



BEMIDJI STATE UNIVERSITY
NORTHWEST TECHNICAL COLLEGE

Bemidji, Minnesota

President



LEADERSHIP PROFILE

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Prepared by:
Katherine Haley Will, Ph.D.
Howard Jessamy

WITT/KIEFFER



THE OPPORTUNITY

Bemidji State University and Northwest Technical College in Bemidji, Minnesota, seek nominations for and expressions of interest in the position of President.

The Minnesota State Colleges and Universities invite applications and nominations for President of Bemidji State University and Northwest Technical College. Bemidji State University (BSU) and Northwest Technical College (NTC) are aligned under the leadership of one president. These institutions share administration, business services, information technology, select student services, and some academic areas.

BSU and NTC are members of the Minnesota State Colleges and Universities. The system, comprised of 32 state universities and two-year colleges, serves about 250,000 students per year in credit-based courses and an additional 140,000 students in non-credit courses. For more information visit www.mnscu.edu.

Reporting to the system's chancellor, the president serves as chief executive officer responsible for leading the faculty, staff, and students in accomplishing the institutions' missions. Educational policies, jointly determined through participation of faculty, students, and administration, conform to system policies.

The next president will demonstrate an ability for outstanding leadership, a record of successful administrative experience, a commitment to and understanding of the institutions' missions, and interpersonal and communication skills that build and maintain strong, effective relationships with a broad range of constituents. It is preferred that applicants and nominees possess an earned doctorate, or other appropriate preparation, and provide evidence of successful higher education teaching experience. Additional information can be found at www.bemidjistate.edu or www.ntcmn.edu.



Bemidji State University

From its lakeside campus in northern Minnesota, Bemidji State University offers arts, sciences, and select professional programs in a personal, engaging, learning atmosphere focused on the environment, civic engagement, and the global family. The university ranks as a top-tier, Midwest graduate university according to *U.S. News and World Report*. A dynamic campus life prepares students for leadership through a tradition of involvement in student organizations, arts and cultural programs, intercollegiate sports, recreational activities, and service projects. The university flourishes within the vibrant city of Bemidji, which is a regional hub for education, finance, medical care, government, recreation, and retail.

The hometown feel of campus and the surrounding community—located amidst hundreds of lakes and three major forests offering abundant outdoor recreational opportunities—welcomes nearly 5,000 undergraduate and graduate students each year. Undergraduate students may choose from over 65 majors and pre-professional programs. Fourteen graduate programs are offered, with online programs in education, special education, and industrial technology.

Northwest Technical College

Northwest Technical College provides quality occupational learning opportunities and services to meet a variety of career paths. From its inception 42 years ago, NTC has evolved into a technological institution offering over 40 programs in business, health, industrial technology, and human and protective services. The college's online offerings include programs in accounting, administrative assistant, general business, medical office technology, nursing, and supervisory management. With 1,600 learners enrolled, NTC is one of the fastest growing two-year colleges in the Minnesota State Colleges and Universities system.



OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Continue a Culture of Planning and Budget Sustainability



Bemidji State University has a culture of strategic planning and astute budgetary practices. The strategic plan, which guides the University's actions, not only presents the mission, vision, and institutional goals, but also identifies three, core-value themes that are broadly accepted and adopted across the institution. Those themes are: civic engagement, environmental stewardship, and international/multicultural understanding.

NTC is committed to continuous quality improvement, with the Higher Learning Commission's Academic Quality Improvement Program (AQIP) providing the framework for the college's strategic planning and assessment.

Before the recession in 2007, the university and college initiated a budget realignment to assure fiscal sustainability for the future. Most of the reductions and reinvestment strategies were achieved through attrition. Thus, BSU and NTC now find themselves better prepared than most institutions nationwide to weather difficult economic times. The institutions are well positioned to benefit from their careful strategic planning, resource management, and productive community relationships.

Bemidji State University has been experiencing enrollment growth despite the continued decline of traditionally aged students in northern Minnesota and surrounding areas. This growth, both on campus and online, is the result of investments made in new facilities, technology enhancements, new programs, organizational restructuring, external educational partnerships, and targeted recruitment and enrollment initiatives. Key to the university's future will be its ability to achieve a successful balance between its residential campus and its online learning community. The president's role will be to assure that Bemidji State remains a leader in innovative approaches to learning and continues to identify new markets and revenue streams. Also, it will be important to continue identifying undergraduate and graduate programs that are enrollment drivers and secure professional accreditation for them. Environmental sustainability and the goal of becoming a carbon neutral campus will also be key in fulfilling the university's goals.

The president is expected to demonstrate an understanding of and support for the strong distance education programs currently being offered by NTC and BSU, which have enrollments typically exceeding the statewide average in online learning opportunities. As chief executive officer, he or she also must be open to exploring alternative models for generating sustainable revenue in a period of declining state support.

Athletics will be another factor in the university's strategic and budget planning. The Division I men's ice hockey program and the hockey program's new home in the regional events center, which opens in fall 2010, will provide both opportunities and challenges for budget planning. It is anticipated that the event center affiliation will provide new revenue streams for supporting the university's Division II athletic programs. At the same time, the breadth of the university's athletic offerings, particularly in light of Title IX considerations, will warrant continued review.

The president will also be expected to take a strong leadership role in continuing to define and explore new economic and academic possibilities and potential of the institutional alignment in fulfilling the missions of the university and college, and in benefiting the students and communities they serve.

Finally, the president must strive to build a sense of community among all stakeholders of the university and college. Trust, in particular, must be built between the faculty and the administration in the context of a strong collective bargaining culture. Transparency regarding institutional decisions and strategic initiatives will be important.



