

# JAMES ROLAND JOHNSEN

## Office

600 Telephone Avenue  
Anchorage, Alaska 99503  
907-564-3325  
james.johnsen@acsalaska.com

## Home

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## EDUCATION

- Ed.D.**, University of Pennsylvania, Higher Education Management, 2006.
- A.M.**, University of Chicago, Political Science, 1996.
- B.A.**, University of California, Santa Cruz, Politics, 1982.
- Exec:** Finance, Kellogg School of Management, Northwestern University.  
Leadership, John F. Kennedy School of Government, Harvard University.  
Negotiation, Program on Negotiation, Harvard University.  
Lean Leadership, Lean Enterprise Institute.

## PROFESSIONAL EXPERIENCE

### Senior Vice President, Human Resources & Process Transformation

#### Alaska Communications (ALSK)

2011-Present

Alaska Communications is one of the state's few publicly traded companies. As a member of the senior executive team in a period of transformation, I lead two of the Company's top four strategic priorities: recruiting and developing people, and streamlining critical processes.

- Negotiated collective bargaining agreements necessary to enable an acquisition, outsourcing, and asset sale with value in excess of \$300 million.
- Created highly successful leader development programs and succession plans.
- Led a lean process improvement program, resulting in increased customer satisfaction and employee engagement, and >\$2 million cost saving per year.
- Worked closely with the Board of Director's Compensation Committee to restructure performance compensation programs to strengthen market competitiveness in compliance with complex regulatory requirements.

### Senior Vice President, Administration

#### Doyon, Limited

2008-2011

Doyon, Limited—one of Alaska's 13 regional for-profit Native corporations—is active in land and natural resource development, oil field services, engineering and construction, utility management, and government services. As a senior corporate officer, I led government relations, strategic planning, human resources, information technology, communications and marketing, shareholder relations, and facilities. Annual revenue exceeded \$350 million.

- Led Board of Directors in development of 5-year strategic plan to meet corporate financial and shareholder goals.
- Led successful push to increase income tax credits for investments in higher education, resulting in increases in private giving to the University of Alaska.
- Led partnership between the University of Alaska Board of Regents and the CEOs of the Alaska Native regional corporations to improve educational opportunities.
- Led the company's internal write-in campaign in 2010 U.S. Senate race and advocated for company interests with state and federal agencies and legislators.

## **JAMES ROLAND JOHNSEN**

### **Vice President for Administration**

#### **University of Alaska**

**2006-2008**

Served as the chief administrative officer of the system with responsibility for finance, human resources, facility planning, land management, risk management, endowment investment, internal audit, procurement, college savings plan, and budget management. I served as a member of the president's cabinet and as primary liaison to the Board of Regents on administrative matters.

- Developed system-wide process automation program, reducing costs and time to completion of numerous projects.
- Improved system office relations with campus administrative services.
- Increased integration of faculty and staff relations with academic priorities.

### **Vice President for Faculty & Staff Relations**

#### **University of Alaska**

**2003-2006**

Provided statewide leadership of labor and employee relations, benefits, payroll, HR systems, compensation, recruitment, and training and development. I was a member of the President's cabinet and the primary liaison to the Board of Regents and to faculty and staff groups on human resources matters.

- Implemented new defined contribution retirement plan, with annual savings in excess of \$2 million.
- Created new flexible health benefits plan, providing employees with choices, and cutting employer cost.
- Led successful automation of transactional processes.

### **Chief of Staff**

#### **University of Alaska**

**1998-2003**

Ensured the effective implementation of the President's direction through coordination with campus chancellors, provosts, and vice chancellors, and with system-level vice presidents.

- Key member of team that got UA back on track.
- Led development of the university's strategic plan (UA 2009) and served as key interface with Board of Regents.
- Developed plan for investment of \$20+ million multi-year private gift.
- Founding chair of EPSCoR statewide research program; grew from \$1 million to \$9 million annually.
- Led process for developing and assessing new academic programs in response to state needs.
- Led creation of initiative based budgeting process in which campuses competed for funding to develop programs to meet state needs.

