

Chronological Resume  
and  
Curriculum Vita

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M.A., M.B.A., Ph.D.

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## **President**

### **2008 to 2014: Minnesota West Community and Technical College**

Minnesota West is best known for programs in General Education, Agriculture, Healthcare, Sustainable/Renewable Energy, and Industrial Technology. I served two, three-year contracts as president from 2008 to 2014. I left the college on excellent terms and with stable enrollment, healthy relationships, and very strong finances. Believing that the timing was right not only for my college to refresh through new leadership, but also for my own abilities to continue to grow through larger and broader responsibilities, as my second contract completed, I declined an offer for a third contract. In this way I was able to not only transfer my college in excellent shape, but also to apply for another leadership position in higher education in an open way that would keep my constituents and colleagues informed.

During my presidency, Minnesota West has been a large network of five campuses and four centers serving the entire southwest corner of Minnesota. Each of the five campuses was, at one time, an independent college, joined through mergers in the 1980's and 1990's to form what is now Minnesota West Community and Technical College. In spite of our vast geography and merged histories, we successfully built consensus and maintained a one-college philosophy, and as president, I served the entire district equally. Headcount enrollment throughout my presidency was around 5,500; and the college employed approximately 550 people. The budget was around 25 million when I started in 2008, and we were able to reduce it to around 23 million by 2014.

Because of the extended distances between the communities served by the college (over a hundred miles between some campuses and centers), each of the five campuses is comprehensive: business office, marketing, cafeteria, book store, IT department, maintenance staff, and autonomous event planning. One of the campuses is residential with a dormitory. Each campus also has its own student senate and an individual graduation ceremony; I participated in all five graduation ceremonies each year. The Minnesota West Foundation serves all counties and campuses, and the President's Cabinet functions district-wide. Because of the large geography served by the college, legislative coverage is overarching. I have been blessed with positive relationships among all our legislators, regardless of ideology and party affiliation.

Regarding the centers, one is a hospital and clinic converted to educate healthcare-specific degrees and certificates; one is a 53-acre, state-of-the-art, emergency-response and safety-training facility; and two centers are designed to offer General Education credit. The healthcare and General Education centers are accredited as degree-granting locations.

Minnesota West participates in NJCAA Division III intercollegiate athletic programs in volleyball, basketball, golf, and softball for women; football, basketball, wrestling, golf, and baseball for men. Athletic teams represent the entire district. Minnesota West hosts all the leadership and administrative functions for the Minnesota Collegiate Athletic Conference.

Noteworthy among my presidential experiences are the positive and collective relationships I experienced among the four labor unions serving Minnesota West: MSCF (Minnesota State College Faculty), MMA (Middle Management Association), MAPE (Minnesota Association of Professional Employees), and AFSCME (American Federation of State, County, and Municipal Employees, AFL-CIO). During my presidency, Minnesota West experienced a very rare, no-follow-up comprehensive accreditation evaluation, and we achieved Open Pathways status with the Higher Learning Commission.

## **My Specific Accomplishments as President of Minnesota West:**

### Fiscal Year 2014

Highest graduation rate in the history of the college.

“Top Ten” ranking by the Center for Digital Education on the 2013-14 Digital Community Colleges Survey in the mid-sized colleges category (5,000 to 10,000 students).

Named by the Aspen Institute College Excellence Program as one of the nation’s top 150 community colleges.

Minnesota West achieved a 5.5-million-dollar energy grant from Xcel Energy awarded to the Minnesota Energy Center and MnSCU for instruction and exploration in energy fields. Minnesota West is also named as the fiscal agent for the Xcel funding stream.

Awarded the Minnesota Construction Association’s annual *Project Excellence Award*. Recipients are reviewed by a panel of judges who represent a cross section of the construction industry (owners, architects, industry leaders, etc.).

Review and overhaul of our football program, including recruiting and management practices, 1B1 racial and safety issues, and fan participation. Our review of the Minnesota West football program stimulated a statewide Minnesota Collegiate Athletic Conference adoption of recommendations, particularly regarding safety and fan behavior.

*Washington Monthly* rank of 40<sup>th</sup> among the nation’s 1,644 community colleges.

### Goals Achieved in Fiscal Year 2013

I had the honor of being selected as a Fulbright Scholar for the Community College Administrators Seminar in the Russian Federation

Graduation rates are the second-highest for the state of Minnesota.

