

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

BOARD ACTION

APPOINTMENT OF VICE CHANCELLOR
FOR HUMAN RESOURCES

1 BACKGROUND

2 Following the retirement of Mark Carlson as vice chancellor for human resources, Chancellor
3 Malhotra initiated a national search for the next vice chancellor for human resources. The
4 executive search firm AGB Search was retained to assist with the recruitment for this position.
5 A search advisory committee was appointed consisting of the following members:

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7 Kent Hanson, Search Chair and President of Anoka-Ramsey Community College and
8 Anoka Technical College
9 Ann Olson, Vice President, AFSCME
10 Oscar Flores-Ibarra, Economics, Law and Politics Faculty, IFO
11 Tabatha Ries-Miller, Research Associate TSA and Contract, MAPE
12 Matthew Clay, Executive Director, MMA
13 Jonathan Lofgren, Addiction Counseling Faculty, MSCF
14 Zachary Johnson, Director of Advising Success Center, MSUAASF
15 Ginny Arthur, President, Metropolitan State University
16 Ann Hiedeman, Chief Human Resources Officer, Minnesota State University Moorhead
17 Mary Nienaber, Chief Human Resources Officer, Century College
18 Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
19 Clyde Pickett, Chief Diversity Officer

20
21 The following individual provided support to the committee:

22
23 Renée Hogoboom, Chief Human Resources Officer, System Office
24

25 The position was advertised nationally in a variety of higher education and diversity
26 publications. At the same time, the search consultant initiated an aggressive recruitment
27 campaign. There were a total of 13 applicants. From this pool, the search advisory committee
28 selected six individuals for initial interviews and forwarded its assessment of the candidates to
29 Chancellor Malhotra. On the committee's recommendation, Chancellor Malhotra selected four
30 finalists to participate in system office interviews; one candidate withdrew before system office
31 interviews took place. These interviews were conducted by Chancellor Malhotra, members of
32 the chancellor's cabinet, and Trustees Jay Cowles, Alexander Cirillo, and Dawn Erlandson.
33 Reference and background checks were conducted.
34

35 After careful consideration of information received from each element of the interview process,
36 the chancellor selected one candidate to recommend to the Board of Trustees for approval. At
37 this time Chancellor Malhotra recommends Eric Davis to be the next vice chancellor for human
38 resources.

39

40 **RECOMMENDED COMMITTEE ACTION**

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

43

44 **RECOMMENDED MOTION**

45 The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints
46 Eric Davis as vice chancellor for human resources effective January 7, 2019, subject to the
47 completion of an employment agreement. The board authorizes the chancellor, in consultation
48 with the chair of the board and chair of the Human Resources Committee, to negotiate and
49 execute an employment agreement in accordance with the terms and conditions of the Minnesota
50 State Colleges and Universities Personnel Plan for Administrators.

51

52 *Date of Approval: October 17, 2018*

53 *Date of Implementation: January 7, 2019*

54

ERIC M. DAVIS

PROFILE

Over 23 years of progressive leadership experience in human resource management, diversity program management and public administration including: strategic planning; enterprise risk management; policy development and administration; public affairs; intergovernmental relations; legislative affairs; communications; organizational assessment; team building; affirmative action; civil rights; diversity programs; mediation and alternative dispute resolution; instructional design; planning, delivery, coordination and evaluation of training; health and safety; compensation and benefits; EEO compliance; employee / management relations; performance management; contract negotiations and labor relations; human capital analytics; workforce planning.

SELECT CAREER ACHIEVEMENTS

MINNESOTA DEPARTMENT OF TRANSPORTATION, Saint Paul, MN, May 2008 – present

Chief of Staff (June 2013 – present)

Selected by Transportation Commissioner Charlie Zelle to serve as the agency's Chief of Staff, supporting the Commissioner of Transportation in the overall administrative responsibilities of a cabinet level state department. This includes providing executive leadership direction to the Offices of Communications, Equity and Diversity, Public Engagement and Constituent Services, Governmental Affairs, and Transportation Ombudsman. Maintained close, collaborative relationships with the Governor's office, senior officials of other state agencies, local units of government, legislators and their staffs, professional and community groups, transportation, contractors, consultants and associations of government officials.

- Led a comprehensive, state-wide public information campaign on the needs for a comprehensive funding package for transportation in Minnesota. Oversaw state (and local) legislative proposals and process.
- Championed comprehensive diversity and inclusion strategy to meet or exceed agency goals in the areas of diversity and inclusion in employment, state contracting and civic engagement.
- Updated and promoted a new agency vision, mission and core values statement that complemented and supported the agency's 50 year "Minnesota GO" vision for transportation.
- Consulted with multiple private, public and non-profit stakeholders to develop new metrics for assessing the return on investment (ROI) of future investments in transportation infrastructure to include but not limited to economic development, social equity, and environmental protection.
- Directed implementation of tribal consultation and outreach with each of the Minnesota Tribal Nations on policies and actions of the Department with the goal of achieving mutually beneficial solutions.

