

NORTHLAND COMMUNITY AND TECHNICAL COLLEGE

Administrative Reorganization – FY 2014

EXECUTIVE SUMMARY

There are three major emphases in this reorganization plan:

1. Rebalance faculty and academic program supervision among four existing academic dean positions (Steve Crittenden, Brian Huschle, Jim Retka, Jodi Stauss-Stassen):
 - a. Stronger community of interest among programs supervised by each dean
 - b. Reasonable supervisory loads for deans
 - c. Clarification of campus leadership and college-wide responsibilities
2. Establish and strengthen the Advancement and External Affairs division; raise awareness of the need for this activity:
 - a. Grow credit enrollment and participation in customized training/continuing education
 - b. Increase levels of extramural investment in the college
3. Commitment throughout the college to three strategic goals:
 - a. Student Success - increase performance against established metrics related to student success, retention, and completion
 - b. Quality – enhance quality through professional development activities, cutting-edge instructional equipment and technology, engagement with employers and other educational institutions, and increased internship and scholarship opportunities
 - c. Growth – strategically increase enrollment and investments in the college from external sources

NORTHLAND COMMUNITY AND TECHNICAL COLLEGE

Administrative Reorganization – FY 2014

OVERVIEW

A college exists to educate people. But nothing is ever that simple.

A modern college requires a myriad of supporting services to enable success of its education mission.

Among these are **student services** including admissions, financial aid, registration, advising, counseling, student development activities, and disability services. Learning services including tutoring, libraries, and testing services are also vital parts of modern colleges.

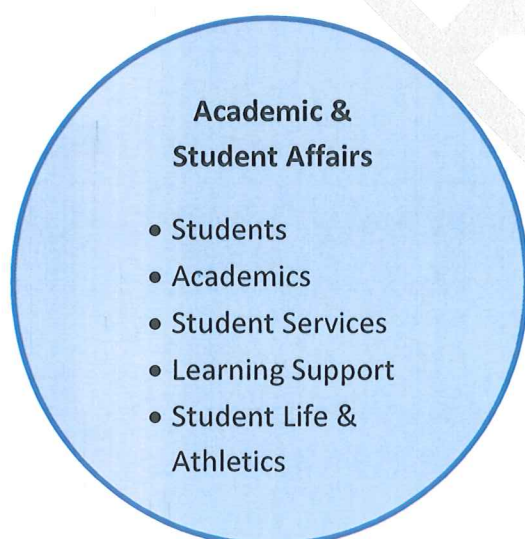
Colleges require **infrastructure**. Physical infrastructure includes facilities and technology that operate efficiently and effectively. Additionally, fiscal services, human resources services, safety and training, and investigative services must be available for a college to be successful.

Over the centuries of higher education, good intentions, legislative interventions, and accountability for stewardship of public resources have added layer upon layer of legal requirements, regulations, audit and accounting standards, and accreditation standards to the basic mission of education.

Public funding for education has fallen precipitously in Minnesota as it has in other states. Assertive **marketing, enrollment management, and strategic resource development** are emerging as other essentials of college operations.

Academic and Student Affairs

At Northland, we have a strong understanding of the functions of the Academic and Student Affairs Division and why they are essential.



To a large extent, these functions are internally-focused. Traditionally, students have come to us - attracted primarily by the location of our campuses and the programs we offer. When they arrive at college, students are advised, registered, taught, and supported until they graduate or leave for some other reason.

In addition to these basic functions, several complications and innovations have been added in recent years such as:

- College availability to high school students - PSEO, Concurrent Enrollment, Online College in the High School
- Distance Education – Online, hybrid courses, ITV, Telepresence
- Developmental Education – Preparing those underprepared for college-level course work
- Assessment and Metrics – 28 MnSCU metrics - fifteen of which rely on actions within Academic and Student Affairs, accreditation standards, program sustainability metrics, annual assessment plans, and program review data
- National Completion Agenda and other national initiatives to improve college student performance

Administrative Services

At Northland, we also have a pretty strong understanding of what functions are included in our Administrative Services Division. We all know that to function as a modern college, we need human resources management and services, fiscal management, safety programs, and facilities and technology that support our programs and students.

