

December 19, 2021

Presidential Search Committee Members
North Dakota State College of Science
800 6th St. N.
Wahpeton, ND 58076

Dear Search Committee Members,

I am pleased to submit my name as a candidate for the position of President of North Dakota State College of Science (NDSCS). Under separate cover, please find my curriculum vitae which will provide a detailed account of my academic and professional qualifications for this position. I am very excited about this opportunity and hope you find my qualifications for this position to be exceptional.

As I told Dr. Sally Mason, from AGB Search, when I first talked to her about this position, I will not apply for a position unless I firmly believe it is a good fit for both parties. With that in mind, I am excited about this opportunity because I firmly believe that my experience, both in industry and academia, is a perfect fit for NDSCS. From what I have learned about the college, including talking to friends and colleagues who have worked at NDSCS, I am genuinely interested in the position because of the NDSCS culture, the programs/curriculum, the Wahpeton community, and what the college provides to both internal and external stakeholders.

Whether in industry or in academia, I have demonstrated a strong history of determination, energy and passion for any task undertaken. In fact, when I took the Gallup StrengthsFinder test, two of my top five strengths were 'Achiever' and 'Competitive'. Most of my time spent in industry was in the (mechanical) power transmission and fluid power industries. I have been to countless mines and power plants all over the Intermountain West helping them solve mechanical and production problems and advising them on how to make their processes more efficient. The ability to develop meaningful relationships with people, at all levels, combined with thoughtful, data driven decision-making skills has allowed me to be successful in both industry and academia.

I have a blue-collar background (and work ethic) to go along with a Ph.D. education. These two often do not blend well, but I believe this is exactly what I offer to NDSCS. I believe in hard work, in 'getting down in the trenches' to solve difficult problems, and making wise, well-informed decisions. I am an unapologetic fan of continuous education, as demonstrated by earning an MBA while working full time as a VP/General Manager and earning a Ph.D. while working as CEO/President of a power transmission company and serving my community on the city council, simultaneously. I have been intimately involved at all levels of higher education, from serving on the board of directors for the Association of Technology, Management, and Applied Engineering (ATMAE), the accrediting body for ITEC programs at University of Nebraska at Kearney (UNK), to teaching, assessment, curriculum development, program development, industry collaboration, and research.

If you want someone who is a career academician, I am probably not your guy. If you are looking for someone who fully appreciates and understands the role of CTE programs and

customized training for local and regional industry partners, I just might be your guy. If you want a leader who is student-centric and completely dedicated to the success of all students (full-time/part-time, credit/non-credit, transfer/non-transfer), one who understands that students are (and must be) the central focus of all decisions, and who understands that the institution is in the 'business' of learning, then I might be your guy. As an example of my student-centric focus, I recently championed a Prior Learning Assessment (PLA) policy at Cochise College that will help both student retention, as well as student success. I have also implemented a novel teaching modality at Cochise College that attempts to 'meet students where they are at' to help them be successful in their academic endeavors.

Small, rural community colleges face challenges that many of the larger more metropolitan colleges do not. Educational technology, student expectations, funding models, rising costs, and changing demographics all suggest that we must act anew. I believe it is incumbent upon each of us in education to responsibly address the changing needs of all our stakeholders, in a fiscally responsible manner. As someone who has significant leadership experience in both industry and education, I have both the will and the passion to 'move the dial' in education. I left UNK as a tenured faculty member, not because I had to but because I believe in the community college model. This will and passion is even strengthened having served as the Dean of Business and Technology at Cochise College.

While at Cochise College, I have expanded industry partnerships for several of our programs. I have developed strong relationships with local and regional companies and organizations such as Empire-Caterpillar, Northrup Grumman, and many other smaller companies. While at UNK, I was instrumental in establishing strong partnerships with local, regional, and national industry leaders. Some of these companies included Cummins, Parker Hannifin, Applied Industrial, Fastenal, and other large corporations. These relationships allowed us to secure additional donations for necessary laboratory equipment, student scholarships, and the establishment of an endowment fund that will help subsidize a full-time faculty member.

