



**HUMAN RESOURCES COMMITTEE
JANUARY 22, 2014
1:30 P.M.**

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
McCORMICK ROOM, FOURTH FLOOR
30 7TH STREET EAST
SAINT PAUL, MN**

In addition to board members attending in person, additional board members will participate by telephone.

Committee Chair Thomas Renier calls the meeting to order.

- (1) Minutes of October 23, 2013**
- (2) Minutes of Joint Meeting of the Diversity and Equity and Human Resources Committees on November 20, 2013**
- (3) Study Session: Succession Planning/Leadership Development
- (4) Appointment of Interim President of Metropolitan State University**
- (5) Appointment of Vice Chancellor for Information Technology/Chief Information Officer**
- (6) Appointment of Senior Vice Chancellor for Academic and Student Affairs**
- (7) Appointment of Interim President of North Hennepin Community College**

Members

Thomas Renier, Chair
David Paskach, Vice Chair
Margaret Anderson Kelliher
Alexander Cirillo
Dawn Erlandson
Philip Krinkie
Louise Sundin

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE
MINUTES
October 23, 2013**

Human Resources Committee Members Present: Thomas Renier, Chair; Margaret Anderson Kelliher, Alexander Cirillo, Dawn Erlandson and Louise Sundin

Human Resources Committee Members Absent: David Paskach and Philip Krinkie

Other Board Members Present: Ann Anaya, Cheryl Dickson, Clarence Hightower and Alfredo Oliveira

Leadership Council Committee Members Present: Steven Rosenstone, Chancellor and Mark Carlson, Vice Chancellor for Human Resources

The Minnesota State Colleges and Universities Human Resources Committee held a committee meeting on October 23, 2013, in the McCormick Room, 30 Seventh Street East, St. Paul. Chair Renier called the meeting to order at 1:45 PM.

1. MINUTES OF MAY 22, 2013

Chair Renier called for the motion to approve the minutes of the Human Resources Committee meeting on May 22, 2013. The minutes were moved, seconded and passed without dissent.

2. EMERITI RECOGNITION

Pursuant to Board Policy 4.8, Emeritus Status, Chancellor Rosenstone presented his recommendation to confer presidential emeritus status upon Keith Stover, South Central College, and Don Supalla, Rochester Community and Technical College, both of whom having served as presidents in good standing and retired on June 30, 2013.

The Human Resources Committee recommended that the Board of Trustees adopt the following motion:

Upon the recommendation of Chancellor Steven Rosenstone, and in recognition that they have served with great distinction, the Board of Trustees hereby confers the honorary title of President Emeritus upon Keith Stover, South Central College, and Don Supalla, Rochester Community and Technical College.

The motion passed without dissent.

3. RECOGNITION OF PRESIDENTIAL YEARS OF SERVICE

Chancellor Rosenstone recognized the following presidents for reaching a milestone year of presidential service in our system: Doug Allen, president of Ridgewater College (ten years); Phil Davis, president of Minneapolis Community and Technical College (15 years), and Robert Musgrove, president of Pine Technical College (15 years).

4. EXECUTIVE SEARCHES

Vice Chancellor Carlson provided a status update on the following ongoing executive searches:

- Vice Chancellor for Information Technology/Chief Information Officer
- President of Alexandria Technical and Community College
- President of Minnesota State College – Southeast Technical
- President of Minnesota State University Moorhead
- President of Normandale Community College
- President of Rochester Community and Technical College
- Chief Diversity Officer

He stated further that with changes made to the search process, the system office has engaged on a temporary basis the talents of an executive recruitment manager, Chris Szaj.

Vice Chancellor Carlson also spoke about the issues at Metropolitan State University. He stated that a new acting chief human resources officer has been appointed at the university and that other human resources staff (including transactional professionals) around the system have been engaged to assist in the areas of concern. They are directly addressing the immediate problems, performing long range planning and working closely with the Inter Faculty Organization on the salary issues.

