

RUTH-AIMÉE BELONNI-ROSARIO

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EXECUTIVE SUMMARY

A strategic and visionary leader with a comprehensive knowledge of all aspects of education institutional operations. Proven record of success in leading and managing policy and procedure development, curriculum design, building operations, student development, fundraising, strategic planning, and identifying opportunities to further organizational mission and achievement. Seasoned executive and educator within higher education and secondary organizations. Extremely effective in a fast-paced environment. Demonstrated expertise in training, motivating, and assessing individuals. Accustomed to working with diverse people while navigating multiple priorities.

PROFESSIONAL EXPERIENCE

STILLMAN COLLEGE, Tuscaloosa, AL.

Associate Dean of Student Success and Retention

2022-Present

- Oversee the development, planning, and implementation of all student success initiatives in partnership with the Dean of Education and Dean of Retention and Academic Success. Promotes career and professional development initiatives for students in close collaboration with the Office of Career Services. Provide hands-on advising and counseling to students. Faculty/Staff advisor to Hispanic/Latinx student association.
- Facilitate student learning to increase student engagement, progression, persistence, and success. Collects and analyzes data on recruitment, enrollment, student learning, success outcomes, and the impact of community partnerships. Draft institutional reports and present recommendations for program improvements.
- Pioneer and implemented metacognition strategies for first-year students along with the Associate Vice Provost resulting in clear markers of retention and success. More than 85% of first-year students transition from academic warning status to exceeding minimum academic standards. Collaborate with faculty and staff to provide and tailor holistic resources and strategies to aid students in their persistence and academic success trajectory.
- Create new diversity, equity, and inclusion initiatives that build on the College's commitment to a welcoming, inclusive environment for students, faculty, staff, and visitors. Programs have improved student engagement and success.
- Spearhead the development and implementation of an enrollment management plan resulting in clear markers for recruitment, admissions, and enrollment numbers in the School of Education as part of the overall accreditation assessment for the Continuous Improvement in Educator Preparation (CIEP) and the Council for Accreditation Educator Preparation (CAEP). Drafted the narrative for the enrollment and retention section of the overall accreditation report submitted to CAEP. Actualized and launched the inaugural alternate teacher certification pathway that resulted in an increase of more than 90% enrollment, 98% retention, and program completion, and the integration of campus-wide collaboration and community engagement input.
- Engage in planning and implementing donor outreach and philanthropic initiatives to create and enhance student and academic success programs.

Student Success Coach

- Led personalized coaching sessions to improve student retention and success rates.
- Certified in Student Success Coaching and trained in general coaching methodologies.

CONTINUED, STILLMAN COLLEGE***Assistant Professor of Language Education***

- Create and teach classroom curriculum for Spanish language instruction for College and High School students. Utilize best practices in classroom management to foster student persistence and success. Collaborate closely with Upward Bound Advisors, tutors, and other appropriate personnel to maximize academic benefits for each student. Assess participants' academic needs. Plan, implement, and monitor the progress of assigned participants' long-range academic goals. Mentor and guide students in career opportunities, and information on postsecondary education options.
- Language Education instructor in the Arts and Language Department. An active member of the Arts and Language Department committee. Perform committee responsibilities as assigned by the Department Chair.

TUSCALOOSA CITY SCHOOLS, Tuscaloosa, AL.***Interventionist for Spanish ESL Students***

2022-2023

- Taught and tutored second to fourth graders in subjects of English, Mathematics, Science, and History to improve their language skills, academic performance, and end-of-the-year standardized testing scores. Students' test scores increased exponentially improving student learning, and in-classroom performance.

PRESBYTERIAN PAN AMERICAN SCHOOL, Kingsville, TX.***Executive Head of School and Vice President***