Enterprise Risk Management Project Director (May 2012 – June 2013)

Hand-picked to direct a MnDOT project to apply risk management processes and methods across the enterprise. The project is designed to identify and assess risks with the potential to affect the department's ability to fulfill its strategic objectives and vision. The project's intent was to clarify and manage risks within the agency's risk tolerance and develop strategic-level plans to provide reasonable assurance regarding achievement of objectives.

- Led development of risk response strategies and prioritized agency investments based on the agency's assessment of identified risks to the agency's strategic vision and sustained ability to protect and enhance quality of life for Minnesotans

MnDOT Human Resources Director (May 2008 – May 2012)

Directed the development and implementation of the department's human resources functions including staffing, classification and compensation, recruitment and selection, labor relations, workforce planning, HR information systems, training and organizational development. Consulted and gave technical direction to the department's executive management team regarding a broad human resource management issues, strategies and initiatives. Served as the overall director of the personnel function in one of the state's largest departments employing over 5,000 people in a wide diversity of occupations, with field operations throughout the state.

- Consulted with senior management and gave technical direction to effect agency-wide organizational changes following the appointment of our new Transportation Commissioner. Led HR efforts to better align organizational functions and systems and facilitate adoption of new strategic vision.
- Created a Human Capital Analytics section in HR to support and improve on the department's workforce analysis and planning efforts
- Led agency preparations for the temporary shutdown of Minnesota state government and subsequent resumption of service. Served as the Transportation Department's liaison to the Governor's incident command team for the duration of the shutdown.
- Prepared the agency to meet near and long-term challenges from mitigating the effects of a possible outbreak of H1N1 influenza, to leading renewed efforts in succession planning, leadership development, creating a performance-based, results-oriented work culture, adopting flexible work options, enhancing talent retention and recruitment strategies, and increasing employee engagement

STILLWATER AREA PUBLIC SCHOOLS, Stillwater, MN, September 2005- May 2008**Human Resources Supervisor**

Planned, coordinated and supervised district human resource management and payroll activities to include, but not limited to recruitment and staffing, compensation and benefits administration, diversity and equal employment opportunity, labor-management relations, negotiating and interpreting labor agreements, determining educational needs, providing job-relevant training and development, ensuring compliance with laws, policies and standards, and providing guidance and expert advice to district administrators and employees on personnel matters.

- Negotiated with our third party benefits administrator and each of five employee bargaining units to introduce a high-deductible health plan option with health reimbursement account designed to offer more affordable health care options to employees, raise employee awareness of health care costs, encourage healthy behaviors, and mitigate rising premiums
- Advised administrators on employee relations practices to promote high morale and motivation while maintaining accountability for high performance. Participated and advised in the conduct of investigations and response to complaints or concerns of suspected employee misconduct or performance below standards.

MINNESOTA DEPARTMENT OF TRANSPORTATION, Saint Paul, MN, June 2003 – September 2005**Assistant Director, Office of Workforce Development**

Managed the agency's recruitment, training and organizational development programs. Monitored development and implementation of the agency's enterprise-wide strategic recruitment plan as well as agency-wide training initiatives.

- Served as Acting Office Director ensuring continuous operations while advancing key office initiatives including implementation of the agency's first enterprise-wide strategic recruitment plan, improving our agency's performance management process, On-Line Learning Management System, Graduate Engineer Rotation Program, and successfully implementing a new early recruitment program named "Phoenix" to attract high school students to transportation careers.

- Expanded the use of alternatives to instructor-led classroom training to include but not limited to action learning projects, e-learning, use of gaming/simulations, job exchanges, and communities of practice, mentoring, coaching and other self-directed learning opportunities to facilitate learning across the organization and effective knowledge transfer, and skill acquisition
- Supervised the planning, execution and evaluation of a comprehensive agency-wide training program on employee roles and responsibilities for Homeland Security. Training was delivered to all of the Department of Transportation's 5,000 employees within 2 years.

Organizational Health Supervisor, June 2002 – June 2003

Created an Organizational Health Unit within the Minnesota Department of Transportation to support enterprise-wide change initiatives and facilitate improved employee/management relations, employee wellness, team and organizational development. Directed a staff of 5 health professionals who advised agency leaders to act on issues adversely impacting the health, commitment, motivation, trust and mutual respect essential for good employee/management relations and organizational success.