### **Visiting Scholar**

#### **University of California, Berkeley**

**2002-2003**

Sponsored by Clark Kerr, President Emeritus of the University of California, I conducted research on university system leadership and change, conferred with Dr. Kerr, and presented to faculty and graduate students at Berkeley and Stanford.

## **JAMES ROLAND JOHNSEN**

### **Director of Labor Relations**

#### **University of Alaska**

**1996-1998**

During a period of severe budgetary stress, I advised the President and Regents on labor relations, developed strategy, advocated in-state agency hearings and labor arbitrations, served as chief negotiator in contract negotiations, and provided extensive training to provosts, deans, and other campus administrators.

- Resolved ACCFT contract amid pending strike, unresolved since 1994.
- Negotiated nationally recognized first contract with United Academics, including clear distinction between academic and contract issues.

### **Assistant Director of Labor Relations**

#### **University of Minnesota**

**1992-1996**

I negotiated faculty and staff contracts with numerous unions, advocated in state labor relations agency hearings and arbitrations, provided training in negotiation and employee relations, and managed responses to union organizing drives.

### **Chief Negotiator**

#### **State of Alaska**

**1990-1992**

As chief negotiator for the state in a period of fiscal constraint, I negotiated contracts with the state's largest unions, advocated in-state agency hearings and arbitrations, and provided training for administrators.

### **Chief Negotiator**

#### **Alaska Public Employees Association**

#### **Oregon Public Employees Union**

**1987-1990**

Served as chief negotiator for state and local government contracts and advocated in arbitration and legislative and agency hearings.

### **Personnel Analyst**

#### **State of Alaska**

**1984-1987**

Developed a broad base of human resources expertise through assignments in recruitment, testing, classification, and compensation.

### **Research Assistant**

#### **University of Chicago**

**1982-1983**

I conducted research in support of Professor Theda Skocpol's award winning history of American social policy.

### **Legislative Intern**

#### **U.S. Representative Leon Panetta**

**1980**

Conducted research on a variety of policy issues, attended hearings, and prepared formal responses to constituent inquiries on behalf of the congressman in his Washington, D.C. office during an election year.

### **Adjunct Professor**

#### **University of Alaska Fairbanks and UA Southeast**

**1986-2011**

Taught undergraduate and graduate courses and served on committees in Geography, Political Science, Management, and Economics.

## **JAMES ROLAND JOHNSEN**

### **PUBLIC SERVICE**

#### **Commissioner (current Chair)**

##### **Alaska Commission on Post Secondary Education**

**2012-Present**

The Commission promotes access to and success in education and career training beyond through early awareness programs, education planning, advocacy and for postsecondary participation in Alaska, financial aid for college and career training, and consumer protection through institutional authorization and complaint investigation. (Appointed by the Governor.)

#### **Director (current Vice-Chair)**

##### **Alaska Student Loan Corporation**

**2013 –Present**

A public corporation of the State of Alaska, the corporation funds the programs of the Alaska Commission on Postsecondary Education through tax-exempt bond sales and authorizing and overseeing investments, funding the Commission's education programs, and setting investment policies, loan fees, interest rates, and program benefits. (Appointed by the Governor.)

#### **Trustee (current Vice-Chair)**

##### **University of Alaska Foundation**

**2011-Present**

The Foundation is a private nonprofit corporation, operated as a public Foundation, solicits, manages and invests donations for the exclusive benefit of the University of Alaska. Serve on Finance and Audit Committee, Strategic Planning Committee, Usibelli Award Committee, Bullock Award Committee.

#### **Member, Board of Directors**

##### **Alaska State Chamber of Commerce**

**2011-Present**

The largest and most diverse group of businesses in the state, the State Chamber advocates for tax, regulatory, and public investment policies that support the long-term business climate in Alaska.

#### **Commissioner**

##### **Western Interstate Commission on Higher Education**

**2010-Present**

A consortium of 16 member states and territories which supports innovation, cooperation, resource sharing, and sound public policy, WICHE strengthens higher education's contributions to the region's social, economic, and civic life. (Appointed by the Governor.)