Meeting adjourned at 2:05 PM.

Submitted by,
Vicki Tschida, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
JOINT STUDY SESSION
DIVERSITY AND EQUITY AND HUMAN RESOURCES COMMITTEES
MINUTES
November 20, 2013**

Diversity and Equity Committee Members Present: Alexander Cirillo, Chair; Ann Anaya, Duane Benson, Alfredo Oliveira and Louise Sundin

Diversity and Equity Committee Members Absent: Cheryl Dickson and Maria Peluso

Human Resources Committee Members Present: Thomas Renier, Chair; Margaret Anderson Kelliher, Alexander Cirillo, Dawn Erlandson and Louise Sundin

Human Resources Committee Members Absent: David Paskach and Philip Krinkie

Other Board Members Present: Michael Vekich

Leadership Council Committee Members Present: Steven Rosenstone, Chancellor; Mark Carlson, Vice Chancellor for Human Resources; Renee Hogoboom, Associate Director for Diversity and Equity; Craig Schoenecker, System Director for Research

The Minnesota State Colleges and Universities Diversity and Equity Committee and the Human Resources Committee held a joint study session on November 20, 2013, in the McCormick Room, 30 Seventh Street East, St. Paul. Chair Cirillo called the meeting to order at 9:10 AM.

JOINT STUDY SESSION: INCREASING THE DIVERSITY OF FACULTY AND STAFF

Chair Cirillo opened the session by stating that there have been three board sessions on diversity, the first of which was about increasing student diversity, the second on closing the achievement gap, and the last one focusing on diversity of faculty and staff. During that third meeting one of the topics discussed was gender. Board members asked the committees to continue the conversation about gender diversity in our system, which was the reason for this meeting. Chair Cirillo introduced staff members who proceeded to present their materials and provide comments.

Ms. Hogoboom began by stating that this presentation would focus on the gender composition of system faculty and staff, and that women comprise a majority of our workforce which has been stable for some time. Next, Vice Chancellor Carlson provided a snapshot of MnSCU employees as of March 2013. He discussed age demographics, systemwide employee headcount, and breakdown of employees by role or primary responsibility with faculty being the largest employee group. Mr. Schoenecker provided more data through graphs. Trustee Sundin asked for information specific to the presidents and Mr. Schoenecker will follow-up.

Meeting adjourned at 9:45 AM.

Submitted by,
Vicki Tschida, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Human Resources Committees **Date:** January 22, 2014

Title: Study Session: Succession Planning/Leadership Development

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

Vice Chancellor Carlson will present MnSCU's succession planning efforts and its focus on building leaders through formal development programs.

Scheduled Presenter(s):

Mark Carlson, Vice Chancellor for Human Resources

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

INFORMATION ITEM
STUDY SESSION: SUCCESSION PLANNING/LEADERSHIP DEVELOPMENT

1 **BACKGROUND**

2

3 Vice Chancellor Carlson will present MnSCU's succession planning efforts and its focus on
4 building leaders through formal development programs. His discussion will include:

- 5 • National data on workforce trends
6 • MnSCU workforce data
7 • Leadership pipeline
8 • MnSCU's employee development programs
9 • Model for comprehensive succession planning