I am a proven professional who has demonstrated an ability to work in a collaborative manner with colleagues, organizational leadership, business partners, and community leaders to solve problems. For example, while a Ph.D. student at Utah State University (USU) I was also President/CEO of Syntek Engineered Sales, and a city council member. My connections with state and local officials allowed me to connect thought leaders at USU with the Utah State Senate President. As a result of this introduction, USU was able to secure the necessary funding to start a manufacturing incubator that allows small manufacturing companies to work with USU to develop new products.

One of the strengths I have as a leader is that I recognize the importance of empowering others to pursue new ideas, to have a voice, and to challenge the status quo. I want others to feel energized and excited to come to work. We can do this by building and developing great teams, and then allowing people to chase new ideas and to create a culture of acceptance in the workplace. I believe it is better to try...and fail, than to never try. Building a culture of teamwork throughout the organization is critical to the success of employees, students, and the institution. Developing and hiring people who are smart, humble, and hungry will help promote and build a culture of teamwork.

I believe it is important to first understand what success means to our students before we can begin to define success as an institution. We also need to understand that ‘student equity’ does not necessarily mean that all students are treated equally. It means that all students get what they need to help them succeed. That may be financial resources, academic resources (i.e., discipline tutors), or other special needs. I believe that student success is inseparably connected with student equity. Further, we must show by example that we are an organization who is not afraid to set the tone by establishing policies for creating an inclusive environment for all stakeholders, including students (both current and prospective), faculty, staff, and visitors.

Perhaps my greatest attribute, and one that will provide the necessary critical leadership skills as the next President of NDSCS, is my affinity for making wise, data-driven decisions. In the absence of data, however, I believe it is important to learn from others. As such, it is incumbent upon us as leaders to be humble enough to learn from others, and to surround ourselves with people who have skills that we do not, so that well-informed decisions are made.

As a product of a small, rural community college myself, I know the difference we can make in the lives of students. I had an amazing machining instructor at Kishwaukee College, one who provided the encouragement I needed to pursue my B.S. degree. As an instructor, I was fortunate to have some amazing students and still cherish the time I had in the classroom, and the connections I made with students. I am still connected with many of my former students, receiving wedding invitations and Christmas cards each year. But I also know that I have much more to give. Throughout my career as President, Vice President, city councilman, board member, instructor, and now as an academic Dean, I have always tried to lead by example. I ask a lot of questions (and love the Socratic method) but in the end, I hope to inspire others to do great things. I have been intimately involved in developing and managing large annual budgets, both in good times and bad. Likewise, I am responsible for the evaluation of academic programs struggling with faculty performance and/or student enrollment. Through it all, I have learned what it takes to be a good leader... and yes, I do believe that leadership matters. In fact, leadership was the topic of my doctoral dissertation. Just as I like to question things, I believe it is not only healthy, but necessary to allow others to challenge the status quo, and to have open dialogue with administration/leadership. Leadership in higher education should be about transparency, about solving problems as a team, and about having the right vision to take the entire organization to the next level of performance. What I have found is that in the world of higher education, where nothing seems to happen quickly, it requires a leader who has a vision, who is forthright, open, fair, and doggedly determined. If I am selected to be the next President at NDSCS, it is these leadership characteristics that will allow me to be successful.

I am excited about the opportunity to live in the Wahpeton community and to serve the faculty, staff, and students at NDSCS. If chosen to be the next President, I can assure you that my wife and I will be actively engaged in the Wahpeton community. I want to thank you, in advance, for your consideration. I look forward to hearing from you.

Regards,

Rod L. Flanigan

Rod L. Flanigan, Ph.D.

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Accomplished academic and business leader with core competencies that include servant style of leadership, proven critical thinking skills, strong work ethic, experienced in agile strategic planning, skilled in stakeholder relationship development, program/curriculum development experience, team development skills, loyal, honest, inquisitive, competitive, and exceptional business and financial process acumen.

Education

Utah State University – Logan, UT

Ph.D. – Education – Engineering and Technology Education

Dissertation topic: Examining the effects of leadership style on organizational performance.

