

January 14, 2018

Mayville State University Presidential Search Committee
C/o AGB Search Consultants
Attention: James H. McCormick & Janice S. Fitzgerald

Dear Presidential Search Committee,

Please consider this letter as acceptance of the nomination and my application for the presidency at Mayville State University. My professional practice as a leader in higher education is rooted in a genuine belief in shared governance that encourages innovation and the formation of collaborative relationships that meet the needs of students, campus level stakeholders, the university system and greater North Dakota communities. I have over forty years of experience in higher education with more than twenty years in senior leadership positions. My administrative involvement has been at research and regional universities which provides an understanding of political and hierarchical processes in a variety of structure complexities, including the North Dakota University System. My robust leadership experiences include working with faculty and staff associations, students, university system staff, councils, attorneys, human resources, legislators, alumni and community leaders. These characteristics and professional skills, in addition to my extensive familiarity with Mayville State University, its programs, its people and the Mayville/Portland communities make me a strong candidate that can provide the progressive and pragmatic leadership necessary to bring Mayville State to the next level of excellence.

Under my leadership, Mayville State University will become the campus of choice with strong academic programs delivered to meet the needs of the student and the state of North Dakota. To move MSU to the next level, we must: 1) have high-quality efficient academic programs, 2) be able to make rapid but data driven adjustments, 3) continue to improve upon retention and completion rates, 4) invest in our faculty and staff, and 5) continue to grow the university foundation to provide long-term stability of the campus for the benefit of students.

Enrollment growth and student program completers are essential to the long-term success of the campus. Achievement of enrollment growth on a campus requires: programs that attract students, marketing and recruitment planning, student retention, program completers, employability of completers, scholarships and collaborations for transferability. In September 2013, MSU completed a five year, two million dollar Title III grant that addressed these issues. I was a co-director of the project and served on the team that wrote the grant. Two of the major goals were to increase the retention of students and the expansion of distance degree programs. I have been instrumental on the President's Cabinet as the Vice President for Academic Affairs to build on-campus opportunities to attract students to the residential campus beyond academic programs such as; athletics, music, theater, and student organizations. I have supported academic divisions and departments throughout campus to strengthen co-curricular programs and activities which have a positive effect on retention and completion. The strategic growth and expansion of athletics has the ability to attract quality student athletes which may positively impact retention and campus diversity.

As Vice President for Academic Affairs and Chief Information Officer for Mayville State University, I oversaw the establishment of the Office of Extended Learning due to the growing need to provide support for faculty who were developing online courses. Also, the campus strategic plan called for the expansion of academic programs delivered at a distance. I developed the office and the financial model on a self-sustaining platform to grow the office on funds generated from the services provided. The on-campus collaborative effort between extended learning, instructional technology and academic divisions has resulted in twelve distance degree programs and support courses. Over an eleven year period the one-person Office of Extended Learning expanded to a staff of eight due to the growth and demand of the programs. Two of the MSU staff are located on North Dakota community college campuses with a

collaborative agreement to provide support to students who have completed associate degrees, stay on the community college campus and seamlessly move into MSU bachelor's degree programs.

The MSU strategic plan has a goal to increase campus diversity. In 2014 an International Student Task Force was formed to establish a plan to attract and recruit international students to our campus. Additional diversity growth was planned by recruiting international students within the United States from community colleges and communities with refugees. As VPAA, I was an advocate and presented a plan to institutionalize the diversity efforts with the formation of the Office of Cultural Diversity and Inclusion with a director to formulate a long-term diversity plan for the campus. North Dakota is approximately 90% Caucasian but with intentional planning MSU has increased the campus diversity. Mayville State is one of the most diverse campuses in the NDUS per capita with over 19% student diversity which provides an opportunity to learn about other cultures that are beneficial to our students and community.

As VPAA, I understand the importance of making data driven decisions. Six years ago, I established an academic assessment task force to review our current assessment process, to re-evaluate all learning outcomes for courses and degree programs, to develop a timeline and a process to assure learning outcomes were being measured and that the findings would be used for academic improvements. We researched and selected a web-based tool, Taskstream for data management. Taskstream is an application to engage faculty, staff and students in meaningful ways with a central system to manage all improvement processes and documentation in one place. Taskstream's e-portfolio application was adopted for our students in the teacher education and nursing programs. The planning and work by faculty and staff was rewarded with commendations from the Higher Learning Commission.

