

**UNIVERSITY OF MINNESOTA**  
**BOARD OF REGENTS**  
**Faculty and Staff Affairs Committee**

**Thursday, December 12, 2013**

**1:30 - 3:30 p.m.**

**600 McNamara Alumni Center, East Committee Room**

**Committee Members**

John Frobenius, Chair  
David McMillan, Vice Chair  
Richard Beeson  
Laura Brod  
David Larson  
Patricia Simmons

**Student Representatives**

Joseph Daniewicz  
Kevin Lang

**AGENDA**

1. Collective Bargaining Agreement with AFSCME Locals 3937 and 3801 (Technical Unit 7) - Review/Action - K. Brown/P. Dion (pp. 2-5)
2. Collective Bargaining Agreement with AFSCME Local 3260 (Health Care, Unit 4) - K. Brown/P. Dion (pp. 6-9)
3. Collective Bargaining Agreement with AFSCME Locals 3800 and 3801 (Clerical, Unit 6) - K. Brown/P. Dion (pp. 10-13)
4. Collective Bargaining Agreement with IBEW Local 292 (Radio and Broadcast Technicians, Unit 2) - K. Brown/P. Dion (pp. 14-16)
5. Collective Bargaining Agreement with Graphic Communications Conference of the International Brotherhood of Teamsters Local 1-M, Unit 2 - K. Brown/P. Dion (pp. 17-19)
6. Strategic Hiring Through the Consolidated Job Center - K. Brown/L. Lamb/L. Negrini (pp. 20-25)
7. Update on HRMS Upgrade - K. Brown/L.Lamb (pp. 26-31)
8. Workforce Analytics to Inform Decision Making - K. Brown/L. Lamb/H. Friedman (pp. 32-37)
9. Consent Report - Review/Action - K. Brown (pp. 38-51)
10. Information Items - K. Brown (pp. 52-58)



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Collective Bargaining Agreement with AFSCME Locals 3937 and 3801  
(Technical Unit 7)

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Patti Dion, Director of Employee Relations

**Purpose:**

policy       background/context       oversight       strategic positioning

Recommend approval of this collective bargaining agreement between the University of Minnesota and AFSCME Technical Unit 7, Locals 3937 and 3801.

**Outline of Key Points/Policy Issues:**

This contract will provide the terms and conditions of employment for employees between the date of signing and June 30, 2015. A summary of the contract, members covered and detailed associated financial impact is attached. The total recurring cost for fiscal years 2013-2104 is \$1,825,101.

**Background Information:**

Negotiations on this contract began on June 3, 2013 and concluded with a tentative agreement on October 15, 2013. The Union's contract ratification process was completed on November 19, 2013. Board approval is required before the contract can be implemented.

**President's Recommendation for Action:**

The President recommends that the Board approve this collective bargaining agreement between the University of Minnesota and AFSCME Technical Unit 7, Locals 3937 and 3801.



**REGENTS OF THE UNIVERSITY OF MINNESOTA**  
**RESOLUTION RELATED TO**  
**THE PROPOSED LABOR AGREEMENT WITH**  
**AFSCME LOCALS 3937 and 3801 TECHNICAL EMPLOYEES**

**WHEREAS**, the parties have met and negotiated over the course of the past several months and have reached agreement regarding terms and conditions of employment regarding the employees of this bargaining unit; and

**WHEREAS**, AFSCME Locals 3937 and 3801 have ratified acceptance of this agreement; and

**WHEREAS**, according to Board of Regents Policy: *Reservation and Delegation of Authority*, approval of labor agreements by the Board of Regents is required;

**NOW, THEREFORE, BE IT RESOLVED** that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for December 12, 2013.

**AFSCME LOCALS 3937 and 3801  
PELRA UNIT 7**

This unit is composed of Technical Workers in classifications such as Library Assistants, Principal Lab Technicians, Information Technology Specialists and Research Plot Technicians. The total number of employees in this unit is approximately 1021.

**ECONOMIC HIGHLIGHTS**

**During the 2013-2014 fiscal year, the following salary adjustments will be made:**

Employees in all classifications shall receive a 1.00% salary range adjustment effective September 23, 2013.

A structural adjustment was made to the 26 steps in classifications to provide consistency across all classifications in this bargaining unit.

Employees will receive a salary progression step increase in accordance with the language of the agreement.

Eligible employees who are paid at the maximum of their pay range, shall receive a \$200 lump sum payment.

**During the 2014-2015 fiscal year, the following salary adjustments will be made:**

Effective June 30, 2014 employees in all classifications shall receive a 1.00% salary range adjustment.

Eligible employees will receive a salary progression step increase in accordance with the language of the agreement.