MnSCU's Talent Pipeline

Preparing for tomorrow



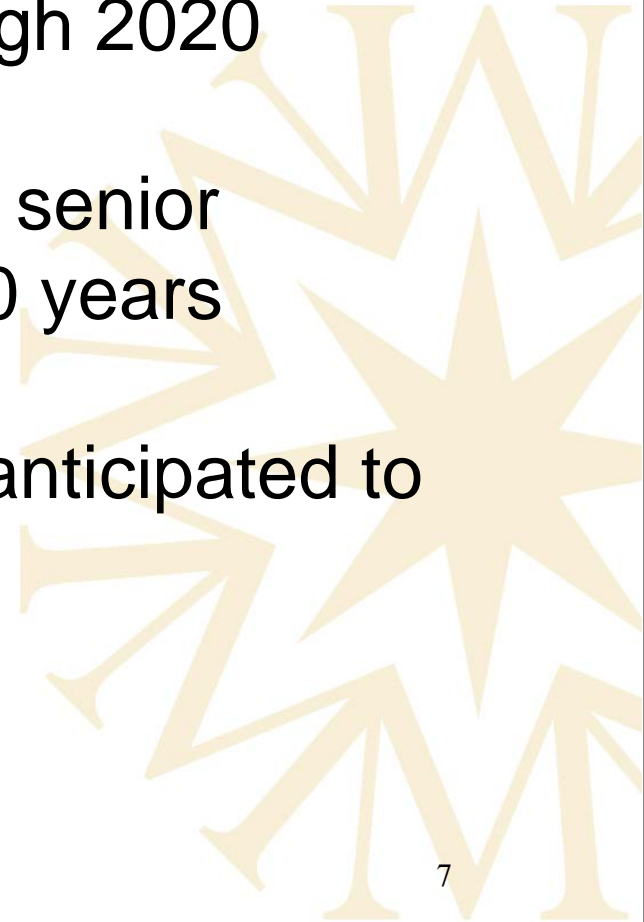
"...perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future." – Ram Charan, The Leadership Pipeline, 2001

Minnesota State Colleges and Universities

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

An imperative for our system; the national data compels us to act

- 7,000 + jobs in higher ed administration will need to be filled *annually* through 2020
