

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

**BOARD ACTION**

APPOINTMENT OF PRESIDENT OF  
METROPOLITAN STATE UNIVERSITY

**BACKGROUND**

Dr. Devinder Malhotra has served as interim president of Metropolitan State University since the retirement of President Sue Hammersmith in 2014. Chancellor Rosenstone initiated a national search for president of Metropolitan State University in the fall of 2015. The executive search firm EFL Associates was retained to assist with the recruitment and vetting process for this position. A search advisory committee was appointed consisting of the following members:

- Scott Olson, Search Chair and President of Winona State University
- Lee Bojarski, Student
- Tom Nelson, Dean, College of Arts and Sciences
- Anthony Roan, Director, Diversity, Associate Vice President, Finance
- Mark Newfield, Office Administrative Specialist, College of Management
- Michelle Filkins, Faculty, Dept. Chair, Library Services
- Carol Bormann Young, Faculty, Dept. Chair, Management
- Joyce Paxton, AQIP Coordinator
- Janice Kwallek, Office Manager, College of Arts and Sciences
- Victor Cole, Community Engagement Coordinator
- Alex Tittle, Equity Director, MN Sports Facilities Authority
- Jaylani Hussein, Exec. Dir., Council on American-Islamic Relations (CAIR)
- Ochen Kaylan, President, Alumni Association

The following individuals provided support to the committee:

- Deb Gherke, Chief Human Resources Officer, Metropolitan State University
- Vicki DeFord, Chief Human Resources Officer, System Office

The position was advertised nationally in a variety of higher education and diversity publications. At the same time, the search consultant initiated an aggressive recruitment campaign. There were a total of 38 applicants. From this pool, the search advisory committee selected nine individuals for initial interviews and forwarded its assessment of the candidates to Chancellor Rosenstone. On the committee's recommendation, Chancellor Rosenstone selected two semi-finalists who participated in public interviews at the campus, including sessions with students, faculty, staff, and community members. Reference and background checks were conducted. Interviews were conducted by Chancellor Rosenstone, members of the chancellor's cabinet, and Trustees Elise Bourdeau, Alex Cirillo, and Dawn Erlandson.

36 After careful consideration of information received from each element of the interview process,  
37 the chancellor selected one candidate to recommend to the Board of Trustees for approval. At  
38 this time Chancellor Rosenstone recommends Virginia Arthur to be the next president of  
39 Metropolitan State University.

40

41 **RECOMMENDED COMMITTEE ACTION**

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

44

45 **RECOMMENDED MOTION**

46 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints  
47 Virginia Arthur as president of Metropolitan State University effective July 1, 2016, subject to  
48 the completion of an employment agreement. The board authorizes the chancellor, in  
49 consultation with the chair of the board and chair of the Human Resources Committee, to  
50 negotiate and execute an employment agreement in accordance with the terms and conditions of  
51 the MnSCU Personnel Plan for Administrators.

52

53 *Date of Approval: April 20, 2016*

54 *Date of Implementation: July 1, 2016*

## VIRGINIA (Ginny) ARTHUR

### EXECUTIVE SUMMARY

A high energy leader who draws on identified strengths of Input, Learner, Individualization, Responsibility and Ideation to solve problems, deal constructively with conflict and promote collaboration to advance strategic plans. Has a strong understanding of and appreciation for faculty culture and a thorough knowledge of human resources, financial and strategic management. Demonstrates commitment to inclusive academic excellence and creation of an educational environment in which all students can thrive. A seasoned academic who is an organizational “utility infielder” with the flexibility, agility and multiple skills needed to succeed as a university president.

#### **EXPERIENCE:**

##### **Metropolitan State University (St. Paul, Minnesota)**

**Executive Vice President and Provost**

**July 2015 – Present**

*(change in title and increased responsibilities)*

Serve as chief academic and student affairs officer with oversight of: four colleges (Individualized Studies; Arts & Sciences; Health, Community & Professional Studies; Management), two schools (Law Enforcement & Criminal Justice and Urban Education), the library, Graduate Programs, the Institute for Community Engagement and Scholarship, the Institute for Professional Development (CE/CT), the Center for Online Learning, the Center for Academic Excellence (tutoring and academic support), the Faculty Development Center, Enrollment Management, Student Life and Leadership and Dean of Students. Have secondary level of oversight (“dotted line” reporting) for the Office of Institutional Effectiveness, which houses Institutional Research, Accreditation and Continuous Improvement Coordinator, Student Assessment Coordinator, Project Manager.

