

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

APPOINTMENT OF VICE CHANCELLOR FOR FINANCE AND FACILITIES

BACKGROUND

In May 2019, following the announcement of Vice Chancellor King's retirement, Chancellor Malhotra appointed William Maki to serve as interim vice chancellor for finance and facilities.

A search was conducted for this position in the Fall, 2019 but did not culminate successfully. This position requires unique characteristics beyond financial expertise and financial leadership experience. After careful consultation with members of the finance management team, chief financial officers, chancellor's cabinet, leadership council, and Trustees, the chancellor brings forward one recommendation to the Board of Trustees for approval.

At this time Chancellor Malhotra recommends William Maki to be the next vice chancellor for finance and facilities.

RECOMMENDED COMMITTEE ACTION

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

RECOMMENDED BOARD MOTION

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints William Maki as Vice Chancellor for Finance and Facilities effective today, March 18, 2020, subject to the completion of an employment agreement. The Board authorizes the chancellor, in consultation with the chair of the board and the chair of the human resources committee to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

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

Date of Implementation: 03/18/20

William D. Maki

SUMMARY OF QUALIFICATIONS

- Over fifteen years of progressively responsible leadership experience in a multi-institutional configuration that requires unified leadership and ensuring each institution retains its unique identity.
- Record of providing leadership and execution on complex projects and initiatives that included other public entities and the private sector.
- Experience with integrated planning and implementing multi-year budgeting at institutions that ensured financial stability, and more importantly, helped implement the strategic and master academic plans.
- Experience of removing barriers and navigating process with faculty and the private sector to implement their innovative programs and projects.
- Ability to engender trust and create a positive work environment during times of significant institutional change.
- Record of supporting student success and was instrumental in creating a student development and enrollment at the university.
- A consistent track record of cultivating and developing strong relationships and representing the institution in developing many beneficial partnerships and collaborations.
- Experience of being a spokesperson for the university and the college with external constituents and the media (television, radio, and newspaper) for controversial and sensitive topics.

HIGHER EDUCATION LEADERSHIP EXPERIENCE

Interim Vice Chancellor for Finance and Facilities

Minnesota State Colleges and Universities 2019-present

Minnesota State includes 30 community and technical colleges and seven state universities serving approximately 375,000 students.

- Manage the system's finances and facilities, which includes a \$2 billion annual operating budget and 28 million square feet of property.
- Serve as the system's liaison to the Board of Trustees Finance Committee.

- Collaborate with college and university leadership to assist with the development and implementation of major projects and initiatives.
- Lead the system's development of a \$54.2 million FY2021 supplemental budget request to the state of Minnesota.
- Collaborate with Academic and Student Affairs and the Office of Equity and Inclusion to review system financial management policies through an equity lens.
- Serve on the NextGen Steering Committee to select and implement a new ERP system for the system.
- Serve on the chancellor's leadership team for developing strategies for Equity 2030.
- Work with the Office of Equity and Inclusion and Procurement leadership to implement a more robust supplier diversity program.

President

Northeast Higher Education District 2015 – Present

Northeast Higher Education District is a unique governance structure for five, autonomous yet interdependent, two-year colleges in northeast Minnesota. These colleges include Hibbing Community College, Itasca Community College, Mesabi Range College, Rainy River Community College and Vermilion Community College.

- Initiated an inclusive regional academic planning process for the district that is designed to strengthen each college's ability to serve students, communities, and the workforce needs of Northeastern Minnesota while also ensuring long-term programmatic and financial stability.
- Collaborated with Iron Range Engineering (IRE), Minnesota State University, Mankato, and the Department of Iron Range Resources to secure funding and support to create the IRE Bell program. The IRE Bell program is co-op based and will serve a national community college audience.
- Served on the Minnesota State system's Comprehensive Workforce Solutions steering committee and have worked with BSU/NTC to help create a North region CWS operation.
- Consolidated business services at the five colleges of NHED by moving from five individual business offices to a centralized shared service.
- Created a district-wide student success committee that is focusing on sharing best practices across colleges and looking for opportunities to share services that create opportunities to dedicate more resources towards retention activities.
- Created and piloted district-wide summer session online course model to expand opportunities for our students.
- Have been a part of the leadership team working on regional economic development activities called "Recharge the Range" to diversify the economy in our region.
- Worked with college provosts and their cabinets to build a sustainable financial and enrollment management plan at each college.

- Entered into an agreement with the Minnesota State IT division to consolidate and outsource managed administrative computing for our five colleges to improve the quality of our network and security infrastructure while also being able to reallocate resources to academic technology.
- Secured a regional human resources/transactional services model hub for the Northern region of Minnesota that will bring new positions to our colleges and serve eight other two-year colleges and two universities.