Nurture and Build Relationships with the Region to Promote Mutual Support and Cooperation

Bemidji State University is recognized as a catalyst in the economic, cultural, and intellectual development of northern Minnesota and beyond. Both BSU and NTC enjoy the support of the surrounding community due to the educational, economic, and cultural opportunities these institutions offer.

The president is an important leader in the region and is expected to build strong, broad relationships with business and community leaders throughout the area to further the aligned institutions' missions and to meet the educational, developmental, and cultural needs of the region.



As leader of economic and cultural engines for the region, the president is expected to be highly involved within the community and work continuously to nurture and expand linkages between the university and the region. The president will build relationships and explore partnerships with regional business leaders; elected officials; governmental agencies; and Native American communities, governments, and tribal leaders.

An interesting characteristic of the institutions is their location at the center of three Ojibwe nations: Red Lake, Leech Lake, and White Earth. The new president will have the opportunity to continue building strong and viable relations with these nations and strengthen existing partnerships that will create new areas of cooperation, higher learning partnerships, and mutual understanding for the benefit of all.

Be a Strong and Effective Advocate for BSU and NTC within the Minnesota State Colleges and Universities System and with the Minnesota State Legislature

The next president must possess substantial experience and a record of success in navigating a large, centralized state system of higher education (MnSCU) in order to effectively represent and advocate for the university and the technical college. The president must also have the ability and willingness to work closely with the state legislature in furthering the institutions' visions and goals, especially in terms of funding for future building projects. While the university and the college have successfully gained support and funding for completing many physical plant improvements, more projects are anticipated. For example, there is the prospect of a \$21 million, state-funded facility for the business program at BSU in 2012. The president must continue to work with the system and the legislature to secure funding for such projects as well as assure funding for future deferred maintenance projects and other campus enhancements.

Support and Further the Student-Centered Culture of BSU and NTC

Bemidji State University and Northwest Technical College are highly regarded in Minnesota for their student-centered focus and quality programs. Graduates praise the institutions for the breadth of their offerings and their dedication to ensuring student success.

The faculty of BSU and NTC are first and foremost a teaching faculty. They are deeply committed to student success, interacting directly and frequently with students in and out of the classroom. BSU and NTC faculty shoulder a workload commonly found in teaching universities and technical colleges, with full teaching loads in addition to their advising and service responsibilities. The president will be active in supporting a culture centered on students by being visible on campus and accessible to students and faculty alike. With an interim Vice President for Academic Affairs in place currently, the new president will have the opportunity to hire a chief academic officer to provide leadership in maintaining and building upon the academic program's excellence, innovation, and student-centered focus.

The recent organizational alignment of BSU student affairs and student support services departments into the Division of Student Development and Enrollment has enhanced further the university's focus on student success and growth outcomes. Focusing on direct involvement with students, assessment, and collaboration with faculty on student learning outcomes and engagement, the division has set the stage for further advancing student satisfaction and achievement.

Student focus and attention is a key recruiting strength for both BSU and NTC, appealing to students who want a university experience with the feel of a supportive, intimate community environment. As institutions that have traditionally enrolled a large percentage of first-generation and low-income students, BSU and NTC are well known for the value their personal approach gives to those students who may not be well prepared for college. The president's active support of and advocacy for this aspect of the institutions' missions are critical.





Focus on Fundraising to Support the Strategic Goals of the University and College

All institutions of public higher education in these challenging economic times must be proactive and strategic in private fundraising. Bemidji State University has, to its advantage, been active in building both annual giving with alumni and the community as well as planned giving through its Legacy Society. To help accomplish its goals, the BSU Foundation has built a strong, national foundation board to support the University's fund- and friend-raising activities. Similarly, Northwest Technical College has implemented a strategic fundraising initiative that is guided by a foundation board comprised of area leaders. Their support and involvement have helped extend NTC's visibility and reputation throughout the area.

The new president must be active in all areas of fundraising and must, in particular, play a leadership role in partnering with the foundations to actively cultivate and solicit private donors.



THE ROLE OF THE PRESIDENT

The president of Bemidji State University and Northwest Technical College has overall responsibility for ensuring the fulfillment of the aligned institutions' missions, for assuring the highest standards of academic quality and fiscal integrity, for maintaining and developing the strategic relationships essential for the institutions' success, and for leading efforts to maximize their access to resources. Upon recommendation of the chancellor, the MnSCU Board of Trustees appoints the president. In the current organizational structure, the following positions report to the president of Bemidji State University and Northwest Technical College:

- Vice President for Academic Affairs (currently interim)
- Vice President for Student Development and Enrollment
- Vice President for Finance and Administration
- Executive Director of University Advancement
- Dean, Academic–Northwest Technical College
- Director, College Advancement–Northwest Technical College
- Executive Director, Center for Research and Innovation and Custom College
- Director of Communications and Marketing





PREFERRED QUALITIES AND QUALIFICATIONS

The new president of Bemidji State University and Northwest Technical College will be an exceptional and talented leader, dedicated to and passionate about public higher education and the impact that such institutions can have on society as a whole. The president of Bemidji State University and Northwest Technical College is expected to serve as an active leader and participant in the region as well as the local community, and to be a strong advocate for the aligned institutions' values of quality, access, and student success. The president must also possess well-honed administrative and management skills to lead the institutions as they address an array of complex challenges and opportunities. The president must foster an inclusive and supportive environment for gathering input from the internal and external communities, while moving BSU and NTC forward. The president must forge highly effective, productive relationships with a broad range of people, groups, organizations, and entities. It is preferred that applicants and nominees possess an earned doctorate or other appropriate preparation, and provide evidence of successful college/university teaching experience.

