MINNESOTA STATE
Extraordinary Education. Exceptional Value.

SENIOR VICE CHANCELLOR FOR ACADEMIC AND STUDENT AFFAIRS
System and Position Profile
OPPORTUNITY OVERVIEW

Minnesota State invites applications and nominations for the position of Senior Vice Chancellor for Academic and Student Affairs.

Minnesota State is the largest and most diverse provider of higher education in the state. We are a vibrant network of 30 colleges and seven state universities that provide a safe and inclusive environment for all students, faculty, and staff on our campuses. We are committed to Equity 2030, a systemwide shared vision to close the educational equity gaps at all our institutions by the year 2030.

Minnesota State seeks an experienced, dynamic, and visionary educational leader focused on student success with significant experience in a mission-driven, complex organization. The successful candidate will have a demonstrated record of leading change; an innovative mindset to support the redesign of teaching, learning, and student support services; a strong vision for equity and inclusion; and collaborative management and communication skills. The successful candidate also will possess an appreciation for the power of systemness [or system work] in creating pathways for student success and in advancing the strategic positioning of colleges and universities.

The Senior Vice Chancellor for Academic and Student Affairs serves in the chancellor’s cabinet. In collaboration with academic and student affairs leadership at the system office and at our 37 colleges and universities, the senior vice chancellor oversees and leads the systemwide strategic planning, development, and administration of academic and student affairs initiatives, programs, and policies in fulfillment of the Minnesota State mission to ensure access to an extraordinary education and to provide the talent to fuel Minnesota’s economic engine.

The senior vice chancellor is responsible for the academic and student initiatives that provide support to campus-led initiatives to achieve Equity 2030 and prepare our colleges and universities to be student-ready and to support success for all students.

The senior vice chancellor is responsible for building coalitions and working in collaboration with leadership and stakeholders to advance our collective goals. This will require working across system office divisions and with colleges and universities to advance strategic work.

Minnesota State has an enduring commitment to enhancing Minnesota’s quality of life by developing and fostering understanding and appreciation of a free and diverse society and providing equal opportunity for all its students and employees. To help effectuate these goals, Minnesota State is committed to a policy of equal opportunity and nondiscrimination in employment and education.
With 37 institutions, including 30 community and technical colleges and seven state universities, Minnesota State serves 65 percent of the state’s undergraduate student population.

We are the partners of choice to meet workforce and community needs, and provide the most affordable higher education option.

Students and employers alike count on Minnesota State to provide an extraordinary education. In addition, many of the academic programs offered hold specialized, professional accreditations.

The system employs more than 14,500 people, many of whom are represented by one of the several bargaining units and personnel plans. The bargaining units include:

- Inter Faculty Organization
- Minnesota State College Faculty
- Minnesota State University Association of Administrative and Service Faculty
- American Federation of State, County, and Municipal Employees
- Minnesota Association of Professional Employees
- Minnesota Government Engineers Council
- Middle Management Association
- Minnesota Nurses Association

**Governance**

The 15-member Minnesota State Board of Trustees is appointed by the Governor and has policy responsibility for system planning, academic programs, fiscal management, personnel, admissions requirements, tuition and fees, and rules and regulations. Learn more on the Board of Trustees page at MinnState.edu/board.

**Chancellor**

Under the direction of the Board of Trustees, the chancellor is the executive officer of Minnesota State and is responsible for providing educational leadership to the 37 colleges and universities of Minnesota State, ensuring effective and efficient management and operation of the system so that Minnesota State can meet the current and long-term educational needs of all Minnesotans. Learn more on the Chancellor’s Office page at MinnState.edu/system/chancellor.
In June 2019, we set a critical goal: By 2030, Minnesota State will eliminate the educational equity gaps at every Minnesota State college and university.

Equity 2030 serves as the organizing principle across all campuses – for all our work, our operational structures, policies and procedures, and for the inclusive, safe, and anti-racist organizational ethos we strive to reach.

Only by addressing systemic inequities in educational access and outcomes, can we build a better future for students, families, and our communities. It is both a moral imperative and the path to economic prosperity.