University of Utah – Salt Lake City, UT

MBA – David Eccles School of Business

Brigham Young University – Provo, UT

B.S. – Manufacturing Engineering Technology

Kishwaukee Community College – Malta, IL

A.S. – General Studies

Experience – Education and Industry

Dean, Business and Technology. *Cochise College.* (2018 – present). Primary duties include:

- Serve as administrative head for all Business, Computer Technology, CTE, and Workforce Development programs. This includes leadership, oversight, and supervision for both transfer and non-transfer programs in: Cybersecurity, Computer Science, Networking, Virtual Reality, Business Management, Supply Chain Management, Economics, Agriculture, Culinary, Drafting, Welding, Automotive, Engineering, Building Construction, HVAC, and others.
- Responsible for all prison education programs at the Douglas, AZ prison.
- Provide financial leadership and oversight for divisional programs.
- Represent the college at meetings and conferences related to programs of study.
- Responsible for engaging faculty and staff in support of multi-campus educational priorities.
- Development of program needs analyses designed to identify unmet community and industry needs and to recommend new initiatives that will serve the educational needs of the region. This is accomplished through building and maintaining relationships

with business/industry partners, K-12 school districts, university and other community leaders.

- Carl Perkins grant management.
- Oversee multi-campus instructional and student development budgets, class schedules, course fees, classroom and facilities utilization and coordination of programs and services with other campus personnel.

University of Nebraska at Kearney (UNK). (2011 – 2018)

- Associate Professor. 5/2016 – 8/2018. Promotion earned, May, 2016. Tenure awarded, May, 2017.
- Assistant Professor. 8/2011 – 5/2016.

Director, Industrial Distribution. (2013 – 2018). Responsible for leadership and administrative functions of the program, including:

- Provided financial leadership and direction for program, including the planning, budgeting and resource allocation. Instrumental in establishing endowed faculty position.
- Responsible for external corporate/industry relationships. During tenure as Director, secured partnerships with many of the top companies in the industry who donated equipment, time, and money to the program.
- Responsible for all ATMAE accreditation activities, including assessment, compliance, alumni and employer surveys, curriculum mapping, etc.
- Responsible for curriculum development. Conducted complete curriculum mapping review and modification of bachelor's degree.
- Faculty advisor for the Industrial Distribution Organization (IDO) student organization; largest and most active student organization on the UNK campus.
- Provide staff and student guidance for required internship program.

President/CEO. *Syntek Engineered Sales*, Salt Lake City, UT. (2005-2011)

- Responsible for the strategy, leadership, vision, and success of the company.
- Responsible for financial sustainability of the company.
- Provided key external relationship building functions for the company.
- Numerous awards received for company growth.
- Expanded the business into the entire intermountain region (UT, CO, ID, NV, WY).
- Business successfully sold to private investor in June, 2011.

Regional Manager. *Rexnord Industries*. Salt Lake City, UT. (2003-2005)

- Responsible for training and engineering support/application of (mechanical) power transmission products into a variety of industries and applications throughout the intermountain region.
- Provided key leadership during transition of Falk acquisition.

Vice President/General Manager. *Western Fluid Power*, Salt Lake City, UT. (1996-2003)

- Responsible for all functions of operation, including administration, full P & L oversight, inside sales, outside sales, engineering, shipping/receiving, vendor relations, and warehouse operations.

- Instrumental in developing strategic plan for entire organization.
- Integral part of the corporate management team.
- Led the company in sales and margin performance.
- As part of the senior management team, involved in all M & A opportunities.
- Provided both on-site and off-site fluid power training for employees and customers.
- Provided critical leadership during transition between ownership changes.

Applications Engineer/Regional Manager. *John S. Barnes Company, Rockford, IL. (1988-1996)*

- After demonstrating success as applications engineer, became Regional Manager.
- Responsible for the application of all products to both OEM and distribution in the entire Southwest United States.