In addition, the president will demonstrate *a/an*:

- Capacity to establish and articulate a compelling vision for the university and the technical college, and develop support for and engagement with these institutions throughout the community and region;
- Special understanding and appreciation for the range of undergraduate and graduate student needs and the variety of delivery modes students require, from completely on-campus programs to fully online options;
- Transparent and collaborative leadership approach that is respectful, engages multiple constituencies in the decision making process, and places the institution and students first;
- Understanding of the opportunities and challenges facing a regional, public, master's university that is aligned with a technical college, and express an enthusiasm for capitalizing on the strengths that such an alignment offers;
- Understanding of the potential of online learning in today's learning environment and possess the ability and insight to maximize its role in the success of the university and technical college;
- Track record of effective institutional advancement efforts and a willingness to lead and actively participate in fund-raising activities of all types;
- Ability to communicate the institutions' missions, values, and roles in an engaging and compelling manner to diverse constituencies;
- Understanding of and ability to articulate the value and potential inherent in a diverse community, with a special understanding and appreciation for the tribal nations neighboring the university;





- Ability and commitment to maintain meaningful and productive relationships with leadership in northern Minnesota's tribal communities that cultivate educational and economic development opportunities;
- Successful, positive experience with and respect for a collective bargaining environment and a model of shared governance;
- Ability and desire to maintain a high level of visibility and involvement with campus life through attendance at student, cultural, athletic, and social events;
- Understanding of the president's role in working with foundation boards, coupled with the ability to support board education and development;
- Ability to lead and model productive recruitment, retention, and engagement of faculty, staff, and students from diverse backgrounds;
- Involvement in the discourse about the future of public higher education;
- Commitment to transparency through personal values and practices that include being approachable and inclusive;
- Ability to communicate effectively and regularly with the university's alumni, maintain strong and viable alumni relationships, and create initiatives that provide the alumni greater opportunity for financial and other support for the university.





BEMIDJI STATE UNIVERSITY: OVERVIEW

Along the western shore of Lake Bemidji, BSU's north woods campus offers a unique and compelling living and learning environment. BSU and its nearly 5,000 students are committed to its signature themes of environmental stewardship, civic engagement, and international/multicultural understanding. In close proximity to the university, Northwest Technical College boasts attractively renovated and up-to-date facilities that are welcoming and student friendly. Together these two institutions are dedicated to providing an array of educational, cultural, and economic opportunities throughout the region.

Bemidji State University's Vision: Shaping Potential, Shaping Worlds.

Bemidji State University is a catalyst for shaping the potential of those it serves, who, in turn, shape the worlds in which they live and work.

Bemidji State University's Mission: Engage. Embrace. Educate.

As northern Minnesota's university, we engage in new worlds of thought, embrace responsible citizenship, and educate for a future that can only be imagined.

Bemidji State University's Signature Themes

Students, through the sum of their educational experience at Bemidji State, will have multiple opportunities to learn about, experience, and reflect on the university's Signature Themes. The themes represent core values that guide curriculum and services. Not tightly defined, they invite interpretation and discovery.

- Environmental stewardship
- Civic engagement
- International/multicultural understanding



Bemidji State University's History

In 1919, Bemidji State Normal School began its first regular school year with 38 students. The school, chartered by the Minnesota State Legislature in response to a growing need for public school teachers, focused on teacher training as its primary curriculum. Then, in a pattern familiar to American higher education, Bemidji Normal became Bemidji State Teachers College, offering a four-year degree, in 1921.

Reflecting ongoing changes in the curriculum, the school was renamed Bemidji State College in 1957. In recognition of its growing role as a multi-purpose educational institution, it became Bemidji State University in 1975. Today, BSU hosts nearly 5,000 undergraduate and graduate students and has an estimated 41,000 alumni. The university offers majors in more than sixty baccalaureate fields as well as Master of Arts and Master of Science degrees. Some of its degree programs and research activities are unique in the state, such as DLiTE/FasTrack, which are primarily online teacher education programs; the BFA in Creative and Professional Writing; and the 360 degree Center of Excellence in Manufacturing and Applied Engineering.

While the name and curriculum of the university have changed through the years, the primary emphasis has not: Bemidji State University serves the people of its region. From its inception, BSU's first responsibility has been to provide quality educational opportunities to the citizens of northern Minnesota. Still, over the decades Bemidji State University has attracted more and more students from throughout the state, the region, the country, and other nations. Welcoming the current challenge of global education, the university encourages international students to study and live at BSU and, at the same time, has expanded student opportunities to study and live abroad. Expansion of its online course offerings has also extended Bemidji State's ability to serve more students living outside the area.



Quick Facts – Bemidji State University

TUITION AND EXPENSES (ON-CAMPUS): \$16,291

RATIO OF STUDENTS TO FACULTY: 19:1

TOTAL FACULTY: 269

TOTAL STAFF & ADMINISTRATORS: 282

Administration: 17

Other professionals (support/service): 121

Technical and paraprofessionals: 15

Clerical and secretarial: 62

Skilled crafts: 22

Service/Maintenance: 45

RETENTION RATE: 69.2% (five-year average)

GRADUATION RATE: 45% (six-year average)

ENROLLMENT TOTAL (all students): 4,280 (FYE three-year average through 2009)

PERCENT FEMALE: 53 %

PERCENT MALE: 47%

Academic Programs at BSU

Bemidji State University offers bachelor's and graduate degrees in the Colleges of Arts and Sciences (includes Integrative Studies); Business, Technology and Communication; and Health Sciences and Human Ecology. Each college contains programs that have achieved distinction.

