

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

BOARD ACTION

**APPOINTMENT OF INTERIM PRESIDENT OF DAKOTA COUNTY
TECHNICAL COLLEGE AND INVER HILLS COMMUNITY COLLEGE**

1 **BACKGROUND**

2 Following the announcement of President Tim Wynes' retirement, Chancellor Malhotra invited
3 nominations and expressions of interest for the position of interim president at Dakota County
4 Technical College and Inver Hills Community College. Applications and nominations have been
5 reviewed by the chancellor, and he has reviewed all input received and consulted as appropriate to
6 develop his recommendation to the board. At this time Chancellor Malhotra recommends Michael
7 Berndt as interim president of Dakota County Technical College and Inver Hills Community
8 College.

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10 **RECOMMENDED COMMITTEE ACTION**

11 The Human Resources Committee recommends that the Board of Trustees adopt the following
12 motion.

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14 **RECOMMENDED MOTION**

15 The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints
16 Michael Berndt as interim president of Dakota County Technical College and Inver Hills
17 Community College effective July 1, 2018, subject to the completion of an employment
18 agreement. The board authorizes the chancellor, in consultation with the chair of the board and
19 chair of the Human Resources Committee, to negotiate and execute an employment agreement in
20 accordance with the terms and conditions of the Minnesota State Colleges and Universities
21 Personnel Plan for Administrators.

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23 *Date of Approval: April 18, 2018*

24 *Date of Implementation: July 1, 2018*

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MICHAEL D. BERNDT

OBJECTIVE

To advance Inver Hills Community College and Dakota County Technical College as their interim President, to advance Minnesota State as a member of the Chancellor's leadership team, and to lay the groundwork for the permanent president, especially in the areas of organizational effectiveness, data-enhanced decision making, and strategic enrollment management.

KEY STRENGTHS FOR THE INTERIM PRESIDENCY

- Eight years as an executive leader at a community college and community and technical college within the Minnesota State system.
- Strong record of creating transparency and trust through clear, repeatable processes, open communication, and regular opportunities for engagement.
- Clear focus on students and the communities we serve. For example, over the two years, Century faculty moved from resisting concurrent enrollment to increasing it by over 100%.
- Solid understanding of system policies and procedures with experience as an HLC Peer Reviewer, a member of the Technical Advisory Committee for the allocation framework, and a member of the ASA Policy Council.
- Extensive experience in developing systems that support organizational effectiveness, working across Academic and Student Affairs, Facilities and Finance, Human Resources, and ITS to improve systems for planning, budgeting, and managing projects.
- Strong background in strategic enrollment management and using data to inform recruitment and retention planning. We shifted Century's consistently declining enrollments to flat last year. This year we set a target of increasing by 4%.

ADMINISTRATIVE EXPERIENCE

Vice President of Academic Affairs
Century College

June 2014 to Present
*White Bear Lake and
Mahtomedi, MN*

- I serve as an Executive Cabinet member, responsible for over 500 employees, 13 direct reports, and an operating budget of over \$33 million.
- Key Responsibilities

- Oversee more than 60 Liberal Arts and Career and Technical programs, Continuing Education and Customized Training, the Library, and several academic support centers across six academic divisions.
- Coordinate the college's academic function with secondary schools, universities, accreditation agencies, nonprofit organizations, and area businesses.
- Lead development of the division budget and long- and short-term goals.
- Oversee processes for ensuring high quality faculty, a sustainable faculty development program, and effective leadership within academic departments.
- Collaborate with Student Services to manage recruitment and retention efforts to meet the college's enrollment goals.
- Accomplishments
 - Strengthened the Academic Affairs administrative team. We now meet weekly, we are documenting and improving processes, and we initiated a two-year 360 evaluation cycle.
 - Developed and implemented a Program Evaluation process designed to identify programs to grow, maintain, or redesign/close. The process has resulted in a number of adjustments in program offerings so resources can be redistributed to areas where we can increase enrollments.
 - Guided development of the Century 2020 Strategic Plan, simplifying several separate plans into one plan. Expanded faculty and staff participation in prioritizing budget requests based on college priorities.
 - Sponsored improvements in the curriculum development process increasing the efficiency of the full Academic Affairs and Standards Council meetings. We are also building a new, data-guided program development process.
 - Sponsored implementation of Academic Pathways to improve student retention and completion; the initiative will strengthen academic advising, build stronger student relationships, streamline and personalize communication, and reduce time to degree.
 - Reset the direction for assessment of student learning to simply the framework and stimulate more work at the program level.

