

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

BOARD ACTION

APPOINTMENT OF PRESIDENT OF MINNESOTA STATE
COMMUNITY AND TECHNICAL COLLEGE

1 BACKGROUND

2 Following the announcement of President Peggy Kennedy’s retirement, Chancellor Malhotra
3 initiated a national search for president of Minnesota State Community College in the fall of
4 2017. The executive search firm RH Perry was retained to assist with the recruitment and
5 vetting process for this position. A search advisory committee was appointed consisting of the
6 following members:

7
8 Terry Gaalswyk, Search Chair and President of Minnesota West Community and
9 Technical College

10 Joshua Hansen, Student

11 Angela Mathers, Dean of Academic Quality and Support (Administrator)

12 Pat Nordick, Chief Financial Officer (Administrator)

13 Kim Gould, Campus Resource Specialist (AFSCME)

14 Victoria McWane-Creek, Director of Housing (MAPE)

15 Karen Buboltz, Director of Student Development Services (MMA)

16 Kent Quamme, Business Instructor (MSCF)

17 Sue Teneyck-Stafki, Child Care Instructor (MSCF)

18 Lisa Borgen, VP of Administration, American Crystal Sugar (Community)

19 Paul Drange, Director of Regional Programs of National Joint Powers Alliance
20 (Community)

21 Kyle Richards, CEO, Lake Region Healthcare (Community)

22
23
24 The following individuals provided support to the committee:

25
26 Dacia Johnson, Chief Human Resources Officer, Minnesota State Community College

27 Sharon Mohr, System Office Search Liaison, System Office
28

29 The position was advertised nationally in a variety of higher education and diversity
30 publications. At the same time, the search consultant initiated an aggressive recruitment
31 campaign. There were a total of 24 applicants. From this pool, the search advisory committee
32 selected eight individuals for initial interviews and forwarded its assessment of the candidates to
33 Chancellor Malhotra. On the committee’s recommendation, Chancellor Malhotra selected two
34 finalists who participated in public interviews at the campus, including sessions with students,
35 faculty, staff, and community members. Reference and background checks were conducted.
36 Interviews were conducted by Chancellor Malhotra, members of the chancellor’s cabinet, and
37 Trustees Jay Cowles, Roger Moe, and George Soule.
38

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

41
42 At this time Chancellor Malhotra recommends Dr. Carrie Brimhall to be the next president of
43 Minnesota State Community College.

44
45 **RECOMMENDED COMMITTEE ACTION**

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

48
49 **RECOMMENDED MOTION**

50 The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints
51 Dr. Carrie Brimhall as president of Minnesota State Community College effective
52 July 1, 2018, subject to the completion of an employment agreement. The board authorizes the
53 chancellor, in consultation with the chair of the board and chair of the Human Resources
54 Committee, to negotiate and execute an employment agreement in accordance with the terms and
55 conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

56
57 *Date of Approval: April 18, 2018*

58 *Date of Implementation: July 1, 2018*

59
60

DR. CARRIE L. BRIMHALL

Vice President of Academic Affairs/Chief Academic Officer
Minnesota State Community and Technical College

Education

Capella University, PhD in Business/Organization and Management

Specialization in Leadership

Minneapolis, Minn.

Degree GPA 4.00 (Capella Cumulative GPA 3.917)

Dissertation Topic: **Leadership Strategies in High Performing Community Colleges**

Capella University, MS in Business/Organization and Management

Specialization in Leadership

Minneapolis, Minn.

GPA 3.89

Concordia College, BA in Communications

Specialization in Advertising/ Public Relations/Marketing

Moorhead, Minn.

GPA 3.82

Minnesota State Community and Technical College, AA in Liberal Arts Education

Fergus Falls, Minn.

GPA 3.74

Recent Professional Accomplishments

- Launched faculty-led academic planning processes at four unique campus locations.
- Saved students \$175,532 annually by working with faculty to change our developmental English and math requirements and course sequences.
- Distributed academic leadership by increasing faculty leadership assignments. Faculty academic climate scores on the Personal Assessment of the College Environment (PACE) survey increased from 3.238 in 2014 to 3.522 in 2016 (scale 1 low – 5 high).
- Led the development of three mobile classrooms with \$791,000 in equipment (Safety, Precision Manufacturing, and Commercial Driver's License) to support workforce training needs in our region.
- Implemented transfer pathways for students to seamlessly transfer from M State.
- Reduced instructional cost per FYE from 1.07 in FY15 to 0.98 in FY16.
- Developed a Center for Teaching, Learning, and Technology framework to support faculty in delivering quality instruction.
- Developed a three-day equity and inclusion professional development series for all employees.
- Revised the faculty leadership (division chair) structure to build ways for faculty to assist the College in achieving results.
- Implemented a zero-based budgeting process across the entire academic division (\$24 million).
- Increased federal and state grant support (\$5 million in two years) to provide exceptional academic programs and support services.

