

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Workforce Organizational and Effectiveness Committee

Date: April 21, 2021

Title: Appointment of President for Northeast Higher Education District (NHED)

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

It is anticipated that Chancellor Malhotra will recommend the appointment of Dr. Michael Raich as President of Northeast Higher Education District (NHED).

Scheduled Presenter(s):

Devinder Malhotra, Chancellor



**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

APPOINTMENT OF PRESIDENT FOR NORTHEAST HIGHER EDUCATION DISTRICT (NHED)

1 BACKGROUND

2 Michael Raich began serving Northeast Higher Education District (NHED) as interim president in
3 July 2019 following the appointment of former NHED President William Maki to Vice Chancellor
4 for Finance and Facilities. In the fall 2020, a national search for a permanent president of NHED
5 was initiated.

6
7 The executive search firm RH Perry and Associates was retained to assist with the recruitment
8 and vetting process for this position. A search advisory committee was appointed consisting of
9 the following members:

- 10
- 11 Bart Johnson, Provost, Chief Academic Officer (Administrator)
- 12 Jessalyn Sabin, Interim Dean of Academics (Administrator)
- 13 KC Neustrom, Faculty, IT Services Assistant (AFSCME)
- 14 Kim McLaughlin, Business Manager (Managerial)
- 15 Molly Nelson, Director of Recruiting and Marketing (MAPE)
- 16 Jodi Pontinen, Director of Financial Aid, Title IX Coordinator (MMA)
- 17 Chris Koivisto, Instructor of Art (MSCF)
- 18 Forrest Brownlee, Instructor of Diesel Mechanics (MSCF)
- 19 Eva Kangas, Student Senate President (Student)
- 20 Peter Anderson, Student Senate President (Student)
- 21 Matt Grose, Superintendent of Schools-ISD 318 (Community)
- 22 Mark Phillips, Commissioner of Department of Iron Range Resources and Rehabilitation
23 (Community)
- 24 Teresa Sagen, Retired Teacher (Community)

25
26 The following individuals provided support to the committee:

- 27
- 28 Joe Mulford, Search Chair, President of Pine Technical and Community College
- 29 Carmen Bradach, CHRO Liaison, CHRO Northeast Higher Education District
- 30 Renée Hogboom, Executive Search Manager

31
32 The position was advertised nationally in a variety of higher education and diversity
33 publications. At the same time, the search consultants initiated an aggressive recruitment
34 campaign. There were a total of 45 applicants. From this pool, the search advisory committee

35 selected 9 (nine) individuals for initial interviews and forwarded its assessment of the
36 candidates to the chancellor. On the committee's recommendation, Chancellor Malhotra
37 selected 4 (four) finalists to participate in system office virtual interviews. The virtual interviews
38 were conducted by Chancellor Malhotra, members of the chancellor's cabinet, and Trustees
39 Janezich, Moe and Vekich.

40
41 Reference and background checks were conducted.

42
43 After careful consideration and review, the chancellor selected one candidate to recommend to
44 the Board of Trustees for approval.

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46 At this time, Chancellor Malhotra recommends Dr. Michael Raich to be the President of
47 Northeast Higher Education District.

48
49 **RECOMMENDED COMMITTEE MOTION**

50 The Workforce Organizational Effectiveness Committee recommends that the Board of Trustees
51 adopt the following motion:

52
53 **RECOMMENDED BOARD MOTION**

54 The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Michael
55 Raich as President of Northeast Higher Education District, effective April 21, 2021, subject to
56 completion of an employment agreement. The Board authorizes the chancellor in consultation
57 with the chair of the board and the chair of the Workforce Organizational Effectiveness
58 Committee, to negotiate and execute an employment agreement in accordance with the terms
59 and conditions of the Minnesota State Colleges and Universities Personnel Plan for
60 Administrators.

61
62 *Date Presented to the Board of Trustees:* 04/21/2021

63 *Date of Implementation:* 04/21/2021

Michael Raich, Ph.D.