Chair of the Executive Strategic Council (ESC), which advises the president on operational and strategic issues *(ESC created July 1, 2015)*.

Co-chair, with the President of the local IFO, of the university-wide Strategic Planning Advisory Committee (SPAC), which has institutional oversight of the strategic planning process and is advisory to the ESC. *(SPAC created January 1, 2015 as successor to Strategic Positioning Team)*.

Responsibility for \$50 million budget, which is approximately 70% of the institutional budget.

Primary responsibility for maintaining HLC accreditation - AQIP Pathway.

Provided strategic leadership to the academic affairs division including all units listed above *other than* Enrollment Management and the Dean of Students.

Prior to creation of the Office of Institutional Effectiveness had direct oversight of Institutional Research (FY 15) and Accreditation and Continuous Improvement (FY 14 & 15).

Key Leadership Accomplishments:

Have substantially improved relationships between Metro Alliance colleges and Metropolitan State, leading to increased collaboration on academic programs including:

- Negotiating and helping to launch the “first in the nation” dual admissions program in Dental Hygiene with Normandale Community College (NCC).
- Supporting the development of the Minnesota Alliance for Nursing Education (MANE), a nationally recognized curriculum involving dual admissions with seven community college partners in the MnSCU system.
- Launching bachelor degree completion programs on seven community college campuses.

Co-chair of the Strategic Planning Advisory Committee with president of faculty union since January 2015. Committee has:

- Overseen development of institutional strategic priorities and strategies;
- Implemented a systematic review of data sources to inform strategic planning and implementation work.

Co-led university-wide Strategic Positioning Task Force (Fall 2014) with president of faculty union.

- Met president’s timeline for developing and recommending a strategic positioning statement to guide subsequent planning.
- Submitted eleven foundational strategic and tactical recommendations to president in December 2014 designed to set stage for successful strategic plan implementation.

Appointed to lead university-wide Presidential Transition by MnSCU Chancellor including development of strategic plan (*Preparing for A New Permanent President*) (Spring/Summer 2014).

- Phased (30-60-90 day) transition plan delivered to interim president on July 1, 2015.
- Plan was successfully implemented, assuring a smooth transition to the institution.

Led development of HLC AQIP Systems Portfolio (submitted to HLC on June 1, 2015) and required AQIP Action Projects.

- Currently overseeing efforts to respond to HLC Review Team feedback received in August 2015 and preparation for Spring 2017 reaffirmation visit.

Co-chair of the university's Diversity Council.

- Introduced the National Coalition Building Institute (NCBI) "Train the Trainer" model to campus.
- Helped lead a diversity planning summit in spring 2015.
- Negotiated a reconciliation and alignment between the University Diversity Council and other campus committees engaged in diversity and anti-racism work.
- Working with current co-chair to reconfigure Diversity Council for greater effectiveness and to lead a comprehensive diversity and anti-racism planning effort.

Provided campus leadership during a "payroll processing" crisis.

- Served as the primary contact for the External Review Team and the Internal Audit Team.
- Served on the System level team with the Vice Chancellor for Human Resources, Executive Director of Internal Audit, Director of Payroll for the System and the Director of Labor Relations.
- Substantially improved processes for workload assignment and pay management for faculty.
- Was commended to the Board by the Executive Director of the Office of Internal Auditing for MnSCU for handling of crisis and subsequent investigations and corrections.

Organizational Development Accomplishments:

- Headed president's work group on reorganization resulting in combination of Academic Affairs, Student Affairs and Enrollment Management into division focusing on student success in an integrated manner and creation of the Office of Institutional Effectiveness (plan implemented July 1, 2015).
- Proposed and am leading reorganization of academic units to be implemented July 2016 to include a new college of Public & Urban Affairs, a College of Science & Technology, a college including humanities and social science disciplines and revitalizing the College of Health, Community and Professional Studies.
  - Benefits include more effective and nimble academic units.
  - Will heighten identity awareness of university and specific disciplinary groupings.
- Hired permanent deans in four colleges (Arts & Sciences, Management, Health, Community & Professional Studies and Individualized Studies) one school (Urban Education) and the library; one dean search currently in progress.
- Made a highly successful hire to replace the retiring, founding director of the Institute for Community Engagement and Scholarship (formerly the Center for Community Based Learning).
- Repurposed Associate Provost position to focus on Student Academic Success initiatives in partnership with Student Affairs.
- Moved graduate support, advising and recruiting positions scattered across institution into a Graduate Programs unit within Admissions and Enrollment Management to leverage resources and improve strategic focus on graduate program admissions

- Supported joint strategic planning by Enrollment Management, Dean of Students and Associate Provost for Student Success units to develop a plan for more effectively supporting student success goals.
  - Student Success Center is currently in planning stage with implementation expected July 1, 2016.
  - Work is promoting academic and student affairs units integration for improved effectiveness.