The College was accepted as an Open Pathways Institution by the Higher Learning Commission

I altered the Athletic Director position, which had traditionally been one position occupied by a man, into two positions: one filled by a woman for women’s athletics, and another filled by a man for male athletics.

Designated as a MnSCU New-Industry Center for state-of-the-art instruction in Energy

Designated as a MnSCU New-Industry Center for state-of-the-art instruction in Agriculture

Purchase and repurposing of the city-owned fire station in Worthington

Succeeded in being designated by the National Arbor Day Foundation as Tree Campus USA on each of our five campuses.

Complete overhaul and reconstruction of our advising and enrollment functions, and the implementation of a One-Stop Shop for all marketing, recruiting, and student-success functions covering all of our five campuses and four centers.

### Goals Achieved in Fiscal Year 2012

Raised our CFI to nearly 5

Succeeded in achieving a 5.5-million-dollar Health and Wellness Center renovation. Other college-wide notable facility accomplishments this year are that we reduced our space-utilization needs by an entire 17,200 square-foot building at our Canby campus and sold the empty building for \$58,000 with the provision that the buyers remove it from the campus, which saved us the cost of demolition. Additionally this year, we expanded the size of our Luverne Center from 6,168 to 15,501 square feet using partnership funding.

We experienced a top-quality comprehensive accreditation evaluation from the Higher Learning Commission: Ten years of approval with no follow-up reports or visits of any kind.

HLC approval of Fairmont, Redwood Falls, and Luverne as Degree-Granting Locations

Complete overhaul (finances and personnel) of the College Foundation

### Goals Achieved in Fiscal Year 2011

Awarded the MnSCU *Excellence in Financial Management* award for significant achievements and outstanding efforts in monetary and facilities management

Increased Unlimited Full-Time Faculty percentage to 71%

College-wide review of foodservice delivery at all five campuses and the restructuring of food service from a cost-center into a profit-center with local campus control

Increased the college CFI from a score of 2 to over 4

Collegewide restructuring of our Financial Aid practices and personnel for all five campuses and four centers.

Through attrition, I replaced two Campus Directors (marketers) with Campus Deans (teachers)

### Goals Achieved in Fiscal Year 2010

Combined the CAO and Provost positions to reduce the President's Executive Cabinet by one administrator and to elevate the authority of the Academic Division

Achieved Initial accreditation, National League of Nursing

Complete restructuring of the Information Technology Division (software, hardware, and personnel) including combining the CIO position into an instructionally focused CIO/Dean of Technology and Distance Learning

### Goals Achieved in Fiscal Year 2009

Restructuring and relocation of Continuing Education and Customized Training Division

Formation and staffing of an educational center in Redwood Falls

Construction of a 9.5 million dollar co-located YMCA

Arranged for Minnesota West to host all the statewide leadership and administrative functions for MCAC (Minnesota Collegiate Athletic Conference).

### Initial Accomplishment, July to December of 2008

Rebalanced employee, budgetary, and procedural resources to match the fiscal crisis of 2009.

**Vice President of Academic and Student Affairs  
Terra State Community College, Ohio, 2007-2008**

As VPASA, my performance expectations were to oversee program development, financial management, and personnel administration for all academic, academic support, and student affairs. I was the primary point-of-contact for all federal, state, and accrediting agencies, and *ex officio* ombudsman for Terra's two labor organizations: faculty, and classified staff.

I served as Vice President at Terra for a total of 18 months (January 2, 2007 to June 30, 2008). I was nominated for my presidency at Minnesota West after a year of working at Terra, and I resigned to assume my presidency in the summer of 2008.

**Dean of General Education, college-wide, and  
Campus Dean for the Clinton County Campus, and  
Self-Study Coordinator for Higher Learning Commission/North Central Association  
Southern State Community College, Ohio, 2001-2007**

Both of the dean's positions, Dean of General Education and Campus Dean, were concurrent assignments for the entire duration of my employment at SSCC.

As Dean of General Education, my responsibilities were collegewide for all four of Southern State's campuses, covering all aspects of curriculum and instruction relating to General Education and the core curriculum.

As Dean of the Clinton County campus in Wilmington, I supervised the campus staff and all daily operations of the campus. *Ex officio* as a campus dean I represented SSCC externally throughout the county in social, economic, and workforce-development activities.

Additionally, I was the Self-Study Coordinator and report writer for Southern State's 2006 PEAQ accreditation visit with the Higher Learning Commission.