The College of Arts and Sciences provides students with an active learning environment for degree programs in the humanities, social and natural sciences, and the fine arts. Its 34 majors and 28 minors prepare students for a variety of careers, graduate and post-baccalaureate professional study, and life in an ever-changing global context.

Many programs within the college are highly integrative, interdisciplinary, and closely linked with professional studies in other colleges. These linkages strengthen skills valued by employers, including critical thinking, writing, and ethical reasoning.

Faculty in the College of Arts and Sciences promote excellence and encourage creativity and innovation, so students push beyond the specific curriculum content. The college offers the majority of the core of Bemidji State University's Liberal Education program, which is required of all BSU students. This core prepares BSU graduates to become responsible citizens, environmental stewards, and future leaders in a multicultural society. Within their major areas of study, students often add minors and emphasis areas to fulfill personal and career goals.

College faculty members take pride in their collective reputation as outstanding teachers, researchers, writers, linguists, and performers. Their professional standing brings them, the College of Arts and Sciences, and the university local, national, and international recognition and acclaim. They draw upon their expertise and stature to create an exciting, challenging, and rewarding learning environment.

The College of Business, Technology and Communications prepares graduates to enter rewarding 21st century careers in business, technology, information management, and communications. Courses within the college also serve as prerequisites for students pursuing graduate and advanced professional programs. The college's curriculum includes both required and elective courses in the liberal arts, as well as exciting internship programs.

The college offers degree programs in accounting, business administration, physics, mass communications, and technological studies. Besides these degree programs, the college also provides services and programming through the following centers: 360° Manufacturing and Applied Engineering Center of Excellence, the Center for Career and Technical Education, the Marketing Assistance and Research Solutions Center (MARS), and the Northwest Small Business Development Center (NWSBDC).

The college's faculty members bring both scholarship and practical experience to their classes, giving students a rich blend of theory and real-world applications. They constantly update their teaching assets through research, advanced study, and outreach to the broader community.





The College of Health Sciences and Human Ecology is home to six departments—criminal justice; nursing; physical education, health and sport; professional education; psychology; and social work—whose programs focus on people, communities, and civic engagement. The college’s programs prepare students for professional careers in the behavioral, social, and health sciences.

While students are encouraged to select studies that will lead to professional careers, the college recognizes the importance of preparing students to live in a global and highly technological society. The college’s attention to student service, outreach, and research is evident. Collectively, HSHS promotes a culture of assessment, accountability, and achievement in meeting national standards for those seeking a state-of-the-art program.

Faculty members are committed to excellence in teaching and to the general understanding of the behavioral, social, and health sciences. Besides dynamic classroom studies, students have the opportunity to extend their learning by participating in a variety of laboratory activities, targeted field trips, regional and national sports organizations and venues, research projects, internships, and other clinical and practical experiences.

The School of Graduate Studies, housed in the College of Health Sciences and Human Ecology, serves the needs of graduate students throughout the university while promoting and supporting the university’s graduate programming. The school provides central services and oversight of the university’s graduate policies and procedures, which were developed through recommendations from departments represented on the University Graduate Studies Committee, with approval of the Graduate Dean, the faculty senate, and the president.





THE SCHOOL OF GRADUATE STUDIES:

- Promotes graduate education on campus and online;
- Provides services and opportunities for graduate students;
- Works with departments to develop new graduate programs;
- Reviews all university research projects that contain human subjects (Institutional Review Board is housed in the school);
- Approves all theses, research papers, and capstone projects;
- Approves all graduate program and curricular changes;
- Approves all proposed arranged courses and workshops;
- Helps develop new policies for graduate students in conjunction with the BSU Graduate Studies Committee;
- Approves the status of all new and continuing graduate faculty;
- Monitors graduate students' academic progress; and
- Provides analysis and interpretation of trends in higher education to promote programming for 21st century learning.

The School of Graduate Studies supports the pursuit of advanced study among students and faculty within disciplines and in interdisciplinary fields. The mission of the School of Graduate Studies parallels the university's mission and vision, focusing on advanced preparation in teaching, research, and service linked to the university's signature themes of multicultural and international understanding, environmental stewardship, and civic engagement.

The Center for Extended Learning was founded in 1973 to meet the needs of long-distance students. Soon after it opened, the center achieved statewide recognition for its pioneering efforts with delivery of classes through interactive television (ITV). Today,



it is a leader in the development of online offerings within the Minnesota State Colleges and Universities system. Working in partnership with higher education institutions, K-12 school districts, and business and industry, the center delivers courses and programs regionally, nationally, and internationally. Delivery modes include off-site, online, correspondence, and blended technology (online plus classroom time) options. Offerings include stand-alone courses as well as undergraduate and graduate degree programs.

Since 2000, the center's credit generation has increased by more than 128 percent and now accounts for 17 percent of Bemidji State's overall credit generation.