- 50% turnover predicted among senior administrators in the next 5 - 10 years
- 84% of college presidents are anticipated to retire by 2016



MnSCU Workforce Data

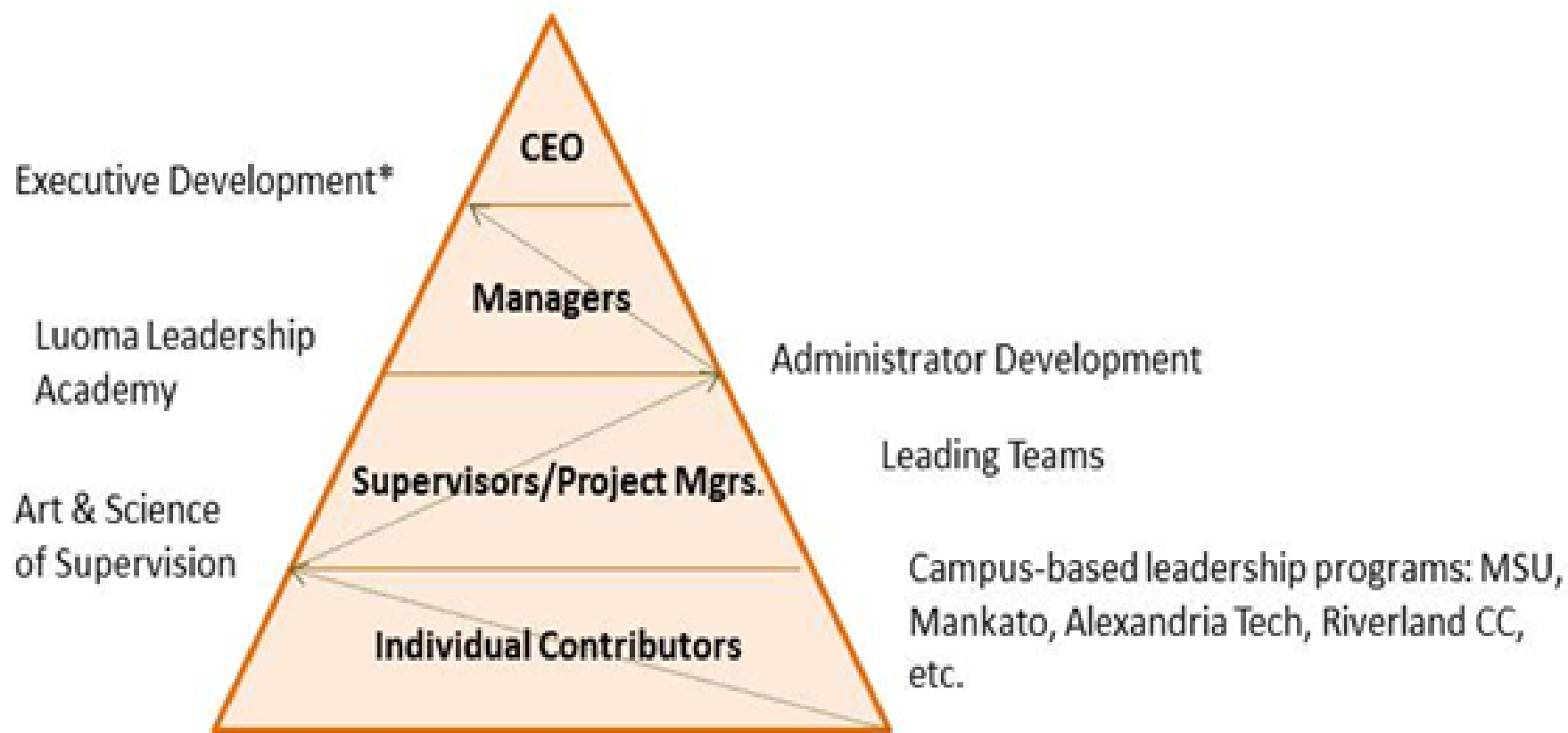
- 48% turnover in presidents over last four years
- More than 25% of dean positions are filled by interim appointments or will be vacant in the near term
- Vacancies are incredibly costly

