

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

APPOINTMENT OF PRESIDENT OF
MINNESOTA STATE UNIVERSITY MOORHEAD

1 BACKGROUND

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3 Following the announcement of President Edna Szymanski's retirement, Chancellor Rosenstone
4 initiated a national search for president of Minnesota State University Moorhead in early fall
5 2013. The executive search firm, Greenwood/Asher, was retained to assist with the recruitment
6 for this position. A search advisory committee was appointed consisting of the following
7 members:

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9 Richard Hanson, Search Chair and President, Bemidji State University and Northwest
10 Technical College
11 Joel Thompson, Data Analyst
12 Lora Bertelsen, Licensed Psychologist
13 Heather Phillips, Director of Residential Life
14 Magdalene Chalikia, Faculty
15 Justin James, Faculty
16 Kevin Struxness, Student Senate President
17 Yvette Underdue Murph, Vice President of Enrollment Management and Student Affairs
18 Jan Mahoney, Chief Financial Officer
19 Corey Elmer, President, Alumni Foundation Board
20 Mark Anderson, President, BlackRidge Financial, Inc.
21 Steve Scheel, Scheels Sports
22

23 The following individuals provided support to the committee:

24 David Wahlberg, Executive Director for Communications and Marketing
25 Donna Brown, Interim Chief Human Resources Officer
26 Vicki DeFord, Chief Human Resources Officer, System Office
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28 The position was advertised nationally in a variety of higher education and diversity publications.
29 At the same time, the search consultant initiated an aggressive recruitment campaign. There
30 were a total of 46 applicants. From this pool, the search advisory committee selected nine
31 individuals for initial interviews and forwarded its assessment of the candidates to Chancellor
32 Rosenstone. Chancellor Rosenstone selected three semi-finalists who participated in public
33 interviews at the campus, including sessions with students, faculty, staff, administrators and
34 community members. One candidate withdrew following the campus visit. Reference and
35 background checks were conducted. System office interviews were conducted by Trustees Tom

36 Renier, Elise Ristau and Louise Sundin, Chancellor Rosenstone and some members of the
37 chancellor's cabinet.

38
39 After careful consideration of information received from each element of the interview process,
40 the chancellor selected one candidate to recommend to the Board of Trustees for approval. At
41 this time Chancellor Rosenstone recommends Anne Blackhurst to be the next president of
42 Minnesota State University Moorhead.

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44 **RECOMMENDED COMMITTEE ACTION**

45 The Human Resources Committee recommends that the Board of Trustees adopt the following
46 motion.

47
48 **RECOMMENDED MOTION**

49 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints Anne
50 Blackhurst as president of Minnesota State University Moorhead effective July 1, 2014, subject
51 to the completion of an employment agreement. The board authorizes the chancellor, in
52 consultation with the chair of the board and chair of the Human Resources Committee, to
53 negotiate and execute an employment agreement in accordance with the terms and conditions of
54 the MnSCU Personnel Plan for Administrators.

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56 *Date of Approval: April 23, 2014*

57 *Date of Implementation: July 1, 2014*

ANNE E. BLACKHURST Ph.D.

VISIONARY LEADER • EXPERIENCED PROVOST • EFFECTIVE STRATEGIST

EDUCATION

Ph.D., College Student Personnel

Ohio University, Athens, Ohio,

Dissertation: *A comparison of student outcomes in freshman orientation courses taught by faculty and student affairs professionals*

M.Ed., Counseling

The College of Idaho, Caldwell, Idaho,

B.B.A., Economics

Boise State University, Boise, Idaho,

RECENT LEADERSHIP DEVELOPMENT

Minnesota Partnership for Executive Leader Development, *Executive Leadership Program*, 2011-2012

Management Development Program (MDP), *Harvard Graduate School of Education*, Summer 2007

EXECUTIVE SUMMARY

Thirty years in higher education, including leadership positions at small liberal arts colleges, mid-size comprehensive public universities, and a large research-intensive institution. Ten years of successful experience in academic leadership roles with promotions from Department Chair, to Dean of Graduate Studies and Research, to Acting Vice President for Academic and Student Affairs. Currently a Provost in the Minnesota State Colleges and Universities (MnSCU) system, the nation's fifth largest system of higher education.