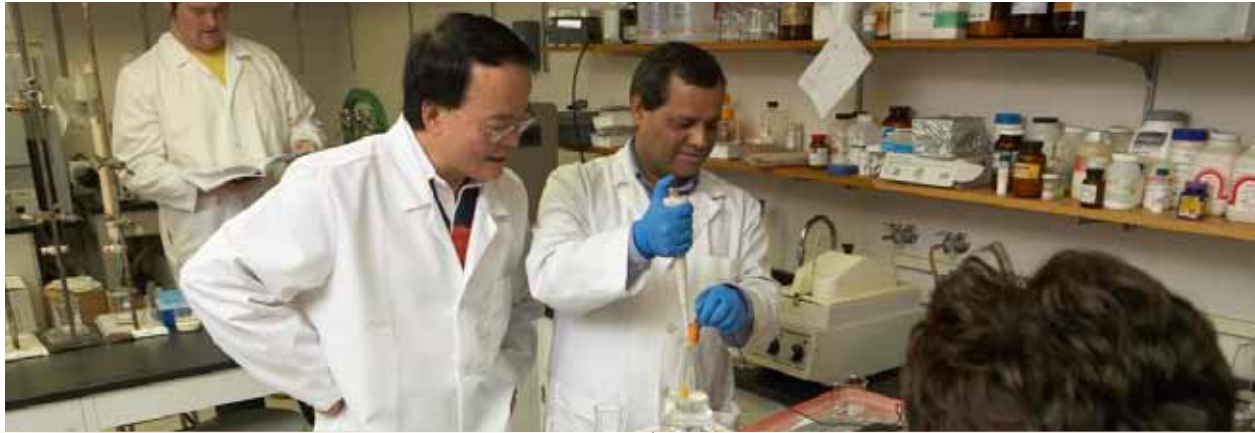


International Programs and Study Abroad Opportunities

Bemidji State has student exchange programs with universities in Denmark, Finland, Germany, Iceland, Norway, Malaysia, Sweden, and the United Kingdom. In addition to having students from 34 countries on its campus, Bemidji State University believes that study in another country is an important learning experience and a valuable complement to classroom learning. Study abroad complements many majors and increases opportunities in careers that require understanding, appreciation, and knowledge of other cultures.

The university's goal is for every student to have a travel and/or living abroad learning experience prior to completing their undergraduate study. Consequently, the university has developed several study-abroad programs in China, England, Japan, Malaysia, and Sweden. In addition, the university participates in a 3 + 1 program with Canadian students and is working to develop a study-abroad program in Africa. The university regularly offers students the opportunity to engage in study-travel in Southeast Asia, Europe, Africa, and other international destinations as part of their degree courses. Travel-study courses may occur in summer session or fall and spring semesters.

Bemidji State University offers a major, minor, and emphasis in international studies. Those majoring in this interdisciplinary degree program choose between the topical areas of international political economy or the humanities. They also select either Asia or Europe as their regional emphasis. The program culminates with the students gaining international experience through study abroad, an internship, student teaching, the Model UN or Model Arab League programs, or a comparable, approved experience.



Faculty

The quality of the faculty and their commitment to students is a key element in the university's success. Faculty at BSU demonstrate a deep commitment to teaching and student learning. The faculty regularly involve students in research projects, independent study work, and civic engagement projects. In addition, the faculty regularly display their scholarship in ways that are discipline appropriate, including presentations of research at national and international conferences, publication of research in national and international journals, the development of innovative pedagogical techniques, presentation of art work, and innovative programming in online learning. BSU faculty are also passionate about the governance of the university. The faculty association senate and its committees are active in university governance issues, providing input on a wide variety of policy and procedural matters.

Accreditation

Bemidji State University is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. Additionally, several BSU academic programs also hold specialty accreditation status:

- International Assembly for Collegiate Business Education (accounting and business programs)
- National Commission on Collegiate Nursing Education
- American Chemical Society (chemistry program)
- Council on Social Work Education
- National Association of Schools of Music
- Minnesota Department of Education (teacher education programs)
- The Association of Technology, Management, and Applied Engineering (industrial technology program)





Students and Student Life

Bemidji State University offers an extensive range of activities and opportunities for student participation. Its nationally recognized Outdoor Program Center offers an array of learning opportunities and adventures from canoeing and local hiking to backpacking and rock-climbing. BSU hosts more than 85 clubs and organizations in areas such as ceramics, theater, choir, social work, Spanish, political science, and honors. There are many special interest organizations—Council of Indian Students, International Student Organization, Ducks Unlimited, Students Today Leaders Forever, and a pep band. Extensive intramural and sports-recreation programs, including flag football, sand volleyball, broomball, dodge ball, rugby, and disc golf are available. Students have the opportunity to participate in campus government through the Student Senate and residence hall councils. Greek service and social organizations are also a part of student life at BSU.

Six residence halls offer many living options, from standard singles and doubles to single-parent apartments. A suites-style hall includes social spaces with fireplaces, a computer gaming room, a lakeside terrace, and fire pits. All halls are connected to the campus underground walkway system and are conveniently located near the campus fitness and recreation center, university dining, and campus convenience stores.

American Indian Resource Center



The American Indian Resource Center (AIRC) is a source of great pride for Bemidji State University and is a destination point for nearby tribal communities. The AIRC was created by state legislative funds matched by the university, the local tribes, and individuals. The AIRC, located in a central part of campus, recognizes the continuing contributions of Indian people; presents relevant Native American issues to students and the community at large; fosters better community relations; and creates greater Indian student leadership and academic achievement. The AIRC provides support services to Native American students and their activities while acting as a resource for other Bemidji State students. Services provided include academic, career, and personal counseling; advising; financial aid information and help with the forms for financial aid; and cultural awareness programming and services honoring the heritage of the Native American people. BSU is a leader in the state with an active American Indian Alumni Chapter that uses the resource center for its meetings, annual tribal forums, workshops, seminars, and other chapter-sponsored events. The center is unique, culturally significant, and a favorite campus meeting place for many public functions.



Intercollegiate Athletics

Bemidji State University's athletic teams are nicknamed the Beavers. The athletic program fields teams in the Western Collegiate Hockey Association (WCHA), College Hockey America (CHA), and the Northern Sun Intercollegiate Conference (NSIC).

The university's NCAA Division II teams include: men's football, track and field (indoor and outdoor), golf, basketball, baseball; and women's volleyball, track and field (indoor and outdoor), basketball, cross country, golf, soccer, softball, and tennis.

