

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

Agenda Item Summary Sheet

Name: Human Resources Committee

Date: May 20, 2015

Title: Appointment of Vice Chancellor for Academic and Student Affairs

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

Following the announcement of Senior Vice Chancellor John O'Brien's resignation, Chancellor Rosenstone initiated a national search for a new vice chancellor for academic and student affairs. It is anticipated that Chancellor Rosenstone will recommend an individual for this position.

Scheduled Presenter(s):

Steven Rosenstone, Chancellor

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

BOARD ACTION

**APPOINTMENT OF VICE CHANCELLOR FOR
ACADEMIC AND STUDENT AFFAIRS**

1 BACKGROUND

2 Following the resignation of Dr. John O'Brien as senior vice chancellor for academic and student
3 affairs, Chancellor Rosenstone initiated a national search for the next vice chancellor for
4 academic and student affairs. The executive search firm Greenwood/Asher was retained to assist
5 with the recruitment for this position. A search advisory committee was appointed consisting of
6 the following members:

7
8 Richard Hanson, Search Chair and President of Bemidji State University
9 Allen Bellas, Faculty Association President, Metropolitan State University
10 Norm Halsa, Vice President, Minnesota State College Faculty
11 Adam Klepetar, President, MSUAASF
12 Kelsey Slattery, Student, MSU Moorhead
13 Scott Cowan, Student, Minnesota West Community and Technical College
14 Marilyn Wells, Provost and Senior Vice President for Academic Affairs, MSU, Mankato
15 Mary Davenport, Vice President, Academic and Student Affairs, Riverland Community
16 College
17 Orinthia Montague, Vice President, Normandale Community College
18 Laura Urban, President, Alexandria Technical and Community College
19 Toyia Younger, Associate Vice Chancellor for Student Affairs
20 Phil Davis, Associate Vice Chancellor, Campus Service Cooperative

21
22 The following individual provided support to the committee:

23
24 Mark Carlson, Vice Chancellor, Human Resources
25 Vicki DeFord, Chief Human Resources Officer, System Office
26

27 The position was advertised nationally in a variety of higher education and diversity publications.
28 At the same time, the search consultant initiated an aggressive recruitment campaign. There
29 were a total of 36 applicants. From this pool, the search advisory committee selected six
30 individuals for initial interviews and forwarded its assessment of the candidates to Chancellor
31 Rosenstone. On the committee's recommendation, Chancellor Rosenstone selected two semi-
32 finalists to participate in system office interviews. These interviews were conducted by
33 Chancellor Rosenstone, members of the chancellor's cabinet, and Trustees Margaret Anderson
34 Kelliher, Louise Sundin, and Michael Vekich. Reference and background checks were
35 conducted.
36

37 After careful consideration of information received from each element of the interview process,
38 the chancellor selected one candidate to recommend to the Board of Trustees for approval. At
39 this time Chancellor Rosenstone recommends Ron Anderson to be the next vice chancellor for
40 academic and student affairs.

41

42 **RECOMMENDED COMMITTEE ACTION**

43 The Human Resources Committee recommends that the Board of Trustees adopt the following
44 motion.

45

46 **RECOMMENDED MOTION**

47 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints
48 Ron Anderson as vice chancellor for academic and student affairs effective July 1, 2015, subject
49 to the completion of an employment agreement. The board authorizes the chancellor, in
50 consultation with the chair of the board and chair of the Human Resources Committee, to
51 negotiate and execute an employment agreement in accordance with the terms and conditions of
52 the MnSCU Personnel Plan for Administrators.

53

54 *Date of Approval: May 20, 2015*

55 *Date of Implementation: July 1, 2015*

Ron Anderson, Ph.D.

Academic Credentials

Ph.D. University of Minnesota

Field: Educational Psychology
Emphasis: Psychometrics and Educational Evaluation
Dissertation: The theoretical development and empirical evaluation of a logistic regression, paired-comparisons procedure for assessing unidimensionality in the Rasch model.