<b>BASE ANNUAL PAYROLL</b>	<b>\$36,447,368</b>
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**RECURRING COSTS 2013-2015**

Base salary adjustments	\$647,641
Progression steps	\$1,101,623
Step classification adjustment \$75,837	

**TOTAL RECURRING COST** **\$1,825,101**

**NON-RECURRING COSTS 2013-2015**

Lump-sum payment \$11,800

**NON ECONOMIC HIGHLIGHTS**

Revisions to Insurance language consistent with the Summary Plan Description for all non-labor represented employees.

Classification Review Committee:  
The University and the Union agree to meet and confer for the express purpose of considering analyzing and identifying remedies for overlapping bargaining unit job classifications and removal of job classifications and steps not in use.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Collective Bargaining Agreement with AFSCME Local 3260 (Health Care, Unit 4)

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Patti Dion, Director of Employee Relations

**Purpose:**

policy       background/context       oversight       strategic positioning

Recommend approval of this collective bargaining agreement between the University of Minnesota and AFSCME Health Care Unit 4, Local 3260.

**Outline of Key Points/Policy Issues:**

This contract will provide the terms and conditions of employment for employees between the date of signing and June 30, 2015. A summary of the contract, members covered and detailed associated financial impact is attached. The total recurring cost for fiscal years 2013-2104 is \$360,966.

**Background Information:**

Negotiations on this contract began on May 30, 2013 and concluded with a tentative agreement on October 15, 2013. The Union's contract ratification process was completed on November 22, 2013. Board approval is required before the contract can be implemented.

**President's Recommendation for Action:**

The President recommends that the Board approve this collective bargaining agreement between the University of Minnesota and AFSCME Health Care Unit 4, Local 3260.



**REGENTS OF THE UNIVERSITY OF MINNESOTA**  
**RESOLUTION RELATED TO**  
**THE PROPOSED LABOR AGREEMENT WITH**  
**AFSCME LOCAL 3260 HEALTH CARE EMPLOYEES**

**WHEREAS**, the parties have met and negotiated over the course of the past several months and have reached agreement regarding terms and conditions of employment regarding the employees of this bargaining unit; and

**WHEREAS**, AFSCME Locals 3260 have ratified acceptance of this agreement; and

**WHEREAS**, according to Board of Regents Policy: *Reservation and Delegation of Authority*, approval of labor agreements by the Board of Regents is required;

**NOW, THEREFORE, BE IT RESOLVED** that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for December 12, 2013.

**AFSCME LOCALS 3260  
PELRA UNIT 4**

This unit is composed of health care workers located primarily at Boynton Health Services, the Dental School and CUHCC in such classifications as Dental Hygienist, Licensed Practical Nurses, and Nursing Assistants. The total number of employees in this unit is approximately 186.

**ECONOMIC HIGHLIGHTS**

**During the 2013-2014 fiscal year, the following salary adjustments will be made:**

Employees in job classifications in the School of Dentistry shall have one step added to the top of the pay range effective July 1, 2013 to ensure market competitiveness.

Employees who are at the top step in job classifications shall receive a .85% salary range adjustment effective October 7, 2013.

All other employees whose pay rate falls within the pay range will receive a 1.25% general wage increase effective October 7, 2013.

Eligible employees shall receive a salary progression step increase on their anniversary date.

**During the 2014-2015 fiscal year, the following salary adjustments will be made:**

Employees in job classifications in the School of Dentistry shall have one step added to the top of the pay range effective July 1, 2014 to ensure market competitiveness.

Employees who are at the top step in job classifications shall receive a .75% salary range adjustment effective June 30, 2014.

All other employees whose pay rate falls within the pay range will receive a 1.25% general wage increase effective June 30, 2014.

Eligible employees shall receive a salary progression step increase on their anniversary date.

**BASE ANNUAL PAYROLL**

**\$7,174,515**

**RECURRING COSTS 2013-2015**

Base salary adjustments

\$180,483



Progression steps

\$180,483

**TOTAL RECURRING COST**

**\$360,966**

**NON ECONOMIC HIGHLIGHTS**

Revisions to Insurance language consistent with the Summary Plan Description for all non-labor represented employees.

Revision to grievance process to compress time line of notice of intent to arbitrate and arbitration.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Collective Bargaining Agreement with AFSCME Locals 3800 and 3801  
(Clerical, Unit 6)

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Patti Dion, Director of Employee Relations

**Purpose:**

policy       background/context       oversight       strategic positioning

Recommend approval of this collective bargaining agreement between the University of Minnesota and AFSCME Clerical Unit 6, Locals 3800 and 3801.

**Outline of Key Points/Policy Issues:**

This contract will provide the terms and conditions of employment for employees between the date of signing and June 30, 2015. A summary of the contract, members covered and detailed associated financial impact is attached. The total recurring cost for fiscal years 2013-2104 is \$3,131,198.