In the past five years, the track and field program has produced 13 All-America honorees, including three NCAA Division II individual championships. In 2006, the football team won the conference championship. Nine BSU athletes have received Academic All-America honors since 2000.

BSU has a rich hockey tradition. The university's men's and women's hockey teams compete at the NCAA Division I level. The women's hockey team is a member of the WCHA. The men's hockey team, currently a member of the CHA, is in the process of moving to the WCHA. The new Bemidji Regional Events Center (BREC) will become the new home of BSU's hockey teams when it opens in 2010.

Between 1968 and 1997, the men's hockey team won 13 national championships and, in 2009, reached the Frozen Four, the hockey equivalent to basketball's Final Four. The team is nationally ranked in the current season. Four NHL players and five United States Olympians have come from BSU.



Advancement

The Bemidji State University Foundation was established in 1969 with the belief that excellence in education at Bemidji State University can be greatly enhanced through private gifts.

As a non-profit, tax exempt corporation, the BSU Foundation is empowered to solicit, receive, and administer gifts, bequests, and trusts for the benefit of the university, its departments, and programs.

Alumni, friends, professionals, and members of the business community support the BSU Foundation through memberships and contributions. Annual contributions are used to fund scholarships as well as support student recruitment efforts, faculty research, and foundation operations. Gifts to the foundation are especially important since the university cannot use state appropriations for student scholarships.

The Bemidji State University Foundation strives for excellence, whether it is by providing scholarships for outstanding students, assistance for student recruitment programs, or services associated with the mission of the university and the operation of the foundation.

Bemidji State University Alumni Association

More than 41,000 students have graduated from BSU. They maintain a lifetime involvement with their alma mater through the alumni association. With a mission of “providing opportunities to strengthen relationships that mutually benefit alumni and the university,” the BSU Alumni Association has created a host of programs and activities to reach its goals. Besides the traditional homecoming, class reunions, and alumni gatherings, initiatives include an alumni online community with an electronic directory; Outstanding Alumni, Athletic Hall of Fame, and Education Hall of Fame recognition programs; an Alumni Relative Scholarship program; current student programming; and other volunteer projects.

The BSU Alumni Association and BSU Foundation have separate governing boards, but work together closely to develop funding and resource allocation strategies that serve the university and maintain a campus culture of support for their missions. The president’s role is to be accessible and provide leadership in all major association events. Also, the president is expected to have solid, credible experience in alumni relations building, donor cultivation, and gift solicitation. Because alumni relations building is paramount to university relations and support, a key task of the president is to ensure that the cabinet, faculty, students, and admissions offices are active participants in the alumni relationship-building process.





Northwest Technical College integrates the value of work with the educational experience to develop resourceful, lifelong learners with knowledge, skills, and attitudes to secure rewarding careers and satisfying lives in an increasingly technologically focused, globally interdependent, multicultural society.

Northwest Technical College's Vision

Northwest Technical College is a technological learning organization that is also open and inviting, comprised of professionals that value lifelong learning and the worth and dignity of all people. Guided by a commitment to excellence through education with a global focus, Northwest Technical College looks to become the premiere technical college in Minnesota. The academic and co-curricular culture at Northwest Technical College encourages an appreciation of differences and a rich knowledge of self and others that is the foundation of democratic citizenship in a technological world. Such an education is a life-enhancing opportunity that will enable individuals to reach their fullest potential and contribute to the richness of the natural, human, and economic resources of this region.

Northwest Technical College's History

Northwest Technical College is a two-year technical college located in northern Minnesota with 1,600 learners enrolled in campus and online distance education. For over 40 years, the college has been educating the workforce of the region in the fields of business, environmental technology, health care, and industrial technology that includes automotive, construction, and manufacturing programs.

Northwest Technical College is the fastest growing two-year college in the Minnesota State Colleges and Universities system (MnSCU). The college's open enrollment policy, affordable tuition, and high quality education has attracted a diverse group of learners. NTC offers associate degrees, diplomas, and certificate programs that meet the evolving needs of regional and global employers. Community and business training programs are available through NTC's Custom College.

Northwest Technical College provides an inspiring and challenging learning environment with personalized services and access to industry-current technology. Classes are offered on the Bemidji campus, online, or as a combination of both.

Northwest Technical College and Bemidji State University's alignment offers NTC learners university services, including access to residence hall housing, health care, the Gillett Recreation and Fitness Center, and a BSU activity card for sporting events and campus activities.

Faculty and Staff

The college employs 28 full-time faculty and four part-time (continuing contract) faculty. Adjuncts are hired as needed on a semester-to-semester basis. All faculty meet credentialing requirements in their occupational areas through the Office of the Chancellor of the Minnesota State Colleges and Universities system. Of the full-time faculty, 45 percent hold a bachelor's degree and 39 percent hold a master's degree, for a total degreed faculty of 84 percent – a figure that is well over the 67 percent threshold that the Higher Learning Commission expects of technical colleges. Non-degreed faculty are required to submit plans for acquiring a bachelor's degree. Professional development opportunities for faculty include having the opportunity to take courses tuition free at MnSCU state universities, such as BSU, and, if qualified, sabbatical leaves.

Besides the faculty, the college employs 21 full-time support staff and 4 part-time classroom lab assistants.

Quick Facts – Northwest Technical College

TUITION AND EXPENSES: \$4,955

TOTAL FACULTY: 28 full-time and 4 part-time (continuing contract) faculty

ENROLLMENT TOTAL (all students served): 2,108

- Full-time Students: 37.1%
- Part-time Students: 62.9%
- Percent Female: 55.3%
- Percent Male: 44.7%

Scope of Educational Offerings

Northwest Technical College offers 10 Associate in Applied Science degree programs, 16 diploma programs, nine certificates, and one Associate in Science degree program, with one more pending approval. The current list of programs is available on the college's web site (<http://www.ntcmn.edu/programs>).