Administrative Services

- Human Resources
- Fiscal Services
- Facilities
- Technology
- Safety

However, the intricate responsibilities of each of these functions are not well understood. For example:

- Assuring accountability to all statutes, MnSCU Board of Trustees policies and procedures, auditable standards
- Developing proposals for facilities improvements
- Negotiating contracts and complicated procurement processes
- Assuring grant compliance
- Improving performance against related MnSCU System metrics (8 of 28)
- Assuring an environment free of harassment/discrimination for students and employees
- Establishing and maintaining standards for technology and communications
- Assuring compliance with health and safety regulations

Advancement and External Affairs

Because they are not directly a part of educating and serving students on a day-in-day-out basis, the functions grouped under "Advancement and External Affairs" are probably the least understood at Northland. These functions include any activity that connects the college with the external environment. Until recently, these activities have been dispersed throughout college departments without cohesive direction.

Advancement & External Affairs

- Marketing
- Recruiting
- Foundations/Alumni
- Public Info/Public Relations
- Strategic Development

It is important for us to unite these activities into one division that has sufficient resources and cohesion to insure continued college success in uncertain financial times. The following factors contribute to this need:

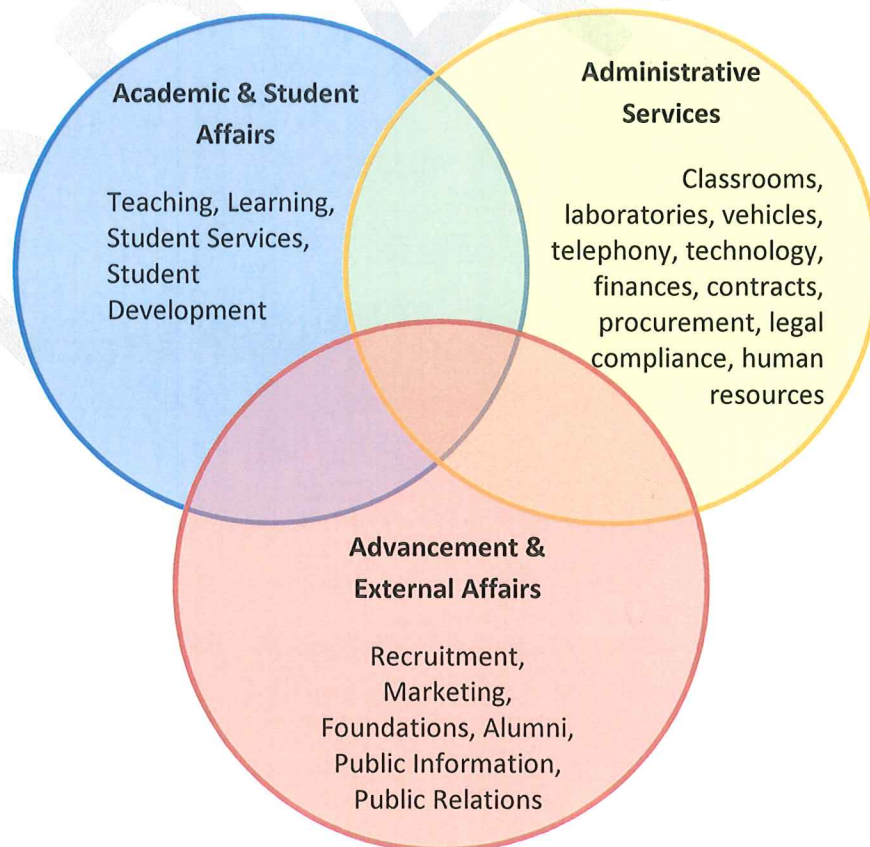
- The dis-investment of the State of Minnesota in public higher education has made it essential to attract more extramural funding and grow enrollment
- The MnSCU FY 2014-15 legislative budget proposal, if funded, will require colleges to solicit matching funds from businesses and community partners for equipment, scholarships, and internships
- Realignment of some personnel resources has already occurred in response to the college's investment in and follow-through on the Noel-Levitz analysis regarding Strategic Enrollment Planning
- Five MnSCU metrics rely on activities of a unified Advancement and External Affairs Division
- A cohesive Advancement Division is a characteristic of many successful colleges