- Exceptional program development skills, including the initiation and implementation of innovative and pioneering doctoral, honors, faculty development, research, and partnership programs.
- Active involvement in developing the case statement and funding opportunities for the most successful capital campaign in the history of the MnSCU System, which raised more than \$75 million to support student scholarships, faculty-student research, innovative educational programs, and capital projects.
- Wide-ranging experience in higher education administration, including undergraduate and graduate education, academic administration, student affairs programs and services, research and sponsored programs, international programs, institutional planning and effectiveness, and information technology.
- Leader of institutional planning efforts at two MnSCU universities, both resulting in mission- and vision-focused plans designed to achieve distinctiveness, enhance brand awareness and identity, and attract external resources.
- Recognized as a purposeful and principled decision maker with the ability to lead effectively during challenging circumstances by developing and maintaining a culture of trust, respect, and collegiality.
- Strong communication skills and the ability to develop relationships with diverse constituencies both internal and external to the university, including faculty, students, alumni, donors, community colleges, K-12 schools; regional business and industry, governmental and international partners.
- Disciplined and persistent at work and in life; successful marathon runner who understands the importance of establishing short- and long-term goals, the value of focused and sustained effort, and the joy of success.

ADMINISTRATIVE EXPERIENCE

Minnesota State University Moorhead

2011 - present

A predominantly undergraduate institution of 7,000 students and one of seven universities in the Minnesota State Colleges and Universities System, Minnesota State University Moorhead (MSUM) is recognized for the exceptional quality of its faculty, as evidenced by 10 "CASE Professor of the Year Awards" from the Carnegie Foundation for the Advancement of Teaching.

Provost and Senior Vice President for Academic Affairs

In partnership with the President and the Senior Executive Council, lead both the day-to-day operations and the long-term planning efforts of the University. As the senior vice president, address campus-wide issues that transcend divisional boundaries and assume responsibility for the University in the President's absence. Responsible for the processes related to accreditation by the Higher Learning Commission. Assist in the development of strategic initiatives for the campus, including fundraising and development strategies.

- Lead an Academic Affairs division that includes five colleges, the Livingston Lord Library, the Faculty Development Center, the University Honors Program, Institutional Effectiveness, the Registrar, the Early Education Center, and Graduate Studies.
- Supervise the Vice President for Enrollment Management and Student Affairs, the Chief Information Officer, and the Associate Vice President for Diversity, Inclusion, and Affirmative Action; provide indirect oversight of Information Technology, Undergraduate Admissions, Financial Aid, Housing and Residential Life, the Comstock Memorial Student Union and Student Activities, Student Conduct, First-Year Programs, Hendrix Health Center, the Wellness Center, the Counseling Center, the Office of Diversity and Inclusion, Intramurals, Career Development, International Student Affairs, the Academic Support Center, the Bookstore, Disability Services, and Learning Communities.
- Provide administrative oversight for general fund budgets of \$48 million and an additional \$15 million in auxiliary and fee-funded budgets.
- Represent the President on the Executive Board of the Minnesota State University Moorhead Alumni Foundation and serve on the Strategic Planning Committee of the Foundation.
- Active involvement with MnSCU system-wide committees and initiatives, such as the Academic and Student Affairs Policy Committee, the Graduate Education Sub-committee of the Academic Affairs Council, the Itasca Workforce Alignment Project, and the Executive Leadership Development Program. Chair of campus-wide and divisional MSUM committees, including the University Policy Committee, the Academic Affairs Council, and the Academic Affairs Budget Advisory Committee; serve on the Strategic Enrollment Management Committee and the University Planning and Budget Committee.

Select Accomplishments:

- Led a campus-wide strategic planning process that resulted in a new core values statement, as well as a new strategic vision and five new strategic priorities designed to align with the Strategic Framework for the MnSCU system while capitalizing on MSUM's unique strengths and attributes.
- Partnered with faculty, deans, business leaders, and the Greater Fargo-Moorhead Economic Development Corporation to revise and develop curricular and co-curricular programs to address critical workforce and economic development needs. Results included new academic programs in entrepreneurship, analytics, health care leadership, executive business administration, and project management.
- Led the reorganization of academic departments and colleges to better align with occupational clusters and create opportunities for synergy, cross-disciplinary collaboration, and shared resources.

- Restructured the meet and confer process between the administration, local bargaining unit leaders, and the Student Senate to increase communication, transparency, and collegiality.
- Implemented a comprehensive retention initiative that included increased financial and staff support for general student advising, learning communities, behavioral health management, and career development programming.

Minnesota State University, Mankato

1994 - 2011

The largest of the universities in the Minnesota State Colleges and Universities system at 15,000 students, Minnesota State University Mankato also has the largest graduate enrollment in the System with 1,900 graduate students enrolled in 70 masters programs and 4 doctoral programs.