The college's programs emphasize three academic themes: business, health and human and protective services, and industrial technology. Demand for graduates remains high as evidenced by employment (placement) rate surveys, with many of the programs historically achieving a 100 percent placement rate.

The college also offers online programs in associate accounting, administrative support, individualized occupational preparation, and supervisory management. An Associate of Science in Nursing program, which began in 2007, is offered online—the first such program in Minnesota. It fully articulates into the nationally accredited Bemidji State University's Baccalaureate in Registered Nursing program. The college is aggressively exploring and developing programs that offer educational opportunities that also address national needs in applied engineering and technology.





Advancement

The Northwest Technical College Foundation was established in 2005 to advance the college by creating scholarship funds for learners and building a lasting college legacy to ensure NTC's growth in the years ahead. Its mission is to cultivate friendships, accept gifts, and manage and distribute private support. Before 2005, only a few scholarships were available to assist enrolled learners in continuing their education, but no scholarships existed for incoming learners. Tuition and fees continue to rise annually, and it now costs \$4,600 a year, excluding living expenses, to be a full-time learner at NTC. The foundation has established 15 new scholarships since it was organized, but because the scholarship funds are new, the awards are small at this time.

Accreditation

Northwest Technical College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

Additional academic programs also hold specialty accreditation status:

- Commission on Dental Education of ADA (dental assistance program)
- Minnesota Board of Nursing (practical nursing program)

Students and Student Life

Northwest Technical College believes that a college education is more than what a student learns in classes. Campus activities provide students the opportunity to develop leadership skills, cultivate civic responsibility, promote service to society, and facilitate interactions with fellow learners, faculty, and staff outside the classroom setting.

Alignment with BSU offers NTC students the opportunity to be involved in many of the clubs and organizations at the university, as well.



FINANCIALS

The national recession has worsened the economic condition and outlook of the State of Minnesota with significant state deficits projected each year through fiscal year 2013. The first impact was felt in December 2008 with a mid-year unallotment to the university of \$681,000. The university's fiscal year 2010 appropriation was reduced by \$3.1 million or 13.7 percent. In order to balance the budget for the biennium, the governor has already exercised his unallotment authority to reduce higher education by \$50 million in fiscal year 2011, which will have an impact to the university of approximately \$2 million.

These state appropriation reductions, along with those that occurred in the 2004/2005 biennium, have forced the university's operations to depend primarily on tuition and fee revenue at a time where there is increasing pressure from many constituents to limit annual increases in the rates.

Assuming declining state appropriations and minimal tuition and fee increases, the university has concentrated its efforts in enrollment management planning. Recruitment and retention strategies have been implemented with the anticipation of strategically managing enrollment to maximize revenue, contain costs, and appropriately meet students' expectations. Enrollment targets have been established that take into account challenging regional demographics and the rapid growth and demand in online learning. Early returns of these efforts include a new nursing program in conjunction with Anoka Ramsey Community College - Cambridge campus and a freshman class of over 800, which is the largest for the university in well over a decade.

Northwest Technical College was able to balance its budget for FY2010 and FY2011 by working toward further instructional efficiencies and continuing to align additional services and programs with Bemidji State University. Three shared technology positions and one finance position were created during FY2009, improving services at NTC and saving money for both the college and the university. Faculty overloads have been reduced the past two years and reassigned time outside the classroom also has been reduced. These changes have saved the equivalent of 2.5 FTE in part-time faculty positions.

Federal stimulus funds will be used in fiscal years 2010 and 2011 to limit the tuition increases and to allow the university to build capacity to reduce base expenditures by fiscal year 2012. These funds allow transition time to further reduce the base budget permanently by \$2 million over the next two years: \$1.25 million in fiscal year 2010 with an additional \$0.75 million in fiscal year 2011.

COLLECTIVE BARGAINING

Faculty and staff at Bemidji State University and Northwest Technical College are covered by collective bargaining agreements with the following organizations:

- American Federation of State, County and Municipal Employees (AFSCME—clerical, skilled trades, maintenance employees)
- Inter Faculty Organization (IFO)
- Minnesota Association of Professional Employees (MAPE)
- Middle Management Association (MMA)
- Minnesota State College Faculty (MSCF)
- Minnesota State University Association of Administrative and Service Faculty (MSUAASF)
- Minnesota Nurses Association (MNA)

Personal plans exist for:

- Administrators
- Commissioner's Plan (confidential staff)
- Classified Managerial



THE BEMIDJI AREA

Bemidji State University lies among the lakes and forests of northern Minnesota. Stretching along the west shore of Lake Bemidji, the campus overlooks remnants of the ancient pine stands that brought Europeans to log the area a hundred years ago. The rolling landscape created by the last glaciers is marked today by hundreds of miles of excellent ski and snowmobile trails, some of which run through Lake Bemidji State Park. The park and a nearby university forest serve as outdoor laboratories for courses, as well as sources of recreation for the campus and community. The headwaters of the Mississippi River, within Lake Itasca State Park, are less than an hour's drive from campus. As the first city on the Mississippi, Bemidji, and its surrounding countryside, supports an abundance of summer and winter activities, enriching the community throughout the year.