Vice President of Planning and Institutional Effectiveness
Normandale Community College

Dec. 2012 to June 2014
Bloomington, MN

- I served as an Executive Cabinet member, improving coordination among Academic and Student Affairs, and Finance and Administration. I led college-level planning, institutional effectiveness, program review, online learning, and institutionally sponsored faculty development.
- Key Responsibilities
 - Directed the development and implementation of the college's strategic plan and the annual institutional work plan.

- Oversaw the college's integrated planning and budgeting process.
 - Oversaw the unit responsible for partnerships and shared services.
 - Developed and managed the framework for measuring the college's effectiveness.
 - Led the AQIP Steering Committee and served as Accreditation Liaison between the college and the Higher Learning Commission.
 - Oversaw the Office of Institutional Research and supported administration in data-enhanced decision making.
 - Oversaw the Center for Teaching and Learning, the faculty Professional Development Center, new faculty orientation, and the planning of faculty development activities on administrative duty days.
 - Oversaw the Online Learning department which worked across the college to improve the quality of online courses and support services.
- Accomplishments
 - Integrated elements of the Baldrige performance improvement framework into the College's accreditation processes, so employees could better analyze college infrastructure.
 - Led the team redesigning the college's strategic planning process to better integrate long- and short-term planning.
 - Led the college in developing its 2010-2013 strategic plan and facilitated revision of the mission, institutional outcomes, vision, and values.
 - Led the college through its complete accreditation cycle, including the Strategy Forums, Systems Portfolio review, and Quality Check-up visit.
 - Co-led the development of the college's Academic Master Plans.
 - Led the team that redesigned academic program review, reducing the process timeline from 12 to 3 months and clarifying expectations.
 - Co-developed Team Learning, a group of faculty and administrators coordinating the work of faculty development, assessment, instructional technology, and institutional planning.

Associate VP of Planning and Institutional Effectiveness
Normandale Community College

Nov. 2010 to Dec. 2012
Bloomington, MN

- Accomplishments
 - Partnered with the Vice President of Finance and Administration to develop an integrated planning and budgeting process for the college.
 - Launched Developing Extraordinary Student Success Initiatives (DESSI), an institutional collaboration across several colleges to create a more effective, programmatic approach to developing and evaluating student support services.
 - Expanded Institutional Research functions and added a Continuous Improvement consultant position to support institutional effectiveness.

- Led development on an institutional effectiveness framework that aligns with the Chancellor's Strategic Framework.
- Completed the Minnesota Partnership for Executive Leader Development, a collaboration between MN State and the University of Minnesota to prepare promising leaders for president and vice-president positions.

Dean of Planning and Institutional Effectiveness
Normandale Community College

April 2009 to Nov. 2010
Bloomington, MN

- Accomplishments

- Led the teams responsible for planning institutional development days and promoted the vision of connecting organizational development with strategic priorities like student success, global education, and greening the campus.
- Secured approval to offer online the A.A. in Liberal Education and the A.S. and A.A.S. degrees in Business Management.
- Completed the University of Minnesota's Transformational Leadership Program, the only non-U of M employee invited to participate in this year-long training in quality and project management within higher education.
- Completed the Applied Educational Lean Facilitator certification at Winona State University.
- Co-developed a Lean Users group in partnership with representatives from the University of Minnesota, the City of Minneapolis, and the State of Minnesota.
- Led the first two stages of our ITS strategic plan to ensure alignment with college priorities.
- Increased the staff in online learning, including an Instructional Designer, Instructional Technologist, and a Director of Online Learning.
- Co-led the redesign of the course evaluation process. The new process provided faculty and division mean scores and reduced wait time from 3-4 months to 2 weeks.

Interim Dean of Planning and Institutional Effectiveness
Normandale Community College

Mar. 2008 to April 2009
Bloomington, MN

- Accomplishments

- Co-led the development of the college's first Academic Master Plan and developed reporting tools for implementation.
- Secured a Minnesota State Colleges and Universities Staff Development grant to provide Hyperion/Brio training to 50 college employees and to develop scenario-based curriculum for system colleges.
- Reduced the survey burden on employees and students by getting the college on a regular cycle and worked with ITS to redesign the questions from the Student Technology Survey.

- Successfully completed the Applied Statistics Institute for Institutional Research, Planning, and Management in August, 2008.
- Accepted into the Higher Learning Commission's Peer Review Corp as an AQIP Systems Portfolio Appraiser.