Acting Vice President for Academic and Student Affairs, 2010 - 2011

Selected through a competitive process to serve a one-year appointment as the senior vice president. Led the development and implementation of the University's new five-year strategic plan. Worked within a collective bargaining environment to promote shared governance and collaborative decision-making across campus. Partnered with the President and other Cabinet members to initiate and sustain educationally purposeful relationships with community colleges, K-12 schools, regional business and industry, and international partners. Served as the University liaison to the Higher Learning Commission of the North Central Association of Colleges and Schools.

- Provided leadership for an Academic and Student Affairs division that included Institutional Diversity, International Programs, Institutional Research and Assessment, the Registrar, TRIO Programs, Disability Services, the Center for Academic Success, and the Center for Excellence in Teaching and Learning, in addition to the Memorial Library, the Honors Program, six academic colleges, the Graduate College, and the full array of Student Affairs programs and services.
- With the Dean of Students and the Student Affairs Council, provided vision and direction for Residential Life; the Centennial Student Union and Student Activities; Student Rights and Responsibilities; the First-Year Experience Office; Undergraduate Admissions; Health Services; the Counseling Center; the Women's Center; the Lesbian, Gay, Bisexual, and Transgender (LGBT) Center; Campus Recreation; Career Development; and Campus Security.
- Provided administrative oversight for general fund budgets of \$89 million and an additional \$30 million in auxiliary budgets. Ultimate supervisory responsibility for 750 teaching faculty and 600 staff.
- Chaired the University's Enrollment Management Leadership Team and oversaw a comprehensive enrollment management effort that included undergraduate, graduate, online, off-campus, and continuing education programs.

Select Accomplishments:

- Successfully facilitated the ultimate approval and implementation of the innovative and award-winning project-based curriculum for the Iron Range Engineering (IRE) program, a collaborative effort between Minnesota State Mankato and 2-year colleges in the Northeast Higher Education District. Initiated formation of the Department of Integrated Engineering, which now encompass collaborative degree programs with multiple community colleges in the Twin Cities metro area.
- Reorganized the Academic Affairs and Student Affairs divisions to provide greater focus on strategic enrollment management, reduce the overall number of administrators, and expand the scope of Institutional Diversity.

- Initiated and chaired the university-wide Strategic Planning Steering Committee, which synthesized and advanced the work of five distinct strategic planning task forces and coordinated implementation of the University's strategic priorities. Identified key performance indicators for each strategic priority and developed a vision statement to articulate the transformative power of the strategic plan.
- Collaborated with internal and external stakeholders to revitalize the Honors Program, including reallocating space to provide a centrally located and newly renovated Center for Honors and Undergraduate Research and reallocating funds to provide substantial scholarship support for Honors students. Dramatically increased Honors participation by faculty and students, as well as the academic qualifications of participants.

Dean of Graduate Studies and Research, 2006 - 2010 (Interim Dean, 2006 - 2008)

Provided administrative leadership for a graduate school with more than 80 graduate degree and certificate programs, including 4 doctoral programs. With college deans and graduate coordinators, led strategic planning efforts to grow and improve graduate programs. In consultation with the Graduate Committee, developed and refined policies affecting all areas of graduate education. Partnered with Extended Learning to market online and off-campus graduate offerings.

- Provided support and oversight for Research and Sponsored Programs, the Center for Excellence in Scholarship and Research, the Undergraduate and Graduate Research Conferences, the Institutional Review Board (IRB), the McNair Achievement Program, and the Undergraduate Honors Program.
- Supervised 11 full-time employees and provided administrative oversight for a budget of \$1.3 million.
- Provided leadership and advocacy for graduate education and research as a member of the University's Council of Deans and the President's Expanded Cabinet.
- Appointed to supervise the newly redesigned Undergraduate Honors Program, which had previously been suspended due to low enrollment. In collaboration with a new honors director, successfully piloted the new program and grew enrollment of highly qualified students to 30 students within the next year.