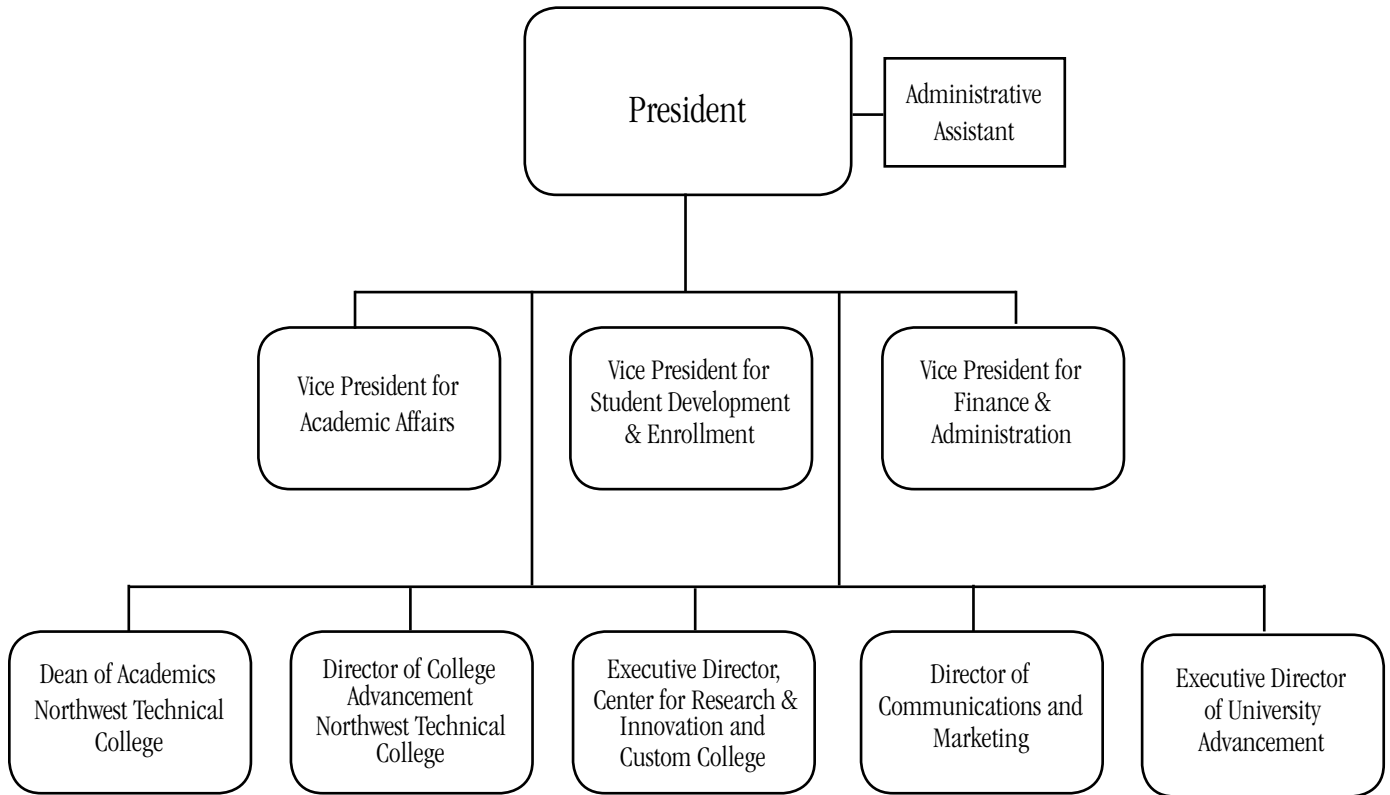
The Bemidji area is home to a population of more than 30,000 and is neighbor to the Leech Lake, White Earth, and Red Lake Indian Nations. Students of Ojibwe heritage add their diversity to the campus culture. Recreational and cultural activities also reflect Scandinavian, other European, and Canadian influences. As a regional service center, the city of Bemidji provides a focus for educational, governmental, business, and medical services.

Bemidji State University and Northwest Technical College are significantly involved in many aspects of the Bemidji community. A member of the Joint Economic Development Commission, the aligned institutions encourage continued growth and development of regional industries. Weekend, evening, extension, online, and summer classes complement the traditional class schedule and reflect the institution's commitment to educate and serve a diverse population. University and college facilities are available for community use, and area residents are welcomed at campus events, which include theatre, concerts, art exhibits, lectures, powwows, movies, and athletic events. The university's recreation and fitness center offers community memberships as well as student, faculty, and staff access.

In return, Bemidji State University and Northwest Technical College students, faculty, and staff participate fully in the Bemidji community. They contribute to service, social, cultural, religious, and other activities and find their health, recreational, and consumer needs satisfied by area establishments.

The city of Bemidji has an active downtown, malls, and an array of service and retail areas, from locally owned businesses to national chains. Entertainment and recreational facilities include swimming beaches, ice arenas, downhill and cross-country skiing, a state park, and the Chippewa National Forest. With Minneapolis/St. Paul to its south, Winnipeg, Canada, to its north; Duluth to its east; and Fargo-Moorhead to its west, Bemidji has easy access by air, motor carrier, and automobile to metropolitan services and international airports.

APPENDIX I



PROCEDURE FOR CANDIDACY

Nominations, applications and requests for the complete position description may be forwarded electronically to Katherine H. Will, Ph.D. and Howard Jessamy, the Witt/Kieffer consultants assisting Bemidji State University with this search, at BemidjiStateU_PresidentSearch@wittkieffer.com

Electronic submissions are strongly encouraged, materials that must be mailed may be sent to:

Bemidji State University Presidential Search

C/O Katherine H. Will, Ph.D. and Howard Jessamy

Witt/Kieffer

7201 Wisconsin Avenue, Suite 675

Bethesda MD 20814

The Minnesota State Colleges and Universities system is an Equal Opportunity employer and educator.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Bemidji State University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Witt/Kieffer is the nation's leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.