M.A. University of Minnesota

Field: Higher Education
Emphasis: College Student Development and the Assessment of Student Outcomes
Honors: Phi Kappa Phi Honor Society

B.A. Saint Olaf College, (Cum Laude and Distinction in Psychology)

Field: Psychology
Emphasis: College Student Development
Honors: Phi Beta Kappa Honor Society
Psi-Chi Honor Society

Administrative Experience

Century College, White Bear Lake

2006-present

President (2011-present)

Position Summary: Reporting to the Chancellor of the Minnesota State Colleges and Universities, serve as the College's *Chief Executive Officer* responsible for leading the institution's faculty, staff and students in accomplishing the institutional mission and vision, and furthering the MnSCU system's strategic priorities. Direct all activities and functions of the College, in conformity with board policies and federal and state regulations. Manage the College's \$75M annual budget. Deepen and expand institutional relationships with all segments of education, the community, state agencies, faculty and staff unions, and the legislature.

Vice President of Academic Affairs (2008-2011)

Position Summary: Provide executive cabinet-level leadership and serve as Acting President in the absence of the President. Serve as the College's *Chief Academic Officer*, responsible for all credit-based academic planning and programming, and the development and delivery of credit programs that serve the career, technical, and transfer needs of the College community. Lead the College's student success initiatives, coordinating efforts across all divisions of the institution. Provide leadership and direction to more than 550 faculty and staff. Develop and support partnerships with business and industry, local high schools, charter schools, colleges, and universities. Develop and oversee division budgets in excess of \$32M.

Vice President of Finance and Administration (2006-2008; 2009-2010)

Position Summary: Provide executive cabinet-level leadership and serve as Acting President in the absence of the President. Serve as the College's *Chief Financial Officer*, responsible for the activities of the Finance and Administration division (including Information Technology, Administrative Services, Human Resources, Financial Aid, the Business Office, and the Bookstore). Responsible for overall financial management of College budgets in excess of \$80M. Lead the development of the College's annual budget, ensuring the ongoing financial health of the College while appropriately supporting its operational needs.

Note: During 2009-2010 served in the dual role of CAO and CFO.

Capella University, Minneapolis

2003-2006

Vice President of Curriculum, Assessment, and Academic Records (2005-2006)

Position Summary: Promoted to Vice President, to provide leadership and direction to numerous university-wide academic functions, including: curriculum development, design and review; assessment and institutional research; academic publications; and the Office of the Registrar. Responsible for the development, review, and administration of all university academic policies, and for ensuring continued regional accreditation through the Higher Learning Commission (including responsibility for the preparation of an AQIP accreditation reaffirmation visit in fall 2006).

Vice Provost of Academic Affairs (2003-2005)

Position Summary: Provide leadership and direction to university-wide academic units supporting all aspects of the university's instructional programs, including academic administration and operations, the university library, academic writing and research, curriculum development and review, undergraduate academic support, faculty management, faculty diversity and engagement, academic publications, and the Office of the Registrar (including both admissions and academic records). Manage the operations of the Provost's Office, and ensure the alignment of key university processes including publications management, credit for prior learning, compliance reporting, and curriculum management.

Note: During 2003-2004 served in the dual role of Vice Provost and Interim Vice President of ELearning, overseeing course design and development, interactive design, and web design and development.

Minneapolis Community and Technical College, Minneapolis

1994-2003

Associate Vice President of Academic and Student Affairs (2001-2003)

Position Summary: Promoted to Associate Vice President and *Chief Student Affairs Officer*. Provide leadership and direction to the faculty and staff of the academic and student affairs units, including admissions, information and call center, counseling and advising, multicultural student services, records and registration, financial aid, career placement center, testing center, disability services, student life and athletics, and all TRIO programs. Provide administrative leadership for co-location master planning (both academic and student affairs) with Metropolitan State University. Serve as the college liaison with the Higher Learning Commission of the North Central Association of Colleges and Schools.

Dean of Academic Affairs (1999-2001)

Position Summary: Promoted to Dean and assigned responsibility for providing leadership, direction and support to the faculty of the general education, social science, social services careers, and academic support instructional programs, as well as the College Learning Center and the College Library. Provide the administrative leadership for joint academic planning with Metropolitan State University. Responsible for the completion of the College's self-study and the coordination a reaccreditation site visit by the Higher Learning Commission. Serve as the college liaison with the Higher Learning Commission.