2020-2022

- Led all Human Resources operations, including long-term strategies to ensure equitable and inclusive treatment of staff. Oversaw and managed the recruitment of staff and teachers. Redesigned procedures and programmatic activities related to campus life and community formation that conformed to the school's core values, focusing on staff, faculty, and students. Assessed and revamped all onboarding processes. Established and implemented strategies to guide employee relations, conflict management, and resolution. Led and provided oversight of all needed professional development. Aligned all institutional policies, procedures, strategies, goals, and objectives with organizational goals and legal standards. Procured and managed relationships with payroll and insurance vendors, optimizing service quality and cost efficiency.
- Co-established institutional budget and oversaw the proper management of income vs expense activity. Administered an annual budget of approximately \$2.6 million. Reported budget-related matters directly to the Board of Trustees.
- Mentored, motivated, influenced, recruited, hired, supervised, and assessed faculty members effectively leading and yielding student success results. Established and nurtured relationships with students, staff, faculty, alumni, parents, and community members through knowledge of organizational climate and multicultural competence.
- Administered and oversaw the entire process of grant administration for several external grants and institutional funds. Researched grant-granting institutions for potential matching and application. Studied all details of utilization of grant funds to direct CFO and others to proper allocation and utilization of monies received. Prepared and monitored budgets for each initiative detailed and submitted to each granting institution. Gathered and provided all institutional documentation requested by each grant application. Drafted detailed reports required by foundations and organizations to maintain accountability purposes. Communicated with foundation liaisons and representatives to continue solid relationships.
- Led all matters related to student persistence, engagement, and learning support. Established student success goals of the institution. Strategically planned and managed all aspects of student life and community formation through the development, implementation, and ongoing assessment of programs and services that foster education, retention, and excellence among the student body.

CONTINUED, PRESBYTERIAN PAN AMERICAN SCHOOL

- Nurtured relationships with existing donors and cultivated new ones. Developed and implemented communication initiatives that resulted in sustained and continuous engagement with alumni. Co-led the creation, development, and implementation of fundraising campaigns and events. Maintained donor communication that resulted in an increase in financial giving by 13%.
- Led and directed all matters of enrollment management from point of inquiry to graduation. Oversaw the creation, development, and implementation of recruitment strategies that resulted in widening the funnel, expansion of geographic reach, and clearer definition of targeted audiences. Established recruitment, enrollment, retention goals, and net tuition revenue benchmarks. Developed and implemented admissions strategies that resulted in equitable policies and practices that benefited the institution and the prospective students along with their families. Increased enrollment by 54% and retention by 75% in the first year. The same results continued into subsequent years.
- Directed all operations of international students from point of inquiry to graduation. Revamped policies and practices for a smoother transition from country of origin to the United States. Supervised all visa processing operations. Served as PDSO. Trained and mentored DSO school officials.
- In-class teacher for religion classes for 9-12th graders. Created the school's first comprehensive religion curriculum including a practical application public speaking component. Recruited faculty to teach all grades and evaluated their performance.

COLUMBIA THEOLOGICAL SEMINARY, Decatur, GA.*Chief Enrollment Management Officer and Director of International Students Office*

2018-2019

- Reporting to the president, created the operational structure and strategic plan for the enrollment management division. Managed the integration of enrollment objectives with institutional-wide budgets, business operations, fundraising, marketing, student discipline, campus life, curriculum quality standards, and student success initiatives.
- Chaired the Faculty Admissions Committee. Set committee agendas, and developed strategies to optimize the committee's operations in evaluating and selecting prospective students to further enrollment strategies. Created student profiles. Incorporated faculty in-class instruction feedback in recruitment and retention strategies. As an ex-officio member of the faculty senate, presented and reported enrollment numbers, strategies, and incoming class student profiles to the faculty senate.
- Designed budgetary projections and reported annual outcomes to the Board of Trustees. Collaborated with the Vice-President of Business and Finance to create a strategic financial plan that leveraged financial aid practices, and scholarship offerings, and optimized net tuition revenue.
- Managed scholarships and department budget. Led and supervised support staff to further the goals of the enrollment office, including financial aid management, and presenting information to prospective students regarding the school's programs and tuition fees, schedules, refund policy, payment plans, and scholarships. Designed budgetary projections and reported annual outcomes to the Board of Trustees.
- Developed and maintained robust strategic alliances with educators, counselors, and alumni to effectively optimize recruitment efforts and achieve targeted recruitment objectives. Established new recruitment and enrollment targets and benchmarks and set new international student-centered strategies.
- Secured a one-million-dollar gift for merit-based scholarships to recruit students. Conducted donor presentations resulting in financial gifts towards scholarships and operating institutional funds. Collaborated with the Advancement Department in the design and development of fundraising plans. Presented at fundraising events. Guided the Marketing and Communications Department in crafting institutional collateral materials.