### Educational Excellence

- Created campus-wide Center for Faculty Development
  - Hired first university-wide faculty development director and an associate director who spearheads faculty development program for community (adjunct) faculty.
  - Faculty development programming and participation has significantly increased.
- Implemented a year-long new faculty orientation and onboarding process. New faculty reported high levels of satisfaction with their onboarding process and strengthened commitment to the university and the students it serves.
- Launched the Institute for Professional Development to provide continuing education and customized training.
- Negotiated the transfer of a highly regarded Master's degree program in Advocacy and Political Leadership to Metropolitan State from the University of Minnesota-Duluth.
- Have overseen development, with deans, and approved new programs in Chemistry (B.S.); Chemistry Teaching (B.S.); Supply Chain and Operations Management (B.S.); Statistics (minor); Design of User Experience (minor & graduate certificate); Arts and Cultural Heritage Management (graduate certificate); Professional Science Masters in Computer Science; B.S. in Environmental Science; B.A. in Fine Arts
  - Currently working with departments and colleges on development of an academic plan which will strategically target new program development to high demand areas
- Developed collaborative relationship with Southwest State University to bring program in Exercise Science to the Twin Cities metropolitan area.
- Worked collaboratively with IFO (faculty union) task force on several policy revisions including: major revision in the Academic Ethics policy
  - Received the *Campus of Integrity* award from the International Center for Academic Integrity (Feb. 2015)
- Helped promote and advocate for legislative bonding for new Science Education Center, currently under construction (*Occupancy expected January 2016*).
- Initiated and supported faculty work on a proposal for a system-wide Center for Prior Learning Assessment. Related projects include:
  - Development of a local "ACE" guide;
  - Application for an "experimental sites" program (U.S. Department of Education) for partnership with non-traditional education partners;
  - Development of training in prior learning assessment;
  - Enhancement of competency based education program through College of Individualized Studies;
  - Development of competency based certificates or programs.

### Enrollment Management

- Member of Enrollment Management Council that meets to review enrollment issues monthly and strategizes for the future
- Sponsor for the creation of the Strategic Enrollment Management team, convening for the first time in January 2016. This is a cross-institutional team to develop a strategic enrollment plan including recruitment, retention and persistence to graduation.
- Recommended plan for moving from an “after-action” meeting (after tenth day enrollment) to a dynamic group which meets monthly most of the year and bi-weekly during enrollment periods to monitor and proactively manage enrollment management.
- Made three trips to Taiwan to sign university partnership agreements and to participate in the recruitment of both graduate and undergraduate students.
- Adopted more efficient course scheduling and course enrollment processes to maximize student access to needed courses and support enrollment.
- Support continued development of online programs and hybrid coursework to meet students’ needs for flexibility in scheduling while also maintaining academic quality and support for student success.

### Budgeting

- Oversee \$50 million academic and student affairs budget.
- Conducted thorough review of academic affairs budget in preparation for FY 14 and FY 15 budget development, identifying efficiencies and cost savings for re-investment in academic programs.
- Introduced idea of quarterly budget reviews and planning adjustments to President’s Council.
- Active participant in budget process redesign.

### Fundraising & Grants

- Served as lead on campus level Annual Fund drive (FY 15) including setting and following through on fundraising goals for Cabinet (all deans, directors and v.p.s).
- Introduced faculty scholarship fund and led internal fundraising effort (three scholarships awarded in 2014).
- Participate in donor calls with development officer.
- Led effort to write \$4.5 million FIPSE “First in the World” grant which involved collaboration with six community college partners (grant unsuccessful).
- Led collaboration with NHCC on Title III grant and University of Minnesota-Twin Cities on TPSID grant.

### Faculty Hiring and Union Relations

- Successfully oversaw the hiring of 21 new faculty for FY 2014; 17 for FY 2015 & 18 for FY 2016. Permanent faculty lines increased by 23 since FY 13.
- Worked with Human Resources to streamline hiring procedures which had stymied faculty searches in previous years.
- Introduced improved recruiting techniques which yielded a high quality pool of candidates for committees that implemented the techniques.