Associate Dean of Academic Affairs (1996-1999)

Position Summary: Promoted to Associate Dean and assigned responsibility for providing leadership, direction and support to the Institutional Research Office, and to the faculty in the academic support instructional programs, the College Learning Center, and the College Library. Serve as college liaison with the Higher Learning Commission.

Director of Research and Planning (1994-1996)

Position Summary: Plan, direct and evaluate all activities of the Research and Planning Office. Design and oversee the execution of studies related to student academic achievement, student satisfaction, and institutional effectiveness. Prepare bi-monthly enrollment and revenue projections. Coordinate the strategic planning process, and oversee the preparation of all planning documents. Serve as college liaison with the Higher Learning Commission.

Minnesota Community College System, Saint Paul

1993-1994

Research Associate

Position Summary: Plan, develop, and conduct research studies related to the effectiveness of the developmental education curriculum and student success initiatives within the Minnesota Community College System. Review and develop measurement instruments, including the design and execution of reliability and validity studies. Prepare and review student enrollment and assessment data. Conduct statistical analyses. Prepare oral presentations and written reports in support of system management decision-making.

College of Education, University of Minnesota

1992-1993

Coordinator of Institutional Research

Position Summary: Conduct ongoing institutional research studies. Review and develop measurement instruments. Coordinate data collection, and design and maintain study databases. Conduct statistical analyses. Prepare written reports in support of academic planning and program review.

Department of Educational Psychology, University of Minnesota, Minneapolis 1989-1992

Statistician/Data Manager

Position Summary: Consult with faculty and graduate research assistants on the development of measurement instruments and the selection of appropriate analyses of educational data. Conduct reliability and validity studies. Design and maintain databases for longitudinal research projects. Conduct statistical analyses. Collaborate on the writing of journal articles and reports.

Teaching Experience

- Adjunct Faculty, Department of Educational Psychology** 1997-2003
University of Minnesota
- Instructor, Division of Social Sciences** 1996
Minneapolis Community College
- Adjunct Faculty, Department of Psychology** 1993
College of St. Catherine
- Lecturer, Departments of Educational Psychology and Psychology** 1991-1993
University of Minnesota

Consulting Experience

- Program Evaluator, NSF Research Experience for Undergraduates (REU)**
Department of Chemical Engineering, University of Minnesota
- Research Design Consultant**
School CHOICE Project, Department of Educational Psychology, University of Minnesota
- Research Design and Analysis Consultant**
Future Systems Consulting, Saint Paul, Minnesota
Physical Therapy Graduate Program, Saint Catherine University
MA and PhD candidates in the departments of Education, Educational Psychology,
Psychology, and Health Sciences, University of Minnesota
- Survey Design and Analysis Consultant**
Center for Applied Research and Educational Improvement (CAREI), University of
Minnesota

System-level Committee Leadership and Service Experience—MnSCU

Leadership

- Current Chair, Leadership Council Executive Committee
- Convener, CtF Education Technology Implementation Team
- Presidential co-lead of the Multi-state Collaborative on the Assessment of Student Learning
- Campus Services Cooperative Leadership Team
- Health Force Minnesota Executive Alliance
- Minnesota Online Executive Committee
- Students First Management Team

Service

- Leadership Council
- Future of Education Workgroup
- Metro Alliance Presidents
- Developmental Education Advisory Committee
- Minnesota Action Analytics
- Broad Field AS Degree Task Force—Health Sciences
- Master Financial Planning Committee
- Capital Project Scoring Team
- Cross-functional ITS Advisory Committee
- ITS Security Advisory Committee

Publications

- Anderson, R., O'Brien, J., and Matson, J. (2007). Strategic planning: Best practices in developing an integrated action plan. *2007 Collection: Volume 1, Chicago: Higher Learning Commission.*
- Davison, M., McGuire, D., Chen, T., & Anderson, R. (1995). Testing the equality of scale values and discriminant dispersions in paired comparisons. *Journal of Applied Psychological Measurement, Vol. 19, No. 3, 257-267.*
- Tennyson, R., & Anderson, R. (1990). Evaluation and educational technology: A selected bibliography. *New Jersey: Educational Technology Publications.*