LANCASTER THEOLOGICAL SEMINARY, Lancaster, PA.***Dean of Enrollment***

2014-2018

- Member of senior management team responsible for creating and implementing the institutional strategic master plan including, budgets, operations, fundraising, marketing, enrollment, student discipline, campus life and curriculum quality standards. Participated in quarterly meetings with the Board of Trustees to offer admissions and enrollment strategies that furthered the strategic plan, including the development and maintenance of net tuition revenue goals.
- Collaborated with the Vice President of Academic Affairs to develop new curricula and academic planning processes for all master-level and doctorate-level degree programs. Ongoing responsibility for facilitating collaboration with the academic coordinators in developing and maintaining updated information on academic programs.
- Spearheaded and developed an enrollment management plan resulting in clear markers for recruitment, admissions, and enrollment numbers as part of the overall accreditation assessment for the Middle States Commission on Higher Education (MSCHE) and the Association of Theological Schools (ATS). Represented the school in accreditation compliance interviews on all admissions matters.
- Led and supervised a department support staff in furthering the goals of the seminary including, creating strategies and goals consistent with meeting the school's enrollment plan, and meeting enrollment goals for the assigned target recruitment area by rigorously evaluating prospective students in compliance with all school policies and procedures.
- Created and monitored statistical reports to develop recruitment strategies, yield management, forecasting, and operational efficiency. Frontline responsibility for presenting information to prospective students regarding the school's programs, tuition fees, schedules, refund policy, payment plans, financial aid, scholarship opportunities, and other policies and procedures.
- Created and executed marketing initiatives in collaboration with other executive administrators and faculty to successfully promote the seminary's visibility and its unique curricula. Collaborated with the Executive Director of Advancement in developing a recruitment/communications plan as part of the overall enrollment strategic plan.
- Increased enrollment success by 54% and student academic preparedness over three years by revising past admissions selection criteria and designing new strategies that met the institution's mission and needs, the faculty needs, and the compliance criteria of accreditation bodies. Developed and maintained robust strategic alliances with educators, counselors, and alumni to optimize recruitment efforts effectively and achieve targeted recruitment objectives.
- Managed scholarship and departmental budgets that resulted in the optimal stewardship of institutional resources. Designed budgetary projections and reported annual outcomes to the Board of Trustees.

PRINCETON THEOLOGICAL SEMINARY, Princeton, NJ.***Associate Director of Admissions***

2010-2014

- Provided guidance and counsel on Title IX practices and compliance, student disciplinary actions, and rehabilitation. A key member of the working group to improve policies and procedures affecting student life. Provided strategic advice for the improvement of the overall student services operations.
- Collaborated in the creation and development of the DEI initiative resulting in a campus-wide, cross-departmental structure that addressed matters of diversity, equity, and inclusion at all levels of the institution. This multi-year initiative yielded more equitable hiring practices, admissions policies, and the diversification of faculty, staff, and students. Collaborated with a DEI consulting group in the creation, development, implementation, and administration of a campus-wide survey, strategies, and initiatives resulting in the increased retention of faculty, staff, and students. This initiative and newly created

CONTINUED, PRINCETON THEOLOGICAL SEMINARY

institutional structure also improved the instruction and interaction of faculty and students in the classroom making the educational environment richer and efficient.

- Collaborated with Counseling Services, Student Services and Senior Placement, Worship and Campus Life, Multicultural Relations, and Student Life in the development and implementation of optimal and student-centered enrollment and retention plans.
- Supervised and managed Admissions Office support staff in their day-to-day activities. Conducted staff performance evaluations. Communicated thoroughly and accurately information to prospective students regarding the school's programs and tuition fees, schedules, refund policy, payment plans, financial aid, scholarship opportunities, and other college policies.
- Spearheaded the development of an enrollment management plan resulting in clear markers for recruitment, admissions, and enrollment numbers as part of the overall accreditation assessment for the Middle States Commission on Higher Education (MSCHE) and the Association of Theological Schools (ATS).
- Led the stabilization of enrollment numbers for 4 years in collaboration with faculty and key student administration by providing detailed enrollment strategies.
- Consulted with the Dean of Students, the Director of Admissions and Financial Aid, and the Associate Director of Financial Aid in selecting and awarding merit-based scholarship recipients.