*Nationally, we are competing for
shrinking pools of qualified applicants.*

Current State: Robust Development Focus

Leadership Pipeline

Formal leadership development—focus on critical transitions



Art and Science of Supervision

- Builds leadership effectiveness for new and experienced supervisors
- Required for all new supervisors

Luoma Leadership Academy

- Intensive, year-long leadership development program for mid-level leaders
- Luoma action learning projects are a national model
- On average, 42% of Luoma graduates are promoted into more progressive leadership roles
- Cohort composition has averaged >60% women, 14% persons of color



Administrator Development

- New Administrator Orientation every fall
- Optional coaching
- Seminars targeted to support administrators' success in their role

Executive Development

- Supports presidential succession for MnSCU
- Accelerates development of high potential leaders
- 45% of participants in the 2012 cohort promoted to executive roles
- Cohort composition average equal number of men/women, 14% people of color

Impact of our Development Approach

- Support for growing leaders from within
 - Luoma graduates tapped to fill interim roles
 - Supervisors and administrators report being better prepared for their roles
 - Early evidence of success in presidential succession

Desired State: Comprehensive Succession Planning

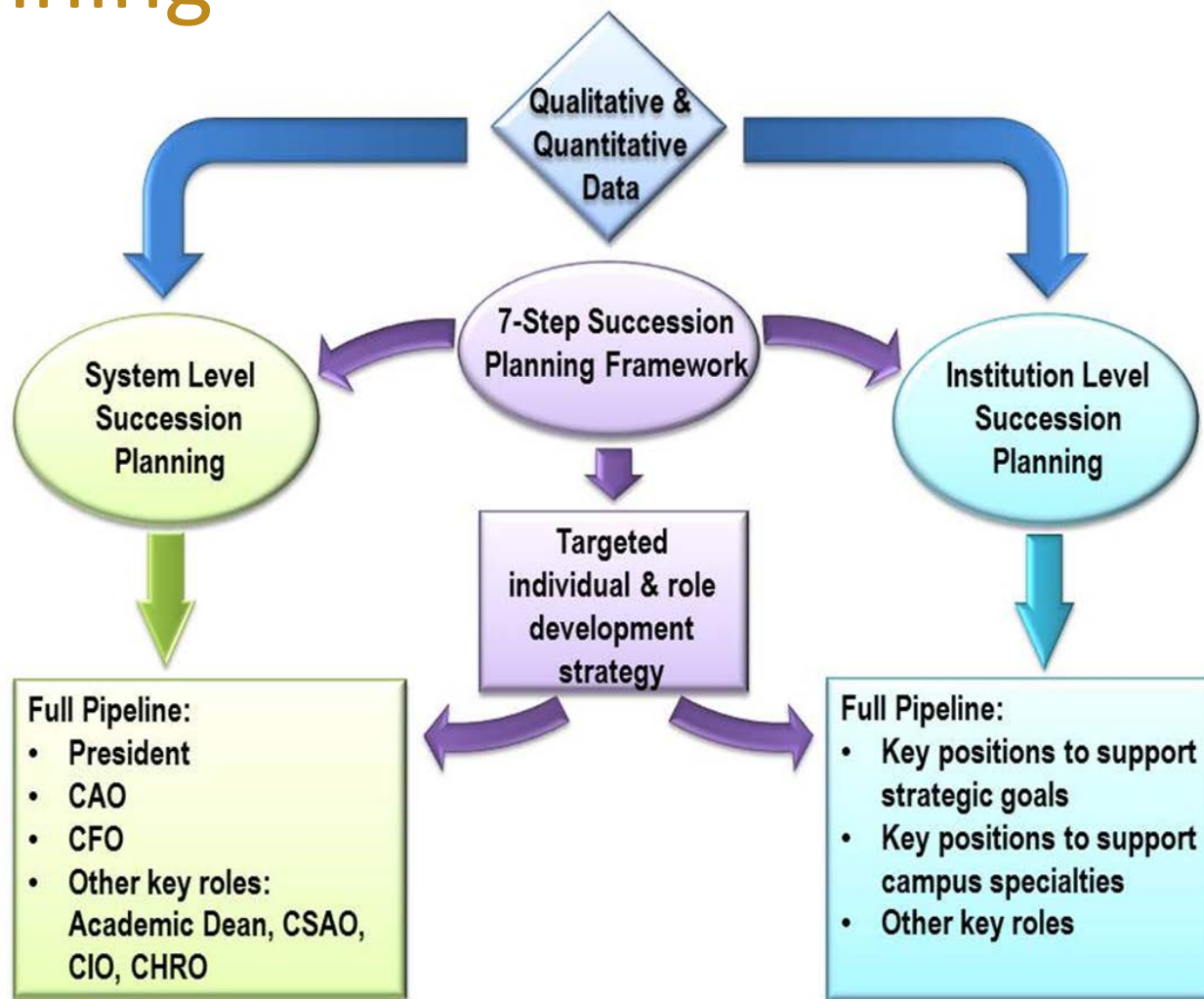
Ensure we have needed talent to fill critical roles



Support for Institutional Succession Planning

- Succession Planning Toolkit
- Support and consultation from the system office
- Increased emphasis on diversity

Model for Comprehensive Succession Planning



MnSCU's Talent Pipeline: Summing it up

Strengths

- Comprehensive development focus
- Presidential involvement and commitment in developing leaders
- Diverse pools in all of our development programs
- System and campus approach for continued succession planning
- Resources for institutional succession planning

Room for Improvement

- Data
- Performance management
- Targeted development
- Career pathing

Discussion

- How can we further improve our current programs?
- Insights for other organizations that we could model?
- Diversity goal attainment
- Retention strategies
- Other ideas?

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Human Resources Committees **Date:** January 22, 2014

Title: Appointment of Interim President of Metropolitan State University

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

On October 10, 2013, President Sue Hammersmith announced plans to retire effective June 30, 2014. Soon thereafter, Chancellor Rosenstone asked for nominations and expressions of interest in the interim president position. Per Board Policy 4.2, Part 3, Appointment of Interim Presidents, it is anticipated that the chancellor will recommend an individual for the position of interim president of Metropolitan State University.