Even though accreditation is the responsibility of the Vice President for Academic Affairs, it requires collaboration and the building of relationships with many people on the campus, the community and with campus accreditation liaisons. MSU is accredited by the NCATE/CAEP for the teacher education programs, the Commission on Collegiate Nursing Education (CCNE) for the RN to BSN program and was one of the first campuses to use the Open Pathways process for reaccreditation through the Higher Learning Commission (HLC). We had an approved Quality Improvement Project as required by the HLC for reaccreditation which was selected by the HLC for presentation at the annual meeting and had an exemplary reaccreditation visit during the 2015-16 academic year. Over the last few years, I have written and received approval for five HLC Substantive Change Proposals: graduate level courses, expansion of online degree programs, additional locations to deliver academic programs, the online RN to BSN program and MSU's first Master's degree program, the Master of Arts in Teaching. The recent proposals to the North Dakota University System and State Board of Higher Education by MSU to provide an online RN to BSN degree and an online Master of Arts in Teaching degree were approved in 2014 & 2016 respectively. MSU has had major achievements under my leadership and wonderful collaboration with faculty and staff. This is both rewarding and humbling.

I have had experience in leadership and team environments for campus strategic planning. When Mayville State was confronted with a budget crisis a focused strategic planning process was conducted by the President's Cabinet for immediate corrective action. Campus employees were informed of the budget crisis and were kept updated as the process moved forward. The campus-wide strategic plan involved the President's Cabinet, an outside consultant, faculty, staff and students. The campus debt was retired on schedule in 2010 and currently MSU has in excess of one million dollars in reserve. During this period, the campus has seen unprecedented growth raising enrollments from 789 students in 2008 to 1140 students in 2017, a 44.5% increase with 50-60% of the growth in distance programs to meet the needs of North Dakota.

As a member of the President's Cabinet and VPAA, I have been dynamically involved in a strategic evolution of a campus that has resulted in a 67% reduction in deferred maintenance with nearly \$30 million in capital projects for the renovation of student housing, building an energy efficient campus power plant, a new teacher education building, removal of three inefficient buildings, renovation of the

library and science facilities, a storm sewer and street project and additions and renovations to HPER facilities.

The Mayville State campus is known for its personal service, student-centered focus, innovative teaching and integration of technology. I began a leadership role on the campus as CIO in 1998 just after the adoption of the notebook initiative which provided a notebook computer to all full-time students and all faculty with a refresh cycle. With the improvement in campus infrastructure and availability of low-cost notebook computers in the fall 2016, MSU converted to a 'bring your own device' campus and reduced student technology fees by \$498 per year.

As CIO, I championed the research for learning management systems and MSU adopted a LMS approximately fifteen years ago as an on-campus tool to store course materials so students had 24/7 access. The training and use of the LMS was a segway when it became time to develop distance courses. This has been an evolutionary process and as VPAA, I am actively involved in the conversion from Moodle to Blackboard by the summer 2018.

I have been building relationships and collaborations to bring four-year degree programs to two-year campuses to provide educational opportunities for place bound learners, as well as, bringing two-year or less programs to the four-year campus to meet workforce training needs. An example of this occurred in 2011, when it was very rewarding to work with Lake Region State College, the Dakota Nursing Program and area healthcare providers to bring the LPN and ADN nursing programs to Mayville State University's campus to provide training so rural communities could 'grow their own' nurses. The growth of this area of campus continued as I worked with area healthcare providers and wrote proposals to establish the RN to BSN online program at MSU in the fall of 2014. The RN to BSN program has over 75 students enrolled and has had 56 graduates currently working in regional healthcare centers.

I have collaborated with the MSU Foundation to raise funds for MSU's newest degrees; the Master of Arts in Teaching and the RN to BSN programs by presenting to the campus, the community and health care providers. With collegial teamwork, I have successfully acquired funds through Federal and State agencies and Foundations. I am eager to have the opportunity for greater engagement with alumni, the community and others interested in supporting the university.

