

Ronald W. Larsen, Ph.D., P.E.

Interim Chancellor
Montana State University Billings
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EDUCATION

Ph.D. in Chemical Engineering	Pennsylvania State University	1987
B.S. Chemical Engineering	Montana State University	1979

QUALIFICATION

Professional Engineer, State of Montana

January 2017 to present: Interim Chancellor, Montana State University Billings

Focus: Help an amazing campus rebuild some momentum and positive vision

Responsible for:

- Campus administrative oversight: Academic Affairs, Administration and Finance, Student Affairs

While administrative oversight describes many of the day-to-day activities associated with this position, I have found that the real need is far broader. My best attempt to date to define what I need to accomplish is the following list of priorities for the 2017-18 academic year:

- Helping MSUB define and renew a vision and purpose
- Growing enrollment
- Improving retention and graduation rates
- Strengthening campus communications and marketing
- Creating connections between the campus and the community
- Sustaining and building quality educational programs that meet the needs of students and the community
- Fundraising, primarily for the Yellowstone Science and Allied Health Building
- Taking a stand, when necessary

2011 to 2017: Associate Provost, Montana State University

Focus: Maintain curriculum quality and build assessment

Responsible for:

- Accreditation
- Assessment
- Program Review
- Curriculum
- State Initiatives
- Catalog
- Union Negotiations

Accreditation

- Accreditation Liaison Officer with the Northwest Commission on Colleges and Universities (NWCCU)
- Responsible for ensuring that our accreditation reports are completed and submitted
- Responsible for substantive change documents for all new programs
- Evaluator for NWCCU, including service as chair of an evaluation team

Assessment

- Created a set of documents and made them available to faculty at the institution. These materials have been used by other institutions.
 - Assessing Student Learning: Overview
 - Developing Course Learning Outcomes
 - Developing Program Learning Outcomes
 - Step-by-Step Assessment Plans
 - Template: Department Assessment Plan (Word format)
 - Template: Annual Assessment Report (Word format)
- Led an effort to collect course learning outcomes. Over 90% of courses now have learning outcomes on file.
- Working to complete assessment plans for all majors, minors, and certificates.

Program Review

- Responsible for managing the program review process mandated by the Montana Board of Regents
- Updated the program review process to make the reviews more rigorous
 - Nomination of reviewers includes input from faculty and administration
 - Nearly all reviewers are now external, and from peer or aspirational peer institutions
 - A Guidelines for Program Review was developed and now form the basis of all program reviews
 - Each program review concludes with a list of action items agreed upon by the Dean and Provost
- Annually prepare a summary of program reviews for the Board of Regents

Curriculum

- Implemented paperless processes for the review of new courses and programs. (2012)
- Worked with Information Technology and the Registrar to implement the CourseLeaf Curriculum Inventory Management package to automate the approval process for new courses and programs. (2014)
- Guided the conversion of the Undergraduate Studies Committee (as Chair) into the faculty-chaired Curriculum and Programs Committee. (2013)
- Created Guidelines for Review of Curriculum Changes to institute department, college, and/or university review of proposed curriculum changes. (2014)

State Initiatives

Prior Learning Assessment (PLA)

- Campus Liaison for Statewide initiative on PLA (2015-present)
- Member, PLA Council (2016-present)
- Member, PLA Taskforce (2015-16)

Common Course Numbering (CCN)

- Campus Liaison for CCN (2011-present)
- Designed on-line tracking tool for CCN (2015)

General Education

- Member, General Education Council (2014-present)

Program Proposal Review Process Implementation

- Responsible for implementing a new (March 2016) program proposal review process on campus

Catalog

- Assigned responsibility of ensuring that the MSU catalog was updated and printed in time for summer orientation in 2012. Due to short timeframe, no changes to the labor intensive, error prone, manual update process were possible. The catalog was done on time.
- Fall 2013, implemented the CourseLeaf catalog content management system.
 - Catalog maintenance has shifted from a major task every other year to simply keeping the online catalog current.
 - Catalog content owners have direct control of their content and content changes.
 - We have switched to annual catalogs, but print far fewer since additional copies can be printed at any time.
- Spring 2015, responsibility for the MSU Catalog has been transferred to the Office of the Registrar

Union Negotiations

- Member of the Labor Management Committee (LMC) for the tenure-track and non-tenure-track faculty unions. (Tenure-track union has since been decertified.)
- Part of the administration negotiating team for the non-tenure-track faculty and graduate student collective bargaining agreements.

