

**BOARD OF TRUSTEES  
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

**BOARD ACTION**

APPOINTMENT OF VICE CHANCELLOR FOR HUMAN RESOURCES

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**BACKGROUND**

Chancellor Rosenstone initiated a national search this past summer for a new vice chancellor for human resources.

**Executive Search Consultant**

After issuance of an RFP for executive search consultants, Storbeck/Pimentel & Associates, LLC was retained to assist with the recruitment and selection for this position.

**Search Advisory Committee**

Chancellor Rosenstone appointed a search advisory committee consisting of the following members:

- Chair: Joe Opatz, President, Normandale Community College
- Members: Connie Gores, Vice President, Winona State University
- Richard Hanson, President, Bemidji State University
- Darrel Huish, Vice Chancellor for Information Technology
- John O'Brien, President, North Hennepin Community College
- Nancy Paulson, Chief Human Resources Officer, Central Lakes College
- Whitney Harris, Chief Diversity Officer

Kristine Kaplan, Deputy General Counsel, served as system office liaison to the search committee.

Process: Preliminary steps began in July 2012 with the creation of the position description, appointment of the committee and posting of the vacancy announcement. Consultant Leo assisted in the drafting of the position profile, focusing on the specific leadership characteristics of the position.

Thereafter, the position was advertised nationally in a variety of higher education and diversity publications. At the same time, Consultants Leo and Boyd initiated an aggressive recruitment campaign.

There were a total of 77 applicants, including 31 women and 11 candidates of color. From this pool, the search advisory committee selected ten individuals for initial interviews. Thereafter, the search advisory committee forwarded names to Chancellor Rosenstone for further consideration, resulting in three finalists.

1           **Chancellor’s Review Process**

2 Chancellor Rosenstone initiated a rigorous public interview process of all three individuals,  
3 including interviews with the following groups on October 31, 2012:  
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- 5           • Trustees Margaret Anderson Kelliher, David Paskach and Tom Renier
- 6           • Chancellor and Chief of Staff
- 7           • Chancellor’s Cabinet
- 8           • Human Resources Management Team
- 9           • Public WebEx session to which the following were invited: Presidents, Chief  
10           Human Resource Officers, all system office employees, union leadership

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12 The chancellor reviewed information from each phase of the process to develop his  
13 recommendation of the individual to be made to the full board for approval. Chancellor  
14 Rosenstone is recommending Mark Carlson to be the next vice chancellor for human  
15 resources.  
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17           **RECOMMENDED COMMITTEE ACTION**

18 The Human Resources Committee recommends that the Board of Trustees adopt the  
19 following motion.  
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21           **RECOMMENDED MOTION**

22 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints  
23 Mark Carlson as vice chancellor for human resources effective December 10, 2012,  
24 subject to the completion of an employment agreement. The board authorizes the  
25 chancellor, in consultation with the chair of the board and chair of the Human Resources  
26 Committee, to negotiate and execute an employment agreement in accordance with the  
27 terms and conditions of the MnSCU Personnel Plan for Administrators.  
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29           *Date of Board Action:                   November 14, 2012*

30           *Date of Approval:                       November 14, 2012*

31           *Date of Implementation:               December 10, 2012*

# MARK CARLSON

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## EXECUTIVE SUMMARY

Certified Human Resource (HR) Professional with over twenty five years of progressive HR experience. Extensive knowledge of all functional HR areas including staffing, labor relations, training, safety, workers' compensation, benefits, organizational development, payroll and more. Solid reputation as a leader, team builder and effective business partner to operational units.

## PROFESSIONAL EXPERIENCES

### *Director of Human Resources*

*Minnesota Department of Public Safety, St. Paul, Minnesota, 2010 – Present*

- Overall responsibility for all HR activities for a complex department of approximately 2200 employees
- Major areas of responsibility include Staffing, Training, Benefits, Safety, Workers' Compensation, Organizational Development and Labor Relations
- Reduced the time-to-hire rate from over 90 days to less than 50 without compromising quality
- Proactively managed the Workers' Comp. program resulting in a one year savings of nearly \$250,000
- Built solid rapport and constructive working relationships with several bargaining units
- Initiated the department's first-ever succession planning process
- Implemented a large-scale change management program to prepare for several major technology shifts
- A key member of the Commissioner's senior staff