The Advancement and External Affairs Division at Northland will be responsible for organizing and implementing college interactions with communities, alumni, high school students, businesses, governmental entities, legislators, associations, granting sources, foundations, and potential customers. The specific functions include:

- Recruiting students
- Executing the Strategic Enrollment Plan
- Marketing
- Public Information / Communications
- Public Relations
- Public Events
- Managing Brand and Image
- Attracting Customized Training Clients
- Grant Mining / Managing Grant Processes
- Managing College Foundations
- Fostering Alumni Relations
- Assisting president in managing legislative relations – local, state, federal
- Assisting faculty members to solicit donations for college programs, equipment, internships, scholarships, etc.

Intersections of Three Divisions

Although classifying college functions into three divisions clarifies responsibilities, it is also important to understand the intersections and interdependencies among them. For instance, all activities of the Advancement and External Affairs Division must accurately reflect the assets of the college and the external outreach brings investment and enrollment to the college. The Administrative Services Division provides the infrastructure for all college activities. The teaching and services provided by the Academic and Student Affairs Division promotes student success and institutional health.



RATIONALE FOR REORGANIZATION

This reorganization has been designed to address several issues and to build a structure that will support college quality and growth. The rationale for the proposed reorganization is presented in the following paragraphs.

1. Reduction in Ambiguity

In previous years, the organization of the administration continued to reflect the two independent campuses that were merged into one college a full decade ago. Through this experience, we have learned which functions can be performed on a college-wide basis and which require campus-based attention. The reorganization clarifies where the responsibility for functions resides and it further defines which positions have college-wide responsibilities and which have campus-based responsibilities. The way things are done at the two campuses will become more similar in those areas where similarity brings greater efficiency and effectiveness.

2. Balance of Supervisory Responsibilities among Academic Administrators

The plan provides for each of four academic deans to supervise approximately 40 faculty FTE. Currently, one dean supervises nearly 80 faculty FTE.

3. Community of Interest among Related Programs

Organization of academic programs with specific deans will allow greater attention to programs with similar needs. Allied Health programs all have several features in common; so do trades and technical programs; so do liberal arts/transfer disciplines. Deans who can concentrate their attention on similar programs will likely be more effective and will be able to spend more time with individual faculty members. It will reduce ambiguity if one dean is coordinating clinical contracts, contacting business and industry partners, or negotiating transfer articulations with baccalaureate institutions.

4. Better Balance of Administrators on each Campus; Reduction in Administrators

A year ago, there were four deans on the TRF campus, three administrators at the Aerospace site, and two deans and the vice president on the EGF campus. In this reorganization, there will be two deans with a home base at the TRF campus, one associate dean at the aerospace site, and three deans with a home base at the EGF campus. The total number of administrators in Academic and Student Affairs will be seven, including the vice president. This is a reduction from ten in FY 2012. The vice president and three of the deans will have college-wide responsibilities.

5. Improved Services to Students and Faculty

During the past couple of years, there have been concerns about the availability of administrators at the campuses in the case of acute events. The reorganization plan designates a campus dean for each campus who will have the authority to act in such events. Although faculty members may be supervised by other deans, the campus deans can act to assist any faculty member or respond to the concerns of any student. Additionally, the administration has committed to identifying a daily "Person in Charge" at the three major college sites. In the event that the campus dean is scheduled to be off campus, another responsible person will be identified to be the "on call" person in charge for acute events.

6. Built upon the Strengths of Administrative Team

The administrative team has proven that it has leadership and management abilities to match the assignments of the reorganization plan. All have deep commitments to the success of Northland, its employees, and students.