**Background Information:**

Negotiations on this contract began on June 18, 2013 and concluded with a tentative agreement on October 11, 2013. The Union's contract ratification process was completed on November 13, 2013. Board approval is required before the contract can be implemented.

**President's Recommendation for Action:**

The President recommends that the Board approve this collective bargaining agreement between the University of Minnesota and AFSCME Clerical Unit 6, Locals 3800 and 3801.



**REGENTS OF THE UNIVERSITY OF MINNESOTA**  
**RESOLUTION RELATED TO**  
**THE PROPOSED LABOR AGREEMENT WITH**  
**AFSCME LOCALS 3800 AND 3801 CLERICAL EMPLOYEES**

**WHEREAS**, the parties have met and negotiated over the course of the past several months and have reached agreement regarding terms and conditions of employment regarding the employees of this bargaining unit; and

**WHEREAS**, AFSCME Locals 3800 and 3801 have ratified acceptance of this agreement; and

**WHEREAS**, according to Board of Regents Policy: *Reservation and Delegation of Authority*, approval of labor agreements by the Board of Regents is required;

**NOW, THEREFORE, BE IT RESOLVED** that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for December 12, 2013.

**AFSCME LOCALS 3800 and 3801  
PELRA UNIT 6**

This unit is composed of eight (8) separate classifications of Clerical workers including Principal Office and Administrative Specialist, Executive Operations/Student Services Specialist, and Principal Accounts Specialists. The total number of employees in this unit is approximately 1,702.

**ECONOMIC HIGHLIGHTS**

**During the 2013-2014 fiscal year, the following salary adjustment will be made:**

Employees in all classifications shall receive a 1% salary range adjustment effective July 29, 2013.

Eligible employees will receive a salary progression step increase on their anniversary date.

Employees who are paid at the maximum of their pay range, shall receive a \$400.00 lump sum payment on the date of signing.

**During the 2014-2015 fiscal year, the following salary adjustments will be made:**

Employees in all classifications shall receive a 1% salary range adjustment effective July 1, 2014.

Eligible employees will receive a salary progression step increase on their anniversary date.

<b>BASE ANNUAL PAYROLL</b>	<b>\$63,102,612</b>
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**RECURRING COSTS 2013-2105**

Base salary adjustments	\$1,223,922
Progression steps	\$1,907,276
<b>TOTAL RECURRING COST</b>	<b>\$3,131,198</b>

**NON-RECURRING COSTS 2013-2015**

Lump-sum payment \$44,000	
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## **NON ECONOMIC HIGHLIGHTS**

Revisions to the Insurance language consistent with the Summary Plan Descriptions for all non-labor represented employees.

Revisions to the procedures for the Union to request arbitration from a two-step process to a one step process.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Collective Bargaining Agreement with IBEW Local 292 (Radio and Broadcast Technicians, Unit 2)

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Patti Dion, Director of Employee Relations

**Purpose:**

policy       background/context       oversight       strategic positioning

Recommend approval of this collective bargaining agreement between the University of Minnesota and IBEW Local 292 representing Radio and TV Broadcast Technicians.

**Outline of Key Points/Policy Issues:**

This contract will provide the terms and conditions of employment for employees between the date of signing and June 30, 2015. A summary of the contract, the members covered, and a detailed associated financial impact is attached. The total recurring cost for fiscal years 2014 and 2105 is \$8,359.00.

**Background Information:**

Discussions on this contract began and ended with a tentative agreement on October 16, 2013. The Union's contract ratification process was completed on November 6, 2013. Board approval is required before the contract can be implemented.

**President's Recommendation for Action:**

The President recommends that the Board approve this collective bargaining agreement between the University of Minnesota and IBEW Local 292.



**REGENTS OF THE UNIVERSITY OF MINNESOTA**  
**RESOLUTION RELATED TO**  
**THE PROPOSED LABOR AGREEMENT WITH**  
**THE INTERNATIONAL BROTHERHOOD OF ELECTRICAL**  
**WORKERS LOCAL 292 PELRA Unit 2.**

**WHEREAS**, the parties have met and negotiated and have reached agreement regarding terms and conditions of employment regarding the employees of this bargaining unit; and

**WHEREAS**, the IBEW Local Union 292 has ratified acceptance of this agreement; and

**WHEREAS**, according to Board of Regents Policy: *Reservation and Delegation of Authority*, approval of labor agreements by the Board of Regents is required;

**NOW, THEREFORE, BE IT RESOLVED** that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for December 12, 2013.

**IBEW LOCAL 292  
PELRA UNIT 2**

This unit is composed of Radio and TV Broadcast Technicians and Senior Radio and TV Broadcast Technicians in Video Network Services. The total number of employees in this unit is 3.