- Expanded partnerships with secondary schools through the addition of new high school partners, and therefore increased dual credit enrollment.
- Supported the revitalization of academic programs and created stackable credentials to better meet business and industry needs.
- Worked collaboratively with the Workforce Development Solutions team to identify new business partnership opportunities in our region including mobile classroom training and credit-based degree options for industry.
- Obtained a Women's Foundation of Minnesota grant for \$100,000 to support women of color pursuing degrees in science, technology, engineering, and math.
- Cultivated relationships with business and industry through industry-driven listening sessions, individual employee outreach, and campus sponsorship of industry events.
- Developed an Industrial Workplace Certificate (18-credit) program and a Supervisory Leadership (18-credit) program through collaboration with industry partners.
- Led and directed federal Perkins, Title III, and TAACCCT grant development, implementation, and results.
- Served as the lead resource/liason person for accreditation initiatives, coordinated an accreditation visit, and completed the AQIP systems portfolio.
- Partnered with the Fergus Area College Foundation in event, fundraising, and capital campaign initiatives.
- Developed two faculty cohort opportunities for inclusive classroom training and high-quality online course development training.

Relevant Employment

Minnesota State Community and Technical College

Chief Academic Officer/Vice President of Academic Affairs

Detroit Lakes, Fergus Falls, Moorhead, and Wadena, May 2014 to present

Areas of responsibility:

- Provide leadership and management of all academic functions, 250-plus faculty, eight administrators, and 10-plus support staff online and at four unique campus locations to accomplish the goals and objectives of the College.
- Oversee a \$24 million annual budget.
- Provide leadership and vision to ensure the quality and accountability of academic programming to promote student learning and college success for both occupational and transfer awards and continuing education related to credit education.
- Provide leadership in the implementation and growth of quality PSEO and concurrent programs in the region.
- Ensure the quality and efficiency of the College's online programs and courses.
- Provide leadership in the support of expansion and experimentation of alternative delivery methods and structures in support of increasing student access.
- Provide leadership and participate as the co-chair of the Academic Affairs & Standards Council.
- Manage the Curriculum Approval and Review Program and related data records for programs and courses.
- Develop models and monitor the implementation for the comprehensive evaluation of occupational and transfer programs that are inclusive of student learning outcomes as well

as measures of program and institutional effectiveness and efficiencies ensuring timely and accurate data.

- Provide direction and leadership to faculty in the implementation of instructional technology to enhance teaching, learning and access.
- Support the effective involvement of program advisory committees in student recruitment, curriculum development, student placement, and community awareness.
- Lead the administrative College annual review of program efficiencies.
- Provide the structure and opportunities to promote increased intercampus communication and cooperation among the deans and within the faculty.
- Serve as a representative of the College with the Minnesota State system office, other Minnesota State personnel, other colleges and universities, area school districts, local business and industry representatives, and members of the communities.
- Manage the development and coordination of articulation agreements.
- Direct and provide leadership for the College strategic and academic planning and research processes, developing a College Academic Plan in support of the College's Strategic Plan.
- Manage the annual teaching and learning services functions through the development of operational goals and objectives.
- Provide leadership and support for the successful obtainment and the continuation of required program accreditations.
- Establish and monitor a process for deans, faculty, and staff to identify, prioritize, and recommend budget needs for academic programs based on research, advisory committee input, student enrollment trends, and financial resources.
- Oversee the implementation of processes to direct limited equipment funding to areas of greatest need and highest potential impact.
- Analyze ways to increase revenue and/or lower expenditures for future investment purposes.
- Provide leadership, support, and encouragement for academic division grants that will generate additional and replacement income for College operations and added services.

Minnesota State Community and Technical College

Associate Vice President of Academic and Student Affairs, July 2012 to May 2014

Areas of Responsibility:

- Coordinator, Aspen Institute Prize for Community College Excellence (M State has been included in the top 150 colleges in the nation since the inception of the award).
- Led and directed federal Perkins, Title III, and TAACCCT grant development, implementation, and results.
- Coordinated, expanded, and managed grant programs across the College.
- Provided leadership and directed college-wide grant selection, writing, and submission to garner additional resources for the College.
- Managed and reported College data for MnSCU, HLC, IPEDS, CCSSE, MnSCU framework, and grant development, and encouraged the use of data for institutional planning decision-making.
- Monitored progress of college strategic plan, Minnesota State dashboard data, and Charting the Future system-wide framework.
- Produced, published, and monitored college-wide statistics and data library.
- Reported and improved room utilization rates across the College.

- Facilitated college development and implementation of quality initiatives.
- Facilitated completion and continuation of College systems portfolio.
- Served as the lead resource/liaison person for accreditation and assessment initiatives.
- Developed, recommended, and implemented College policies and procedures.
- Coordinated PSEO and concurrent programs across the College.

Minnesota State Community and Technical College
Interim Provost, February 2011 to June 2012

Areas of Responsibility:

- Provided strategic campus leadership for the development and implementation of academic programs and student support services, and for initiating plans and actions for the establishment and maintenance of a physical environment conducive to teaching and learning.
- Served as the lead administrative academic and student affairs officer of the Fergus Falls campus.
- Engaged in and ensured the campus's active participation in community outreach on behalf of the College within the area served by the campus.
- Partnered with Fergus Area College Foundation in event, fundraising, and capital campaign initiatives.
- Developed industry partnerships and served as an active member of workforce development efforts within the region.