**Program Director, Technical Communication  
Associate Professor, General Studies Department  
Assessment Coordinator  
Chair of the University-Wide College Faculty Academic Review Committee (CFARC)  
Falk Educator Award for the year 2000  
Milwaukee School Of Engineering, Wisconsin, 1994-2001**

I taught graduate Business; and undergraduate English Composition, Literature, Organizational Psychology, Interpersonal Communication, and Technical Communication.

I was the Falk Award winner for excellence in teaching and mentoring for the year 2000. The Falk is a very prestigious, university-wide award given in recognition of teaching excellence as well as leadership within the university and throughout professional communities.

MSOE is a private, non-profit, technology-based, coed university on a 15-acre campus in the heart of downtown Milwaukee. Admission is very selective, and students are among the academic elite. The University offers bachelors and masters degrees, as well as several professional certificates.

**Instructor of English****Pearl River Community College, Mississippi, 1992-1994**

As a full-time faculty member, I taught the comprehensive sequence of English.

**Assistant Director of Transportation****Saint Tammany Parish Public School System, Louisiana, 1988-1992**

This was the most relevant training I could ever have found as a young professional for public leadership: managing public funds, overseeing large-scale logistics, supervising personnel at multiple-sites, building fiduciary trust, and engaging in crisis-intervention and reaction-management. I functioned as liaison and mediator among parents, students, employees, and a twelve-member elected school board. The Saint Tammany Parish School System is a public K-12 system with a 1992 enrollment of around 30,000 students. I monitored a budget of \$3,000,000 (1992 dollars). I supervised 161 employees (138 School Bus Drivers, 20 School Bus Attendants, and 3 Office Staff). Considering that southeastern Louisiana is a region of diverse socioeconomic and lifestyle constituents, the fluidity I gained for functioning well among people of differing expectations continues to be important and valid throughout my career.

**Intelligence Analyst****United States Army, 1977-1980**

I enlisted in 1977 for a three-year, active-duty tour. I had a Top Secret security clearance and Special Background Investigation privileges. I was based in Missouri, Washington state, Arizona, and Alaska. I have an Honorable Discharge.

## Degrees

MBA, May 1994  
Business Administration  
Public Sector emphasis  
William Carey University  
Gulfport, Mississippi

I am honored to have been inducted into the William Carey University  
Alumni Hall of Fame in 2013.

Ph.D., December 1992  
Educational Leadership and Supervision of Higher Education  
My dissertation juxtaposed student retention and graduation rates with student  
demographics, student activities, and student financial aid to determine  
institutional behaviors which would lead to student success.  
University of Southern Mississippi  
Hattiesburg, Mississippi

MA, December 1987  
English  
Literature emphasis  
Southeastern Louisiana University  
Hammond, Louisiana

BA, May 1983  
English  
Journalism emphasis  
Religion Minor  
Lee University  
Cleveland, Tennessee

I joined the Army for a three-year enlistment following high school and attended college after  
finishing my tour of active duty.

High School Graduation, 1976  
Bradford Area High School  
Bradford, Pennsylvania



## **Continuing Education Specific to my Presidency**

Council of North Central Two Year Colleges annual conferences

As a CNCTYC officer, state representative, and board member, I was involved with five conferences: 2013 (I was the host coordinator and program director for the 2013 conference), 2012, 2011 fall, 2011 spring, 2010 fall

American Association of Community Colleges

*President's Academy Summer Institute: 2013, 2012, and 2011*

*Media Training and Crisis-Communication Management for Presidents, July 2013*

*New Presidents' Institute, April 2009*

Department of Homeland Security

Level 200, *Incident Command System, May 2013*

Level 100, *National Incident Management System, September 2008*

Harvard Graduate School of Education

*Harvard Seminar for Experienced Presidents, November 2012*

*Harvard Seminar for New Presidents, July 2009*

Council for Resource Development Workshops:

*Boomers to Bloggers, August 2012*

*President's Fundraising Academy, September 2011 and June 2010*

Association of Community College Trustees

*Governance Leadership Institute, April, 2012*

North Central Association of Colleges and Schools/The Higher Learning Commission

*Program for Presidents and Board Members, April 2011*

American Council of Education

*Seminar for Presidents and Chancellors, March 2011*

*Fundraising Campaigns: What Presidents Need to Know and Do, January 2010*

Hampton University

*On the Road to the Presidency, November 2009*

**Certifications:**

Command Spanish: Certified Instructor and Official Registered Provider

Qualified Neutral under Rule 114 of the Minnesota General Rules of Practice:

*Position-Based Mediation*

St. Cloud State University, Institute for Alternative Dispute Resolution  
October 2010

*Relationship-Based Mediation*

St. Cloud State University, Institute for Alternative Dispute Resolution  
November 2009

*MnSCU IB1.1 Decisionmaker*

Trained and certified to decide the applicability of discrimination relating to gender, race, age, disability, color, creed, national origin, religion, sexual orientation, marital status, status with regard to public assistance, gender identity, gender expression, or membership in a local commission.