Human Resources Project Coordinator, May 2000 – June 2002

Authored the Strategic Business Plan for Human Resources, regarded as the best example in the agency. Led project development of an Employee Skills and Enterprise Learning Management System for improved workforce skills and competency management, administration of training, and the introduction of on-line learning. Served as interim manager of the Office of EEO Contract Compliance after removal of Office Director. Quickly energized discouraged staff members and increased productivity prior to transition to new management.

30th SPACE WING, Vandenberg Air Force Base, California, April 2016 – present**IMA Deputy Commander, 30th Mission Support Group**

As an Air Force Reserve Officer, I currently serve as the reserve Deputy Commander of the 30th Mission Support Group at Vandenberg Air Force Base. In this role, I back-up the Commander of the largest Group on Vandenberg Air Force Base with 1,849 personnel assigned to five squadrons supporting space launch, range, installation and expeditionary operations. The Group is responsible for the security, infrastructure, human resources, family support, contracting, logistics and supply for the fourth-largest Air Force installation in the nation with a \$129M operating budget, \$16.5B in resources, and over 2,000 facilities covering 154 square miles.

NATIONAL COMMITTEE FOR EMPLOYER SUPPORT OF THE GUARD AND RESERVE (ESGR)

Arlington, VA, September 2000 to April 2016

National Ombudsman (Air Force Reserve Officer)

As an Air Force Reserve Officer, I served as a National Ombudsman with the National Committee for Employer Support of the Guard and Reserve. I provided information, counseling, and informal mediation of issues relating to compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Since 2005, I have been the lead instructor of the committee's Basic Ombudsman Course. I am regarded as a subject-matter expert on USERRA and have advised National staff on the content, delivery and evaluation of training for volunteer ombudsman across the country. I assisted in the development of comprehensive national training goals, identification of learning gaps and establishment of learning objectives. I've written and delivered course materials for stand-up instructors and multi-media productions to include DVD for front-line supervisors. To date, the Defense Department has distributed well over 600,000 copies of this DVD world-wide. The Basic Ombudsman Course is certified by the Human Resource Certification Institute for continuing education credits for Professional and Senior Professionals in Human Resources.

OFFICE OF THE SECRETARY OF DEFENSE, Pentagon, Washington, DC, December 1998 – April 2000

Military Staff Advisor for Equal Opportunity

Pioneered the joint military equal opportunity program in the Office of the Secretary of Defense. Processed complaints, designed and delivered training, conducted organizational climate assessments, and assisted in conflict resolution through mediation. Designed and conducted training for over 7,500 government and military professionals on topics including managing diversity, human relations, team building, sexual harassment prevention, communication skills, and EEO procedures. Together with EEO Programs Division staff, I developed programs and training to serve the diverse needs of joint military personnel assigned to the National Capitol Region. I identified course requirements, prepared learning objectives, designed, delivered and evaluated required equal opportunity and diversity training for military and civilian personnel assigned to defense agencies nation-wide.

77TH CIVIL ENGINEERING GROUP, McClellan Air Force Base, Sacramento, CA 1997 – 1998

Executive Officer

Served as the Executive Officer to the Civil Engineering Group Commander. Led a staff of six (6) responsible for the finance and administrative support of the Civil Engineering Group. Directed protocol, clarified directives, researched inquiries, and directed customer support. Supervised operations of the Group's military personnel unit serving over 350 assigned military members.

77TH AIR BASE WING, McClellan Air Force Base, Sacramento, CA 1994- 1997

Social Actions Flight Commander

Supervised staff of Military Equal Employment Opportunity specialists. Team achieved a 100% quality performance indicator rating for processing complaints. Educated over 14,500 military and civilian professionals assigned to McClellan Air Force Base on the principles, policies and procedures governing the Department of Defense's equal opportunity and diversity programs. Selected by the Air Force Material Command as **Social Actions Officer of the Year** in 1996.

EDUCATION

M.Ed., Curriculum and Instruction, Chapman University, Sacramento, CA

B.S., Psychology, James Madison University, Harrisonburg, VA

OTHER AWARDS / CERTIFICATIONS / ACHIEVEMENTS

Graduate of the inaugural class of the Minnesota Senior Leadership Institute (SLI)

Awarded Joint Defense Meritorious Service Medal (Office of the Secretary of Defense)

Certified as an Air Force Mediator by the Justice Center of Atlanta, GA

Certification by Human Resources Certification Institute as a Senior Professional in HR (SPHR)

Air Force Material Command Social Actions Officer of the Year (1996)

Commandant's Award Winner for top graduate of the Defense Equal Opportunity Management Institute

Distinguished Graduate of Air Force Officer Training School at Maxwell Air Force Base, Alabama