

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

APPPOINTMENT OF PRESIDENT OF DAKOTA COUNTY TECHNICAL COLLEGE
AND INVER HILLS COMMUNITY COLLEGE

BACKGROUND

Michael Berndt began serving Dakota County Technical College and Inver Hills Community College in July 2018 as interim president. In the Fall, 2019, a national search for a permanent president was initiated.

The executive search firm ACCT was retained to assist with the recruitment and vetting process for this position. A search advisory committee was appointed consisting of the following members;

- Stephen Strom, Dean of STEM & Social Sciences (Administrator, Inver Hills)
- Nick Wallace, Dean of Liberal Arts & Stem (Administrator, DCTC)
- Rachel Krueger General Maintenance Worker (AFSCME, DCTC)
- Monica Ibarra, Title III Project coordinator (MAPE, Inver Hills)
- Scott Roelke, Director of Scholarships and Financial Aid (MMA, Inver Hills)
- Leonard Axelrod, Business Instructor (MSCF, DCTC)
- Jennifer Joffe, Art Instructor (Inver Hills)
- Reyne Branschaud-Linsk (Community)
- Lowell Stolte (Community)
- Branko Tambah (Community)

The following individuals provided support to the committee:

- Kent Hanson, Search Chair (Anoka Ramsey)
- Laina Carlson, Chief Human Resource Officer, (DCTC & Inver Hills)
- Renée Hogoboom, Chief Human Resource Officer and System Office Search Liaison

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 56 applicants. From this pool, the search advisory committee selected 10 individuals for initial interviews and forwarded its assessment of the candidates to Chancellor Malhotra. On the committee's recommendation, Chancellor Malhotra selected three finalists who participated in public interviews at the campus, including sessions with students, faculty, staff and community members. Reference checks were conducted. Interviews were

1 conducted by Chancellor Malhotra, members of the chancellor’s cabinet, and Trustees Alex
2 Cirillo, April Nishimura and Michael Vekich.

3
4 After careful consideration of information received from each element of the interview process,
5 the chancellor selected one candidate to recommend to the Board of Trustees for approval.

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7 At this time Chancellor Malhotra recommends Michael Berndt to be the president of Dakota
8 County Technical College and Inver Hills Community College.

9
10 **RECOMMENDED COMMITTEE ACTION**

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

13
14 **RECOMMENDED BOARD MOTION**

15 The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Michael
16 Berndt as President of Dakota County Technical College and Inver Hills Community College
17 effective today, March 18, 2020, subject to the completion of an employment agreement. The
18 Board authorizes the chancellor, in consultation with the chair of the board and the chair of the
19 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.

22
23 *Date Presented to the Board of Trustees:* 03/18/20

24 *Date of Implementation:* 03/18/20

MICHAEL D. BERNDT

PERSONAL MISSION

To advance Inver Hills Community College and Dakota County Technical College as leaders in inclusive excellence, student success, and community engagement, and to advance the system's capacity to meet Minnesota's workforce and community needs.

KEY STRENGTHS

Twelve years as an executive leader at community and technical colleges within the Minnesota State system.

- Consistent personal and professional commitment to equity and inclusion, championing equity in hiring, curriculum, and policy development. I sponsored development of systematic equity training for employees at multiple institutions.
- Six years' experience in developing pipelines to employment, strengthening program advisory boards, and creating partnerships with area employers.
- Strong record of creating transparency and trust through clear, repeatable processes, open communication, and regular opportunities for engagement.
- Strong background in strategic enrollment management and using data to inform recruitment and retention planning. At Century College, we stabilized enrollments after several years of continued declines.
- Clear focus on students and the communities we serve. Century faculty moved from resisting concurrent enrollment (CE) to increasing it by over 100%. Inver Hills increased concurrent enrollment over 300% in two years. In both cases, CE helped overall enrollments and created pathways to college programs (the overall conversion rate for CE students at Century is currently 22%, 31% at White Bear Lake High School. It is 11% currently at Inver Hills, giving us opportunities for improved recruitment).
- Solid understanding of system policies and procedures with experience as an HLC Peer Reviewer, member of the Technical Advisory Committee for the allocation framework, and member of the Academic and Student Affairs Policy Council.
- Former Baldrige Performance Excellence reviewer with extensive experience in supporting organizational effectiveness, working across all divisions to improve systems for planning, budgeting, and managing projects.

