



Minnesota State Chancellor Search

SYSTEM AND POSITION PROFILE



MINNESOTA STATE

Extraordinary Education.
Exceptional Value.

Minnesota State invites applications and nominations for the position of Chancellor

Minnesota State is comprised of 30 state colleges and 7 state universities that make it the largest single provider of higher education in Minnesota and the fourth largest system of higher education in the country. Minnesota State includes 54 campuses in 47 Minnesota communities and serves more than 375,000 students annually.

The colleges and universities that are part of Minnesota State offer more than 3700 programs academic programs ranging from short-term offerings to graduate options, with more than 600 degree programs offered entirely online. A wide variety of non-credit courses and customized training programs are also offered for individuals, businesses, and community partners. Overall, Minnesota State produces more than 40,000 graduates each year, of whom 87% are employed in related fields within one year and 81% are employed or continue their education in Minnesota.



The system's colleges and universities serve more than:

- » **62,000** Minnesota students of color and American Indian students
- » **50,000** first-generation college students
- » **92,000** Pell-eligible students
- » **95,000** students 25 and older
- » **32,000** high school students
- » **10,500** veterans

Minnesota State serves more Minnesota students in every one of these categories than all of the other higher education providers in the state combined.

Candidates who are interested in learning about the quality of life available to residents of the Twin Cities and Minnesota can learn more [here](#).

GOVERNANCE

The Minnesota State system is governed by a 15-member Board of Trustees appointed by the governor and confirmed by the senate. The board is the governing body responsible for: setting the long-term strategic direction and policy (in consultation with the chancellor and presidents); overseeing adherence to policy; monitoring progress in meeting strategic goals; appointing the chancellor and assessing the chancellor's performance; appointing the presidents, vice chancellors, and director of Internal Audit; setting the operating budget and making legislative requests (in consultation with the chancellor and presidents); and approving labor contracts and other contracts in excess of \$1 million.

MANAGEMENT

The chancellor is the chief executive officer of the Minnesota State system and has full executive responsibility for higher education leadership and effective management and operation of the system. The chancellor's responsibilities include implementing board policy; providing for academic leadership including recommendations to the board of the presidents and cabinet members; recommending operating and capital budgets; recommending allocation of resources; planning; oversight of collective bargaining; providing information systems; management of personnel resources; and annual evaluation of the presidents. The chancellor works in close collaboration with the system's Leadership Council comprised of the chancellor's cabinet and the system's 30 presidents.

STRATEGIC DIRECTION

In January 2012, the Board of Trustees adopted a strategic framework that lays out our core commitments. The framework emphasizes the essential role Minnesota State plays in growing Minnesota's economy and opening doors of educational opportunity to all Minnesotans.

Minnesota State has embarked on Charting the Future, a systemwide initiative to deliver on the commitments set forth in the strategic framework. Charting the Future lays out the path to increase access, affordability, excellence, and service by forging deeper collaborations among our colleges and universities to maximize our collective strengths, resources, and the talents of our faculty and staff. Implementation is underway. See page 5 for details.

Strategic Framework

Minnesota State colleges and universities play an essential role in growing Minnesota's economy and opening the doors of educational opportunity to all Minnesotans. To that end, we will:

Ensure access to an extraordinary education for all Minnesotans

Our faculty and staff will provide the best education available in Minnesota, preparing graduates to lead in every sector of Minnesota's economy.

We will continue to be the place of opportunity, making education accessible to all Minnesotans who seek a college, technical, or university education; those who want to update their skills; and those who need to prepare for new careers.

Be the partner of choice to meet Minnesota's workforce and community needs

Our colleges and universities will be the partner of choice for businesses and communities across Minnesota to help them solve real-world problems and keep Minnesotans at the leading edge of their professions.

Our faculty and staff will enable Minnesota to meet its need for a substantially better educated workforce by increasing the number of Minnesotans who complete certificates, diplomas, and degrees.

Deliver to students, employers, communities, and taxpayers the highest value / most affordable option

Our colleges and universities will deliver the highest value to students, employers, communities, and taxpayers.