Assistant to the President for Strategic Initiatives/
 Coordinator for Planning and Organizational Learning
Normandale Community College

Jan. 2006 to Mar. 2008
Bloomington, MN

- I worked with the President and Vice Presidents for Academic Affairs, Student Affairs, and Finance and Operations to enact elements of the College's strategic plan. In fall 2007, we revised the position title to reflect focused work on organizational development, particularly aligning departmental and institutional planning, accountability, and quality improvement systems.
- Accomplishments
 - Led the Academic Quality Improvement Program (AQIP) on campus. Co-wrote the institutional application, led the Strategy Forum team, and facilitated the selection and implementation of the first set of Action Projects.
 - Led an eighteen-month assessment of the writing component of the College's Philosophy of Liberal Education. As project manager, I helped develop the assessment framework, secured approval from the Institutional Review Board, oversaw development of the database, facilitated campus-wide discussions of the data, moderated a writing-across-disciplines Faculty Colloquium presentation, and co-developed online instructional modules designed to improve faculty writing assignments and writing instruction.
 - Led three Traveling Scholars trips to the Maricopa Community Colleges, Lake Superior College, and the Collaboration Conference on Assessing Student Learning.
 - Designed and led a college-wide strategic conversation on the student experience that resulted in several action projects including the Faculty Colloquium, the Common Book program, and improvements to student orientation materials and to student learning spaces.
 - Completed the Minnesota State Colleges and University's Diversity Officers Professional Skills Development Series, a year-long series of workshops on planning and evaluating diversity initiatives on campus.

English Department Chair
Normandale Community College

May 2002 to May 2004
Bloomington, MN

- I led a 35-member department with 22 adjunct instructors. I facilitated bimonthly department meetings and oversaw the work of 12 standing committees including developmental and college composition, literature, assessment, and faculty development.
- Accomplishments

- Organized a pilot study in which five developmental writing instructors shifted from skill-and-drill grammar instruction to full essay development. Higher-than-average exit exam results demonstrated developmental students would benefit more from earlier exposure to essay assignments.
- Brokered new curriculum opportunities like ENGL 2161 Young Adult Literature online for Bemidji State University's Teacher Education program.
- Developed new partnership opportunities like Paul Carney's Ready or Not project. College and high school faculty collaborated to develop a fence rubric and online submission process so Minnesota high school juniors could learn whether their writing would meet college standards.
- Led a faculty satisfaction study with course placement and a validity study of ACT's COMPASS e-Write placement software.
- Developed the department newsletter to improve communication and free more department meeting time for discussion and decision making.
- Led three faculty hiring committees and worked with the Dean of Liberal Arts to hire 12 adjunct instructors.

COLLEGE LEADERSHIP AND SERVICE

Co-Chair, Strategic Enrollment Management Committee	2015 to Present
Member, Facilities Advisory Committee	July 2014 to Present
Member, Employee Development Committee	July 2014 to Present
Member, Planning Committee	July 2014 to Present
Member, Assessment of Student Learning Committee	July 2014 to Present
Chair, AQIP Steering Committee	2006 to June 2014
Chair, Institutional Effectiveness Committee	2006 to June 2014
Member, Diversity Council	Jan. 2006 to June 2014
Member, Team Learning	2006 to June 2014
Member, Faculty Evaluation Committee	Aug. 2011 to May 2012
President, Normandale Chapter of the MN State College Faculty Association (MSCF)	Dec. 2004 to Jan. 2006
Vice President, Normandale Chapter of MSCF	Aug. 2004 to Dec. 2004
Learning Communities Coordinator	May 2003 to May 2004
Member, Course Readiness Committee	Aug. 2009 to 2010
Member, Developmental Education Committee	Aug. 2003 to May 2004
Member, Evaluating and Assessing Student Learning Committee (formerly the Student Outcomes Assessment Committee)	Aug. 2005 to Sept. 2012

SYSTEM-WIDE LEADERSHIP AND SERVICE

Member, Technical Advisory Committee for the System Allocation Framework	Sept. 2015 to Present
Member, ASA Policy Council	Sept. 2015 to Present
Member, System Succession Planning Subcommittee	Nov. 2012 to May 2014
Member, D2L Analytics Work Group	Apr. 2013 to May 2014
Member, System Planning Advisory Group	Oct. 2008 to May 2014
Member, MnOnline Fiscal Work Group	March 2010 to May 2011
Member, Lean Users' Group	Sept. 2009 to May 2011
Member, Minnesota Student Engagement Institute	March 3-4, 2010
Member, Planning Team for Promising Practices in Student Success Conference	Feb. 2010
Member, Minnesota Quality Improvement Program	Jan. 2006 to 2010
Moderator, System Leaders and Presidents Panel 2008 Luoma Leadership Meeting	Feb. 2008
Member, Minnesota State Colleges and Universities Course Placement Committee	Aug. 2005 to May 2007
Facilitator for English discipline meeting <i>Realizing Student Potential Conference</i>	April 2006
Co-planner for <i>Bridging Our Classrooms to Reality: Using Games and Simulations Across the Disciplines</i> , statewide workshop for the Center for Teaching and Learning	April 2006
Member, Designed for Learning Task Force	Aug. 2005 to Jan. 2006
Member, Minnesota Center for Teaching and Learning Steering Committee	June 2003 to Dec. 2005
Member, statewide MSCF Meet and Confer Committee	Aug. 2005 to Jan. 2006