## **National Leadership in Higher Education**

American Association of Community Colleges

I served as a member of the 21<sup>st</sup> Century Implementation Team 9 (Faculty Engagement and Faculty Leadership Development Leading to Student Persistence and Completion).

Council of North Central Two-Year Colleges

State Representative for Minnesota, 2010 to 2014, and  
Executive Board Member, 2010 to 2014.

## **International Experience in Higher Education**

Fulbright Scholar: Community College Administrators Seminar in the Russian Federation  
April 2013

I studied agriculture and industrial technology in Moscow and Tatarstan with three presidents and two senior administrators from community colleges across the United States. In addition to our general directive of being ambassadors of goodwill representing the United States of America, the specific goal of the Fulbright Community College Administrators Seminar is to establish exchange among American institutions and advance the newly developing system of higher education workforce training in Russia regarding the fields of our study.

Hispanic Educational Technology Services (HETS)

Executive Board, 2014 to present

Board of Directors, 2012 to present

HETS is a bilingual distance-learning consortium, based in San Juan, Puerto Rico, serving Hispanic constituents internationally.

*Using the Internet for Distance Writing Projects to Promote Interdisciplinary, Multi-Regional, and Cross-Cultural Communication Among Students*

I presented this workshop at the World Association of Case Method Research and Application (WACRA), 17<sup>th</sup> International Conference.

Budapest, Hungary, July 2000

*International Students in American Classrooms: Shortening the Bridge*

I presented this session at the Conference on the International University.

Richmond: The American University in London

London, England, April 1998

## **My Work with Higher Education Accreditation**

### **North Central Association of Colleges and Schools/The Higher Learning Commission**

#### **Open Pathways Experience**

President, Minnesota West Community and Technical College

#### **PEAQ Experience**

Continued Accreditation Comprehensive Review team member, April 2012

President during a tremendously successful PEAQ Comprehensive Accreditation Review (No follow-up visits, reports, or sanctions of any kind!), November 2011

Continued Accreditation Comprehensive Review team member, April 2011

Continued Accreditation Comprehensive Review team member, November 2010

Candidacy Visit team member, April 2009

Focused Visit for Governance, Assessment, and Planning team member, October 2008

Continued Accreditation Comprehensive Review team member, April 2008

Focused Visit for Assessment team member, November 2007

Focused Visit for Assessment and Strategic Planning team member, April 2007

Continued Accreditation Comprehensive Review team member, November 2006

Self-Study Coordinator for a Continued Accreditation Comprehensive Review, April 2006

Initial Accreditation Comprehensive Review team member, April 2006

Continued Accreditation Comprehensive Review team member, February 2005

Continued Accreditation Comprehensive Review team member, October 2004

#### **AQIP Experience**

2007/2008, Vice President of Academic and Student Affairs for a charter AQIP institution

2008, Systems Appraisal team member

2007, Review mentor to train, direct, monitor, and evaluate 26 Annual Update reviewers

2007, Systems Appraisal team member

2006, Review Mentor to train, direct, monitor, and evaluate 22 Annual Update Reviewers

2005, Annual Update Reviewer (thirteen Action Projects reviewed)

2004, Annual Update Reviewer (ten Action Projects reviewed)

2003, Annual Update Reviewer (eight Action Projects reviewed)

#### **HLC Assessment Academy Experience**

2007 HLC Assessment Academy team-facilitator and breakout session leader

2006 HLC Assessment Academy team-facilitator and breakout session leader

### **Workshops I've Presented Relating Specifically to Accreditation:**

*Action Projects and You: An AQIP Review Mentor's Wisdom*  
Higher Learning Commission Annual Meeting, April 2008

*Assessing General Education, Assessment Basics, Integrating Assessment Results into Budgeting Systems, and Assessing General Education*  
Higher Learning Commission Assessment Workshops, November 2007 and November 2006

*PEAQ Self-Study as a Living Document: Toward a Comprehensive Visit and on to the Future*  
Higher Learning Commission Annual Meeting, April 2006

### **Student Success, Technology, and Employee Development Workshops I've Presented**

*One Stop Student Services: Removing Barriers*  
Hispanic Education Technology Services (HETS), January 2014

*Humanities and Social Sciences: Development Prospects*  
Fulbright Program in Russia: 40<sup>th</sup> Anniversary of Successful Academic Exchanges, April 2013.