7. Strengthened Advancement, Resource Development, and External Outreach

By pulling together many of the outreach functions of the college, a singularity of approach can be achieved. Whether employees are recruiting students or donors, it will be possible to have them aware of all of the

needs within college departments. The college's investment in and follow-through on the Noel-Levitz analysis regarding Strategic Enrollment Planning has already led to realignment of some personnel resources. Strengthening these efforts is becoming more important because of the disinvestment of the State of Minnesota in public higher education; more extramural funding must be attracted and enrollment growth is vital. If the MnSCU FY 2014-15 legislative budget proposal is funded, colleges will be required to solicit matching funds from businesses and community partners for equipment, scholarships, and internships.

8. Personnel Change and Succession Planning

The search for a new Senior Vice President of Academic and Student Affairs and deliberate planning for succession and personnel change has prompted many of the elements of the reorganization plan. Change can lead to opportunities to strengthen the college.

9. Addition of Essential Services

More and more, Northland is called upon to produce data and reports that provide evidence of progress against established metrics. Four years ago we did have a dedicated institution research position for nearly a year and made substantial progress to develop a data repository, a college fact book, and responsiveness to requests for information. Since that employee left, we have continued our institutional research efforts with the part-time services of a faculty member. Clearly, the demands on the college will continue to increase. It is the consensus of several bodies within the college that an institutional research position is essential and should be reinstated.

Several administrators spend considerable amounts of time working on events, projects, and paperwork that could be delegated. This limits administrative effectiveness. In the past, we have seen the value of having an academic coordinator and have reinstated that position. It is the intention of this reorganization to add coordinators to the Administrative Services and Advancement & External Affairs divisions. These positions will insure that required projects are accomplished in a timely manner and that relationships and communication with internal and external partners are nurtured.

10. Reallocation of Administrative Resources

To the extent possible, proposed personnel additions will be funded from resources formerly budgeted for other assignments. A detailed plan for funding new positions will be included in the FY2014 budget. If funding for all proposed positions cannot be identified, the positions will be prioritized by the President's Cabinet.

DETAILS OF PROPOSED ADMINISTRATIVE STRUCTURE

Yellow indicates new position; **Aqua** indicates changes in supervision; **Green** indicates eliminated position

College President – Anne Temte

When the reorganization is implemented, the college president will supervise:

- Senior Vice President of Academic and Student Affairs
- Vice President of Administrative Services
- Vice President of Advancement and External Affairs
- Assistant to the President (OAS – Principal)

The vice presidential titling is consistent with positions at many similar MnSCU colleges. Titling enhances external understanding of the positions and reflects the scope and authority of the positions.

Academic and Student Affairs

Senior Vice President of Academic and Student Services – College-wide Responsibility - TBD

This position will focus on leading all aspects of academic and student services. In particular, the vice president will oversee institutional effectiveness, institutional research, and accreditation. The vice president will support and promote:

- innovation
- quality in all academic and student services programming
- building strategic budgets
- resource development in collaboration with the Advancement & External Affairs Division
- strategic scheduling that includes the implementation of emerging instructional technology
- building partnerships to support academic and student services programming

The Sr. Vice President will supervise the following staff positions:

Director of Institutional Research / Institutional Effectiveness - TBD

This position will coordinate all reporting on college effectiveness and will be the primary manager of institutional research activities

Academic Coordinator – Karl Ohrn

This position will perform consistent with recent position description

- Library Technicians (2) – Amanda Johnson, Robin Langevin
- OAS (2) – Mary Cox, Rita Lealos
- OAS Int. – Lori Johnson

OAS Sr. – Mary Jo Bydal

With addition of Director of Institutional Research and Academic Coordinator, this position may be able to provide administrative assistance to the sr. vice president, EGF Campus Dean, and Dean of Student Affairs.