Scheduled Presenter(s):

Steven Rosenstone, Chancellor

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

BOARD ACTION
APPOINTMENT OF INTERIM PRESIDENT OF METROPOLITAN STATE UNIVERSITY

1 **BACKGROUND**

2 Following the announcement of President Sue Hammersmith’s retirement, Chancellor
3 Rosenstone requested nominations and expressions of interest for an interim president at
4 Metropolitan State University.

5
6 Nominations and expressions of interest were sought from throughout the system. Applications
7 and nominations have been reviewed by the chancellor, and he has reviewed all input received
8 and consulted as appropriate to develop his recommendation to the board. At this time
9 Chancellor Rosenstone recommends Devinder Malhotra as interim president at Metropolitan
10 State University.

11
12 **RECOMMENDED COMMITTEE ACTION**

13 The Human Resources Committee recommends that the Board of Trustees adopt the following
14 motion.

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16 **RECOMMENDED MOTION**

17 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Devinder
18 Malhotra as interim president of Metropolitan State University effective July 1, 2014, subject to
19 the completion of an employment agreement. The board authorizes the chancellor, in
20 consultation with the chair of the board and chair of the Human Resources Committee, to
21 negotiate and execute an employment agreement in accordance with the terms and conditions of
22 the MnSCU Personnel Plan for Administrators.

23
24 *Date of Approval: January 22, 2014*

25 *Date of Implementation: July 1, 2014*

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Human Resources Committees **Date:** January 22, 2014

Title: Appointment of Vice Chancellor for Information Technology/Chief Information Officer

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

On January 13, 2014, three individuals will be interviewed in the system office as semi-finalists for the position of vice chancellor for information technology/chief information officer. Per Board Policy 1A.4, Subpart A, System Administration Appointment of Administrators, it is anticipated that the chancellor will recommend an individual for this position.

Scheduled Presenter(s):

Steven Rosenstone, Chancellor

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

BOARD ACTION

APPOINTMENT OF VICE CHANCELLOR FOR INFORMATION TECHNOLOGY/
CHIEF INFORMATION OFFICER

BACKGROUND

Chancellor Rosenstone initiated a national search for a permanent vice chancellor for information technology/chief information officer in early fall 2013. He appointed a search advisory committee consisting of the following members:

- Robert Musgrove, President, Pine Technical College, chair
- Sue Fitzgerald, Professor, Metropolitan State University
- Carrie Ward, Instructor, Minnesota State Community and Technical College – Moorhead
- Adam Klepetar, President, MSUAASF
- Tim Stafki, General Repair Worker, Minneapolis Community and Technical College
- Matt Rubel, Treasurer, MSCSA
- Abel Asfaw, Network Administrator, North Hennepin Community College
- Joann Gardner, Accounting Officer, Bemidji State University
- John O’Brien, Interim Vice Chancellor for Academic and Student Affairs
- Ed Clark, Chief Information Officer, MSU, Mankato
- Vi Bergquist, Chief Information Officer, St. Cloud Technical and Community College
- Mark Peterson, Chief Information Officer, Inver Hills Community College
- Vicki DeFord, Chief Human Resources Officer, System Office Liaison

The position was advertised nationally in a variety of higher education and diversity publications. There were a total of 122 applicants, including 12 women and 16 candidates of color. From this pool, the search advisory committee selected nine individuals for initial interviews (one person withdrew). The committee forwarded names to Chancellor Rosenstone for consideration, resulting in three semi-finalists. A rigorous public interview process was held with these individuals on January 13, 2014, with the following groups:

- Trustees Duane Benson, Margaret Anderson Kelliher and Dawn Erlandson
- Chancellor Steven Rosenstone and Chief of Staff Nancy Joyer
- Cabinet members Laura King, Mark Carlson, Colin Dougherty and Beth Buse
- Public WebEx session to which the following were invited: trustees, presidents, system office employees, union leadership, student leadership, all “chief” officers from around the system