Vice President of Finance and Administration

Bemidji State University and Northwest Technical College 2004 – 2015

- Responsible for auxiliary enterprises, budget, financial operations, financial aid, human resources, physical plant, safety & security, and technology.
- Worked through transitions of leadership with university finance team to ensure unqualified opinions on annual financial statements every year.
- Led reinvention task force at Northwest Technical College that consulted with higher education experts and engaged in extensive conversations with regional employers and community stakeholders to fully assess the college's strength and weaknesses. The end product was a three-hundred-page report that called for extensive changes to the college.
- Provided leadership in updating master facilities plans with primary goals of improving space utilization, reducing deferred maintenance backlog, and improving relationships with the surrounding neighborhoods.
- Oversaw the design and/or completion of approximately \$75,000,000 of capital projects, being involved from the predesign stage to the lobbying stage to punch list completion.
- Provided leadership in improving university planning by working with the Provost in assessing the planning structure, implementing a scenario planning process, and assisting with the university's 2008-2013 strategic plan.
- Led a collaborative process to create the new division of Student Development and Enrollment at the university.
- Worked with student leadership to create a green fee and to establish a sustainability coordinator position to advance the university's environmental stewardship signature theme.
- Negotiated partnership agreements for the university with the City of Bemidji. These partnerships include our Division I hockey team being the anchor tenant of new Bemidji Regional Events Center and the relocation of our Outdoor Program Center to Diamond Point Park.
- Negotiated the \$2,000,000 purchase of 12 acres of adjacent property with the superintendent of schools, the school board, and the university foundation.
- Served as the primary administrative spokesperson with the media and governing bodies on sensitive topics such as personnel reductions, the elimination of a varsity sport,

campus safety, the acquisition and subsequent demolition of the old Bemidji High School auditorium, and the construction of a regional events center.

- Worked with seven different collective bargaining agreements, including a period of nearly two years serving as interim human resources director. Chaired monthly meet and confer meetings with three units and served as university representative on management team of statewide faculty contract negotiations.
- Provided operational leadership as the lead fiscal administrator for the Distance Minnesota consortium, an online higher education consortium that three 2-year colleges and a university partner direct.
- Led Bemidji State University through three major budget adjustments that totaled \$12,000,000. A process was used that ensured strategic direction was used that also allowed for new program investments during each adjustment.
- Developed and implemented a financial plan to stabilize operations at Northwest Technical College when it became aligned with the university in 2004. It had a \$750,000 deficit and was able to build its reserves to \$2,000,000 in the course of five years.

***Chief Financial and Facilities Officer
Northeast (MN) Higher Education District 2003-2004***

- Was responsible for fiscal management, financial and facilities planning at Itasca Community College, Rainy River Community College, and Vermilion Community College. Liaison with Office of the Chancellor on all financial and facilities issues for the Northeast Higher Education District.
- Served on design team to launch four TechPrep North Centers (TPCs), telework businesses in NE Minnesota.
- Was responsible for implementing new facilities staff structure at Itasca and Vermilion due to elimination of direct supervisory positions.

***Dean of Student and Administrative Services
Itasca Community College***

***Coordinator of Finance and Facilities
Northeast Higher Education District 2002-2003***

- Chief Financial, Facilities, and Student Affairs Officer at Itasca Community College with additional assignment of coordinating finance and facility functions throughout the Northeast Higher Education District.
- Oversaw and was primary author of Itasca's master facility plan, which was completed and presented to the MnSCU Board May 2002.

- Authored \$9,000,000 District-wide HEAPR request for FY2004. Oversaw successful completion of construction of \$4.6 million Engineering Center at Itasca.
- Forecasted realistic projections and presented several alternatives that assisted in solving \$3,400,000 NHED budgetary gap for FY2004. Presented financial scenarios for students, faculty, staff, and the community to facilitate an open and consultative budgeting process.

***Dean of Student and Administrative Services
Itasca Community College 2000-2001***

- Coordinated a semester-long international exchange program with 13 students from Svendborg Technical College in Denmark that started by traveling with the group from Denmark to New York City to Washington D.C.
- Established a judicial board to deal with student grievances and appeals. Conducted several formal and informal investigations for harassment complaints and potential student code of conduct violations.
- Provided financial analysis and participated in writing a successful \$1,365,000 grant proposal to the Blandin Foundation grant for the engineering program.