**ECONOMIC HIGHLIGHTS**

**During the 2013-2014 fiscal year, the following salary adjustments will be made:**

Employees in all classifications shall receive a 2.5% salary range adjustment effective July 1, 2013.

**During the 2014-2015 fiscal year, the following salary adjustments will be made:**

Employees in all classifications shall receive a 2.5% salary range adjustment effective July 1, 2014.

<b>BASE ANNUAL PAYROLL</b>	<b>\$165,111</b>
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**RECURRING COSTS 2013-2015**

Base salary adjustments	\$8,359
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<b>TOTAL RECURRING COST</b>	<b>\$8,359</b>
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**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Collective Bargaining Agreement with Graphic Communications  
Conference of the International Brotherhood of Teamsters Local 1-M, Unit 2

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Patti Dion, Director Employee Relations

**Purpose:**

policy       background/context       oversight       strategic positioning

Recommend approval of this collective bargaining agreement between the University of Minnesota and Graphic Communications Conference of the International Brotherhood of Teamsters Local 1-M.

**Outline of Key Points/Policy Issues:**

This contract will provide the terms and conditions of employment for employees between the date of signing and October 31, 2015. A summary of the contract, the members covered, and a detailed associated financial impact is attached. The total recurring cost for fiscal years 2013-2104 is \$21,536.

**Background Information:**

Negotiations on this contract began September 26, 2013 and concluded with a tentative agreement on November 20, 2013. The Union's contract ratification process was completed on December 6, 2013. Board approval is required before the contract can be implemented.

**President's Recommendation for Action:**

The President recommends the Board approve this collective bargaining agreement between the University of Minnesota and Graphic Communications Conference of the International Brotherhood of Teamsters Local 1-M.



**REGENTS OF THE UNIVERSITY OF MINNESOTA**  
**RESOLUTION RELATED TO**  
**THE PROPOSED LABOR AGREEMENT WITH**  
**GRAPHIC COMMUNICATIONS CONFERENCE OF THE**  
**INTERNATIONAL BROTHERHOOD OF TEAMSTERS (PRINTERS**  
**LOCAL 1-M)**

**WHEREAS**, the parties have met and negotiated over the course of the past several months and have reached agreement regarding terms and conditions of employment regarding the employees of this bargaining unit; and

**WHEREAS**, the Graphic Communications Conference of the International Brotherhood of Teamsters Local 1-M has ratified acceptance of this agreement; and

**WHEREAS**, according to Board of Regents Policy: *Reservation and Delegation of Authority*, approval of labor agreements by the Board of Regents is required;

**NOW, THEREFORE, BE IT RESOLVED** that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for December 12, 2013.

**LOCAL 1-M  
PELRA UNIT 2**

This unit is composed of printing services employees including prepress lithographers and offset lithographers. The total number of employees in this unit is 9.

**ECONOMIC HIGHLIGHTS**

**During the 2013-2014 fiscal year, the following salary adjustments will be made:**

Employees in all classifications shall receive a 2.5% salary range adjustment effective November 1, 2013

**During the 2014-2015 fiscal year, the following salary adjustments will be made:**

Employees in all classifications shall receive a 2.5% salary range adjustment effective November 1, 2014

<b>BASE ANNUAL PAYROLL</b>	<b>\$ 425,407</b>
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**RECURRING COSTS 2013-2015**

Base salary adjustments	\$21,536
Additional Holiday	\$1,636
<b>TOTAL RECURRING COST</b>	<b>\$23,172</b>

**OTHER ECONOMIC HIGHLIGHTS**

Effective fiscal year 2014, one floating holiday to be determined by the University will be added to the paid holidays to be consistent with the University's holiday schedule.

Effective January, 2014, the cap on the employer contribution to the Health and Welfare fund shall be reduced from \$1219.00 per month for each employee to \$920.00 per month for each employee. Funding in excess of these amounts will be shared equally by the employee and the employer up to a maximum employer contribution of \$60.00 per month.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Strategic Hiring through the Consolidated Job Center

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Lori Lamb, Director of OHR Operations  
Laura Negrini, Director, Job Center

**Purpose:**

policy       background/context       oversight       strategic positioning

The purpose of this presentation is to provide an update on one of our key strategic priorities: the creation of a strategic talent acquisition system that incorporates best practices in recruiting and hiring and achieves operational excellence by leveraging technology and simplifying the hiring process.

**Outline of Key Points/Policy Issues:**

**The Importance of Hiring:** In the face of changing demographics and intense competition, the University must become more strategic, intentional, and innovative to recruit the quality workforce required to deliver on its mission.