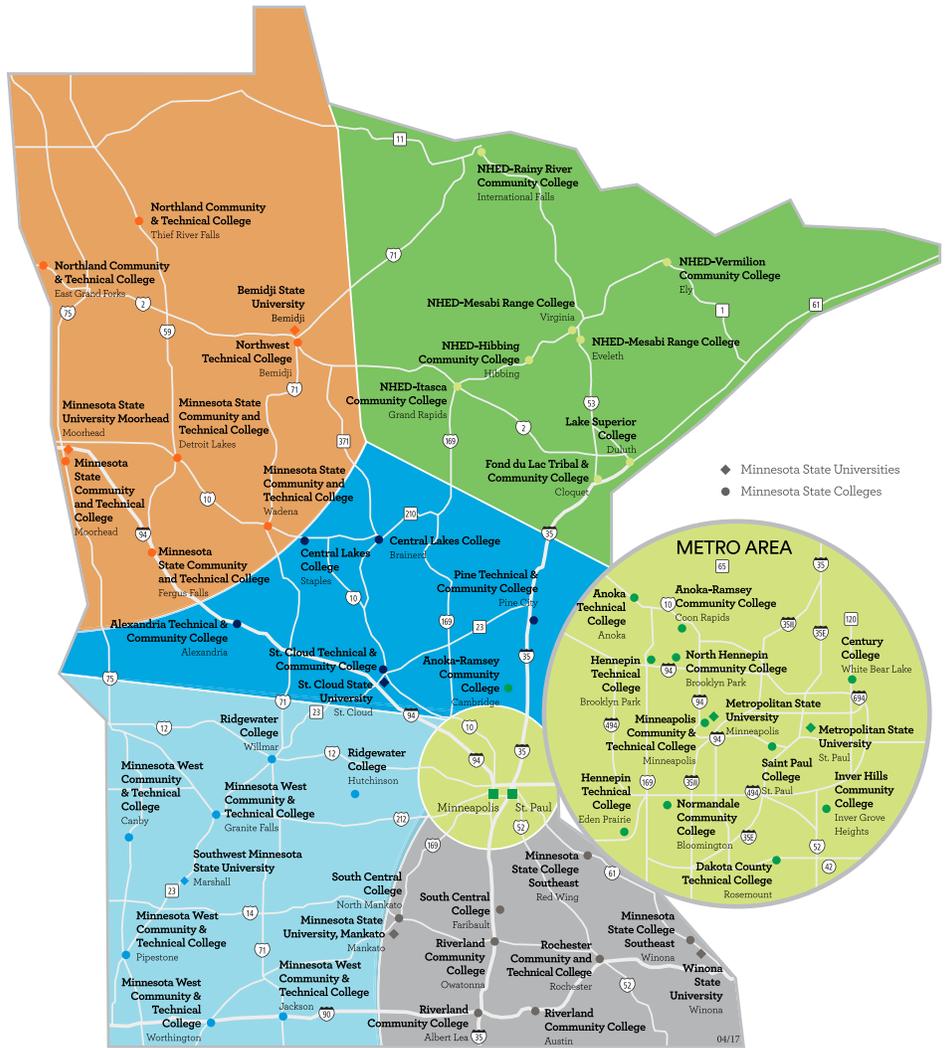
We will be the highest value, most affordable higher education option.

Colleges

- Alexandria Technical & Community College
- Anoka Technical College
- Anoka-Ramsey Community College
- Central Lakes College
- Century College
- Dakota County Technical College
- Fond du Lac Tribal & Community College
- Hennepin Technical College
- Hibbing Community College
- Inver Hills Community College
- Itasca Community College
- Lake Superior College
- Mesabi Range College
- Minneapolis Community & Technical College
- Minnesota State College Southeast
- Minnesota State Community and Technical College
- Minnesota West Community & Technical College
- Normandale Community College
- North Hennepin Community College
- Northland Community & Technical College
- Northwest Technical College
- Pine Technical & Community College
- Rainy River Community College
- Ridgewater College
- Riverland Community College
- Rochester Community and Technical College
- Saint Paul College
- South Central College
- St. Cloud Technical & Community College
- Vermilion Community College

Universities

- Bemidji State University
- Metropolitan State University
- Minnesota State University, Mankato
- Minnesota State University Moorhead
- Southwest Minnesota State University
- St. Cloud State University
- Winona State University



OUR COLLEGES, UNIVERSITIES, FACULTY, AND STAFF SERVING MINNESOTA

The system employs more than 16,000 people, many of whom are represented by one of 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

CHARTING THE FUTURE

Our core value

Provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities.

Our goals

The Charting the Future strategic planning process yielded six recommendations to increase access, affordability, excellence, and service by forging deeper collaborations among our colleges and universities to maximize our collective strengths, resources, and the talents of our faculty and staff:

1. Dramatically increase the success of all learners, especially those in diverse populations traditionally underserved by higher education.
2. Develop a collaborative and coordinated academic planning process that advances affordability, transferability, and access to our programs and services across the state.
3. Certify student competencies and capabilities, expand pathways to accelerate degree completion through credit for prior learning, and foster the award of competency-based credit and degrees.
4. Expand the innovative use of technology to deliver high-quality online courses, strengthen classroom instruction and student services, and provide more individualized learning and advising.
5. Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve real-world problems for communities and businesses across the state.
6. Redesign our financial and administrative models to reward collaboration, drive efficiencies, and strengthen our ability to provide access to an extraordinary education for all Minnesotans.