COMMUNITY LEADERSHIP AND SERVICE

Advancement Chair, Boy Scouts Troop 479	Aug. 2011 to 2015
Member, Government Committee, Eden Prairie Chamber of Commerce	Jan. 2012 to May 2014
Member and former Chair, Eden Prairie Community Education Advisory Council	Sept. 2006 to 2011
Parent Leader for Cub Scouts Pack 597	Sept. 2007 to 2010

EDUCATION

University of St. Thomas

EdD: Educational Leadership ABD

Southern Illinois University at Carbondale

MA: English

University of Minnesota; Morris

BA: English (with honors)
Philosophy (with honors)

Areas of Focus: Leadership, Strategic Planning, Decision Making in Higher Education, Institutional Research, Futures Thinking, Civic Literacy, Games and Simulations, Composition Studies, and American Literature

AWARDS AND HONORS

Graduate, Minnesota Partnership for Executive Leader Development	June 2011 to June 2012
Chair Academy's 2010 International Exemplary Leader Award	Mar. 17, 2010
Graduate, University of Minnesota's Transformational Leadership Program	2009-2010
Member, Luoma Leadership Academy	June 2006 to 2007
National Institute for Staff and Organizational Development (NISOD) Teaching Award	Feb. 2006
Phi Theta Kappa Teaching Award	Sept. 2005, Oct. 2004, Mar. 2003, Nov. 2002
Article grant from the Minnesota Historical Society	1997
Delyte and Dorothy Morris Doctoral Fellowship	1992 to 1995

SELECTED PUBLICATIONS

Composing a Civic Life: A Rhetoric and Readings for Inquiry and Action. Coauthored with Dr. Amy Muse, University of St. Thomas. 2nd ed. New York: Pearson Longman, 2006.

"William Stafford." *Encyclopedia of American Poetry: The Twentieth Century.* Ed. Eric L. Haralson. Chicago: Fitzroy Dearborn, 2001. 685-87.

Seven entries, including "The Rose Family," "A Passing Glimpse," and "Dust in the Eyes." *The Robert Frost Encyclopedia.* Eds. Nancy Tuten and John Zubizaretta. Greenwood, 2000.

SELECTED CONFERENCE PRESENTATIONS

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- Co-Presenter, “Program Prioritization: Developing an Effective Process within Your Institutional Culture,” *Academic and Student Affairs Leadership Conference*, Breezy Point Resort, Minnesota, October 20, 2016.
- Co-Presenter, “Eliminating the Opportunity Gap: Century’s Institute for Culturally Responsive Pedagogy,” *Academic and Student Affairs Leadership Conference*, Cragun’s Resort, October 28, 2015.
- Co-Presenter, “Charting the Future – Sounds Good, Now What,” *Academic and Student Affairs Leadership Conference*, Bloomington, MN, May 30, 2014.
- Presenter, “Redesigning the Institutional Research Office to Support Organizational Effectiveness.” *Higher Learning Commission Annual Conference*. Chicago, IL, April 5, 2013.
- Co-Presenter, “Program Review as a Vehicle and Indicator of Organizational Maturity,” *Higher Learning Commission Annual Conference*. Chicago, IL, March 31, 2012.
- Co-Presenter, “Writing as Community Action,” *Midwinter Writing Festival*. Bloomington, MN, Feb. 17, 2011.
- Co-Presenter, “Team Learning: A Model for Leadership and Change,” *International Chairs Academy*. Minneapolis, MN, March 16, 2010.
- Presenter, “Making Academic Program Review More Meaningful, Manageable and Continuous,” *Minnesota Quality Fair*. Minneapolis, MN, February 4, 2010.
- Presenter, “SimCivics: Creating Simulations to Connect Academics and Student Judicial Affairs,” *International Association of Student Judicial Affairs Conference*. Clearwater Beach, FL, February 7-11, 2007.

TEACHING EXPERIENCE

Unlimited Full-time English Instructor <i>Normandale Community College</i>	Aug. 2000 to 2006
Teaching Specialist <i>University of Minnesota</i>	Sept. 1997 to May 2000
Composition Instructor <i>Augsburg College</i>	1997 to 1998