**Optimizing Recruiting and Hiring:** The Office of Human Resources (OHR) engaged in a Lean kaizen process last spring to re-evaluate and simplify its hiring process, creating a single, streamlined process for all employee types across all units and campuses. OHR has also developed a Hiring Service Agreement that clarifies roles, responsibilities, and timing around each step of the process, as well as tools and resources that support those steps.

**Results and Metrics:** The results of an initial process pilot with several hiring units were largely positive, including reducing the average time to fill a position.

**Current Priorities:** The redesigned hiring process is one of several action steps toward the transformation of the Job Center and the implementation of a strategic hiring plan for the University of Minnesota.

**Background Information:**

The Faculty and Staff Affairs Committee heard an update on All-University Recruiting and Hiring at its February 2013 meeting. This is a key aspect of the OHR Strategic Plan, presented to the committee at its May 2012 meeting.

# **Strategic Hiring through the Consolidated Job Center Board of Regents Faculty and Staff Affairs Committee**

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Lori Lamb, Director, Operations  
Laura Negrini, Director of Job Center  
December 12, 2013

# Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.
- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving.
- **Values:** Integrity, service, innovation, collaboration, responsibility.

# Strategic Imperatives

- **Define**
  - Re-imagined, integrated OHR portfolio of services
  - Well-articulated partnership between central OHR and HR work in colleges, units, and campuses in which roles and responsibilities are clear and understood
  - Leader in providing HR professional skills and practice, and encouraging best practices in HR systems and service delivery
- **Simplify**
  - Simplified employment policies and administrative procedures
  - Streamlined employment processes and management
- **Empower**
  - Leaders and managers to make strategic decisions about talent
  - Employees to optimize their employment experience
  - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
  - Excellent, high quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice

# OHR Strategic Dashboard: Hiring / Talent Acquisition / Global (Define, Simplify)

**Goal:** To create a strategic talent acquisition system that increases the diversity and quality of hires, promotes the University as an employer of choice, incorporates best practices in recruiting and hiring and achieves operational excellence by leveraging technology and simplifying the hiring process.



# What We Will Cover Today

- The Importance of Hiring
  - The Hiring Context
  - Employment Lifecycle
  - Hiring: Planning and Operations
- Optimizing Recruiting and Hiring
- Results and Metrics
- Current Priorities
- Takeaways
- Discussion



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Update on HRMS Upgrade

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Lori Lamb, Director of OHR Operations

**Purpose:**

policy       background/context       oversight       strategic positioning

The purpose of this presentation is to provide an update on one of our key strategic priorities: the reimplementation and upgrade of our Human Resources Management System (HRMS) as part of the Enterprise Systems Upgrade Program (ESUP).

**Outline of Key Points/Policy Issues:**

**Timeline:** The HRMS Upgrade Project is currently on budget and progressing as planned.

**Update:** The project is nearing the end of the design phase and beginning data conversion, application development, and testing. A “sneak peek” preview of the changes to the appointment structure illustrates the comprehensive process review and simplification currently underway. Anticipated outcomes include a more streamlined and integrated approach to recruiting and hiring employees, entering and organizing appointment data, processing employee benefits, entering and approving time and leave, and processing and tracking payroll.

**Metrics:** Preliminary results to date show substantial reductions in modifications across the system and projected cost savings of more than \$500,000 annually.

**Background Information:**

This committee heard a presentation on the vision, preliminary scope, and process for the HRMS Upgrade Project at its October 2012 meeting and a progress update in June 2013. ESUP was reviewed and approved by the Finance Committee in June and July of 2012, and authorized by the full Board as a consent item in July 2012. The Board heard an ESUP progress report at its June 2013 meeting.

# Update on HRMS Upgrade

## Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources  
Lori Lamb, OHR Operations Director  
December 12, 2013

# Strategic Direction for OHR

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# Strategic Imperatives

- **Define**
  - Re-imagined, integrated OHR portfolio of services
  - Well-articulated partnership between central OHR and human resource work in colleges, units, and campuses in which roles and responsibilities are clear and understood
  - Leader in providing human resource professional skills and practice, and encouraging best practices in human resource systems and service delivery
- **Simplify**
  - Simplified employment policies and administrative procedures
  - Streamlined employment processes and management
- **Empower**
  - Leaders and managers to make strategic decisions about talent
  - Employees to optimize their employment experience
  - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
  - Excellent, high quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice

# OHR Strategic Dashboard: HRMS Upgrade (Define, Simplify, and Deliver)

**Goal:** Complete the technical upgrade to the PeopleSoft platform, improve overall data integrity, facilitate work across business units, simplify processes, deliver added functionality, and provide a better user experience.

