and she has returned to her regular position as Vice Chancellor for Student Affairs. The University of Wisconsin System Administration and the Board of Regents hold Dr. Roter in very high regard, often asking her to lead Systemwide Task Forces and Search Committees. She has also served as an Interim System Administrator in the Office of Academic and Student Affairs.

Given her wide and deep leadership experience, she is more than ready to be a very successful University President. Please feel free to contact me anytime during the search process to discuss her candidacy.

Rick Wells  
Chancellor Emeritus  
University of Wisconsin Oshkosh