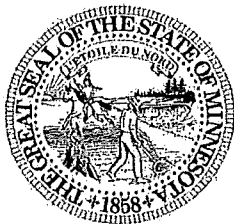


STATE OF MINNESOTA



**TIM WALZ**  
**GOVERNOR**

**RECEIVED**

JAN 09 2019

President of the Senate

NOTICE OF APPOINTMENT

**Alice Roberts Davis**

200 Administration Building  
St. Paul, MN 55155  
County of Ramsey  
Congressional District 4

Because of the special trust and confidence I have in your integrity, judgment, and ability, I have appointed and commissioned you to have and to hold the office of:

**COMMISSIONER**

**MINNESOTA DEPARTMENT OF ADMINISTRATION**

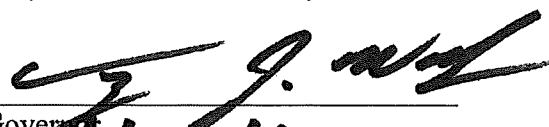

Effective: January 7, 2019  
Term Expires: January 2, 2023

This appointment carries with it all rights, powers, duties, and emoluments granted by law and pertaining to this position until this appointment is superseded or annulled by me or other lawful authority or by any law of this State.

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Minnesota to be affixed at the State Capitol in the City of Saint Paul, January 7, 2019.



Replacing: Matt Massman

  
Governor  
  
Secretary of State

JAN 09 2019

**LEAD EFFECTIVE TEAMS | NEGOTIATE PROFITABLE TERMS  
DIVERSITY AND INCLUSION**

President of the Senate

Build high functioning teams, create and execute efficient and cost-effective strategies. Highly ethical and analytical. Effective communicator with all organizational levels and outside business partners. Leverage legal background in negotiations and decision-making. Strong interpersonal and team building skills.

**PROFESSIONAL EXPERIENCE****STATE OF MINNESOTA, St. Paul, MN****2015 to Present****Assistant Commissioner, Property and Procurement**

Lead a team of more than 150, including the State Chief Procurement Officer, Directors, Managers and Supervisors. Responsible for the State's \$2.5B annual procurement program, Supplier Diversity Program, more than 5M square feet of leased space and 6M square feet of State owned buildings.

- Member of agency Senior Leadership Team providing guidance for all internal and external agency activities.
- Lead the team named #3 in the nation in State Procurement by Governing Magazine.
- Lead the team responsible for the historic restoration of the Minnesota State Capitol.
- Established the enterprise Office of Equity in Procurement which enacted nearly a dozen changes to law and policy resulting in an increase in diverse spend from less than 3% to nearly 8% enterprise-wide.
- Assumed leadership of the partially federally funded Procurement Technical Assistance Center which provides business development services to Minnesota businesses.
- Responsible for the Office of Enterprise Sustainability which produced the State's first accountability plan and action items for reducing the State's carbon footprint in water, energy and fossil fuel consumption.
- Manage the Enterprise Fleet and Surplus Services division which provides cost effective, environmentally friendly transportation solutions for agencies, as well as redistributes government property for reuse.
- Responsible for the Enterprise Real Property Program which leads State agencies in assessing state-owned assets for maintenance, repairs and capital improvements.
- Established agency Affinity Groups and Admin T.A.L.K.S. in support of agency Mission, Vision and Values.

**TARGET, Minneapolis, MN****2003 to 2015****Group Manager, Compliance (2011 to 2015)**

Managed a team, including Managers, responsible for all aspects of global compliance program's foundational elements including enterprise communications, training, integrity hotline, code of conduct, corporate policies and Governance, Compliance and Risk eGRC tool. Managed a budget of ~\$500K for travel and expenses.

- Designed and implemented compliance strategy for-company's 1st international expansion, which became the model and standard for revamping the domestic program.
- Created compliance plans for all aspects of international operations (160+ plans), ensuring that teams built operations and best practices around compliance obligations.
- Planned and implemented strategies for achieving >90% training completion across the enterprise (~370K employees) creating defensibility for the company in the event of a non-compliance event.
- Developed the company's first enterprise communications plan for ethics and compliance creating awareness around all relevant topics at least once annually.
- Built and led eGRC implementation strategy which allowed for a comprehensive view of risk and obligations across 14 integral business teams.
- Employed risk profiles for internal compliance teams which fed an enterprise assessment of corporate risk and mitigation efforts. This resulted in identifying, mitigating and removing two high risk programs from the corporate risk profile.
- Earned 97% favorability in 360 degree feedback.

### **Group Manager, Supplier Diversity (2009 to 2011)**

Led small team managing enterprise strategic sourcing vendor management initiative. Facilitated underrepresented groups gaining access to corporation's supply chain, a \$1B program.

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President of the Senate

- Partnered with senior leaders to elevate the importance of supplier diversity in sourcing activities resulting in mandatory inclusion of at least 1 diverse supplier in the bid process and increasing diversity metrics 3-4%.
- Developed diversity initiatives, creating mutually beneficial business relationships between Target and ~1,400 diverse vendors.
- Implemented strategy achieving \$1B in sourcing with minority and woman-owned businesses, elevating Target to industry elite status for supplier diversity initiatives.
- Perennially received awards from national and local industry groups recognizing highly effective programs.

### **Regional Real Estate Manager (2003 to 2009)**

Gained market knowledge, performed site selection and negotiated legal documents. Promoted to company's Key Management Group (KMG) which represents the top 1% of company's leaders. Through a series of in-role promotions, led teams in the Midwest, South, and West for store new development program.

- Became most productive deal maker two consecutive years, developing more than 10 locations annually.
- Made land acquisition and investment decisions of ~\$30M per location.
- Presented and gained approval monthly from C-Suite leaders, resulting in effective communication skills across all levels of the organization.
- Identified, negotiated, entitled, and internally coordinated with Design, Construction, Legal, Environmental, Operations and Finance for new stores and remodels.
- Drove approvals for ~30 locations, adding over 3M square feet of retail space, representing a capital investment of over \$1B, and generating Net Present Value > \$500M.
- Identified potential markets, performed site selection, negotiation, deal structuring, project management and property management for one year after operations commenced.
- Rebuilt highest volume location in the chain despite significant political adversity resulting in over \$120M in annual sales.
- Successfully negotiated with developers and landlords for substantial changes to the operating agreement, allowing for inclusion of grocery creating 10%+ sales increase per location.
- Remodeled 80+ stores in two years, boosting brand equity, guest loyalty, and delivering ~10% sales increase per location.
- Started as Real Estate Manager, Remodels & Expansions- Midwest Region (2003). Promoted to Real Estate Manager, Western Region (2005) and promoted to Regional Real Estate Manager, Southern Region (2007).

### **EDUCATION**

**Juris Doctor (JD)**, Florida State University College of Law, Tallahassee, FL  
**Bachelor of Science (BS), Communications**, University Of Illinois, Urbana-Champaign, IL

### **HONORS / AWARDS**

**2018 Graduate of the Senior Leadership Institute –Cohort 8**, State of Minnesota  
**2017 Star of the North Award for Project Execution**, Department of Administration  
**2015 Star of the North Award for Project Execution**, Department of Administration  
**2010 Top 100 Under 50 Emerging Executives**, Diversity MBA Magazine  
**Virgil Hawkins Fellow**, Florida State University  
**Presidential Scholar**, Florida State University  
**Phi Eta Sigma National Honor Society**, University of Illinois

### **COMMUNITY INVOLVEMENT**

**North Central Minority Supplier Development Council**, Board Member  
**Solid Ground**, Board Member  
**Urban Partnership**, Board Member and Past Board Chair