

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Faculty, Staff, and Student Affairs Committee

December 11, 2003

A meeting of the Faculty, Staff, and Student Affairs Committee of the Board of Regents was held on Thursday, December 11, 2003 at 1:15 p.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Patricia Simmons, presiding; Peter Bell, Frank Berman, Richard McNamara, David Metzen, and Lakeesha Ransom.

Staff present: President Bruininks; Chancellors Velmer Burton and Samuel Schuman; Senior Vice President Frank Cerra; Vice Presidents Kathryn Brown, Carol Carrier, Sandra Gardebring, Charles Muscoplat, and Kathleen O'Brien; Executive Director Ann Cieslak; and Provost David Carl.

Student Representatives: Jacob Elo and Johanna Farmer.

Regent Simmons noted this would be Board Office staff member Amelious Whyte's last meeting with the committee, and she thanked him for his service to the Board of Regents.

**ESTABLISHING A CULTURE OF SERVICE AND PRODUCTIVITY**

President Bruininks and Vice President Carrier updated the committee on the University's Service and Productivity Enhancement Initiative, which is one of President Bruininks' major workplan items.

President Bruininks stated the initiative encompasses the following goals, noting that four steering committees were established to make recommendations to achieve the goals:

- Creating a system-wide culture of customer service excellence;
- Determining opportunities where resources can be used to bolster the University's internal economy;
- Developing approaches for how the University can regularly monitor the effectiveness of key service/support areas; and
- Identifying innovations that transform University business practices.

President Bruininks stated he hopes the initiative will result in the University becoming known as much for its efficiency and quality of service as for what is created through research and education. Although the initiative has achieved tangible progress, he stated there is much more to accomplish and the following questions must be addressed:

- Have we identified the right goals and themes to support a culture of service and productivity?
- What strategies should be employed to ensure a culture of continuous improvement?
- How can the University increase public awareness and confidence in managing the mission of the University?
- What standards of measurement and accountability practices should be implemented to ensure continuous improvement?

Vice President Muscoplat discussed the impact of demographic changes on state spending on higher education. He commented on the "Future of Colleges" by Arthur Levine, which raises a number of issues facing higher education as providers become more numerous and diverse.

Professor John Anderson, Carlson School of Management, stated that this is a time of incredible change for the University and all higher education institutions because of economic challenges, changes in demographics, and increased competition. He indicated that sustained institutional excellence requires that the University anticipate and manage this structural change and build and nurture a University-wide culture and community of progress.

Anderson stated establishing a culture of progress requires a clear sense of leadership vision as has been shown by President Bruininks. In addition, he is convinced that the Executive Team is committed to establishing and accelerating continued improvement within the University. In order to move forward, he gave examples of specific capabilities needed and stated this has to be embraced by a community of progress.

In conclusion, Anderson stated that change creates a wonderful positive opportunity for the future of the University of Minnesota. This initiative will serve as a catalyst for the change that must be embraced and as a means of mentoring and enabling continuous improvement, a culture and community of progress, and essential organizational capabilities to realize meaningful results.

Carrier stated that much work has already been done and discussed the following next steps in the process:

- 1) Identify and implement the organizational structure and resource that will drive, support and sustain continuous improvement.
- 2) Develop a communications plan so that the goals and successes of this effort are visible.
- 3) Implement key recommendations from the four task forces.

- 4) Identify policies or historical practices that act as obstacles to improvements in service or productivity and reduce their impact.
- 5) Encourage broad participation by all - any person or unit can come forward with a great idea that may help the University improve a process or provide a better form of service.

Regent Ransom stated that she appreciates the emphasis being placed on the process part of this initiative.

Regent Bell suggested that as benchmarks are established, they should become a section of the University's accountability report.

Regent Simmons stated the Regents consider the initiative important and positive, and asked what the Board can do to help achieve the goals. Anderson asked the Regents to embrace and nurture this initiative and have high expectations. He indicated that some recommendations would have policy implications that will require support of the Board.

In response to a question from Regent Berman, Muscoplat discussed the process that has been established to encourage members of the University community to come forward with ideas to improve a process or provide a better form of service. He stated those ideas will be evaluated and a determination will be made as to whether or not to implement them.