The Sr. Vice President will supervise the following deans:

Dean of the Campus (EGF) –Brian Huschle

This position is campus-based; it is the primary administrator to whom all issues on the EGF campus are referred. The dean chairs the EGF Campus Management Team. In the absence of deans with college-wide responsibilities, the EGF Campus Dean is available to all campus faculty members and employees for resolution of acute situations. The dean has college-wide responsibility for developing transfer articulations, transfer curricula, Northland's participation in Distance Minnesota, and enhancing online education. Additionally, this position supervises specific academic areas and faculty members:

Liberal Arts and Business Faculty (39 FTE) To include technical faculty in ACCT, ADMS, ADMM, Sales & Marketing, Computer Networking, ECE, Health and Fitness, Farm Operations

Librarian

Faculty Liaison (Details to be determined through consultation with faculty)

Dean of the Campus (TRF), Student Life, and Athletics – Steve Crittenden

This position is campus-based; it is the primary administrator to whom all issues on the TRF campus are referred. The dean chairs the TRF Campus Management Team. In the absence of deans with college-wide responsibilities, the TRF Campus Dean is available to all campus faculty members and employees for

resolution of acute situations. The dean supervises the college's student life programs, is the college's athletic director, and has college-wide responsibility for leading developmental education offerings. Additionally, this position supervises specific academic areas, faculty members, and programs:

Liberal Arts and Business Faculty (39 FTE)

Faculty Liaison (Details to be determined through consultation with faculty)

Athletics Coordinator and Coaches – Paul Peterson & Coaches

Student Life – college-wide – Title and Job Description TBD

This is a new position that will manage the student development responsibilities currently performed by Steve Crittenden. This position will be the primary contact for student issues on the TRF campus and will work with student senates, student activities, Access & Opportunity activities at both campuses

Director of Learning Services

MnSCU Academic Professional -1 – Jason Pangiarella

Dean of Career and Technical Education –College-wide - Jim Retka

This position has college-wide responsibilities for career and technical programs, other than those that are health-related and business-related. The dean will promote innovation within CTE programs and collaboration with customized training and continuing education. The dean will develop and enhance business and industry support for CTE programs and assist faculty members in building and sustaining advisory committee support. Additionally, this position supervises specific academic areas, faculty members, and programs:

Associate Dean – Aerospace – Curtis Zoller (10 Faculty FTE)

CTE Faculty (17 FTE) Change in supervision for EGF faculty in ARCH, CARP, CONE, CVOP, HVAC, PLBG, WELD

Faculty Liaison (Details to be determined through consultation with faculty)

Dean of Management Education

FBM Program Coordinator All but one other MnSCU college has eliminated administrative positions for FBM. Program uniqueness and grant projects and revenues necessitate the retention of a designated faculty program coordinator.

FBM Faculty (10 FTE)

OAS Int – Rosie Gustafson

This position has, historically, served only the FBM department. Broadening the focus to all career and technical programs will assist the dean with managing of purchasing and records for these supply- and equipment-intensive programs.

Customized Training /Continuing Education (CT/CE)

Discussions related to the structure of CT/CE, exploring opportunities in the greater Grand Forks region, and expectations of the MnSCU system related CT/CE programs will take place over the summer.

Dean of Allied Health and Nursing–College-wide - Jodi Stauss-Stassen

There is a community of interest among all allied health programs – clinical site contracts, student health records, accreditation standards, and designated faculty program directors. Organization under one dean who has a support organization was the long-range intention when the Dean of Nursing position was created. The dean will coordinate all interactions between the college and the allied health community and will promote quality and innovation. This position supervises specific academic areas, faculty members and programs:

Program Coordinator – LPN – Dorinda Sorvig

Program Coordinator – ADN – Kari Koenig

MnSCU Academic Prof-1 – Rachael Bridgeford

OAS Int. PT (2) – Tara Harstad, Jodi Palmiscno

Nursing Faculty (20 FTE)

Allied Health Program Directors (9)

Allied Health Faculty (22 FTE)

College Lab Assistants – Danika Braaten, Linda Dietz

Faculty Liaison (Details to be determined through consultation with faculty)