Manufacturing engineer. *McDonnell Douglas Helicopter Co., Mesa, AZ. (1985-1988)*

- Apache Attack Helicopter (AAH64) program.
- Responsible for analyzing engineering drawings and changes affecting the fairings, doors, and fuselage of the aircraft to determine manufacturing impact.
- Planned and developed detailed operating instructions for both sub-contractors and in-house manufacturing employees.
- Conducted feasibility studies on both conventional and non-conventional manufacturing processes and techniques to ascertain economical payback.

Manufacturing engineer. *Motorola Microsystems Division, Tempe, AZ. (1983-1984)*

- Responsible for planning and coordinating the introduction of new products through the manufacturing development cycle, from prototype to production.
- Complete interface with hardware, software, and production support engineering groups to ensure new designs were producible, reliable, and economical.

Professional and Community Leadership Activities

Member, Board of Directors. *Southeastern Arizona Contractors Association (SACA). (2019 – 2021)*

- Elected position by general membership.
- Provide collaboration between industry and education. Skilled at leveraging these business and industry relationships to better understand community needs, and to build educational programs to meet these needs.

Member, Governance Committee. *Arizona SkillsUSA. (2019 – 2020)*

- Appointed position by AZ Dept. of Education CTE Director.
- Helped organization during a particularly difficult time. Provided guidance in reorganizing the Board of Directors and rewriting the organizational bylaws.

Member, Quality Commission. *Arizona Department of Education, CTE Quality Commission. (2020 – present).*

- Appointment to this commission by the Director of the Arizona Department of Education for CTE.

Member, Board of Trustees. *Power Transmission Distributors Association Foundation* (PTDA). (2014 – 2018)

- Appointed by industry board to serve as member. Served two terms. Only member on board from academia.
- Provided key insight during strategic planning sessions as we considered ways to fill the leadership pipeline in the Power Transmission industry.
- Experienced in the annual planning, budgeting, and strategic planning process.
- Consult with board members about educational policies affecting the industry.

Member, Board of Directors. *Association of Technology, Management, and Applied Engineering* (ATMAE). ATMAE is an accrediting body for 2-year and 4-year technical programs. (2013 – 2016)

- Elected by ATMAE membership to serve as a member of the Board of Directors. Served two terms.
- Provided key leadership during a critical time of management turnover.
- Lead discussion on annual operational budget, as well as long-term financial planning process.
- Involved in developing new strategic plan for organization.
- Played key role in developing Request for Proposal (RFP) and management firm contract. RFP was successful with the hiring of a new management firm.
- Special Ad Hoc committee member organized by ATMAE Executive Director for reviewing and codifying all organizational by-laws. 2014 – 2015.
- Provided key leadership coordination and guidance for auxiliary divisions within organization.

President, Management Division. *ATMAE*. (2012 – 2013)

- Elected by ATMAE membership to serve as Management Division President,
- When elected to the Board of Directors, had to vacate this position.

Chair, Academic Affairs. *University of Nebraska at Kearney*. (2014 – 2016)

- Responsible for all program and course changes within the College of Business and Technology (CBT).
- Led discussion and implementation of new policies affecting academic affairs within the college.

City Councilman. Bluffdale City, UT. (2008 – 2011)

- Experienced in the development and implementation of policies and procedures that govern city zoning and planning, budgeting, human resources, police and fire protection services, and other municipal expenditures.
- Experienced in local, state, and federal compliance and law.
- Experienced in developing strong relationships with all levels of government.

Member, Camp Williams (Army) Advisory Board. (2008 – 2011)

President, Bluffdale City Redevelopment Agency. Bluffdale City, UT. (2008 – 2010)

Scoutmaster, Boy Scouts of America. Rockford, IL. (1992 – 1996)

Teaching/Training Experience

Cochise College – Sierra Vista, AZ. (2018 – present). Teach Business Management (BUS 143) course as needed.

University of Nebraska – Kearney, Kearney, NE. (2011 – 2018). Courses taught:

- ITEC 490
- ITEC 451
- ITEC 408
- ITEC 388
- ITEC 353
- ITEC 272
- ITEC 290
- ITEC 188

Utah State University, Logan, UT. (2009 – 2011)

- ETE 1030

Intellectual Contributions

Refereed Publications

Seven peer-reviewed journal articles published during the seven years at UNK. Copies and/or references available upon request.