2012-2013: Interim Dean, Graduate School, Montana State University

Focus: Sustain graduate education while rebuilding staff morale and ability to function

As Interim Dean I was initially responsible for rebuilding a functioning staff. I took these actions:

- Reorganized key reporting lines
- Reduced the scope of some positions
- Changed reporting procedures so that all staff members had opportunity and responsibility to contribute

My time as Interim Dean stretched to 16 months. As the timeframe expanded, my role shifted to preparing a foundation for the next dean while serving as chair of the search committee. During this time I worked with the staff to:

- Change the process used for awarding recruiting funds to improve responsiveness
- Initiate a series of new, high-stipend doctoral GTA lines as a recruiting tool and to help build capacity in the doctoral programs
- Get additional departments thinking about new doctoral programs
- Review and begin updating Graduate School policies and procedures
- Obtain institutional authorization to purchase a new admissions software system with improved features
- Shift budget management responsibility to a highly skilled individual who has brought fresh clarity to the Graduate School's finances

2002-2011: Department Head, Chemical and Biological Engineering, Montana State University

Foci:

- *Sustain commitment to undergraduate education*
- *Rebuild the faculty after a series of retirements*
- *Expand the research program*
- *Prepare the department for a shift in the discipline towards biology*

The Department of Chemical Engineering at Montana State University has a long history of excellence in undergraduate education but, by 2002 when I became Department Head, the majority of the faculty were approaching retirement and some had long-since stopped innovating. Research expenditures had fallen to approximately \$300,000 annually.

- Hired new faculty as retirements occurred
 - Sought research-active faculty with a strong commitment to undergraduate education
 - Built start-up funds and reduced initial course loads into the on-boarding process
 - Hired two female faculty members, building diversity in the faculty and providing role models for students
- The curriculum was strengthened and streamlined
- The department is typically one of top two in retention
- Research expenditures grew to approximately \$2M by 2010

There is a continuing shift in the discipline away from traditional chemical processes towards bioprocesses. If we were to stay relevant we needed to build a bioengineering program, but funds for new programs were not available. To resolve this we established a dual-degree program in Bioengineering with the Istanbul Technological University (ITU) as a partner.

- Tuition from ITU students funded the new program, including one additional faculty position.
- Worked extensively with the Office of International Programs and the Office of the Registrar to work through the implementation issues associated with the dual-degree program:
 - Differences in academic conduct expectations led to incidents of cheating
 - Differences in grading systems led to issues with course transfer
 - Oversights in the original curriculum led to students not fulfilling all general education requirements
- The program has been highly successful with approximately 25 ITU students per year participating.
- The bioengineering program helped increase the percentage of women students in the department from 35% to approximately 50%.

1985 to 2002: Professor of Chemical Engineering, Montana State University

Focus: Student Success

Professor, Chemical and Biological Engineering	2000-present
Associate Professor, Chemical Engineering	1995-2000
Assistant Professor, Chemical Engineering	1985-1995

- Discovered a passion for teaching as a graduate student instructor at Penn State in 1983
- Brought that passion to Montana State University and saw tremendous success as a teacher:
 - Honored with numerous awards:
 - Mortar Board Professor of the Month, October 1996 1996
 - ASEE DOW Outstanding Young Faculty Award 1990

- ASEE Centennial Certificate (exceptional contribution to ASEE) 1993
 - Departmental Outstanding Contribution Award 1999
 - E.W. Mares Award, Outstanding Instructor, Dept. of Chemical Engineering
1989,94,96,97,98,00,02
 - Alumni/Chamber of Commerce Excellence Award
1989,90,91,92,93,94,97,99,00,01
- Developed instructional materials to assist my students. Ultimately this led to a series of books (listed below).