- Have cultivated effective and positive relationships with both campus and statewide IFO leaders as evidenced by collaboration to develop and approve an MOA on online course development and related pedagogical development workshops.
- Work effectively with faculty governance as evidenced by award-winning revision and implementation of Academic Integrity Policy and Procedure; revision of policies and procedures on new course approval, program approval and human subjects review.
- Have established collaborative working relationship with IFO Faculty Issues committee.

#### System Level Collaboration

- PI and lead on CAEL/Lumina Jumpstart Technical Assistance Grant for development and implementation of Competency Based Education.
  - Conceived of and co-wrote grant that led to first acceptance of a system into the Jumpstart program.
  - Invited participant in CAEL convening on *Quality Assurance in Competency-Based Education* (Sept. 2014)
  - Invited participant in Lumina Foundation convening on *Competency Based Education State Policy*
- Named to “Charting the Future” strategic implementation team on Academic Planning and Collaboration as subject matter expert by MnSCU Chancellor
  - Committee’s plan for streamlining transfer in the System was adopted by the legislature.
- Appointed to Transfer Oversight Committee by Senior Vice Chancellor of Academic & Student Affairs to consider transfer policies and appeals (FY 15 and ongoing).
- Appointed to Senior Vice Chancellor’s Academic “Think Tank” (FY 14 and ongoing).
- Appointed to Technical Advisory Committee on the Allocation Framework (FY 16).
- Appointed to Policy Review Committee by Vice Chancellor for Academic and Student Affairs (Beginning FY 16).
- Convener of MnSCU University provosts (FY 14 & 15).
- Active and engaged member of MnSCU Metro Alliance, a group of ten community and technical colleges and Metropolitan State University located throughout the eleven county Twin Cities metropolitan area.
- Represent Metropolitan State on system-wide negotiation team for Inter-Faculty Organization Collective Bargaining Agreement (Since FY 13)
- Invited by Senior Vice Chancellor to participate in system level “Metro Area Baccalaureate Plan” development.

#### Facilities

- Science Education Center planning and development.
- Helped negotiate and plan for new facilities for the Center for Online Learning; the MnSCU Center of Excellence – AdvanceIT; and the Institute for Professional Development (CE/CT).
- Developed proposal and business plan for Graduate Education Center in downtown Minneapolis.
- Worked with Facilities Management to plan the redesign and renovation of Saint Paul

- campus spaces to accommodate new faculty and advisors.
- Working with IT Services and Facilities Management on feasibility study for telepresence room.
- Worked on renegotiation of co-location agreement with MCTC resulting in substantially improved relationship regarding facilities usage.

Community Collaboration

- Ongoing discussions with community redevelopment non-profit (Model Cities) to co-locate educational facilities with affordable housing and human services on newly opened light rail line connecting downtowns of Minneapolis and Saint Paul.
- Developing partnership with Minneapolis Public Schools regarding “Grow Your Own” program to increase teachers of color; program to increase global awareness and cultural competency of MPS faculty and staff; partnership regarding new Broadway Avenue facility.
- Working with Hennepin County Administrator’s office and MCTC to partner on employment and education initiative meant to close skills gap for large governmental employer.
- Working with Hennepin County Medical Center to explore partnerships to provide baccalaureate degree education for paramedic trainees.

**University of Northern Iowa**

Associate Provost for Faculty Affairs

Feb. 2009 - June 2012

Leadership and Collaboration:

- Provided leadership for administration of faculty collective bargaining agreement.
- Served as chief campus negotiator of CBA in partnership with Board of Regents attorney.
- Led the Academic Affairs’ diversity initiative:
  - Led National Coalition Building Institute campus leadership team
  - Structured Faculty Diversity Fellows program which employed two faculty in half time appointments to carry out diversity plan for Academic Affairs
  - *Welcoming Diversity* workshop became required activity for teacher education programs, incorporated into mandatory faculty orientation program and was required of residence hall staff including RAs for inclusion in residence hall programming
- Co-chaired the Liberal Arts Core Review Steering Committee, created by the Provost to review and recommend revisions in the liberal arts core.
  - Introduced AAC&U’s LEAP initiative to campus.
- Helped devise and implement plans for closure and restructuring of academic programs including development and oversight of an Employment Transition Clearinghouse to assure that displaced faculty members received preferential consideration for University employment as a means of minimizing negative employment effects.
  - Chaired the Transition Committee for Employment to redeploy and transition employees as result of closure of the Malcolm Price Laboratory School as of June 30, 2012.
- Served on Emergency Planning team and led all Academic Affairs units in development of Continuity of Operations plans.