# What We Will Cover Today

- HRMS Timeline
- HRMS Training Framework
- HRMS Major Changes
- Appointment Structure “Sneak Peek”
- Metrics
  - Modification Reduction
  - Cost Reduction
- Takeaways



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Workforce Analytics to Inform Decision Making

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown  
Lori Lamb, Director, HR Operations  
Helen Friedman, Consultant, Towers Watson

**Purpose:**

policy       background/context       oversight       strategic positioning

In the fall of 2011, the Office of Human Resources (OHR) initiated a strategic planning process to meet the challenge of Operational Excellence. OHR reviewed its systems, policies, and practices and found them in need of updating to meet the current and future workforce needs of a major public institution. While OHR has consistently tracked certain workforce metrics, the quality of our data and analytics needed improvement. In the summer of 2013, OHR contracted with Towers Watson to build a metrics framework. At the December 12 meeting, the enterprise and program data dashboards will be shared.

**Outline of Key Points/Policy Issues:**

This presentation will include the following:

- An overview by Towers Watson Consultant Helen Friedman to set the context for the discussion.
- An introduction to the new enterprise and program dashboards
- Discussion

**Background Information:**

Recent Board of Regents presentations related to this topic include:

*Presentations to the Faculty and Staff Affairs Committee:*

- Human Resources Metrics for Board Oversight (June 2013)
- Analysis of Organizational Structure (February 2013)
- University Compensation & Planning (December 2012)
- Annual Report on Faculty & Staff Compensation (December 2012)

*Presentations to Finance & Operations Committee:*

- Administrative Cost Definition & Benchmarking (October 2012)

*Presentations to the full Board of Regents:*

- Update on Operational Excellence Initiatives (March of 2013)
- University Workforce Analysis (June 2012)



# Workforce Analytics to Inform Decision Making

## Faculty and Staff Affairs Committee Board of Regents

Kathryn F. Brown, Vice President  
Lori Lamb, Director of HR Operations  
Helen Friedman, Consultant, Towers Watson  
December 12, 2013

# Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.
- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving
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# Strategic Imperatives

- **Define**
  - Re-imagined, integrated OHR portfolio of services
  - Well-articulated partnership between central OHR and HR work in colleges, units, and campuses in which roles and responsibilities are clear and understood
  - Leader in providing HR professional skills and practice and encouraging best practices in HR systems and service delivery
- **Simplify**
  - Simplified employment policies and administrative procedures
  - Streamlined employment processes and management
- **Empower**
  - Leaders and managers to make strategic decisions about talent
  - Employees to optimize their employment experience
  - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
  - Excellent, high quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice

# What We Will Cover Today

- The Context for a Metrics Framework
- Enterprise Data
  - Dashboard: Workforce Distribution
  - Dashboard: Workforce Flow
  - Dashboard: Workforce Cost
  - Dashboard: Workforce ROI
- Program Data – OHR Strategic Priorities
  - ESUP
  - Job Families
  - Employee Engagement
  - Merit Pay
- Discussion

# Takeaways

- We are building a metrics framework that is strategic, flexible, adaptable, and sustainable.
- Leaders at all levels will have analytics to inform decision making.
- We currently have the enterprise data conceptual model completed and will begin to build it out soon.
- Developing program and operational metrics will be an ongoing endeavor, which allows us to be responsive to institutional priorities.
- Our work to-date has substantially advanced us along the maturity model.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Consent Report

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown

**Purpose:**

policy       background/context       oversight       strategic positioning

As required by Board of Regents Policy: *Reservation and Delegation of Authority*, the administration seeks approval for the conferral of tenure for faculty who have been hired at the University of Minnesota and the appointment of senior leaders.

**Outline of Key Points/Policy Issues:**

Appointment of Dr. Jay Brooks Jackson as Dean of the Medical School and Vice President for Health Sciences effective February 17, 2013.

Conferral of Tenure for new hires.

**Background Information:**

Board of Regents Policy: *Reservation and Delegation of Authority* calls for items, such as proposed changes to retirement provisions, senior administrative appointments, tenure and/or promotion recommendations, and appointments of certain trustees and board members, to be brought before the Faculty and Staff Affairs Committee for action.

**President's Recommendation for Action:**

The President recommends approval of the Consent Report.

**Faculty and Staff Affairs Committee  
Consent Report  
December 12, 2013**

***Personnel Appointment***

Pending approval by the Board of Regents, **Dr. Jay Brooks Jackson** will be appointed Dean of the Medical School & Vice President for Health Sciences (Dean & VP), effective February 17, 2013.