HOSPITAL HIMA SAN PABLO, Bayamón, Puerto Rico*Human Resources Associate*

2003-2004

- Effectively supervised over 120 employees including monitoring staff compliance with professional licensing and health department state regulations. Created, designed, and implemented rubrics and report systems to establish clear metrics for meeting optimal unit operational services. Managed proper inventory of medical resources. Oversaw all matters related to Human Resources practices, policies, and procedures for the Emergency Room and Pediatrics departments.

SERVICE TO THE COMMUNITY**THRIVING CONGREGATIONS GRANT – LILLY ENDOWMENT, Tuscaloosa, AL.***Consultant*

2023-Present

- Researched peer-reviewed articles and other materials to prepare presentation and education materials for mission, vision, and core values for 14 church presentations. Led facilitation of discussion sessions for the Lilly Endowment Thriving Congregations, totaling 65 participant leaders across 14 churches and leadership teams during both Zoom and live/church location presentations. Answered follow-up questions after sessions.
- Collected individual church mission and vision statements for assessment and analysis in preparation for in-session discussions (i.e., “resilient, inclusive, service-oriented”). Created individual instruction materials on presentation subject matter for each church and forwarded same to each church.
- Engaged in email communications and live discussions with Thriving Congregations Denominational leaders and its directors regarding mission, vision, and core values theory and practice. Consultation with same on structuring congregational surveys on mission, vision, and core values, including strategy for survey questions.
- Draft and discussion of the preliminary report. Draft a final report to the Director for inclusion in the 2023 Lilly report.

GRACE PRESBYTERIAN CHURCH, Tuscaloosa, AL.*Pulpit Supply*

2023-2024

- Provided ministerial assistance through preaching regularly, offered pastoral care, welcomed new members, and celebrated communion. GPC is located within the Sheppards and Lapsley Presbytery.

PRESBYTERIAN FOUNDATION, Jeffersonville, IN.*Minister of Diversity, Equity, and Inclusion*

2018-2022

- Educated the Presbyterian Foundation's leaders to understand cultural implications in the Latinx community. This approach resulted in better service and an increase in trust between the Latinx constituents and the Foundation. Represented the Foundation within the church community, with a designated focus on the Latinx community.
- Collaborated with Ministry Relations Officers to visit events and share the Foundation's mission. Through collaboration, the Foundation's services gained more awareness and participation. The partnership between the Ministers of Diversity, Equity and Inclusion and the Ministry Relations Officers was a success. The demonstrated success was a direct result of the deep connections in the church and extensive experience in congregational life that both parties brought forward. Participated and consulted the Foundation on the selection of their current General Counsel position.

CERTIFICATIONS**CERTIFIED STUDENT SUCCESS COACH AND FOUNDATIONS OF COACHING***Certified Participant*

2024

- Certified in Student Success Coaching with a focus on supporting students in academic, personal, and professional development.
- Skilled in employing coaching techniques to foster motivation, goal setting, time management, and problem-solving among diverse student populations.
- Trained in general coaching methodologies, utilizing active listening, powerful questioning, and accountability frameworks to empower clients to achieve personal and academic success.
- Experience working with students to develop personalized success strategies, enhancing engagement, retention, and performance.

LATINAS IN LEADERSHIP PROGRAM, Hispanic Theological Initiative (HTI)*Certified Participant*

2021-2023

- Completed specialized leadership training designed to support bi-vocational, entrepreneurial, and mid-level career Latinas in theological and academic fields.
- Developed advanced and sustainable skills and practices in leadership, advocacy, and career paths through a holistic exploration of mind, body, and spirit, creating a balanced plan for professional growth.
- Focused on creating long-term strategies for success through mentorship, community engagement and cultural identity empowerment, preparing for continued leadership in diverse settings.
- Engaged in comprehensive assessments with Certified Executive Coaches to determine strengths, leadership approaches, and areas for growth.
- Participated in monthly virtual meetings and in-person events, engaging with expert panelists on themes like Managing Effectively, Building High-Performing Teams, Conflict Resolution, and Institutional Change.
- Collaborated with small groups led by **Sages**, experienced Latina leaders, to explore and apply leadership concepts through an interactive, collective learning process.
- Defined a personal vision of holistic leadership that aligns with both individual career aspirations and organizational missions.