Competitively Selected Conference Presentations

Seven competitively selected conference presentations during the seven years at UNK.

Conference Panels

Served as moderator or panelist for several panel discussions over past eight years.

Professional Contributions

Service while at Cochise College

- Represented Cochise College in panel discussion with 2nd District U.S. House Representative Ann Kirkpatrick.
- Have represented Cochise College in several state, county, and municipal meetings with elected officials.
- Instrumental in design, development, and construction of new \$7.5 million Automotive Technology building. Move-in date was December, 2020.
- Provided key leadership in the development of a new, \$2.0 million state-of-the-art Cybersecurity Security Operations Center (SOC), in addition to a novel facility for a new Virtual Reality Developer program.
- Provided key leadership in the development of new academic programs in: Virtual Reality Developer (and Technology), Diesel Technician, Supply Chain Management, and several “Micro Cert” programs. In addition, several programs (curriculum) have been

completely “refreshed” under my leadership, including: Cybersecurity, Networking, Business Management, Welding, Culinary, Automotive, with several others in process.

- Initiated and have taken the lead role in the development of a Prior Learning Assessment (PLA) policy for the college.
- Completely ‘retooled’ our Workforce Development program, and hired a new Assistant Dean to run that program.
- Hired a new Assistant Dean for Academics that replaced all department chairs in the division.
- Keynote speaker for the Cochise College Engineering/Computer Science night.
- Curriculum Committee. Help guide academic discussion on HLC policy conformance.
- Speaker at the Residential Construction Technology ribbon cutting ceremony.
- Responsible for contract negotiation with Arizona Department of Corrections for prison education programs.
- Participant in the Sierra Vista Chamber of Commerce Leadership seminar(s).

Service while at UNK:

- Faculty Senate Athletics Committee.
- Faculty Senate Grievance Committee.
- Academic Quality Strategic Planning Committee.
- Academic Affairs Committee member. Served both as Chair and Secretary.
- Student Affairs Committee member.
- Moderated panel discussion between students and industry professionals at PTDA annual conference.
- Student advisor to \approx 50 students/year.

Professional/Personal Development

Current and Past Affiliations

- Association for Career and Technical Education (ACTE). Member.
- Southeastern Arizona Contractors Association (SACA). Member
- Epsilon Pi Tau (EPT). The International Honor Society for Professions in Technology. Former member.
- American Society for Engineering Education (ASEE). Former member.
- The Association of Technology, Management, and Applied Engineering (ATMAE). Former member.
- Fluid Power Society. Certified Fluid Power Engineer (Certification expired in 2014). Former member.

Community Service

- Summer, 2019 served as host family for engineering student completing internship in Sierra Vista, AZ.
- Served as Host Family for UNK softball player for the 2015-2016 academic year.
- City Councilman, Bluffdale City, UT. 2008 - 2011.
- Mayor, pro-tem, Bluffdale City, UT. 2010.
- Board Member; Camp Williams (Army) Advisory Board. 2009 - 2011.
- President, Bluffdale City Redevelopment Agency, Bluffdale City, UT. 2008 - 2009.

- Troop Committee Chairman, Boy Scouts of America, Riverton, UT. 1997 - 2001.
- Parent Teacher Organization (PTO) board member, Rockford, IL. 1994 - 1996.
- Illinois State Certified Substitute Teacher. Cert. no. 1468007. 1992 - 1996.
- Scoutmaster, Boy Scouts of America, Rockford, IL. 1992 – 1996.

Rod L. Flanigan, Ph.D.

Reference List

<u>NAME</u>	<u>Email</u>	<u>Phone Number</u>	<u>Reference Type</u>
Dale Porter, Ph.D.	porterd@cochise.edu	██████████	Current Colleague
Karen Dale, Ph.D.	dalek@cochise.edu	██████████	Current Colleague
Alan Biel, Ph.D.	██████████	██████████	Former Supervisor
Donovan Budde	donovan.budde@erau.edu	██████████	Former Colleague
Tim Obermier, Ph.D.	obermiert@unk.edu	██████████	Former Supervisor