To continue to have financial stability, student growth, and student success, we must use data efficiently and effectively. Current initiatives that highlight my involvement in data-driven decision making include working with the Vice President for Student Affairs as a co-executive sponsor of Starfish Retention Solutions and Starfish Analytics (formerly PAR), as well as the Executive Director for Institutional Effectiveness on the implementation of Strategic Planning Online (SPOL). Additionally, I am currently engaged in aggressive planning with the Vice President for Business Affairs to development a plan to eliminate or merge most course fees into a new tuition model by March 2018.

My forty-year career in higher education has been enthusiastically building programs, relationships and collaborations. I have advocated on behalf of the President in his absence and championed MSU's causes to legislators, the SBHE, and statewide councils and have provided leadership to Cabinet while the President has been away for extended periods. With my senior leadership experiences in higher education, passion for education and tireless enthusiasm for the students, faculty, and staff of Mayville State University, I am confident that I am an excellent candidate to be our next President. I look forward to hearing from the search committee.

Sincerely,



Keith A. Stenehjem

Keith Stenehjem, Ed.D.

Contact Information:

Mayville State University
330 Third Street NE
Mayville, ND 58257

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Mayville, ██████████
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Education:

Ed.D., University of North Dakota, Teacher Education
M.S., University of North Dakota, Industrial Technology
B.S., University of North Dakota, Industrial Technology

Professional/Leadership Experience:

2007 – present Vice President for Academic Affairs, Mayville State University, Mayville, ND
Mayville State University: A comprehensive liberal arts university. Campus profile: 1140 student headcount with 784 FTE students; total budget \$22.5 million; 47 full-time faculty, 52 FTE faculty and 30 adjunct faculty; 206 total employees; accreditation by the Higher Learning Commission (HLC), the Council for the Accreditation of Educator Preparation (CAEP) and the Commission on Collegiate Nursing Education (CCNE).

Responsibilities:

The Vice President for Academic Affairs:

- Provides the leadership for the establishment, growth and accreditation for the university's academic programs
- Serve as acting president when the president is away from campus
- All academic programs, academic assessment, university library, academic records, information technology, instructional technology, extended learning, child development programs (early childhood center, and Headstart and Early Headstart).
- Secures funding in support of academic programs and services
- Administers a budget of \$10.1 million, 45% of the university budget
- Chair of the Curriculum Committee that recommends curriculum changes and upholds academic requirements of the university
- Member of the North Dakota University System Academic Affairs Council
- Responsible for the budget for all academic and operational departments that report to the Office of Academic Affairs
- Directs the development of the strategic plan for academic affairs

Accomplishments:

- Secured approval for MSU's first graduate program (Master of Arts in Teaching) from the ND State Board of Higher Education and the Higher Learning Commission
- Established the self-funded Office of Extended Learning to coordinate efforts to expand distance courses and opportunities for place bound students in rural communities; currently 50 - 60% of students are enrolled in distance courses

- Substantive Change Proposal approved by the Higher Learning Commission to expand to additional locations at Williston State College, ND State College of Science and Bismarck State College
- Substantive Change Proposal approval by the HLC to expand the percentage of academic programs available at a distance from 20% to unlimited
- RN to BSN academic program approved by the ND State Board of Higher Education and the Higher Learning Commission
- Special Education undergraduate academic program approved by the ND State Board of Higher Education, no further approval needed by the HLC
- Leadership and justification to re-establish the MSU Grants Office
- Leadership and justification to establish the Office of Institutional Effectiveness
- Managed the expansion of collaborative four-year degree programs in education and business on the following two-year campuses: Lake Region State College, ND State College of Science, Williston State College, Bismarck State College, Dakota College Bottineau and Cankdeska Cikana Community College; also community and technical colleges in Minnesota and Washington
- Led the establishment and expansion of the educational role of STEM for campus teacher education candidates and for area K-12 teachers
- Negotiated a successful collaboration between Lake Region State College, the Dakota Nursing Program and rural healthcare providers within 40 miles of Mayville, establishing the LPN and ADN nursing programs on the Mayville State campus to provide training for rural place bound students
- Created the International Student Task Force to increase campus diversity for the benefit of all students; a collaborative effort with the VPSA
- Secured approval to provide graduate credit courses from the ND State Board of Higher Education and the Higher Learning Commission

2006 – 2007

Assistant to the President, Mayville State University, Mayville, ND
(Interim position in lieu of a VPAA to assist the President in the leadership transition)

Responsibilities:

- Administered duties and responsibilities of the Vice President for Academic Affairs as assigned by the President
- Chair of the Curriculum Committee that recommends curriculum changes and upholds academic requirements of the university
- Member of the North Dakota University System Academic Affairs Council
- Responsible for the budget for all academic and operational departments that report to the Office of Academic Affairs
- Provides leadership for all academic programs, academic assessment, university library, information technology, instructional technology, extended learning and child development programs

Accomplishments:

- Implemented a plan as a member of the President's Cabinet to retire a debt of approximately one million dollars within four years and to create a budget reserve
- Leadership role in the successful completion of the debt retirement within four years with a budget reserve of 1.6 million dollars.