EDUCATION

Doctor of Philosophy, Educational Leadership University of North Dakota

- Dissertation: “*A Multidimensional Leadership Model for Rural Community College Presidents*”

Executive Leadership Development Program

- Participated in a leadership development program designed to strengthen executive leadership for individuals identified as high-potential leaders from the Minnesota State system (one-year program)

Superintendent Licensure	St. Cloud State University
Secondary School Principal Licensure	St. Cloud State University
Masters of Educational Administration	St. Cloud State University
Bachelor of Applied Science - Cum Laude	University of Minnesota, Duluth

PROFESSIONAL LEADERSHIP

Current Role

- Interim President** Northeast Higher Education District (NHED) 2019-Present
- Serve as leader for five independently accredited colleges located on six campuses
 - Supervise a leadership cabinet of campus administrators, VP of Finance, and HR director; a CT administrator; a workforce development coordinator; and an engineering program director
 - Manage a general fund budget of approximately \$35 million
 - Provide strategic vision for the NHED colleges
 - Advance the mission and core values of the NHED colleges
 - Lead EDI efforts at the district and system level as part of Equity 2030
 - Advocate for the NHED colleges to local, state, and federal legislators, non-profits, and industry groups
 - Serve the NHED communities and region through board and committee involvement
 - Build strong partnerships with K-12 schools through concurrent enrollment and other cooperative initiatives
 - Serve the Minnesota State system in enterprise level initiatives as part of a system wide leadership council
 - Ensure adherence to collective bargaining agreements
 - Ensure compliance with federal, state, and system policies

Current Role - Selective Initiatives / Accomplishments

- Leading a consistent and safety-first response to the COVID-19 crisis at the cabinet leadership level - Provosts and campus teams continue to carry out their campus action plans with significant success leading to minimal campus virus spread
- Awarded a \$250,000 Governor's Emergency Educational Relief (GEER) grant to support students during the COVID-19 learning environment
- Led the process of equitable distribution of \$3.08 million in COVID-19 CARES funding to colleges and students across the five colleges
- Leading the merger of five independently accredited colleges into one accredited college through a process called Vision Northeast (Vision NE)
 - Held dozens of listening/input sessions with student leaders, employees, bargaining units, legislators, and stakeholders
 - Awarded a \$820,000 IRRR grant in support of VisionNE
 - Awarded a \$150,000 Minnesota State Multi-Campus Collaboration grant in support of Vision NE
 - Awarded \$100,000 in other external funding in support of Vision NE
 - Commissioned a comprehensive workforce needs analysis through *Real Time Talent* that will conclude with three industry specific summits (pending) to inform our future for-credit and non-credit educational and training offerings. Received external funding for this study
 - Entered into a Memorandum of Agreement (MOA) with state MSCF for the creation of an AASC team, academic discipline teams, and a Faculty Leadership Workgroup for the purpose of completing the academic work necessary due to merger
 - Met personally with the Chancellor and the Higher Learning Commission (HLC) President to build support for merger and filed a *Change of Structure* letter of intent with the HLC
 - Secured Minnesota State Board of Trustees approval to move forward with the VisionNE planning
 - Secured a project coordinator and Lean Six-Sigma project professionals to provide consistency and establish quality objectives in the merger process
 - Established a VisionNE Advisory Council of multiple stakeholders -including students and community leaders-to broadly inform our process
 - Empowered faculty, staff, and administrators to lead merger work in their areas of expertise through the formation of multiple innovation teams
 - Instituted a multistep process for creating a new college name, mission, and vision through broad stakeholder input groups and mission/vision/naming development teams - new name, mission, and vision will be presented for approval at the Minnesota State Board of Trustees meeting in January 2021
 - Assigned a staff member to a position of Partnerships and Stakeholder Opportunities to keep our external supporters informed and seek their input in the merger process
 - Garnered the support and expertise from the system office in the form of merger work teams
 - Led a benchmarking trip with employees from all five colleges to study and learn from two other multi-campus colleges in Minnesota
 - Securing a marketing/branding group to build the college's new brand, website, and marketing campaign in cooperation with our enrollment management teams