As the pandemic crisis has magnified persistent racial disparities across the country and in Minnesota, we have doubled down on our commitment, advancing Equity 2030 with a strong sense of urgency and united resolve.

Our approach to meeting this goal coordinates key initiatives across Minnesota State focused on the following six Strategic Dimensions:

» Enhanced Access
» Student Academic Success
» Student Success: Engagement and Support
» Data-Guided Decision Making
» Financial Resources and Support
» Workforce Diversity

For more information about Equity 2030, visit MinnState.edu/Equity2030.
The Academic and Student Affairs Division of Minnesota State works with system institutions to identify and meet shared priorities so they can better serve their students and communities.

The division has four units with approximately fifty staff.

**Academic Affairs**

The Academic Affairs unit supports the Minnesota State mission by developing initiatives that promote quality and accountability of academic programming as we strive to prepare all students for the workforce and professional careers in a globally, culturally and linguistically diverse world. Academic Affairs is focused on effective and innovative teaching with an assurance of collaboratively planned and high-quality academic programs throughout the state. Most importantly, Academic Affairs provides knowledgeable support and shared resources for those on our campuses who directly serve students in the fulfillment of their aspirations and learning achievements.

Academic Affairs works with Minnesota State faculty, staff, and students to make sure all students can plan sensible and straightforward educational paths to their certificate and degree completion. Our colleges and universities provide a wide range of academic offerings and enrichment experiences for both our undergraduate and graduate students. The unit provides leadership in the following areas:

» Academic Policy
» Academic Programs
» Academic Readiness
» College Faculty Credentialing
» Collaboration Toolbox
» Concurrent Enrollment Credentialing
» Degree Audit (DARS)
» Transfer Information

**Student Affairs and Enrollment Management**

Student Affairs and Enrollment Management staff provide leadership, advocacy, and support for professionals working in all areas of student affairs at Minnesota State colleges and universities. Student Affairs staff lead a variety of initiatives designed to foster student success including policy development and review, financial aid, student learning and development, adult learning services, and veteran and service members resources. The unit provides leadership, support, and advocacy in the following areas:

» Academic Advising
» Accessibility
» Career Services
» Counseling
» Financial Aid
» International Student Services
» Orientation
» Registrars
» Senior Student Affairs Officers
» Student Affairs and Enrollment Management Staff
» Student Conduct
» Student Government Advisors
» Student Health Services
» Student Life
Educational Innovations

Educational Innovations seeks to identify, seed, and support innovative technologies and talent to drive and enable the highest-quality teaching and learning experiences for students across Minnesota State. Educational Innovations supports and leads in the following areas with particular attention to equitable and inclusive practices:

» Academic Technologies
» Educational Development for faculty and staff
» Quality Improvement Processes for Online Education
» Innovation and Collaboration Funding
» Open Educational Resources
» Student Success Technologies
» Digital Accessibility and Captioning

Research

The Research Unit within the Academic and Student Affairs Division provides research, data analysis and reporting services to support system initiatives, strategic planning and decision-making by system leadership. The unit submits, on behalf of system colleges and universities, mandated federal and state reporting such as IPEDS surveys, and both student level and summary reporting to the Minnesota Office of Higher Education. The unit also provides information, analysis and evaluation of student, curricular and other data to the Board of Trustees and other system office divisions, and responds on behalf of the system to required reporting and fiscal notes for the Minnesota Legislature.

Supervision of Staff

Direct reports to the Senior Vice Chancellor include the following positions:

» Associate Vice Chancellor for Academic Affairs
» Associate Vice Chancellor for Student Affairs and Enrollment Management
» Senior System Director for Educational Innovations
» Senior System Director for Research
» Special Assistant to the Senior Vice Chancellor
» Executive Assistant to the Senior Vice Chancellor

The Academic and Student Affairs division, located in downtown St. Paul, consists of approximately 50 staff members. The senior vice chancellor works collaboratively with the senior academic affairs and senior student affairs officers at the 37 higher education institutions in the system. The senior vice chancellor’s budget authority is approximately $20 million, including $4.5 million in base funding and $15 million in auxiliary/other appropriation/other revenue.
STRATEGIC INITIATIVES

Student Basic Needs

Addressing student basic needs insecurity is a critical component of the Minnesota State Equity 2030 goal and student success mission. Minnesota State has taken a comprehensive approach to addressing basic needs insecurity, focusing on lack of access to food, housing, transportation, childcare/support for students who are parents, emergency grants, mental health care, and technology as barriers that negatively impact access and opportunity for success. Providing campus-based and system-wide services and resources, and connecting students to community, state, and federal resources through strategic partnerships are key components of the comprehensive Minnesota State strategy to address basic needs insecurity.