Select Accomplishments:

- Partnered with Extended Learning, Integrated Marketing, and graduate program coordinators to brand and promote graduate programs, elevate the profile of graduate and undergraduate research, and increase graduate enrollment. Results included a 19% increase in overall graduate enrollment (headcount), a 24% increase in online graduate enrollment, and a 36% increase in off-campus graduate enrollment.
- Founded the Center for Excellence in Scholarship and Research to support faculty efforts to conduct and publish research. Increased support and recognition for faculty efforts to secure external funding for scholarly and creative activity. Results included an increase of 300% in funding for sponsored programs and the highest annual total in University history: \$15 million in FY 2010.
- Worked collaboratively with faculty and other administrators to institutionalize undergraduate research by increasing administrative and financial support for faculty-mentored student research and launching the Center for Undergraduate Research.
- Developed and implemented strategies for acquiring private support for graduate education and research, resulting in donor support for student research grants and doctoral programs.
- Successfully led campus, MnSCU, and North Central Association (NCA) review and approval processes for the first doctoral degree programs in the MnSCU system.

Chair, Department of Counseling and Student Personnel, 2000 - 2001 and 2005 - 2006

Coordinated the activities of faculty and staff in one of the University's largest graduate programs, including oversight of departmental budgets, leadership of search committees for new faculty positions, and coordination of department assessment efforts. Served on the leadership team for the College of Education.

- Led curriculum development for the University's first stand-alone doctoral program.
- Assisted with preparation for a CACREP re-accreditation review and site visit, which resulted in a full 7-year accreditation of all department programs.
- Promoted after the first year of a 3-year term to Interim Dean of Graduate Studies and Research.

Professor, Department of Counseling and Student Personnel, 2004 - 2011

(Associate Professor, 1998 - 2004; Assistant Professor, 1994 - 1998)

Taught master's-level graduate courses in a CACREP-accredited program, advised students, chaired student committees, and co-coordinated the College Student Affairs program. Also served as a member of the Women's Studies program faculty. Courses taught included Counseling Procedures and Skills, Research and Writing in Counseling and Student Personnel, Women's Issues in Counseling, Practicum in Student Development, and The American College Student.

Marietta College

1991 - 1994

A private liberal arts college of approximately 1,200 students, Marietta College is included on Forbes' "Best in the Nation" list and ranked among the best Midwestern colleges by both U.S. News and World Report and Princeton Review.

Assistant Dean of Student Life, 1993 - 1994

Assisted the Vice President of Student Life with the leadership of a division including Residence Life, Campus Life Programs, Orientation Programs, Counseling, Campus Safety, Student Health, and Career Services. Supervised and evaluated a staff of 5 professionals and 45 paraprofessionals, developed and monitored departmental budgets, and implemented staff training programs. Coordinated the co-curricular component of a comprehensive freshman year program and trained faculty to teach the First-Year Seminar. Served as an academic advisor for first-year students and the student conduct officer for the College.

Director of Residence Life, 1991 - 1994

Administered a residence hall system consisting of seven residence halls and eight theme houses. Provided leadership in accomplishing departmental goals of human development, community, multiculturalism, leadership, and faculty involvement. Planned and implemented annual staff recruitment and selection processes and supervised residence hall programming. Planned and coordinated residence hall renovation efforts; oversaw room assignment, opening and closing, and billing procedures; and coordinated crisis intervention and management efforts.

Ohio University

1987 - 1991

Ohio University enrolls 21,000 students on its main campus and another 15,000 students in its online and regional campus programs. OU is classified as a high research activity institution by the Carnegie Foundation and ranked 65th among public national universities by U.S. News and World Report.

Associate Director of Residence Life

Shared in the leadership of a department employing 300 staff members; assisted with policy, program, and resource development for a residence hall system housing 7,000 students; and served on a seven-member Central Staff team. Supervised the recruitment and selection process for 37 professional staff positions and coordinated paraprofessional staff training and professional staff development programs. Administered the department's Faculty Involvement and Security Aide programs. Promoted from the position of Complex Director (August 1987 to July 1998).

The College of Idaho

1983 - 1987

Ranked 7th in the Pacific Northwest on U.S. News & World Report's list of the "Best National Liberal Arts Colleges" and named one of America's Best Colleges by Princeton Review, The College of Idaho is a private liberal arts institution of 1,100 students.

Director of Residence Life, 1984 - 1987

Administered a housing and residence life system consisting of five residence halls. Selected, supervised, and evaluated a staff of 5 professionals and 20 paraprofessionals. Planned and implemented a yearly staff training retreat and in-service training sessions; wrote professional and paraprofessional staff training manuals. Prepared and controlled departmental budgets and administered room assignment, opening and closing, and billing procedures. Served as the student conduct officer for the College.

Residence Hall Director, 1983 - 1984

Responsible for a co-educational residence hall of 150 undergraduate students, including the supervision of 6 paraprofessional staff members and the management of building security, mailroom operations, and reception services. Advised student council and promoted a living-learning environment.