- Designing a cabinet level and a next-level leadership teams to support a one-college operational model
- Hosted capital investment committees and bonding tours for state legislators at several campuses.
- Supported and advocated for the campus-led, privately funded Itasca CC Student Center project.
- Received \$2.1 million in Higher Education Asset and Preservation (HEAPR) funding for roof projects at two campuses
- Lobbying for the \$2.6 million Vermilion CC classroom building renovation – currently priority #5 on the Minnesota State Capital Budget Priority list.
- Awarded over \$800,000 in IRRR funding to sustain the Iron Range Engineering Program
- Awarded \$900,000 to design and remodel space for a high tech transportation center at HCC
- Conceptualizing with the Nashwauk school district on the construction of a new school that would include college programming on site.
- Participated in the redesign of Educational Innovation Partners (EIP) – Resulted in more direct support to teachers and students
- Led the redesign of the Applied Learning Institute along with ALI staff and local superintendents – Resulted in improved professional development, educational opportunities, and scholarships to students.
- Partnering with local superintendents in a Central Range Schools Collaboration effort to expand educational offerings to students living in the central range corridor.
- Collaborated with Northland Foundation and *Power of You* to provide EDI training for NHED employees.
- Strengthened relationships with Bemidji State University and Northwest Technical College to increase workforce training in the Bemidji area through Advanced Minnesota
- Contributed to four successful institutional Higher Learning Commission accreditation reaffirmation submissions and visits

Past Leadership Roles

Provost,	Hibbing Community College	2015-2019
Interim Provost,	Itasca Community College	2014-2015
	<ul style="list-style-type: none">● Responsible for advancing the mission and strategic plan of the institutions● Oversee and manage college budgets● Provide leadership and mentorship to administrators and managers who oversee academic, financial, student services, and IT/facility areas● Participate in the president’s leadership cabinet● Represent the colleges on community, civic, and business boards● Make final decisions on all campus hires● Interpret and comply with all collective bargaining agreements● Seek additional revenue through grant making and development activities● Promote and support new mission-driven initiatives● Oversee maintenance of college accreditation● Advance equity and inclusion on campus and actively participate on diversity committees● Provide strategic vision for potential facility and program development● Collaborate with other NHED leaders to advance shared programming and services● Advance relationships with area high schools through the Applied Learning Institute, Education Innovation Partners, and college-in-the schools programming	

Dean of Academic Affairs and Student Services, Hibbing Community College 2006-2014

- Led all college academic programming and student affairs
- Supervised all college faculty, counselors, student services staff, housing staff, college lab assistants, and financial aid staff
- Managed student discipline and conduct issues
- Led the development of high school partnerships and concurrent enrollment arrangements
- Maintained advisory board relationships with business and industry.
- Served on multiple committees and initiatives including:
 - Shared Governance
 - Academic Affairs Standards Committee (AASC)
 - Applied Learning Institute (ALI)
 - Strategic and budget planning
 - Administrative team
 - General Program Advisory Council (GPAC)
 - AQIP accreditation
- Led hiring committees for new staff and evaluated existing faculty and staff
- Designed and conducted new employee orientations

Principal, Hibbing High School 2004-2006

- Responsible for all operations of Hibbing High School including day school, the alternative learning program, and summer school
- Provided a safe and supportive learning environment for over 1,300 students
- Supervised all high school employees including 70 teaching staff, counselors, assistant principal, activities director, nurse, and secretaries
- Hired and evaluated faculty and support personnel
- Led student curriculum decisions in collaboration with special programs director and vertical teaching committees
- Planned and conducted events such as student orientation and graduation
- Coordinated student registration with counselors and IT department
- Established and built the annual master class schedule
- Served on district administrative team, systems accountability committee, site and district councils, and Hibbing High School Foundation board
- Administered a budget of over \$6,000,000
- Acquired and served as the district lead on one of seven grants awarded statewide to develop and pilot a “student drop-out prevention” program that functioned as a model for other schools nationwide
- Converted the school to a semester-based system
- Served as school district leader in absence of superintendent