Charting the Future Timeline

JANUARY 2012 – Strategic framework adopted by Board of Trustees

NOVEMBER 2012 – Three strategic workgroups launched: Education of the Future, Workforce of the Future, and System of the Future

JUNE 2013 – Initial report drafted

NOVEMBER 2013 – Final Charting the Future for a Prosperous Minnesota report approved by Board of Trustees

JANUARY 2014 – Implementation plan designed and shared with Board of Trustees

APRIL 2014 – Eight implementation teams launched

JUNE 2015 – Implementation teams submit initiative recommendations

SEPTEMBER 2015 – Leadership Council develops FY2016 Charting the Future Work Plan

FALL 2015 – Phase 1 campus-based implementation begins

SPRING/SUMMER 2016 – Development of FY2017 Charting the Future work plan by Leadership Council

2016-2017 – Implementation of work plan initiatives continues



About the Position

AMONG OTHER RESPONSIBILITIES, THE CHANCELLOR:

- Serves as the chief executive officer, directly responsible to the Board of Trustees for operation of the system
- Serves as the chief advocate for Minnesota State by cultivating support for students with funders, the media, elected officials, employers, and other decision leaders
- Sets the strategic direction for the system, keeping the big picture in mind; takes calculated risks to ensure the system remains vibrant and responsive to emerging trends and needs
- Develops a culture and appetite for accomplishment and results, and drives culture change where needed.
- Provides academic leadership for the colleges and universities, and facilitates cooperation and synergy among the colleges and universities with respect to academic and student life
- Sets the tone at the top by building a culture and climate that articulates, celebrates, prioritizes, and rewards the core values of diversity and inclusion, respect, generosity of spirit, telling the truth, fairness and equity, excellence, hard work, trust, enterprise thinking, and persistence
- Shapes the human side of the enterprise by building the spirit, esprit de corps, camaraderie, and values of the leadership team; builds high performing, effective, collaborative, diverse teams of enterprise leaders
- Supports and provides leadership for affirmative action and diversity, as well as the achievement of equity and inclusion
- Stays current on trends in the environment in which Minnesota State and higher education live, including shifting demographics, changes in technology, changing market competition, changing workforce needs, new directions in state and national policy, as well as social, political, cultural, and economic trends



About the Position

RESPONSIBILITIES (CONTINUED)

- Identifies and manages risks to the enterprise
- Develops and implements system policy in conjunction with the Board of Trustees
- Acts as the board's chief agent for development of system operating and capital budgets (including the review of institution budgets), master planning activity, and labor relations
- Oversees system-level service operations, such as telecommunications and systemic information technology
- Represents the board and the system before external agencies of state government, the national government, and the public
- Collaborates with internal stakeholders and external partners, building trusting relationships to advance Minnesota State objectives
- Works cooperatively with leaders of systemwide bargaining units
- Works to further the stated goals and objectives of the Board of Trustees and Minnesota State



Budget and Finance

- 65% of our expenses are our talented faculty and staff.
- Minnesota State is highly efficient, ranking 33rd in the nation in terms of administrative overhead per student served.
- Minnesota State's annual operating budget is about \$2 billion, of which \$731 million comes from state appropriation and \$758 million from tuition.
- The system manages 843 buildings totaling 28 million square feet and has a capital budget that ranges from \$100 million to \$250 million every two years.

Higher Education in Minnesota

The Minnesota State system comprises all public higher education institutions in the state except for the University of Minnesota. The system works closely with the University of Minnesota and with the K-12 system on a number of initiatives.

Preferred Qualifications

- Demonstrated focus on serving students and leading an enterprise dedicated to student success
- An understanding of the value and unique missions of the system's community colleges, technical colleges, comprehensive colleges, and state universities, along with the shared mission of the enterprise
- Demonstrated ability to deliver a compelling public message that motivates others to support students and Minnesota State
- A proven passion for--and demonstrated commitment to--diversity, inclusion, and equity
- Demonstrated commitment to public service and public education
- A history of successfully driving change in a complex organization; adeptness at working in a highly nuanced environment with varied constituencies
- Demonstrated ability to articulate a vision for the system and execute a plan for implementation of the vision
- Proven success in workforce and economic development



Preferred Qualifications

- Proven success in working with a governing board and legislative stakeholders; politically savvy and culturally relevant
- Proven success in working with all levels of employees and multiple bargaining units
- Demonstrated ability to rapidly prioritize as well as execute while exhibiting a sense of urgency, superb judgment, compassion, wisdom, and a sense of humor
- Proven ability to attract and lead a strong team of senior staff
- Demonstrated effective leadership with strong emphasis on accountability for results
- Experience in a multi-location, geographically dispersed operating environment
- Demonstrated emotional intelligence with proven ability in managing resources in an environment with competing priorities and interests
- An earned doctorate or terminal degree



Search Timeline

Review of candidates will begin immediately and will continue until the position is filled. Priority consideration will be given to applications received by **December 8, 2017**.

The target start date for the new chancellor is **August 1, 2018**.

Benefits and Compensation

The position is covered by the Minnesota State Administrators plan. See: www.hr.mnscu.edu/contract_plans

The chancellor's office is located in the system office in downtown St. Paul. Some statewide travel is required.

Inquiries, Nominations, and Applications

Nominations, applications, and confidential inquiries are welcomed. Contact:

Wheless Partners

Email: MinnesotaStateChancellor@WhelessPartners.com

Nominations should include the nominee's name, current position, email address, and telephone number.

Application materials should include:

- a letter of interest describing how the applicant's training and experience directly relate to the outlined job responsibilities
- a current resume
- the names and telephone numbers of five professional references

Applicants are encouraged to submit materials by email using Word or PDF attachments.



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Exceptional Value.

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