ADMINISTRATIVE EXPERIENCE

Interim President

July 2018 to Present

- Executive Officer for two aligned colleges with over 600 employees and a combined annual budget of over \$75M.
- Key Responsibilities
 - Lead the colleges in implementing their missions and strategic priorities within the policies of the Minnesota State Colleges and Universities Board of Trustees.
 - Serve as a member of the Chancellor's Leadership Council, advising on system policies and strategic directions.
 - Facilitate the colleges' alignment consistent with our vision of enhancing service to students and the community, and of redirecting resources to our educational missions.
 - Maintain an organizational culture and infrastructure that focuses on students and demonstrates its institutional values.
- Accomplishments
 - Expanded equity and inclusion work by creating an AVP of Equity and Inclusion, increasing our recruitment to protected class candidates, increasing the diversity of our faculty, integrating an equity framework into policy review, joining the diverse vendors pilot, and significantly increasing employee participation in equity training.
 - Moved the leadership team from multiple plans and goals to a College Action Plan with three priority areas. Reinforced that focus with an Institutional Work Plan and biweekly progress updates.
 - Supported aggressive strategies to stabilize enrollments. DCTC invested \$800,000 of reserves to build out the Veterinary Technician space, allowing us to move that program to campus and expand our capacity to match anticipated regional need for the next 10 years. The expanded program has pushed DCTC to positive enrollments, and we anticipate a complete return on this investment in 4 years.
 - Increased high school engagement through regular meetings with superintendents, expanding high school partnership staff by .5, and increasing concurrent enrollment at Inver Hills from 239 in FY18 to over 750 in FY20.
 - Supported academic excellence through hiring several UFT faculty in high demand program areas. Also supported hiring in key areas like equity and inclusion, public safety, and K12 outreach.
 - Made progress in engaging employees by improving committees, regularizing all- staff meetings and newsletters, and creating a more inclusive facility request process.
 - Developed a more planful approach to alignment by creating an Alignment Committee, clarifying our vision, bringing faculty and staff together for shared events and training, and identifying priority areas for future work.
 - Re-engaged community partners in workforce development planning and hosted several partnership events. Launched a Business Engagement Group to better coordinate our outreach to areas employers. Currently planning an April 30

Community Forum on Pathways to Employment with the Dakota-Scott Workforce Development Board, the Lakeville Chamber, and Rosemount's Economic Development Office.

Vice President of Academic Affairs
Century College

June 2014 to July 2018
*White Bear Lake and
Mahtomedi, MN*

- 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. Moved to regular meetings, documented and improved key processes like catalog development, and 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 resulted in a number of adjustments in program offerings so resources could be redistributed to areas where we could 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. Developed 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 student 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. 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
Normandale Community College

Jan. 2006 to Mar. 2008
Bloomington, MN

- Project manager who 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. Led efforts to align 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

- Coordinated a 35-member department with 22 adjunct instructors. 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.

COLLEGE LEADERSHIP AND SERVICE

Chair, Alignment Committee	February, 2019 to Present
Co-Chair, Strategic Enrollment Management Committee	2015 to July 2018
Member, Facilities Advisory Committee	July 2014 to July 2018
Member, Employee Development Committee	July 2014 to July 2018
Member, Planning Committee	July 2014 to July 2018
Member, Assessment of Student Learning Committee	July 2014 to July 2018
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, 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	Aug. 2005 to Sept. 2012

SYSTEM-WIDE LEADERSHIP AND SERVICE

Presidential Liaison, MN State Board of Trustees ASA Committee	October 2019 to Present
Member, Student Success Presidents Work Group	Feb. 2019 to Present
Member, Technical Advisory Committee for the System Allocation Framework	Sept. 2015 to July 2018
Member, ASA Policy Council	Sept. 2015 to July 2018
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 Quality Improvement Program	Jan. 2006 to 2010
Member, Minnesota State Colleges and Universities Course Placement Committee	Aug. 2005 to May 2007
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

Member of the Dakota County Regional Chamber of Commerce Board of Directors	Nov. 2019 to Present
Member of the Dakota-Scott Workforce Development Board	July 2019 to Present
Member of Post-Secondary Education Action Team (Multi-agency team establishing a higher education presence in Scott County)	July 2019 to Present
Member of Burnsville Chamber's Business Education Network	August 2019 to Present

Member, YMCA Mission Impact Council	June 2019 to Present
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

EDUCATION

<i>University of St. Thomas</i>	
EdD: Educational Leadership	ABD
<i>Southern Illinois University at Carbondale</i>	
MA: English	
<i>University of Minnesota; Morris</i>	
BA: English (with honors) Philosophy (with honors)	

AWARDS AND HONORS

Member, Campus Compact Community of Practice: Advancing Institutional Connections between Community & Civic Engagement and Diversity, Equity, and Inclusion on Campus	Oct. 2019 to Present
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 Zubizarreta. Greenwood, 2000.

SELECTED CONFERENCE PRESENTATIONS

- Co-Presenter, “Student Success Factors and the Race Gap,” *Forum on Workplace Inclusion*, Minneapolis, Minnesota, April 17, 2019.
- 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

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|---|------------------------|
| 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 |
| Adjunct Instructor
<i>Augsburg College</i> | 1997 to 1998 |