Activities Director, Hibbing High School 2000-2004

- Established the Hibbing High School Foundation
- Infused new technology into the scheduling and financial aspects of the activities office
- Administered several dozen athletic teams, fine arts/academic activities, and a \$650,000

budget

- Supervised over 80 coaches and advisors
- Provided guidance and direction for parent support clubs
- Scheduled, coordinated and managed hundreds of athletic events and activities each year
- Mediated parent/coach/player conflicts
- Served on the Minnesota State High School League Representative Assembly

Past Roles - Selective Initiatives / Accomplishments

Responsiveness to Industry:

- Implemented the following in collaboration with faculty and industry:
 - Seven New Career/Technical Programs
 - Multiple Transfer Pathways
 - Multiple Program Redesigns
 - Multiple Program-Level Accreditations
- Biochemical Technology: Conducted benchmark visits to leading 4-year and 2-year educational programs across the nation. Met with relevant industry partners to learn about workforce demand and program requirements
- Precision Manufacturing: Conducted research about the need for a high-skill precision manufacturing program. Planned an industry summit with regional industries, chamber of commerce, economic development organizations, and other colleges
- Industrial Technology: Conducted extensive benchmarking and research for industrial technology skillsets that bridge across major industries such as mining, power generation, pulp and paper. Held a two day Industrial Technology Summit. Work resulted in the creation of an Industrial Systems Technology program that trained hundreds of students over 10 years
- Contributed regularly to the General Program Advisory Council consisting of regional industry leaders

Best Practices for Student Success:

- Initiated HCC Athletic Success Coordinator to support student athletes of color
- Brought Adult Basic Education (ABE) offices and services to HCC through coordinated efforts with the Arrowhead Economic Opportunity Agency. Serving dozens of students each year in pre-developmental preparation
- Designed HCC learning communities to include supplemental instruction, intrusive advising/counseling, individual tutoring, and scheduled study labs in partnership with ABE
- Led the adoption of *Quality Matters (QM)*, a faculty-centered, peer review process designed to certify the quality of online and blended courses - became a faculty led project - several instructors submitted courses for review and have been trained as peer reviewers
- Brought *On-Course* curriculum to HCC in partnership with Itasca Community College - provided over thirty faculty and staff from both colleges with empowerment strategies for students. *On-Course* curriculum was embedded into HCC "College Success Strategies" courses and various faculty incorporate the concepts into their course delivery

- Worked with HCC counselor and system office staff to bring a veteran services office to HCC - office staff member now serves veterans on all NHED campuses
- Expanded OER options for students across several HCC courses
- Increased participation of women in non-traditional programs through services established as part of an EMPOWER grant
- Designed professional development days focused on supporting student of color in the classroom
- Involved community partners such as police chief, newspaper editor, etc. to monthly diversity meetings to seek their support in our efforts
- Supported an HCC faculty project that studied success data of student-athletes of color compared to student population, identified barriers to success through qualitative interviews, and developed support mechanisms to narrow the achievement gap

High School Partnerships:

- Led the creation of a college-in-the-schools (CITS) partnership between HCC and local high schools - worked with faculty through the AASC process to develop quality standards and guidelines for instituting concurrent enrollment at local high schools for the first time
- Strengthened ICC's relationships with Itasca Area Schools Collaborative (IASC) through intentionally including ICC in regional IASC strategic planning -advocated for the expansion of ICC's college-in-the-schools offerings
- Applied Learning Institute (ALI): In collaboration with program faculty, initiated all of HCC's ALI programming and funding awards since inception - conceived the idea of a transportation sector to provide programming for all interested ALI schools
- Served as the higher education representative on the Educational Innovation Partners board – produced professional development programming and equalized technology platforms across area schools

Facilities:

- Heating Conversion Project: Advocated for and received funding to convert Hibbing Community College's steam heat plant to natural gas
- Rightsizing and Renovation Bonding project: Led an \$11 million renovation of Hibbing Community College with expected completion in July 2019
- STEM Lab Bonding Project: Completed a STEM lab renovation and science building HEAPR project at HCC. Conducted planning for a complete biology lab renovation at ICC
- Nursing Skills Lab: Coordinated leveraged equipment funding, Blandin matching funds, and ALI partnership funding to remodel and equip the ICC nursing skills lab
- Healthcare Simulation Center: Led the development, design/construction, and implementation of a \$1 million health care simulation center at HCC for the nursing program

Accreditation:

- Led several continuous quality improvement projects through HCC's institutional accreditation process. Assisted the college in its transition to AQIP from PEAQ - worked with multiple technical program leaders on program specific accreditations

- Initiated ICC's transition to Open Pathways including the submission of a Quality Initiative proposal and began development of the college's assurance review process

Northeast Higher Education District (NHED) Strategic Planning Teams:

- Developed a roadmap for the future of the Northeast Higher Education District through two comprehensive strategic planning processes in collaboration with NHED colleagues
- Participated in the regional academic planning team that led to a change in structure of the district colleges

Grant Work:

- Awarded \$150K grant by the Minnesota Women's Foundation to remove barriers for women to enter non-traditional high wage/high demand programs in a program we built called EMPOWER
- Awarded a FastTRAC grant in partnership with Arrowhead Economic Opportunity Agency (AEOA) and the workforce center to train underprepared adults as commercial truck drivers
- Collaborated with AEOA on a workforce development grant to provide funding and intensive academic support to low-income, underprepared adults seeking a degree in HCC's Heating and Cooling Technician Program
- Awarded a \$900K grant for a high-tech healthcare simulation center to serve Iron Range healthcare students and incumbent healthcare workers from the region
- Awarded a \$600,000 + grant for industry technology program expansion
- Facilitated and was awarded several Hibbing Community Foundation grants to purchase ceramic kilns, theater/choir upgrades, veteran center equipment, and to support HCC's monthly music series

Ph.D. – University of North Dakota:

- Earned a Ph.D. in educational leadership with an emphasis on higher education leadership. Completed three years of relevant coursework followed by two years of researching and writing a dissertation on rural community college presidential leadership
 - ...The new reality describes a higher education environment that—along with significantly decreased funding—includes rapidly changing technology, competition from for-profit institutions, the expanding reaches of e-education, and next-generation students who demand a flexible and sophisticated educational delivery. The researcher discovered five dimensions of leadership, which describe the presidential roles necessary for leading in the new reality of higher education: discerning speculators, impassioned advocates, hope-builders, decisive action-makers, and relationship-architects. A multidimensional leadership model was constructed to demonstrate how the concepts work synergistically...*(from abstract)*

TEACHING EXPERIENCE

Secondary Mathematics Instructor , Hibbing High School	1994-2000
Menahga High School	1989-1994

EXTERNAL RELATIONSHIPS

Applied Learning Institute (ALI) Cabinet	2007-Present
Fairview Range Medical Center, Board of Directors (Past Chair)	2008-Present
Education Innovation Partners, Ex Officio Board Member	2014-Present
Fairview Corporate Advisory Council	2017-Present
Minnesota Diversified Industries Board of Directors (Chair Elect)	2018-Present
Northforce Advisory Board	2019-Present
Arrowhead Growth Alliance	2019-Present
Workforce Development Board – NEMOJET	2019-Present
Minnesota College Athletic Conference, Board of Directors	2010-2019
Hibbing Community Foundation Executive Board of Directors	2001-2019
Hibbing High School Girls Swim Club Officer	2009-2017
Itasca Area Schools Collaborative (IASC) Board Member	2014
ITASCAP (Minnesota Power) Advisory Board	2014
Blandin Advisory Group	2014
Northeast MN Colleges Chief Academic Officers Group	2008-2014
Hibbing Police Commissioner	2007–2010