Selected Manuscripts and Reports

- Anderson, R. (2006). *Pandemic Plan.* Century College, White Bear Lake, Minnesota.
- Anderson, R. (2005). *Academic policy development at Capella University: A philosophical framework and collaborative development process.* Capella University, Minneapolis, Minnesota.
- Anderson, R. (2004). *The Capella University persistence and retention framework.* Capella University, Minneapolis, Minnesota.
- Anderson, R. (2003). *The Capella General Education Curriculum.* Capella University, Minneapolis, Minnesota.
- Anderson, R. (2002). *Joint Master Academic Plan – Minneapolis Community and Technical College and Metropolitan State University.* Minneapolis Community and Technical College, Minneapolis, Minnesota.
- Anderson, R. (1996). *Projected enrollment and revenue generation at Minneapolis Community College: Fiscal Year 1995-96.* Minneapolis Community College, Minneapolis, Minnesota.
- Anderson, R. (1995). *The Class of 1994-95: Degree and certificate attainment at Minneapolis Community College.* Minneapolis Community College, Minneapolis, Minnesota.
- Anderson, R. (1993). *The preparation and performance of student teachers from the College of Education at the University of Minnesota: Results of the 1993 Student Teaching Survey.* College of Education, University of Minnesota, Minneapolis, Minnesota.
- Anderson, R. & Wassen, R. (1993). *How their careers began: An annual survey of student placement.* College of Education, University of Minnesota, Minneapolis, Minnesota.
- Anderson, R. (1992). *Selecting variables for the assessment of college student outcomes: A theory-based approach.* Paper accepted for presentation to the Annual Meeting of the American Educational Research Association, San Francisco, California, April.
- Adams, S., & Anderson, R. (1992). *Annual report of student admissions, enrollment, and graduation.* College of Education, University of Minnesota, Minneapolis, Minnesota.

Selected Workshops & Training Seminars

AnswersPLUS+: Advising Skills Development Seminar. Ten-week faculty and staff training program conducted with R. Vega-Shannon at Minneapolis Community and Technical College, Fall 2000.

Designing, Writing and Conducting Evaluations of Privately and Publicly Funded Grant Projects. One-day workshop conducted with J. Evens in Minneapolis, MN (April 1996) and Hibbing, MN (May 1996). Sponsored by the Minnesota State Colleges and Universities.

Selected Presentations

Anderson, R. (2015). *Zip Code Matters!...where we learn.* Invited panel presentation and discussant at the Minnesota Public Health Association's Forum, New Brighton, Minnesota, March.

Anderson, R., (2014). *Authentic leadership for equity and change: one president's journey.* Presentation at the Minnesota State Colleges and Universities Annual Spring Chief Academic Officer and Chief Student Affairs Officer Conference, Bloomington, Minnesota, May.

Anderson, R., Baughman-Terry, L., and Cogshell, N. (2014). *Century College's Equity Journey.* Presentation at DREAM 2014: The Achieving the Dream Annual Institute on Student Success, Lake Buena Vista, Florida, February.

Anderson, R., and Cogshell, N. (2013). *Courageous Conversations about Equity at Century College.* Presentation at the Council of North Central Two Year Colleges Annual Meeting, Bloomington, Minnesota, September.

Anderson, R., Baughman-Terry, L., and Cogshell, N. (2013). *Courageous Conversations about Equity at Century College.* Presentation at DREAM 2013: The Achieving the Dream Annual Institute on Student Success, Anaheim, California, February.

Anderson, R., Matel, K., and Wood, L. (2012). *New Student Seminar @ Century College.* Presentation at the Minnesota Association for Developmental Education 19th Annual Conference, Walker, Minnesota, September.

Anderson, R. (2012). *Responding to National Priorities: The Century College Bridge to Success Program.* Presentation at the National Alliance of Community and Technical Colleges Summer Conference, Minneapolis, Minnesota, July.

Anderson, R., Matel, K., and Wood, L. (2012). *The New Student Seminar and Intrusive Faculty Advising @ Century College.* Presentation at the Minnesota State Colleges and Universities Annual Spring Chief Academic Officer and Chief Student Affairs Officer Conference, Brooklyn Park, Minnesota, May.

Anderson, R., Matel, K., and Wood, L. (2012). *The Bridge to Success at Century College.* Invited presentation at the Innovator Spotlight Virtual Conference, League for Innovation, February.