The Minnesota State guided learning pathways framework also includes strategies to connect initiatives to address basic needs insecurity with holistic advising to improve academic success and student persistence toward degree completion. In the most recent legislative session, Minnesota State received $1.5 million to support mental health awareness programs, and $1 million to develop additional resources and outreach related to student basic needs.

Guided Learning Pathways

In November 2020, the Board of Trustees endorsed the guided learning pathways framework as the Minnesota State enterprise student success strategy, with the goal of implementing the framework at each college and university by 2023. Drawing upon national research on student success, the guided learning pathways framework is based on the premise that students are more likely to complete a degree if they (a) choose a program early on; (b) have an academic plan that provides a road map of courses needed to complete their degree; and (c) receive the support and guidance they need to persist. During the 2020-2021 academic year, colleges and universities assessed their alignment with core characteristics within the framework, and will spend the current and next academic year working to better align their practices with those characteristics. Related systemwide initiatives are supporting this practice alignment, including Equity by Design, developmental education redesign, and increased support for student basic needs.

NextGen

NextGen is the Minnesota State project focused on creating a new technology landscape to support students, faculty, and staff at our 37 state colleges and universities across Minnesota. In November 2020, Workday was selected as the vendor for the new ERP/SIS. The project is projected to be completed in 2027.

NextGen will play a critical role in the ability of Minnesota State faculty and staff to increase the success of our students at every step on their higher education journey – from application to graduation and beyond. It will link all 54 campuses and will serve as a unified administrative technology system that improves the student experience and streamlines enterprise-wide business processes in student services, finance, and human resources.

This cloud-based technology will replace ISRS, the cornerstone data system for the colleges and universities of Minnesota State for more than 20 years. ISRS was originally developed by in-house information technology professionals to meet the needs of Minnesota's state colleges and universities after merging as a single system.

This position serves as the Executive Sponsor for the Student Modules of the NextGen ERP. The Student Module implementation begins Fall 2022.

For complete and up to date information regarding this key initiative please visit, MinnState.edu/NextGen.
Minnesota State has continued to support the growth of online education and the development of online strategy through the educational innovations unit within academic and student affairs, support that has been critical as the pandemic has surfaced digital inequities. After a consultative process resulted in the adoption of an online strategy, in the fall of 2020 an enterprise approach to quality was fully launched to offer structural guidance and a comprehensive approach to online quality at the system and campus level, focusing on faculty development and support; student learning and support; and organizational structures and practices. The new Network for Educational Development (NED) offers short courses, long courses, and webinars throughout the academic year and during the summer with a renewed focus on equitable and inclusive teaching. In addition, ongoing attention and leadership related to open educational resources, along with additional legislative support, enabled the expansion of Z-degrees, an associate or bachelor’s degree that has zero cost resources for students.

Data democratization is foundational to the student success efforts aimed at achieving the Minnesota State Equity 2030 goal. Data democratization supports colleges and universities by providing access to meaningful, disaggregated data to inform and support decision making and equity-minded practices. Supporting this effort requires cross-divisional collaboration among the research unit in academic and student affairs; the office of equity and inclusion; and information technology services to ensure that the technical components are in place and that data users receive the necessary orientation and professional development support.
ABOUT THE POSITION

» Provide strategic leadership and support to deliver on the system’s academic and student services mission in a time of rapid transformation in higher education to respond to the educational needs of students and meet the challenges facing the system and the state

» Serve as a strategic resource to the chancellor, chancellor’s cabinet, presidents, academic and student affairs leaders, faculty, staff, and students to design and deliver innovative programs that support the system’s goal of Equity 2030