Position Overview

The Dean & VP position is a critically important position to the University and the state, as the University serves as a critical partner in improving Minnesota's health. In an ever-changing health care landscape, it is our responsibility to train the next generation of health professionals, to pursue discovery, and to provide high quality clinical care. The Dean & VP is responsible for excellence in the University's Medical School and for affiliated clinical education settings across the state. The Dean & VP will also lead the Academic Health Center, which includes interprofessional education and research through the School of Dentistry, College of Pharmacy, School of Public Health, School of Nursing, College of Veterinary Medicine, and a host of interdisciplinary centers and programs. The Dean & VP will serve as a champion, advocate, and partner with University faculty, staff, and students and Minnesota's providers, the business community, and policymakers to advance health care in our state.

Appointees Background and Qualifications

Dr. Jackson is a globally respected researcher and an experienced leader, educator, and clinician. He is the top funded researcher, in a top department, at one of the nation's best medical schools. Dr. Jackson comes to us from Johns Hopkins University where he has served as Director of Pathology for 12 years. Under his leadership, the school has ranked first in NIH funding among pathology departments, has become one of the most diverse at all levels, and has obtained significant philanthropy. Dr. Jackson also has an MBA and the business acumen necessary to lead a complicated organization like the Academic Health Center.

Dr. Jackson is an internationally recognized researcher in HIV diagnostics, prevention, and treatment. He leads a \$500M NIH-funded global clinical trial that has resulted in new drug development and new therapies that prevent neonatal HIV transmission. He is also a proven university leader, having served on many medical school, hospital, and institutional committees, including chairing the school's promotion and tenure committee for 10 years.

Dr. Jackson is a dedicated alum of our own Medical School's pathology residency, he served as a junior faculty member at the University of Minnesota Medical School at the start of his career, and he worked at the Minneapolis VA Medical Center.

### Recommended Salary and Appointment Type

Dr. Brooks Jackson's annual salary for 2013-14 is \$725,000. His appointment as Dean & VP is a 100%-time, A-term (12-month), L-type (limited) appointment, reporting to and serving at the pleasure of the president. The full employment agreement between the University of Minnesota and Dr. Jackson is attached as an exhibit.

### Individually Negotiated Terms of Employment or Separation Agreements

In addition to participation in the University's Faculty Retirement Plan, Dr. Brooks Jackson will receive \$50,000 annually toward his retirement so long as he holds the position of Dean & VP, vesting on June 30<sup>th</sup> of each year, beginning in 2015. Given that he is leaving a well-compensated position at Johns Hopkins, his base annual salary is assured through February 16, 2017.

### Comparable Market Data

Dr. Jackson's annual salary is a competitive, market-based rate against similar positions at peer institutions (University of Michigan, University of Florida, Penn State University, University of Illinois, University of Iowa):

Minimum – \$430,312

Mean – \$728,932

Median – \$768,795

Maximum – \$982,759

In looking broader than the University's peer group, the 2012-13 Association of Academic Health Centers (AAHC) salary survey of senior officials for similar positions provides a salary range (base plus bonus) between \$618,000 and \$834,000. The AAHC salary survey is considered the most reliable data for the field.

Finally, Dr. Jackson's salary is also competitive with the total compensation of health care CEO's in nonprofit organizations in our market, as reported in the Star Tribune's 17<sup>th</sup> report of total compensation for health care CEOs in 2011 (<http://ww3.startribune.com/projects/np100/CEOcompView.php?order=-1>). The Dean & VP position has a similar level of responsibility as many positions included in the upper tier positions on this list; salary ranges for the top 10 CEOs range from roughly \$1M to \$2.6M (please note that this is total compensation).

### President's Recommendation

The president recommends the appointment of Dr. Brooks Jackson as Dean of the Medical School & Vice President for Health Sciences.



## EMPLOYMENT AGREEMENT

**THIS EMPLOYMENT AGREEMENT** is entered into as of this 12<sup>th</sup> day of November, 2013, by and between Regents of the University of Minnesota, a Minnesota constitutional educational corporation (the "University"), and Dr. Jay Brooks Jackson ("you").

**WHEREAS**, the University wishes to employ you as the Dean of the Medical School and Vice President for Health Sciences and you wish to accept employment as Dean of the Medical School and Vice President for Health Sciences;

**WHEREAS**, this Employment Agreement is subject to the approval of the Board of Regents of the University of Minnesota and the completion of a background check satisfactory to the University;

**THEREFORE**, the University and you agree as follows, subject to the approval of the Board of Regents:

### I. EMPLOYMENT TERM AND DUTIES

Subject to the terms and conditions of this Employment Agreement and University Policies and Procedures, the University appoints you as the Dean of the Medical School and Vice President for Health Sciences and you agree to be so employed by the University for a term commencing on February 17, 2014. The Dean of the Medical School and Vice President for Health Sciences is a 100 percent time, 12-month L appointment in the professional and academic personnel classification that serves as an at will employee at the pleasure of the President. As such, you report to and serve at the pleasure of the President and your appointment may be terminated at any time without advance notification.