- Anderson, R., and Matel, K. (2012). *Bridge to Success for Developmental Learners*. Presentation at the Minnesota State Colleges and Universities Developmental Education Summit, Saint Paul, Minnesota, February.
- Anderson, R., Matel, K., and Wood, L. (2011). *Student Success: The Century College Story*. Invited webinar presentation through the National Institution for Staff and Organizational Development (NISOD), October.
- Anderson, R., and Matel, K. (2011). *Improving student success through all-college engagement and data-based planning and decision-making: Century College's "Bridge to Success" program*. Presentation at the Minnesota State Colleges and Universities Annual Fall Chief Academic Officer and Chief Student Affairs Officer Conference, Deerwood, Minnesota, October.
- Litecky, L., Baughman-Terry, L., and Anderson, R. (2011). *Promising Practices for Student Success*. Presentation at the Minnesota State Colleges and Universities 2011 Faculty Forum, Saint Paul, Minnesota, February.
- Anderson, R., Ehlers, S., and Matel, K. (2010). *Century College's "Bridge to Success" program*. Presentation at the Minnesota State Colleges and Universities Annual Fall Chief Academic Officer and Chief Student Affairs Officer Conference, Deerwood, Minnesota, October.
- Anderson, R., and Fenimore, J. (2010). *Planning for long-term value*. Presentation at the SCUP 2010 North Central Regional Conference, Cincinnati, Ohio, October.
- Litecky, L., Anderson, R., Jersak, M., Matson, J., and Wood, L. (2009). *GPS LifePlan*. Invited Presentation at the Entering Student Success Institute, Sante Fe, New Mexico, April.
- O'Brien, J., and Anderson, R. (2007). *We've had E-nough! Strategies for working with technology-resistant faculty*. Special invitation session at the League for Innovation CIT Conference, Nashville, Tennessee, October.
- Anderson, R., and O'Brien, J. (2007). *Integrated master planning at Century College*. Presentation at the Minnesota State Colleges and Universities CFO & CAO Integrated Planning Seminar, St. Cloud, Minnesota, October.
- Anderson, R., O'Brien, J., and Matson, J. (2007). *Strategic planning: Best practices in developing an integrated action plan*. Presentation at the Annual Conference of the Higher Learning Commission of the North Central Association of Colleges and Schools, Chicago, Illinois, May.
- Anderson, R. (2006). *Century College: Pandemic planning overview*. Presentation at the Minnesota State Colleges and Universities Pandemic Planning Conference, Saint Paul, Minnesota, July.
- Offerman, M., Viechnicki, K., and Anderson, R. (2005). *Doctoral education at Capella University: Innovations and improvements in graduate education*. Closing session at the Capella University PhD Residency, Atlanta, Georgia, March.

- Anderson, R. (2004). *Faculty organization, roles, and responsibilities*. Presentation at the Capella University Faculty Development Colloquium, Dulles, Virginia, October.
- Viechnicki, K., and Anderson, R. (2004). *The comprehensive and dissertation process, and the Institutional Review Board*. Presentation at the Capella University PhD Residency, Scottsdale, Arizona, June.
- Anderson, R. (2003). *FirstCourse and Lab oversight: A report of further results and strategic direction for 2004*. Presentation to the Academic Leadership Team at Capella University. Minneapolis, Minnesota.
- Anderson, R. (2002). *Assessment in the MnSCU System: Where are we now and where are we going?* Invited panel presentation at the Minnesota State Colleges and Universities' Assessment for College Readiness Conference, Bloomington, Minnesota, April.
- Anderson, R. (1997). *Setting cut scores*. Invited panel presentation at the Minnesota State Colleges and Universities' Assessment for College Readiness Conference, Brooklyn Park, Minnesota, April.
- Anderson, R. (1996). *The role of institutional research in strategic planning*. Paper presented to the 24th Annual AIRUM Conference, Madison, Wisconsin, October.
- Anderson, R., Lewin, E., and Curry, B. (1995). *Merging community college and technical college curricula: English as a second language instruction in Minneapolis*. Presentation to the Annual Meeting of the Minnesota Association for Developmental Education, Saint Cloud, Minnesota, October.
- Anderson, R. (1994). *The role of research in the development and improvement of developmental education programs: The Minnesota Community College System model*. Presentation to the Annual Meeting of the Minnesota Association for Developmental Education, Saint Paul, Minnesota, October.
- Anderson, R. (1994). *A profile of developmental education programs at Minnesota Community Colleges*. Presentation to the Minnesota Community Colleges' Developmental Education Summer Institute, Grand Rapids, Minnesota, June.
- Bents, M., Anderson, R., & Gardner, W. (1994). *Student, faculty, and employer perceptions of the preparation and performance of beginning teachers*. Paper presented to the Annual Meeting of the American Association of Colleges for Teacher Education, Chicago, Illinois, February.
- Anderson, R. (1993). *Assessing unidimensionality in the Rasch model: The development and evaluation of a logistic regression, paired-comparisons method*. Paper presented to the Seventh International Objectives Measurement Workshop, Atlanta, Georgia, April.
- Anderson, R., & Davison, M. (1991). *Dimensionality in the Rasch model*. Paper presented to the Annual Meeting of the American Educational Research Association, Chicago, Illinois, April.