- Established a task force to create a records retention schedule. The records retention schedule was approved by the state in the fall 2006.
- Completed a successful implementation of a learning management system for all courses, on-campus or online.
- Led the development of an internal web-based management system to create a one-stop system for distance students.

1998 – 2015

Chief Information Officer, Mayville State University, Mayville, ND

Responsibilities:

- Provided vision and leadership for campus information technology
- Managed a budget of \$1,280,000
- Provided leadership for distance learning
- Administered the records management plan
- Involved in the Traill County Technology Center (1998-2005)
- Oversaw classroom planning and management
- Directed the strategic planning, management, and implementation of IT
- Leadership and management of a tablet pc university
- Facilitated collaboration with colleges and universities, public schools and business and industry
- Collaborated with grant development and management

Accomplishments:

- Established the self-funded Office of Extended Learning
- Led the adoption of the tablet pc for all full-time students and faculty
- Supervised a plan to create a wireless campus environment
- Developed and implemented the self-funded model for the two-year staggered refresh of all tablet pc computers
- Implemented self-funded accidental damage protection policy for students and campus warranty repair services for tablet pc computers
- Restructured the campus Help Desk as a cost recovery service

1989 – 1998

Director of Biomedical Communications, School of Medicine and Health Sciences, University of North Dakota, Grand Forks, ND

Responsibilities:

- Directed and provided leadership for the DBMC
- Supervised computer graphics, digital imaging, photography and video, distance learning, classroom support, academic and administrative computing
- Promoted collaboration between information and communication units at the university
- Provided DBMC services to faculty, staff, and students
- Developed the DBMC budget
- Led strategic planning for information technology
- Promoted the university through off campus presentations

Accomplishments:

- Provided leadership for the development of the “MedStar” North Dakota Health Education Satellite Network
- Collaborated with other NDUS leaders in the development of the North Dakota Interactive Video Network

- Implemented the plan and conversion from analog to digital photography and graphic services for research and education
- Directed the development of the 'smart classrooms' project
- Established local area networks and network services
- Revitalized the division to serve students, faculty and staff and created a cost recovery operation

1988 – 1993 Education Industry Specialist in desktop publishing, computer assisted drafting and multimedia, consultant for IBM

1987 – 1989 Director of the North Dakota High Technology Transportable Learning Modules Project, Department of Industrial Technology, University of North Dakota, Grand Forks, ND
Responsibilities:

- Directed the development of learning modules and training for state technology education teachers
- Created and managed the academic schedule for the transportable laboratory in high schools throughout North Dakota

1985 – 1989 Director of Graphic Communications, Department of Industrial Technology, University of North Dakota, Grand Forks, ND
Responsibilities:

- Taught and directed undergraduate & graduate academic programs
- Supervised graduate teaching assistants
- Managed the graphic communications budget
- Developed curricular area courses
- Encouraged collaboration between graphic communications programs at the university

Faculty/Teaching Experience:

1998 – present Professor of Education, Mayville State University, Mayville, ND

1996 – 2006 Adjunct Professor, Department of Technology, College of Business and Public Administration, University of North Dakota, Grand Forks, ND

1989 – 1998 Member, Graduate Faculty, University of North Dakota, Grand Forks, ND

1989 – 1998 Associate Professor, Department of Community Medicine and Rural Health, School of Medicine & Health Sciences, University of North Dakota, Grand Forks, ND

1985 – 1989 Assistant Professor, Department of Industrial Technology, University of North Dakota, Grand Forks, ND

1978 – 1984 Instructor/Lecturer, Department of Industrial Technology, University of North Dakota, Grand Forks, ND

Selected Leadership Programs:

- 2012 Provost to President Program, American Association of State Colleges and Universities
- 1997 University Administrative Internship, President Ellen Chaffee and Vice President for Academic Affairs Dr. Ray Brown, Mayville State University, Mayville, ND
- 1997 Heinz School of Public Policy and Management, College Management Program, Carnegie Mellon University, Pittsburgh, PA

Selected Leadership Opportunities:

- 1996 – 1997 Past-President, Health Sciences Communications Association
- 1995 – 1996 President, Health Sciences Communications Association
- 1994 – 1995 President-elect, Health Sciences Communications Association
- 1993 General Meeting Chairperson, Health Sciences Communications Association Annual Meeting, Houston, TX
- 1992 – 2002 Editorial Review Board - Journal of BioCommunication, in association with the Health Sciences Communications Association, Association of Biomedical Communications Directors and Association of Medical Illustrators
- 1992 – 1997 Health Sciences Communications Association, Board of Directors
- 1994 – 1996 Association of Biomedical Communication Directors, Board of Directors

Selected Funded Grants and Programs:

- 2017 US Department of Education, Title III grant, “Strengthening Institutions”, \$2,249,000 (writing team)
- 2011 Edson and Margaret Larson Foundation grant, “Integrated Leadership Program”, \$40,000 (writing team), renewed in 2012, 2013 & 2014.
- 2010 ND Department of Public Instruction, STEM Math Science Partnership grant “Bringing STEM Education and Engineering Concepts into the Classroom”, two-year grant, \$388,589 (writing team), renewed in 2012, renewed in 2014 for \$90,000.
- 2009 ND University System, Science, Technology, Engineering and Mathematics Teacher Enhancement grant, four-year grant, \$500,000 (writing team), in 2011, renewed in bi-annual budget as base funding.
- 2007 US Department of Education, Title III grant, “Strengthening Institutions”, \$1,998,868 (writing team)

1999 US Department of Commerce, Technology Opportunities Program (TOP) Grant, "Creating an Information Technology Environment in a Rural Community", \$340,716 (K. Stenehjem)

1993 USDA REA Grant for "Medstar" satellite communications network, funded: \$497,186 (writing team)

Selected Publications:

2000 Stenehjem, Keith A. Mayville State University Establishes the Traill County Technology Center. MSU Today, (Spring Issue), 10.

1999 Stenehjem, Keith A. Mayville State University - Ready for the New Millennium. MSU Today, (Fall Issue), 9.

1995 – 1996 Stenehjem, Keith A. President's Column - Health Sciences Communications Association Feedback, 22(1), 2 & 4; 22(2), 2 & 7; 22(3), 2 & 5; 22(4), 2 & 7; 22(5), 2

Selected Presentations:

1997 "Digital Imaging Trends", Association of Biomedical Communications Directors Annual Meeting, Williamsburg, VA

1997 "HeSCA: Lifelong Learning Opportunities in Biocommunications", Health Sciences Communications Association Annual Meeting, Lake Tahoe, NV

1995 "Medstar Health Education Network: A Public and Private Venture", Health Sciences Communications Association Annual Meeting, San Antonio, TX (Co-presented with Fred Hamilton, Satellite Network Systems, St. Paul, MN)

1995 "Reach Out and Teach Someone", Association of Biomedical Communications Directors Annual Meeting, Sun Valley, ID, (Invited presentation)

1994 "Telecommunications Network in a University-Based Community-Integrated School of Medicine", World Congress on Biomedical Communications, Orlando, FL

1993 "Integrated Telecommunications Network", Health Sciences Communications Association Annual Meeting, Houston, TX

Selected University Activities:

2006 – present Chair of the Curriculum Committee

2006 – present Member of the NDUS Academic Affairs Council

1998 – 2003, 2004 – present Member of the President's Cabinet

2000 – 2015 CIO Council, North Dakota University System

1998 – 2015 Chair of the Technology Planning Committee

Community Activities:

2010 – present Sanford Health - Mayville Consumer Council

2009 – present Eastern and Western ND Area Health Education Center Advisory Boards

2012 – present North Dakota Area Health Education Center Advisory Board

2010 – present Lake Region State College Dakota Nursing Program Advisory Board

2002 – 2007 Heart of the Valley Interactive TV Consortium, Exec. Bd. (22 k-12 school districts)