- Initiated Academic Technology Coordinating Committee to provide greater coordination of overall institutional needs in a highly decentralized, multi-college environment. Successfully competed for a \$600,000 internal ARRA fund grant to support faculty development of e-learning skills and improved classroom technology. Dramatically increased online education.
- Worked with Dean of Continuing Education to adopt the *Quality Matters* program to incorporate best practices into online and blended learning.
- Initiated development of a first year experience course which integrated written and oral communication courses called the Cornerstone; course has become requirement of the Liberal Arts Core.
- Developed and helped implement a Common Read for first year students (new and transfer). Wrote proposal for funding by a private donor; program successfully funded.
- Responsible for coordination of campus response to a criminal and state auditor investigation of enrollment fraud at UNI's K-12 laboratory school.
  - Coordinated response to media coverage;
  - With director of Human Resources carried out extensive internal employee investigation; advised president on disciplinary matters;
  - Coordinated legal consultations with attorney general and Board of Regents office. (2009-2010).
- Given dean-level oversight of Malcolm Price Laboratory School with directive to implement all recommendations of the Iowa Auditor of State and to improve management systems (2009-2010).
  - Audit was successfully closed one year after release with commendation from state auditor for both swiftly and thoroughly improving operations.
  - Led search for new interim director to prepare for transition to statewide R&D school.
- Led effort to review, revise, and develop University policies and procedures; drafted 16 new and revised policies which were incorporated into policy manual.
- Co-chair of *Reaching for Higher Ground* program; an annual theme was chosen and curricular and co-curricular activities developed around the theme.
  - 2011 -2012 theme: *Community after 9/11*
  - 2012- 2013 theme: *Searching for the American Dream*
  - Serve as liaison to first year Cornerstone faculty in integrating events into class assignments
- Search committee for the Vice President for Administration and Finance (2011) and Director of Human Resource Services (2012).

#### Organizational Development

- Conducted climate analysis of library in order to make recommendations regarding characteristics of next dean of the library.
- Developed and carried out training for department heads.
- Advised deans and department heads and consulted with faculty groups on intra-departmental conflict resolution.
- Led planning and development work with interdisciplinary campus centers: Center for Disability, Language, Learning and Literacy and Center for Violence Prevention and the

Center for Teaching and Learning Mathematics.

- Initiated, developed and oversaw the publication of the Provost's office newsletter.
- Was sought out as a career mentor and coach by individuals in most divisions of the University and across all employee groups.

#### Faculty Hiring, Compensation, Evaluation and Union Relations

- Provided support, advice, and guidance to deans, directors and department heads on implementation of hiring, compensation, and evaluation procedures in accordance with collective bargaining agreement.
- Worked closely with the director of the Office of Compliance and Equity Management to develop and deliver training for faculty and academic administrator search committees and on management of faculty searches.
- Handled immigration matters for all non- U.S.citizen faculty members.
- Worked closely with Human Resource Services to develop and implement employment policies affecting faculty and other academic affairs employees including immigration issues, FMLA, sick leave, compensation policies including rules on special compensation and retirement agreements.
- Worked closely with the director of the Office of Compliance and Equity on resolution of EEO issues arising within Academic Affairs.
- Conducted internal and external compensation reviews and benchmarking.
- Participated in and supported Academic Affairs Council tenure and promotion review.
- Recommended new process of third-year review adopted by the Academic Affairs Council.
- Led joint labor-management committees on redesign of student evaluation instrument and process; definition of faculty workload; development of post tenure review processes
- Managed contract grievances.
- Served as President's designee in hearing Step 3 (pre-arbitration) grievance appeals from AFSCME members.

#### Faculty Development

- Successfully advocated for re-establishment of Faculty Development Center and hiring of a full-time faculty development director.
  - Successful in advocating for a dedicated faculty development and gathering space in campus renovation project (space was completed and dedicated after I joined Metropolitan State).
- Developed and led New Faculty Orientation.
- Developed and implemented a cross-campus new faculty mentoring plan.
- Designed and administered development programs for online courses which included adoption of Quality Matters program, development of technology skills and online pedagogical skills.
  - Led to development of 18 new online courses in 2010; over 100 by fall 2011
  - Increased percentage of faculty using at least some online course components from 25 – 45%

- Designed a Diversity Fellows program in the Provost's office to provide administrative and leadership development for faculty members.
- With Director of Liberal Arts Core led planning and implementation of faculty development initiative for innovative Cornerstone course for first year students.