OTHER ACADEMIC EXPERIENCES

Dow Chemical Company (sabbatical assignment)

Visiting Engineer, Process Control Spring 1995

Mongolian National University

Visiting Professor, Chemistry Fall 1994

MSU Center for Biofilm Engineering

Program Leader, Research Experiences for Undergraduates Program Summers, 1992-1995

Funded Research Proposal: "*Engineering Research Center in Interfacial Microbial Process Engineering*", National Science Foundation, participant as co-leader on one of five research Thrust Areas (one of six authors). \$7.2 million. This research center is still active 26 years later. 1989

Idaho National Engineering Laboratory

Visiting Professor, working with scientists in the Environmental Sciences Group with two undergraduate researchers from my department. 1991

Pennsylvania State University, Department of Chemical Engineering

Instructor 1984-1985

1982-1983

PUBLISHED TEXTS

Commercially Published Texts

R. W. Larsen, *Introduction to Mathcad*, Prentice-Hall

- *Introduction to Mathcad* 1999
- *Introduction to Mathcad 2000* 2000
- *Introduction to Mathcad 11* 2003
- *Introduction to Mathcad 13* 2006
- *Introduction to Mathcad 15* 2011

D. Kunciky and R. W. Larsen, *Introduction to Excel*, Prentice-Hall

- *Introduction to Excel, 3rd ed.* 2005
- *Introduction to Excel, 4th ed.* 2008

R. W. Larsen, *Engineering with Excel*, Prentice-Hall

- *Engineering with Excel* 2001
- *Engineering with Excel (Russian Translation)* 2003
- *Engineering with Excel, 2nd ed.* 2005
- *Engineering with Excel, 3rd ed.* 2007
- *Engineering with Excel, 4th ed.* 2012
- *Engineering with Excel, 5th ed.* (in press) 2016

R. W. Larsen, <i>LabVIEW for Engineers</i> , Prentice-Hall	2010
R. W. Larsen, <i>Essential Engineering Computations</i> (working title)	under contract, not yet submitted

Text Supplements

Application Examples for Kuncicky's <i>Introduction to Excel</i> , 2 nd ed.	2000
On-line quizzes to supplement <i>Introduction to Mathcad</i> .	2000
Applications Examples in Statics and Dynamics for:	2001
• R. C. Hibbeler's <i>Engineering Mechanics: Dynamics</i>	
• A. M. Bedford and W. Fowler, <i>Engineering Mechanics: Dynamics</i>	

Locally Published

R. W. Larsen, <i>Process Control and Dynamic Modeling</i>	2008
R. W. Larsen, <i>Essential Engineering Computations</i>	2005-2012 (content has evolved)
R. W. Larsen, <i>More Mathcad</i>	2002

SELECTED SERVICE ACTIVITIES

Faculty Council (now Faculty Senate)

Chair, Faculty Council	2000-2001
Chair Elect, Faculty Council	1999-2000
Faculty Affairs Committee (Chair, 1998-99, 2001)	1992-2002

Selected Committee Assignments

Montana University System General Education Council	2012-present
Montana University System Developmental Education Council	2013-present
UPdate Extended University (Distance Education)	2015-2016
UPdate Core (General Education)	2016-present
Chair, Core 2.0 (General Education) Committee	2011-present
Chair, Computer Fee Allocation Committee	2011-present
Chair, Equipment Fee Allocation Committee	2015-present
Chair, Scholastic Appeals Board	2011-present
Chair, College of Engineering Faculty and Staff Development Committee	2002-2011
University Promotion and Tenure Committee	1998-1999, 2001
Department Industrial Relations Program	1988-2011
Department Certifying Officer (co-officer in 2006-2009)	2006-2011
Department Cooperative Education Coordinator	1993-2009
AIChE Student Chapter Advisor	1988-1999

Search Committees

Dean of the Graduate School, Chair
 Chief Information Officer, Chair (2x)
 President
 Provost
 Vice President for Administration and Finance
 Registrar
 Department faculty