#### **COLLECTIVE BARGAINING AGREEMENTS**

Patti Dion, Director, Employee Relations summarized the collective bargaining agreements as presented in the docket materials and on file in the Board Office. She noted all four contracts were ratified and became effective July 1, 2003.

##### **AFSCME Local 3260 (Health Care Unit 4)**

A motion was made and seconded, and the committee voted unanimously to recommend approval of the collective bargaining agreement between the University of Minnesota and AFSCME Local 3260 (Health Care Unit 4).

##### **AFSCME Locals 3800 and 3801 (Clerical Unit 6)**

A motion was made and seconded, and the committee voted unanimously to recommend approval of the collective bargaining agreement between the University of Minnesota and AFSCME Locals 3800 and 3801 (Clerical Unit 6).

##### **IBEW Local 292**

A motion was made and seconded, and the committee voted unanimously to recommend approval of the collective bargaining agreement between the University of Minnesota and IBEW Local 292.

##### **University Education Association**

A motion was made and seconded, and the committee voted unanimously to recommend approval of the collective bargaining agreement between the University of Minnesota and the UEA.

Regent Simmons congratulated the administration, union members and leaders for their excellent work in resolving these contract issues.

#### **BOARD OF REGENTS POLICY:**

##### ***Awards, Honors, and Recognition***

Vice President Brown reviewed the proposed addition of an Award of Distinction to the Board of Regents Policy: *Awards, Honors, and Recognition* as presented in the docket materials and on file in the Board Office. She noted that consultation has taken place and there is full support for the proposed amendment.

Professor Shirley Garner, Chair, All-University Honors Committee, stated that requirements of the proposed award are comparable to the Outstanding Achievement Award. However, the award may be conferred upon individuals who are not, or have not been, a student or an employee of the University of Minnesota and it recognizes volunteer service as well as public service.

Regent Bell requested that the Board receive an annual report of all awards given. In response to a question, Garner stated that the All-University Honors Committee has not done a comparison of awards given by the University with those given by other institutions. She noted that colleges and units have many different awards that do not require review by the committee.

This item will be presented for approval at the February meeting.

#### **STUDENT EXPERIENCES SURVEY RESULTS (2003)**

Vice Provost Craig Swan and Director Peter Zetterberg presented information on the results of the 2003 Student Experiences Survey. The survey was administered to a random sample of students enrolled on the University's four campuses during Spring Semester 2003.

Zetterberg reviewed the responses to each survey question as presented in the docket materials on file in the Board office. The results of the survey show overall improvement in most areas over the 2001 results. In terms of overall satisfaction, he stated it is always the case that University of Minnesota,

Morris (UMM) students are more satisfied than students on the other campuses. He noted a significant improvement in overall satisfaction on the Twin Cities campus, which is probably due to completion of a number of major construction projects including Coffman Memorial Union.

Zetterberg discussed other areas of improvement, including overall quality of instruction at the undergraduate level, the availability of instructors to discuss course-related issues outside of class, the size of classes, quality of classrooms, availability of places to study on campus, and overall physical environment of the campus.

Zetterberg stated that although UMM students pay more tuition, they expressed a higher level of satisfaction about the cost of attending the University. He noted that is probably because of their satisfaction with the education they receive.

Zetterberg noted that the results of a survey of graduating seniors would be presented to the committee at the July 2004 meeting.

Swan noted that the lowest overall evaluation was related to advising. He stated the administration is working with students and work groups to solve those issues on all campuses.

Regents made a number of suggestions: 1) that survey results be provided to the task force; and 2) that surveys from students who had left the University and from other universities would be helpful.

#### **CONSENT REPORT**

A motion was made and seconded and the committee voted unanimously to recommend approval of the Consent Report, which included the following:

- Amendments to Article III, Section 2 (4c) and Article III, Section 6 (b) of the University Senate Constitution,
- Interim appointment of Dr. Barbara S. Daniels as a member of the Fairview University Medical Center Board of Trustees.

#### **INFORMATION ITEMS**

Regent Simmons stated there would not be a presentation on the 2003 NCAA Graduation Rate Report included in the docket materials. In response to the great variation in graduation rates within men's sports, Athletic Director Maturi will be asked to provide an explanation for that variation in his next report to the committee.

The meeting adjourned at 2:55 p.m.

**ANN D. CIESLAK**  
**Executive Director and**  
**Corporate Secretary**

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Last modified on September 7, 2005