Strategic Planning

- Assisted new academic centers (Violence Prevention Center, Center for Teaching and Learning Mathematics, Center for Disability, Language Learning and Literacy) with strategic planning .
- Worked with Office of Sponsored Programs to develop strategic planning workshop for new center directors and principal investigators on large grants.

Accreditation

Self-Study Steering Committee

2009 – 2010

- Assisted with preparation for November 2010 reaccreditation visit.
- Assumed leadership of *Mission and Vision* Criterion writing team.
- Helped with final editing of Self-Study document which has been chosen as a model Self Study to be highlighted at the Higher Learning Commission's Annual meeting in 2011.

Assessment and Program Review

- Chair of the UNI team participating in the HLC Assessment Academy for developing sound assessment of the liberal arts core. (2010 – 2012).
- Guided provost and academic deans' comprehensive review of programs necessitated by 25% loss of state funding in three years.
  - Process resulted in recommendations to close 20% of majors and minors which accounted for less than 2% of UNI's annual graduates.

Budget Experience

- \$600,000 ARRA fund grant for educational technology classroom upgrades and faculty development related to online learning (2009-2010).
- Intercollegiate Academic Fund (\$125,000), which provided grants to support student research and related travel.

College of Saint Benedict/Saint John's University

1985 - 2009

Leadership and Collaboration

Chair Joint Faculty Assembly

2007-2008

Vice Chair Joint Faculty Assembly

2006-2007

- Led faculty governance through a successful process of investigation, debate and response, following Provost's declaration of intent to close Social Work department. Governance committees, department faculty and students, faculty at large and administrators praised ability to maintain a respectful and inclusive process despite contentiousness of issue.

- Successfully led Joint Faculty Assembly in drafting, discussing and amending a Faculty Senate Constitution to replace the unwieldy and outdated Assembly model of governance. A record number of faculty participated in the process and the Constitution was overwhelming approved by the joint faculty.
- Managed faculty consideration of three new common curriculum requirements: experiential learning, intercultural competence and a capstone course.
- As leader of faculty governance, oversaw all governance committees, communicated with Provost and Presidents about governance issues, coordinated the work of committees and developed structured agendas for faculty meetings through the Faculty Governance Committee.

#### Faculty Governance

- Served on *Ad hoc Committee on Academic Restructuring Policies and Procedures* which drafted and brought to the Joint Faculty Assembly for approval, a policy and procedure for closure, merger or limitation of academic programs.
- Served on Handbook Committee which was charged with merging separate faculty handbooks into a single handbook covering both CSB and SJU faculty members. Drafted new grievance policy for inclusion in the Handbook.
- As chair of the CSB Faculty Compensation Committee collaborated with the chair of the SJU Faculty Welfare Committee to merge compensation systems in preparation for complete merger of faculty governance. Oversaw design and interpretation of comprehensive internal equity study. Developed plan for distribution of funds allocated (\$1.2 million over 2 years) for achieving salary equity.
- As chair of CSB Compensation Committee, initiated a benefit satisfaction survey of all employees which resulted in establishment of an Employee Benefit Committee with representation from faculty, administrative and support staff groups.

#### Management Department Chair

1994 - 2000

- Served as head of department with largest number of majors and minors on campus; undertook planning and forecasting of student needs in order to present the case for increasing the size of the department by adding four new tenure lines and an academic advisor.
- Initiated and led department in complete revision of major and minor curriculum. Received institutional grant of \$5000 for Curriculum and Program Development.
- Responsible for conducting annual, third year, tenure and promotion reviews of department faculty. Helped probationary faculty develop goals and plans to achieve success in their work and in their campus-wide reviews.
- Developed a procedure for dealing with class demands that improved schedule planning and increased student satisfaction with the department.

### Faculty Hiring, Compensation, and Evaluation

Management Department Chair

1993 - 2000

- Chaired numerous search committees for tenure track and adjunct faculty.
- Assisted Academic Deans in developing a standard set of selection processes to be used by departments which helped improve consistency of search results and improved candidate selection.
- As chair of Faculty Compensation Committee worked with administration to develop and implement a plan to achieve gender equity in faculty salaries.
- As member (2000, 2003-2006) and chair (2005-2006) of institution-wide Rank and Tenure Committee considered applications for third year review, tenure and promotion.