Community Leadership and Service (professional)

Health Force Minnesota, Winona, Minnesota
Executive Alliance Member, 2011-present

Minnesota Campus Compact, Minneapolis, Minnesota
Chair, 2014-present
Board of Directors, 2012-present

University of Minnesota NorthStar STEM Alliance, Minneapolis, Minnesota
Governing Board, 2010-present

Phi Theta Kappa National Honor Society, Minn-Kota Region, Minnesota, North and South Dakota
Presidential Ambassador, 2012-present

White Bear Lake Area Chamber of Commerce, White Bear Lake, Minnesota
Board of Directors, 2015-present

White Bear Lake Economic Development Corporation, White Bear Lake, Minnesota
Secretary, 2015-present
Board of Directors, 2014-present

University of MN-Materials Research Science and Engineering Center, Minneapolis, Minnesota
Education and Human Resources Advisory Board, 2009-2011

Community Leadership and Service (personal)

Atonement Lutheran Church, New Brighton, Minnesota
Congregational President, 2001-2004
Lay Assisting Minister, 1998-present
Audit Committee, 2008-2012
Contemporary Worship Team member, 2002-2012
Choir member, 2014-present
Soloist, 2006-present

Lakeview Knoll Neighborhood Association, New Brighton, Minnesota
Vice President, 1999-2001
Secretary, 2004-2008

Tubman, Minneapolis, Minnesota
Treasurer, 2012-present
Executive Committee, 2011-present
Board of Directors, 2010-present

Professional Development and Affiliations

Seeking Educational Equity and Diversity

Ten month professional development program, 2011-2012

League for Innovation

Executive Leadership Institute, Class of 2010

Member and conference presenter

Higher Learning Commission

Consultant Evaluator Corp (2001-2005)

Conference presenter

Society for College and University Planning

Past member and conference presenter

American Educational Research Association

Conference proposal reviewer

Past member and conference presenter

American Association of Community

Colleges

Member

Association for Institutional Research

Past member and conference presenter

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

BOARD ACTION
APPOINTMENT OF VICE CHANCELLOR FOR ACADEMIC AND STUDENT AFFAIRS

1 **BACKGROUND**

2 Following the announcement of Senior Vice Chancellor John O'Brien's resignation, Chancellor
3 Rosenstone initiated a national search for a new vice chancellor for academic and student affairs.
4 It is anticipated that Chancellor Rosenstone will recommend an individual for this position.

5
6 **RECOMMENDED COMMITTEE MOTION**

7 The Human Resources Committee recommends that the Board of Trustees adopt the following
8 motion.

9
10 **RECOMMENDED BOARD MOTION**

11 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint
12 _____ as vice chancellor for academic and student affairs effective _____,
13 2015, subject to the completion of an employment agreement. The board authorizes the
14 chancellor, in consultation with the chair of the board and chair of the Human Resources
15 Committee, to negotiate and execute an employment agreement in accordance with the terms and
16 conditions of the MnSCU Personnel Plan for Administrators.

17
18 *Date of Adoption:* *May 20, 2015*

19 *Date of Implementation:*