### *President*

*Watermark Designs, Inc., 2003 – 2010*

- Leader and entrepreneur who grew a successful, multi-state business from start-up through effective business planning, human capital management and outstanding customer service
- A talent management expert; regularly utilize skills in workforce planning, recruiting, training & development, performance planning, safety management, organizational development, succession planning and more
- Developed and motivated team members to exceed goals, improve production and sales
- Analyzed complex situations, designed practical solutions, and implemented cost-effective plans
- Known for contagious passion for excellence, a talent for resourceful business solutions and strong capacity for motivational leadership
- Expert budget analysis, development and forecasting skills

### *Director of Human Resources*

*Minnesota Department of Transportation, St. Paul, Minnesota, 1999 – 2003*

- Overall responsibility for all human resources activities for a department of 5000+ geographically dispersed employees
- Major departments included: Benefits, Training & Development, Organizational Development (OD), Recruitment & Selection, Safety, Worker's Compensation, HR Information Systems (HRIS), Payroll and Labor Relations
- Assisted the Commissioner and his staff completely reorganize the agency resulting in more streamlined

decision making and a sharper business focus

- Authored the office's first ever business plan aimed at ensuring alignment with the agency's strategic and tactical objectives
- Redesigned and implemented an effective leadership development program that has garnered national attention
- Chosen by the DOER Commissioner to take a leadership role in managing Minnesota's largest ever employee strike
- Managed a budget in excess of \$6 million (payroll of \$200+ million) and a staff of over 60 HR/OD professionals

*Director of Human Resources & Organizational Development  
C-K Corporation, Minneapolis, Minnesota, 1995 – 1999*

- The firm's senior operations and HR manager; directed all business operations and HR activities for a complex, multi-unit matrix organization
- Acted as sole advisor to the CEO on human capital impacts to current and potential business decisions
- Through organizational development/effectiveness tools, reduced annual turnover by over 50% and increased productivity by 20%
- Developed and managed the annual budget and allocation processes
- Personally conducted all recruitment and stand-up training activities for the company

*Director, Human Resources, Financial and Educational Services  
United States Air Force, Altus AFB, Oklahoma, 1993 – 1995*

- Responsible for all HR, financial and educational services for a population of 4000+
- Sole adviser to the CEO on all HR issues including recruitment, benefit analysis, employee relations, training & career development, legal compliance, change management, diversity, dispute mediation, performance management, dismissals and more
- Designed customized educational and training programs tailored to our employee and business needs
- Effectively managed a staff of 230 and a budget in excess of \$2 million

*Director, Human Resources and Education  
United States Air Force, Mather AFB, California, 1991 – 1993*

- Responsible for all aspects of HR and training support for a population of 3700+
- Successfully negotiated several complicated labor disputes involving job cuts and layoffs
- Chosen to manage deployment of over 500 state and federal law enforcement personnel in support of the 1992 Los Angeles riots; received the Governor's Citation of Excellence Award for Outstanding Achievement
- Managed an organization of 67 personnel and a budget of \$1.2 million

*Assistant Director/Director, Human Resources & Training  
United States Air Force, Royal Air Force Greenham Common, England, 1987 – 1991*

- Managed all HR and training programs for a population of 2000
- Solved numerous sensitive labor issues involving local nationals (British) and U.S. citizens
- Won coveted "Best Personnel/Training Office, United States Air Force" award

- Led an organization of 27 employees and managed a budget of approximately \$250,000

#### **OTHER RELEVANT SKILLS & ABILITIES**

- Autonomous, self-starter focused on solutions and process improvement
- Excellent judgment and decision-making skills
- Strong critical thinking, quantitative and analytical ability
- Proven customer service orientation
- Possess outstanding communication and presentation abilities
- Commitment to confidentiality and ethics

#### **EDUCATION**

•B. A., Communications  
Texas Lutheran University, Seguin, Texas

•M. A., Business Management  
Central Michigan University, Mt. Pleasant, Michigan

#### **PROFESSIONAL CREDENTIALS/AFFILIATIONS**

- International Public Management Association for HR Certified Professional (IPMA-CP)
- Phillips Return on Investment (ROI) Institute Certified
- Effective Negotiations Certified, Mediation Center for Dispute Resolution
- Member, Society for Human Resource Management (SHRM)
- Member, Human Resource Professionals of Minnesota