***Director of Finance and Facilities
Itasca Community College 1997-2000***

- Provided leadership in implementing a participative program review process, SCOPE (Strategic Comprehensive Program Enhancement), which resulted in a more coordinated effort in funding the college's strategic plan.
- Worked intimately with the engineering program to design and advocate for resources to create learning communities. A \$4,600,000 building was built that incorporate classroom and lab space with student housing.
- Established a college information center, which resulted in the centralization of several institutional services.
- Provided regional leadership among my peers in NE Minnesota by restructuring the Northeast Service Unit, developing a revenue sharing model for the Northeast Training Unit, and being responsible for over \$1,500,000 in region-wide grants.

***Business Manager/Business Officer
Itasca Community College 1995-1997***

- Was chief financial officer during a period where college enrollment decreased by seven percent from 1995 to 1997 and the college had no operating reserve.
- Evaluated all auxiliary enterprises and college services, which resulted in reducing expenditures and changing the delivery methods of services for childcare and printing.

- Served as fiscal agent for National Science Foundation grant that encompassed four MnSCU institutions and over twenty high schools throughout Minnesota.

***Director of Fiscal Operations
Duluth Community College 1994-1995***

- Became Chief Financial Officer during a period of rapid expansion in enrollment and during the process of planning the merger with Duluth Technical College.
- Organized financial information for several audiences during merger planning stages.

TEACHING EXPERIENCE

Bemidji State University
Principles of Accounting I Spring 2013 – 2015

EDUCATION

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| Doctoral of Education Work | University of Minnesota |
| Master of Business Administration | University of Minnesota Duluth |
| Bachelor of Accounting | University of Minnesota Duluth |
| Associate of Arts | Vermilion Community College |

PROFESSIONAL LICENSURE/CERTIFICATIONS

Harvard Graduate School Institute for Educational Management
Minnesota Partnership for Executive Leadership Development
Certificate of Public Accountancy (inactive) Certificate No. 16560

CURRENT PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS

Higher Learning Commission Peer Reviewer
Iron Range Economic Alliance
National Association of College and University Business Officers
Postsecondary International Network
Rural Community College Alliance
Society for College and University Planning

SELECT NATIONAL, REGIONAL, STATEWIDE PRESENTATIONS

“The Way Aspiring Engineers Learn Matters” with J Sertich. 2018 Postsecondary International Network Annual Conference. Prescott, AZ. 2018

“Education-Based Economic Development: The Role of Community Colleges and Career and Technical Education in Sharing Regional Workforce: with R Smith. Wisconsin-Stout 3rd Annual Career Technical Education Summit. Menomonie, WI. 2018.

“Innovative Strategies to Address Trends and Opportunities in our Colleges and Universities” with Arthur, Ester, Millender, and A Parker. Luoma Leadership Gathering Harnessing the Winds of Change: Trends and Opportunities in Higher Education. Bloomington, MN. 2018.

“Education-Based Economic Development: The Role of Community Colleges and Career and Technical Education in Shaping Regional Workforces” with T Janezich and R Smith. USDE Perkins Collaborative Resource Network Webinar. 2017.

“Crowdsourcing Capital Project Prioritization” with Cornwall, Ewig, and Gerner. Society of College and University Planning Annual Conference. Washington, DC. 2017.

“Applied Learning Institute”. U.S. Senator Al Franken Advancing Career Pathways Summit: Creating Effective Partnerships Between Schools and Businesses. St. Paul, MN. 2017.

“Working with your College President” with Glass and Krasaway. LeadMN Spring General Assembly. Breezy Point, MN. 2017.

“Mining for Talent: Education Based Economic Development” with T Janezich. Rural Community College Alliance Annual Meeting. Orange Beach, AL. 2016.

“President’s Panel” with Ester, Malhotra, and McDonald. MnSCU Executive Leader Development Program. Minneapolis, MN. 2016.

“Leadership Philosophies” Minnesota State College Student Association Student Leadership Conference, Grand Rapids, MN. 2015.

“Bemidji State University Staffing and Student Sustainability” Poster Presentation National Association of College and University Business Officers Annual Meeting. Seattle, WA. 2014.

“Strategic Facilities Projects” with Bailey-Johnson, Biehn, Edens, Goebel, and Svedarsky. Campus Clean Energy Forum. Bemidji, MN. 2013.

“Administrative Master Planning Project” with Dougherty, Kedrowski, and King. MnSCU Chief Financial Officer’s Conference. St. Paul, MN. 2011.

“The ACUPCC has been signed, the ‘low hanging fruit has been picked, now what?’” Upper Midwest Association of Sustainable Campuses Annual Conference. Morris, MN. 2011.

“Advancing Your Career in the Minnesota State Colleges and Universities” with Lamb, O’Brien, and Stumpf. Luoma Leadership Academy Annual Gathering. Minneapolis, MN. 2011.

“Scenario Planning: Springboard for Transforming University Planning and Budgeting”. North Central Society for University Planning Regional Conference. Madison, WI. 2008.