#### **Member**

##### **Alaska State Committee on Research**

**1999-2003 and 2009-Present**

Founding Chair of new statewide research program to diversify sources of research support, extend research capacity to UA Anchorage and UA Southeast and focus research activity on issues important to Alaska. Achieved matching funds from the state legislature and leveraged 9:1 long-term funding from the National Science Foundation and other federal agencies.

#### **Chair, Government Relations Committee**

##### **Greater Fairbanks Chamber of Commerce**

**2010-2011**

Developed and executed political action plan. Recognized as Alaska Chamber of the Year in 2011 on basis of effective advocacy in the state legislature.

## **JAMES ROLAND JOHNSEN**

### **SCHOLARSHIP**

#### **Selected Publications**

“Essential Elements of a Collective Bargaining Agreement with a Faculty Union.” in *Faculty Collective Bargaining in Higher Education*. American Council on Education, 2009.

“Innovations in Faculty Bargaining.” *Proceedings of the National Center for the Study of Collective Bargaining in Higher Education*, City University of New York, 2003.

“The Restructuring of Higher Education in Alaska in 1987 and Its Implications for Faculty Relations.” *Proceedings of the National Center for the Study of Collective Bargaining in Higher Education*, City University of New York, 2001.

#### **Selected Research and Professional Presentations**

“Strategy and Negotiation.” Presentation to the Doyon Management Program, 2011, 2012, 2013.

“The Alaska Higher Education Tax Credit.” Presentation to Fairbanks Rotary, Fairbanks Chamber of Commerce, North Pole Chamber of Commerce, North Pole Rotary, 2009.

“Accountability and Faculty Collective Bargaining.” Presentation at the Annual Meeting of the National Center for the Study of Collective Bargaining in Higher Education, New York, New York, 2008.

“Entrepreneurship in Higher Education.” Presentation at the Sustainable Agriculture Conference, Fairbanks, Alaska, 2008.

“The Pension Crisis.” Presentation at the Annual Meeting of the National Center for the Study of Collective Bargaining in Higher Education, New York, New York, 2007.

“Turnaround of a Public University System.” Plenary Presentation at the Annual Meeting of the Society of Higher Education Senior Personnel Administrators, Tucson, Arizona, 2005.

“Take the Offensive: University Responses to State Fiscal Stress.” Plenary Presentation at the Annual Meeting of the National Center for the Study of Collective Bargaining in Higher Education, New York, New York, 2004.

“Innovations in Faculty Bargaining.” Plenary Presentation at the Annual Meeting of the National Center for the Study of Collective Bargaining in Higher Education, New York, New York, 2003.

## **JAMES ROLAND JOHNSEN**

“Reengaging the University: A Case Study of the University of Alaska, 1998-2002.”  
Center for Studies in Higher Education, University of California, Berkeley, and  
Stanford University, Palo Alto, California, 2002.

“The Restructuring of Higher Education in Alaska in 1987 and Its Implications for  
Faculty Relations.” Plenary Presentation at the Annual Meeting National Center for  
the Study of Collective Bargaining in Higher Education, New York, New York, 2001.

### **CONSULTING**

St. John’s University/Organizational Design, New York, New York, 2007.

Tanana Valley Medical Clinic/Strategic Planning, Fairbanks. Alaska, 2003-2005.

Alaska Public Broadcasting/Strategic Planning, Anchorage, Alaska, 2002-2003.

### **PERSONAL**

Spouse: Mary Johnsen (BA, UCSC; Teaching Cert, University of Alaska Southeast)  
Director, Hospice of the Tanana Valley (ret)

Daughter: Greta (BA, St. Olaf College; MS, Northwestern University)  
Radio Journalist & Co-Host of the Nerdette Podcast, WBEZ (NPR), Chicago, Illinois

Son: Jakob (BS, United States Military Academy, West Point)  
Military Legislative Assistant, U.S. Representative Don Young, Washington, D.C.

### **OTHER**

Member, Art Buswell Society, KUAC-FM  
University of Alaska Fairbanks

Member, Rotary International.

- Anchorage Downtown (Paul Harris Fellow), 2012-present
- Fairbanks Downtown (Paul Harris Fellow), 2008-2012

Member, Board of Directors, North Pole Economic Development Corporation