*Cracking the Code: New Models to Enhance Leadership and Drive Institutional Change*  
American Association of Community Colleges, April 2012

*Overhauling the IT Engine and Asking the Hard Questions*  
STEMtech Conference for Science, Technology, Engineering, and Mathematics, November 2010

*Lessons Learned: Reflections on a President's First Year*  
AACC New President's Institute, April 2010

*People, not Machines: Leading Information Technology for Multiple Sites and Long Miles*  
19<sup>th</sup> International Leadership Conference for Post-Secondary Leaders, March 2010

*Organizational Effectiveness: Attracting and Retaining Faculty*  
Annual Meeting of the Higher Learning Commission, April 2005

*Preparing the Technical Communication Graduate*  
Convention of the National Council of Teachers of English, January 2001

*Financial Aid, Interpersonal Communication, and Undergraduate Persistence*  
Annual Conference on the Freshman Year Experience, February 1996

*Interpersonal Communication and Business Production*  
Society for Technical Communication Annual Conference, October 1995

## **Service and Workshops I've Performed Relating to Equity and Access**

*Undocumented Hispanics and the Minnesota Dream Act*  
Hispanic Education Technology Services (HETS), January 2014

*Title IX, The Clery Act, The Violence Against Women Act, and The Campus Sexual Violence Elimination Act*  
Council for North Central Two Year Colleges annual conference, September 2013.

*Celebrating and Enhancing Hispanic Immigrant Participation at Minnesota West Community and Technical College*  
Hispanic Association of Colleges and Universities (HACU), February 2011

*A Moment of Epiphany*  
MnSCU Student Affairs, Diversity, and Multiculturalism Conference, February 2010

*The Prairie as a Metaphor for Affirmative Action*  
Washburn University Conference to Celebrate the 40<sup>th</sup> Anniversary of Affirmative Action, September 2009

*Distinctive Yet Connected: Tribal Colleges and HLC Accreditation*  
Higher Learning Commission Annual Meeting, April 2007

Ohio College Access Network (OCAN)  
Charter Board Member and Secretary  
Clinton County Initiative (Next Step College Access, Inc.) 2002-2006

*Student Diversity, Interpersonal Communication, and Undergraduate Persistence*  
Forum on Student Diversity at the 15<sup>th</sup> Annual Conference on the Freshman Year Experience, February 1996

## **Service Regarding Economic Expansion and Community Infrastructure Development**

Southwest Minnesota Workforce Council  
Board Member, 2008 to 2014

Southwest/West Central Higher Education Organization for Telecommunications  
Board Member, 2008 to 2014; Board Chair, 2011-12

Southwest Regional Development Commission  
Commissioner, 2008 to 2013

Wilmington and Clinton County Chamber of Commerce  
Board Member 2004-2006; Chair 2005-2006

Clinton County Port Authority  
Charter Board Member and Secretary/Fiscal Officer  
Two terms from 2004 to 2006 appointed by the Clinton County Board of Commissioners

## **My Activities Relating to Environmental Stewardship**

Fresh Energy Board of Directors 2013-present  
Fresh Energy is a \$2,000,000 non-profit agency that works in the realm of energy efficiency, clean energy, transportation and land use, and carbon reduction. Fresh Energy also stimulates job creation in the fields of energy production and transportation. 408 Saint Peter Street, Suite 220, St. Paul, MN 55102

In 2013, Minnesota West achieved Tree Campus USA designation on each of our five campuses by the National Arbor Day Foundation. We renewed our standing annually.

In 2012, my college secured \$360,000 of multiple-source funding for the construction of a two-acre filtration pond on the Worthington Campus of Minnesota West to filter runoff water entering Lake Okabena. The project is noteworthy not only for its environmental and educational-resource achievement, but also for its collaboration among private and public entities: MnSCU, The Lake Okabena Improvement Association; Pheasants Forever; the City of Worthington, the E. O. Olsen Trust Fund, Worthington Public Schools, the Nobles County Watershed Commission, and the Okabena-Ocheda Watershed District.

MnREM (Minnesota Renewable Energy Marketplace)  
Executive Committee member, 2008 and 2009