PUBLICATIONS

“Testificar: A Call to the Presbyterian Church (USA),” *Liturgical-Missional: Perspectives on a Reformed Ecclesiology* (Pickwick Publications: Eugene, OR), 2016. pgs. 212-221.

“Race and Church: Another Post,” in, *ecclesio.com: Conversations on Race*, June 2015.

<http://www.ecclesio.com/2015/06/race-and-the-church-another-post-by-ruth-aimée-belonni-rosario/>.

“Where are you “really” from? The Struggle with Racism,” in, *Streams Run Uphill: Conversations with Young Clergywomen of Color* (Judson Press: Valley Forge, PA), 2014. pgs.18-31.

Contributor to WorkingPreacher.org.

https://www.workingpreacher.org/profile/default.aspx?uid=2-belonnirrosario_ruthaimée.

“God is not God of the Dead, but of the Living,” *ecclesio.com: An Advent Reflection*,

December 2010. <http://www.ecclesio.com/2010/12/an-advent-reflection-by-ruth-aimée-belonni-rosario/>

PRESENTATIONS

Episode 32: Guilt and Shame, Length of Service & Latinx Voices and Education. Special Guest, A Matter of Faith: A Presby Podcast, Online (October 2021)

Decolonizing Christianity. Keynote and conversation for the Black History Month Series Worship Service, McCormick Theological Seminary, Online (February 2021)

Racismo en la iglesia. Workshop Leader and Panelist for the Annual Training of Latinx Pastors, Boriquén Synod, Online, (September 2020)

Racismo. Keynote for the Virtual Summer Conferences, Boriquén Synod, Online, (July 2020)

Women’s Hermeneutics. Hospitality. Solidarity. Community. Keynote speaker for the Annual Women’s Retreat, Sunnyvale Presbyterian Church, Sunnyvale, CA, (March 2020)

Fear...Gets In the Way. Closing Conference Speaker for the Women In Ministry Conference, Princeton Theological Seminary, Princeton, NJ, (October 2019)

Arise! Your Light Has Come. Keynote for the closing service, Presbyterian Women Churchwide Gathering, Louisville, KY, (August 2018)

The Struggle with Racism. Keynote and conversation for the Faith and Life Forum, Memorial Church, Harvard University, Cambridge, MA, (May 2015)

Jesús y la Paz. A college level intensive course on peace in the Gospels, Seminario Intercultural Mayense, San Cristóbal de las Casas, Chiapas, Mexico (June 2013)

Keynote Speaker. Advent Banquet, Bloomsburg University of Pennsylvania, Bloomsburg, PA

PROFESSIONAL AFFILIATIONS

- Hispanic Association for Colleges and Universities (HACU) (2022-Present)
- Latinas in Leadership, Hispanic Theological Initiative (HTI) (2021-Present)
- Accreditation Evaluation Committee, Association for Theological Schools (ATS) (2019)
- NAESA: Association of International Educators (2018-2022)
- Student Personnel Administrators Network (SPAN) (2010 – 2020)
- American Association of Collegiate Registrars and Admissions Officer (AACRAO) (2010 – 2022)
- Middle States Association of Collegiate Registrars and Officers of Admission (MSACROA) (2010 – 2020)
- National Association of Financial Aid Administrators (NASFAA) (2014 – 2022)
- Financial Aid Group (2014 – 2021)
- Latina Women Conversations and Writing Group (2014 – Present)
- Train Leaders for Community Transformation (2016 – 2017)
- Asociación para la Educación Teológica Hispana (AETH) (2016 – 2017)
- Association of Presbyterian Christian Educators (2011 – 2013)
- Presbyterian Seminaries Admissions Officers Gathering (2010 – 2014, 2018-2018 – 2019)
- Society for Human Resources Management (SHRM) (2002-2008)

LANGUAGES

Fluency in English and Spanish. Reading and translation proficiency in Greek and Hebrew.

EDUCATION

Notre Dame of Maryland University, Baltimore, MD

Doctoral Candidate: Doctor of Philosophy, Education: *Higher Education Leadership for Changing Populations*

Princeton Theological Seminary, Princeton, NJ

Master of Arts in Counseling, 2007

Universidad de Puerto Rico, Bayamón, Puerto Rico

Bachelor of Business Administration, Human Resources Management, 2003