The chancellor reviewed information from each phase of the process to develop his recommendation to the board for approval. At this time Chancellor Rosenstone recommends

36 Ramon Padilla, Jr. to be the next vice chancellor for information technology/chief information
37 officer.

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39 **RECOMMENDED COMMITTEE ACTION**

40 The Human Resources Committee recommends that the Board of Trustees adopt the following
41 motion.

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43 **RECOMMENDED MOTION**

44 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Ramon
45 Padilla, Jr. as vice chancellor for information technology/chief information officer effective
46 February 18, 2014, subject to the completion of an employment agreement. The board authorizes
47 the chancellor, in consultation with the chair of the board and chair of the Human Resources
48 Committee, to negotiate and execute an employment agreement in accordance with the terms and
49 conditions of the MnSCU Personnel Plan for Administrators.

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51 *Date of Approval: January 22, 2014*

52 *Date of Implementation: February 18, 2014*

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

BOARD ACTION

**APPOINTMENT OF SENIOR VICE CHANCELLOR FOR
ACADEMIC AND STUDENT AFFAIRS**

BACKGROUND

John O'Brien has been serving as the interim vice chancellor for academic and student affairs since June 1, 2013. In a memo that Chancellor Steven Rosenstone wrote to colleagues on January 10, 2014, he cited three reasons for his nomination of Dr. O'Brien as the permanent vice chancellor for academic and student affairs:

- Need for stability in the academic and student affairs division
- Importance of having leadership and team in place for guidance of Charting the Future
- Dr. O'Brien's leadership performance since his appointment as interim vice chancellor

As part of the process, Dr. O'Brien was interviewed formally by three trustees and he participated in a public interview session held via WebEx with a broad listening audience from around the system. The chancellor also invited feedback from various stakeholder groups throughout the system and consulted with trustees as appropriate to develop his recommendation to the board. At this time Chancellor Rosenstone recommends John O'Brien as senior vice chancellor for academic and student affairs.

RECOMMENDED COMMITTEE ACTION

The Human Resources Committee recommends that the Board of Trustees adopt the following motion.

RECOMMENDED MOTION

The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint John O'Brien as senior vice chancellor for academic and student affairs for Minnesota State Colleges and Universities effective July 1, 2014, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators.

Date of Approval: January 22, 2014

Date of Implementation: July 1, 2014

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

BOARD ACTION
APPOINTMENT OF INTERIM PRESIDENT OF NORTH HENNEPIN COMMUNITY COLLEGE

1 **BACKGROUND**

2 Dr. Lisa Larson has been serving as acting president of North Hennepin Community College
3 since June 2013 due to the absence of John O'Brien, who was appointed as interim vice
4 chancellor for academic and student affairs. Since Chancellor Rosenstone has recommended the
5 appointment of Dr. O'Brien as the permanent senior vice chancellor for academic and student
6 affairs, it becomes necessary to identify interim leadership. The chancellor sought the counsel of
7 the campus community about extending the appointment of Dr. Lisa Larson for a second year.
8 After receiving overwhelming support, Chancellor Rosenstone is now recommending that Dr.
9 Larson's appointment be extended and her title changed from acting to interim president of the
10 college.

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12 **RECOMMENDED COMMITTEE ACTION**

13 The Human Resources Committee recommends that the Board of Trustees adopt the following
14 motion.

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16 **RECOMMENDED MOTION**

17 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Lisa Larson
18 as interim president of North Hennepin Community College effective July 1, 2014, subject to the
19 completion of an employment agreement. The board authorizes the chancellor, in consultation
20 with the chair of the board and chair of the Human Resources Committee, to negotiate and
21 execute an employment agreement in accordance with the terms and conditions of the MnSCU
22 Personnel Plan for Administrators.

23
24 *Date of Approval: January 22, 2014*

25 *Date of Implementation: July 1, 2014*