Minnesota State Community and Technical College
Dean of Enrollment, December 2008 to February 2011

Areas of Responsibility:

- Led, coached, and supervised 16-18 direct reports located on multiple campuses.
- Coordinated training sessions including student service training, software training, and enrollment management training for a variety of audiences.
- Provided detailed enrollment reports, data trends, projections, and insight to the entire College community.
- Developed, coordinated, and led central call center for service to all M State customers (100,000 calls annually).
- Developed and maintained communication flow for all prospective students (letters, postcards, email blasts, Facebook, print pieces, etc.).

Minnesota State Community and Technical College
Director(s) of Housing, Admissions, Recruitment, and Retention, May 1998 to December 2008

Areas of Responsibility:

- Managed redesign of student service One Stop Shop model.
- Served as the liaison for all staff members throughout the three-year redesign.
- Coordinated training sessions for a variety of audiences including student service training, software training, and enrollment management training.
- Supervised and led admissions, recruitment, and enrollment staff.

- Coordinated and organized daily tours, orientations, high school visits, college fair displays, and all other presentations of College material for various audiences.
- Developed and maintained a management information system to provide data for pre-application through graduation from M State.
- Developed an Early Alert system for the College.

Selected Professional Presentations and Publications

“Women Mentoring Women.” Panelist for Women in Higher Education Network (WHEN) conference, October 2017.

“Meet the Millennial Student.” American Technical Education Association Conference, October 2017.

“Credit / Non-Credit - A Collaboration Story That Works.” Minnesota State Colleges and Universities Leadership Conference, October 2017.

“Why checking the box is not moving the needle.” Spring Leadership Institute, Saint Cloud State University, April 2016.

“Why checking the box is not moving the needle.” Keynote address, Association for Institutional Research in the Upper Midwest, November 2015.

“Leadership: It has to be more than checking a box.” Higher Learning Commission Annual Conference, April 2015.

Brimhall, C. & Buchsbaum Greif, T. (2013). Teaching authentic adaptive leadership and organizational strategies using a case study. *International Journal of Strategic Management*, 13(1), 97-102.

“The neglected majority: A process to address inequities for transfers.” Higher Learning Commission panel presentation for the Gardner Institute for Excellence in Undergraduate Education, April 2012.

“Redesigning student services; simultaneously creating efficiencies and improving staff morale.” Higher Learning Commission, April 2011.

“Utilizing electronic early alert system to maximize student potential.” NISOD National Conference, May 2007.

“Enrollment management planning at a 2-year college.” National Enrollment Planners Conference, July 2006.

Professional Recognition

2017 YWCA of Fargo/Moorhead Woman of the Year nominee

2017 Participant, Executive Leadership Institute – League for Innovation

2016 Outstanding Academic Administrator, Minnesota State Colleges and Universities

2015 Presidential Excellence Award, M State

2015 Ten Outstanding Young Minnesotans award

2014 Executive Leadership Program Participant, Minnesota State Colleges and Universities

2013 Session Chair, International Business Academy of Business and Economics Conference

2011 "Top 40 executives under 40"- Prairie Business Magazine award

2008 Outstanding National Student Advocate Professional Award

2006-2007 League of Innovation Award – Electronic Early Alert System

Professional and Community-Related Experience

Community Experience

- Vice Chair, Lake Region Healthcare Corporation Board, 2017-present
- Board of Trustees Member, Lake Region Healthcare Corporation, 2016-present
- Member, Otter Tail Power Company Community Advisory Board, 2016-present
- Committee Co-Chair, Fargo Moorhead Economic Development Corporation, 2015-present
- #girlzROCK (Be Kind. Be Active. Be a Leader) Coordinator, 2015-present
- Lake Region Hospital Community Advisory Group, 2013 to 2015
- BIO (Beautiful Inside and Out) Girls Mentor, 2014
- Executive Team, Forward Fergus Falls, 2011 to 2015
- Rotary International, 2011to 2015

Minnesota State/National Experience

- Liaison, Higher Learning Commission
- Project Director, Title III Federal Grant
- Project Director, TAACCCT Federal Grant
- Tri-College University Commissioner, 2016-present
- Member and Nominator, NISOD
- Nominator, Board of Trustees Excellence in Teaching
- Professional Mentor, 2014-present
- ACT Minnesota State Council, 2003 to 2011 (Chair 2008-2009)
- Grant Review Panel Member for the Federal Department of Education, April 2012
- Search Committee, Associate Vice Chancellor of Student Affairs, April 2017 to June 2017.
- Academic/Student Affairs Advisory Council, Minnesota State Colleges and Universities, 2015-present
- Developmental Education Taskforce, Minnesota State system, 2015- present
- Enterprise-Wide Administrative Shared Services Project, Minnesota State system , May 2017 to October 2017