### Faculty Development Experience

- Appointed Director of the Learning Enhancement Service, the faculty development center at CSB/SJU. (2009)
- Initiated work with Institutional Advancement to seek grants and donors to support faculty development initiatives.
- Served as faculty development consultant to the Collaboration for the Advancement of College Teaching and Learning. Presented 28 full day faculty development workshops at 23 colleges and universities throughout the United States.

### Strategic Planning Experience

Member Strategic Directions Council (SDC)

2006 – 2008

- Participated in monitoring of current strategic plan, oversight of institutional budget and decision making about enrollment and pricing decisions.
- Employed disciplinary expertise in strategic planning to help organize and rationalize environmental scan process and information resulting in an improved decision making template.
- Participated in subcommittee which developed and presented strategic allocation principles for budget surpluses, used to create a fairer and more rational process. Principles were endorsed by the SDC and accepted by the Presidents.

### Accreditation Experience

Higher Learning Commission of the North Central Association

2008 – present

- Member of the Consultant-Evaluator Corps
  - Named to the “special accreditation issues” team which is designated to handle initial candidacy and “problematic” accreditation reviews (2012- present)

College of Saint Benedict/Saint John’s University

- Member of Self Study Steering Committee

Assessment and Program Review Experience

- Departmental coordinator for program review in fall 2008 – spring 2009.
- Department assessment coordinator for five years.

Budget Experience

- As department chair, oversaw department budget for seven years.
- Administration of faculty development budget (2008).
- Appointed by the President to serve as chair of the Ad Hoc Budget Committee to work with administration in determine annual budget priorities for academic programs and advised VPAA on faculty budgetary issues.

Board Experience

Voting member of the College of Saint Benedict (CSB) Board of Trustees 2006 – 2008

- Was commended by Board Chair, Presidents and Provost for advancing the understanding of faculty concerns and issues and for contributions to board discussions.
- Member of the Joint Finance Committee (2006 – 2007), Joint Academic Affairs Committee (2007-2008) and the CSB Investments Committee (2005 – present).

**TEACHING EXPERIENCE:**

**College of Saint Benedict/St. John’s University 1985-2009**

Achieved rank of Full Professor of Management 2007

**University of Minnesota: Carlson School of Management**

Adjunct Lecturer in Finance 1991 - 2000

Adjunct Professor-Masters in Business Taxation program 1983 - 1985

**SELECTED CONFERENCE PRESENTATIONS and PUBLICATIONS**

**2015:** *Building an Institutional Research Function.* Invited presentation. China University of Technology leadership team and select Board members.

*Implementing a New Academic Integrity Initiative.* Prepared and presented in collaboration with two IFO faculty members from the Academic Integrity Task Force at the MnSCU Fall Conference for Academic and Student Affairs Leadership.

*Dual Enrollment: Ground-Breaking Partnership in Dental Hygiene Education.* Presented with the CAO and Dean of Health from Normandale Community College at the MnSCU Fall Conference for Academic and Student Affairs Leadership.

*A Winning Triathlon in Exercise Science: Normandale Community College, Metropolitan State and Southwest Minnesota State*

Presented in collaboration with the CAOs from Southwest State and Normandale CC at the 2015 MnSCU Spring Conference for Academic and Student Affairs Leadership.

*MANE: A Successful Collaboration in Nursing Education*

Presented in collaboration with the CAOs from Anoka-Ramsey and Normandale CC at the 2015 MnSCU Winter Meeting for Chief Academic Officers.

- 2014:** *Building and Sustaining Academic Partnerships*, panel at the Association for Collaborative Leadership included CAO from Normandale and Provost from Minnesota State-Mankato.

*Charting the Future While Recognizing Our Civic Mission*

*IFO-MSUAASF 2015-2017 Contract Negotiation Strategy*

Both presented at the 2014 MnSCU Fall Conference for Academic and Student Affairs Leadership.

*Stakeholder Expectations of Management Education in the United States*, Invited keynote presented at the International Conference on Management, Business and Information at China University of Technology (CUTe).

- 2012:** *Leadership in Difficult Times*, panel presentation and proceedings paper. Higher Learning Commission Annual Conference.