“Scenario Planning: Springboard for Transforming University Planning” with Dunn, Fredrickson, and Quistgaard. Higher Learning Commission Annual Meeting Presentation and Proceedings. Chicago, IL. 2008.

Integrated Planning and Budgeting Workshop, with J Fredrickson. St. Cloud, MN. 2007.

“MnSCU Budget Outlook and Biennial Budget Request” Minnesota State University Student Association Fall Conference. Bemidji, MN. 2006.

“Student Life Fee Allocations” with Swenson. Minnesota Community College Conference Annual Meeting. Minneapolis, MN. 2001.

“Implementing a First Year Experience Program” with Mathieu. MnSCU Student Affairs Professional Development Conference. St. Paul, MN. 2001.

“American Indian Culture in the Curriculum, Research Findings for Fond du Lac Reservation School” with Hensrud, Peacock, and Pelayo-Woodward. Cloquet, MN. 1999.

SELECT COMMUNITY AND STATEWIDE COMMITTEE SERVICE

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| Higher Learning Commission Peer Reviewer | 2016-present |
| The Northspan Inc. Board of Directors | 2016-present |
| Minnesota State System Two-Year President Sector Lead | 2018-2019 |
| NE Regional Workforce Development Board Diversity Committee | 2018-2019 |
| System Negotiating Team for MN State College Faculty Contract | 2017-2019 |
| Comprehensive Workplace Solutions Steering Committee | 2016-2019 |
| Recharge the Range Education and Talent Development Committee | 2016-2019 |
| American Red Cross North Central Division Board Liaison | 2016-2019 |
| Northeast Minnesota Workforce Investment Board | 2015-2019 |
| Arrowhead Growth Alliance | 2015-2019 |
| Iron Range Higher Education Committee | 2015-2019 |
| Northeast Alliance for Telecommunications Board of Directors | 2015-2019 |
| Applied Learning Institute Cabinet | 2015-2019 |
| Blandin Foundation Trustee | 2013-2015 |
| Bemidji Area United Way Annual Campaign Cabinet | 2013-2015 |
| St. Philip’s School Council (Chair 2013-2014) | 2010-2015 |
| Distance Minnesota Management Council | 2010-2015 |
| System Negotiating Team for Interfaculty Organization Contract | 2004-2015 |
| MnSCU AVC for Facilities Search Committee Chair | 2010 |
| Sanford Center Advisory Board | 2009-2015 |
| Bemidji Area United Way Board of Directors (Board President 2013) | 2009-2014 |
| United Way Community Impact Committee | 2009-2015 |

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| Students First Management Team | 2009-2011 |
| MnSCU Emergency Notification System (ENS) Advisory Committee | 2008-2009 |
| MnSCU REGIS (Integrated Student Services) Technology Committee | 2008-2009 |
| Bemidji Area Boys and Girls Club Board of Directors | 2005-2011 |
| MnSCU Allocation Model Technical Advisory Committee | 2005-2015 |
| MnSCU Capital Project Technical Advisory Team | 2005-2015 |
| Iron Range Higher Education Facilities and Finance Task Force | 2008-2009 |
| Bemidji Area United Way Allocations Committee | 2007-2008 |
| MnSCU Master Finance Plan Committee | 2006-2008 |
| City of Bemidji Regional Events Center Task Force | 2006-2007 |
| City of Bemidji Regional Events Center Finance Committee | 2006-2007 |
| Minnesota Community College Conference Executive Committee (President 2000-2004) | 2000-2004 |
| United Way of 1000 Lakes Board of Directors (Board President in 2001) | 1998-2003 |
| MnSCU Allocation Model Implementation Committee | 1998-2000 |
| MnSCU Accounting User Group | 1998-2000 |
| MnSCU Access Adjustment Committee | 1999-2000 |

HONORS AND AWARDS

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| Chancellor's Award for Outstanding Financial Management | 2015 |
| Chair Academy International Exemplary Leader Award | 2010 |
| Certificate of Public Accountancy (inactive) Certificate No. 16560 | 1994 |
| MnSCU Excellence in Financial Management (Team Award to BSU) | 2009-2010 |
| MnSCU Outstanding Service Award – Facilities | 2007 |
| Itasca Engineering Program Support Award | 2004 |
| MnSCU Outstanding Service Award – Finance | 2002 |
| MSCSA Student Government Advisor of the Year | 2002 |
| MnSCU Excellence in Financial Management (Team Award to Itasca) | 1998-2001 |
| UMD MBA Fellowship Award | 1998 |
| Itasca and Hibbing Engineering Program Support Service Award | 1998 |
| Duluth Community College Student Senate Appreciation Award | 1994 |