Dean of Student Affairs – College-wide - Mary Fontes

This position has comprehensive responsibility for all college student services. In collaboration with campus and college-wide deans, the position oversees the development and application of policies and procedures related to students. This position serves as the primary contact for student issues on the EGF campus. The dean supervises:

Counselors – Kate Schmalenberg, Kelsy Blowers

Registrar and Director of Advising – Rocky Ammerman

Director of Admissions and Diversity – Gene Klinke

Director of Financial Aid – Gerry Schulte

Disciplines Supervised by Academic Deans

Brian Huschle Dean of the EGF Campus (Liberal Arts & Business)	Steve Crittenden Dean of the TRF Campus, Student Life & Athletics (Liberal Arts & Business)	Jim Retka Dean of Career & Technical Education	Jodi Stauss-Stassen Dean of Allied Health & Nursing
<ul style="list-style-type: none"> • ACCT • ADMM • ADMS • AGRI • ANTH • ARTS • BIOL • BUSN • CDEV • CHEM • CPTR • ECON • ENGL • FYEC • FITN • GEOG • HIST • HLTH • HPER • HUMN • JOUR • MATH • MKTG • MUSC • NSCI • PHIL • PHYS • PLSC • PSYC • READ • SOCI • SPAN 	<ul style="list-style-type: none"> • ACCT • ANTH • ARTS • BIOL • BUSN • CHEM • ECON • ENGL • FYEC • GEOG • HIST • HPER • HUMN • JOUR • MATH • MUSC • NMED • NSCI • PHIL • PHYS • PLSC • PSYC • READ • SOCI • SPAN 	<ul style="list-style-type: none"> • ARCH • AUBO • AUMO • BLDG • CARP • CMAE • CONE • CRJU • CVOP • ETAS • HVAC • MFPT • PLBG • WELD <p>Curtis Zoller Associate Dean of Aerospace Programs</p> <ul style="list-style-type: none"> • AVET • AVIA • IMAG • UAST 	<ul style="list-style-type: none"> • CLST • CVST • EMTB • EMTI • EMTF • FIRE • MSTH • NURS • OTAC • PHRM • PNSG • PTAS • RADT • RESP • SURG

Administrative Services

Vice President of Administrative Services – College-wide – Becky Lindseth

This position has comprehensive responsibility for the coordination of all administrative services functions within the college. It has responsibility for assuring efficiency, effectiveness, and accountability. Administrative Services provides the infrastructure within which college activities can be accomplished smoothly and successfully. The current incumbent also serves as the college's chief human resources officer (CHRO). The vice president title is consistent with other MnSCU colleges. The personnel supervised by the current vice president are:

Administrative Services Coordinator – College-wide - TBD

This position exists to provide high level support for the administrative services division of the college. The coordinator will handle delegated projects and coordinate activities of the Administrative Services Division,

Director of Technology –College-wide - Stacey Hron

Director of Facilities – EGF – Bob Gooden

Director of Facilities – TRF – Clinton Castle

Personnel Officer Sr. – Kristi Lane

Accounting Technician – Tiffanie Bieganeck

OAS Sr. – Michelle Benitt

Safety & Health Officer 1 – Julie Fenning

Chief Finance Officer – College-wide - Shannon Jesme, who supervises:

Business Officer – Michelle Bakken

Accounting Officer – DeeDee Johnson

Accounting Officer – George Bass (50% transition to general fund for FY 2014)

Advancement and External Affairs

Vice President of Advancement and External Affairs –College-wide - Dan Klug

This position furthers the mission and strategic goals of the college and its academic programs through planning and implementation of a comprehensive institutional advancement program. It directs the management and operational aspects of college fundraising, public relations and marketing, and external relations with communities, foundations, alumni, business and industry partners, and donors. The incumbent will assist the president with legislative relations and will collaborate with academic deans to develop business and industry support for college programs. The vice president supervises:

Advancement Coordinator - TBD

This position exists to provide high level support for advancement projects, including grant mining and management of grant development processes.

Director of Foundation Operations – Lars Dyrud

Director of Enrollment Management and Marketing – Jason Trainer