- 2010:** *Doing Less With Less: How to Cope in Challenging Times. The Way Up Conference* for Women Administrators. Cedar Rapids, IA (Nov. 2010)

- 2009:** *Integrating Theory and Practice: A Distance Learning Model* with co-presenter Wendy Klepetar. Presentation at the **Ubiquitous Learning Conference** at Northeastern University. (Dec. 2009)

*Developing Intercultural Competence: A Distance Learning Model for International Internships* with co-presenter Wendy Klepetar. Presentation at the **9<sup>th</sup> Global Conference on Business and Economics** at Cambridge University (Oct. 2009) Sponsored by the Association for Business and Economics Research and the *International Journal of Business and Economics*. Paper published in the proceedings (peer reviewed).

- 2007:** *Age Discrimination in Employment: A Cross-Cultural Appraisal of How and Why we Protect the Rights of Aging Workers in the United States and the United Kingdom* with co-authors Wendy Klepetar and Jean Didier. Presentation at the **7<sup>th</sup> Global Conference on Business and Economics** on Oct. 14 in Rome, Italy.

- 2006:** *Employment Discrimination in the United States and the United Kingdom: The Interaction of Legal and Cultural Constraints on Human Resource Systems* with Co-authors Wendy Klepetar and Ethan Klepetar. Publication in Proceedings of the **6<sup>th</sup> Global**

Conference on Business and Economics. (peer reviewed). **Presentation at the 6<sup>th</sup> Global Conference on Business and Economics**

*Teaching Millennial Students about Sustainability Using Multimedia Case Studies.* Presentation at the 2006 Teaching Business Ethics Conference sponsored by the Leeds School of Business at the University of Colorado-Boulder.

**2005:** *Seeking Guidance on Responsible Corporate Behavior in a Global Economy.* Paper presented at the 5<sup>th</sup> **Global Conference on Business and Economics** held at Oxford University, UK, sponsored by the Association for Business and Economics Research and the International Journal of Business and Economics.

**1999:** *School to Work; Scholar to Leader: A Senior Year Program* with Wendy Klepetar and Jamie Partridge at the faculty development conference **Rites of Passage: Students learning from and in transition** sponsored by the Collaboration for the Advancement of College Teaching and Learning.

### CAMPUS PRESENTATIONS

#### **Metropolitan State**

**2012-2015:** Provide welcomes and opening remarks at a variety of events including the Fall and Spring Faculty Development Conferences, the Social Work annual banquet, the Advising Council Annual Conference, various off-campus speaker events.

*Development of Trust in Work Teams,* University Cabinet annual retreat.

*Strategic Leadership,* a presentation for the DBA Capstone course.

*Leadership's Role in Continuous Improvement,* Metropolitan State University Cabinet.

#### **University of Northern Iowa**

**2011** *Working with Internal Audit,* Regent system-wide panel- invited presentation.

*Understanding and Working with Millennial Students,* UNI Registrar's Office staff retreat.

*Developing Teamwork in the First Year Classroom; Using the Collaborative Controversy Technique; Understanding Millennial Students; Using the Student Assessment of Learning Gains to Assess the Cornerstone Course; NCBI Prejudice Reduction Workshop,* Cornerstone faculty, librarians and student affairs staff development workshops.

*Dealing with Problem Behavior & Understanding Progressive Discipline,* UNI Annual Compliance Seminar.

**2009** *The Gender Gap in Compensation: Cultural Factors.* Presentation to senior Capstone course entitled *Love and Money.*

**Non-Academic Employment:**

Comprehensive Tax Management, Inc. <i>a subsidiary of Piper-Jaffray</i> - Senior financial planning consultant	1983-1985
Head & Truhn, a business oriented law firm - Associate attorney	1981-1983
Laventhol & Horwath, CPAs, a “Big 10” national accounting firm - Tax consultant & Senior tax consultant -	1979-1981

**SELECTED PROFESSIONAL DEVELOPMENT:**

MnSCU’s Executive Leader Development Program	2015-2016
ACE Program For New Provosts	2012-2013
HERS Summer Institute for Women in Higher Education Administration	2008
ACE Regional Leadership Forum for Women in Higher Education	2008
Higher Learning Commission – Accreditation Reviewer training	2007/2014

**PROFESSIONAL CERTIFICATIONS:**

Qualified for law licensure in Minnesota Admitted to Minnesota Bar	1981
C.P.A. Examination passed first sitting	1980

**EDUCATION:**

**J.D. American University Washington College of Law**

Summer 1978: Legal study at the London School of Economics

**B.S. Syracuse University**

Economics and Business Administration