» Establish effective alignment, collaboration and communication between colleges, universities, and Minnesota State to achieve institutional and systemwide goals and excellence

» Lead the systemwide effort to increase the maturity of data democratization at the system and campus level

» Collaborate with system and college and university leaders to ensure campuses are welcoming, inclusive and success-oriented environments for students, faculty, and staff

» Design, develop, and evaluate system and campus-led strategies to advance student access, persistence and retention, and completion, particularly for those at-risk and under-represented students

» Provide leadership and proactive implementation of cultural diversity, equal opportunity, and affirmative action policies and programs in partnership with system and college and university leaders

» Monitor and support the colleges’, the universities’, and the system’s progress toward student success across all equity dimensions

» Support adoption of best practices across the system

» Develop and maintain strong working relationships with organizations that represent or support diverse and underrepresented groups in the state to achieve objectives of mutual interest

» Work with communities of color and Indigenous communities to support educational and cultural needs of diverse student populations

» Serve as administrative liaison and staff to the Board of Trustees Academic and Student Affairs Committee

» Work collaboratively with state partners in P-20 to advance educational growth opportunities for all Minnesotans

» Serve as a statewide leader and advocate for Minnesota State, our colleges and universities, and public higher education with state and national officials

» Contribute as a thought leader on national issues and trends regarding higher education

In addition to the duties and responsibilities above, the Senior Vice Chancellor for Academic and Student Affairs works closely with other senior system leaders, divisions, presidents, and campus leaders to support large scale efforts and compliance in the following areas:

» Recruitment, selection, and retention practices designed to achieve diversity-related goals

» Training programs and opportunities to increase cultural competency, inclusion, equal employment opportunity, affirmative action and compliance

» Enhance access to technological resources that support academic excellence and data-driven decision-making to increase recruitment and retention of students

» Collaborate on the development and continuous improvement of systemwide diversity, equity and inclusion strategic plan and goals
QUALIFICATIONS

Minimum Qualifications

» A minimum of 10 years of successful and progressive academic or student affairs leadership experience in a large, diverse, and complex organizational setting
» Earned doctorate or terminal degree
» Successful experience building and maintaining effective relationships with faculty, staff, and student constituencies
» Ability to identify and articulate a need for change. Experience leading, communicating, and executing a large-scale organizational change agenda. Ability to develop buy-in with internal constituencies and leaders
» Evidence of excellent writing, speaking, and interpersonal and intercultural communication skills
» Proven experience in strategic planning and change management
» Innovative, nimble, creative thinker who is comfortable with ambiguity
» Demonstrated ability to foster participation of others and to work effectively and collaboratively with system, campus, and community stakeholders
» Demonstrated experience advancing student success initiatives that enhance the educational experience
» Capacity to work with the advancement and implementation of new technologies
» Record of working with the highest level of integrity, exceptional interpersonal skills, strong influencing skills, high degree of self-awareness, and empathy

Preferred Qualifications

» Demonstrable scholarly/creative and professional accomplishment
» Demonstrated vision and experience in administration and leadership
» Experience teaching in higher education
» Demonstrated leadership in working collaboratively in a collective bargaining and shared governance environment
» Commitment to effective teaching and learning, to academic freedom, to professional development, and to services that promote student growth and development
» Strong interpersonal skills and experience working effectively with students, staff, faculty, administrators, and community leaders
» Proven ability to plan, develop, implement, and strategically manage a division budget
» Knowledge of current trends, ideas, assessment, and resources in higher education
» Knowledge of current trends in technology in the support of the academic environment
» Experience working with state governing boards, state legislatures, and accrediting bodies
Greenwood/Asher & Associates, Inc. is assisting Minnesota State Colleges and Universities in this search. Applications and nominations are now being accepted. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher & Associates.

For a full application package please provide a cover letter, CV, and list of five references. Submission of application materials as PDF attachments is strongly encouraged.

The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries and application materials to:

Betty Asher  
Co-Founder, Greenwood Asher & Associates and Vice President & Managing Partner, Kelly  
bettyasher@greenwoodsearch.com

Lauren McCaghren  
Senior Executive Search Consultant at Greenwood Asher & Associates  
laurenmccaghren@greenwoodsearch.com

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