### II. DUTIES

During the term of your employment as Dean of the Medical School and Vice President for Health Sciences, you will diligently and consciously devote your full-time attention and best efforts in performing and discharging the duties of Dean of the Medical School and Vice President for Health Sciences as they are set forth in the job description for this position (attached) including, but not limited to, the following duties:

A. Advance the University's academic, research, and outreach mission in the Medical School and the Academic Health Center ("AHC"), including shared collaboration between the Twin Cities and Duluth Medical School campuses, the AHC, the broader University, and affiliated clinical education settings across the state;

B. Oversee the responsible planning, stewardship, management and accountability of capital, human, fiscal and other critical resources of the Medical School, providing leadership in securing adequate resources for the school through philanthropy and public and private partnership;

C. Supervise the staff, responsibilities, and operations of the offices of the Dean of the Medical School and the Vice President for Health Sciences and of those units which report to you;

D. Ensure the strength and vitality of all of the health sciences colleges, schools and centers through the development, coordination, and support of interprofessional education, interdisciplinary research, and the provision of high quality care;

E. Cultivate strong relationships within the broader University community and with key external stakeholders, including state policymakers and CEOs of the state's health care systems, and represent the University and those units that report to you in a positive fashion in private and public forums; and

F. Perform such other duties as related to your employment position and assigned to you by your appointing authority.

### III. PERFORMANCE

In accordance with University policy, you will receive regular annual performance evaluations and, in accordance with University policy, you will receive a broader systemic review of your performance no later than the end of your third year in the position.

### IV. FACULTY APPOINTMENT

In addition to your appointment as Dean of the Medical School and Vice President for Health Sciences, you will also be considered for appointment as a tenured, full professor in the Medical School. Any such appointment as a professor is subject to Board of Regents Policy: *Faculty Tenure*. Your appointment requires approval of the faculty as well as the Board of Regents. During the time you serve as Dean of the

Medical School and Vice President for Health Sciences, you will not receive any compensation for your faculty appointment, but a salary for this appointment will be established each year by the University, based on the average increase to base of your same-ranked collegiate peers. In the event you no longer are employed as Dean of the Medical School and Vice President for Health Sciences and retain this faculty appointment, this will be your established faculty salary.

## V. COMPENSATION

A. Subject to the terms of this Employment Agreement for all services provided by you on behalf of the University, the University shall pay you an annual base salary of Seven Hundred and Twenty Five Thousand and No/100 Dollars (\$725,000).

B. All base salary shall be paid in accordance with the University's regular payroll procedures for Professional and Administrative employees and shall be subject to withholding for applicable federal and state income taxes, federal social security taxes, and other applicable taxes and deductions.

C. In accordance with University Policies and Procedures, you shall be eligible for salary increases on an annual basis based upon the evaluation of the appointing authority or his/her designee.

D. The base salary is subject to furloughs, pay freezes, salary reductions or other adjustments to the same extent they are required of other employees of the University.

E. For the first three years (2014-2017), whether serving as Dean of the Medical School and Vice President for Health Sciences or as a faculty member, you are assured a base annual salary of \$725,000 through February 16, 2017.

## VI. SUPPLEMENTAL RETIREMENT

As part of this appointment, you will participate in the University of Minnesota Faculty Retirement Plan. In addition to retirement contributions made to the Faculty Retirement Plan, the University will contribute an additional \$50,000 annually toward your retirement so long as you hold the position of Dean of the Medical School and Vice President for Health Sciences. Each annual amount will vest on June 30<sup>th</sup> of each year, beginning in 2015. The University will deposit these funds each year on the vesting date (or such business day immediately following the vesting date) to the University of

Minnesota Optional Retirement Plan or, to the extent such contribution exceeds contribution limits for such plan, to the University of Minnesota 415(m) Retirement Plan.

## **VII. BENEFITS**

The University shall provide you with a benefits program as provided generally for its Professional and Administrative employees as described in its Policies and Procedures (<http://www.umn.edu/ohr/benefits/summary/>). These programs shall be subject to amendments and modifications by the University.

## **VIII. RELOCATION BENEFITS**

In accordance with University policy, the University will pay for actual and reasonable costs associated with your move. It is our expectation that your costs will not exceed one month of salary.

## **IX. SEPARATION**

A. Your appointment as Dean of the Medical School and Vice President for Health Sciences is an L appointment, which means you serve at the pleasure of your appointing authority. Your appointment may be terminated without any required notice period.

B. In the event you are separated from your administrative position, you may be eligible for certain benefits provided by the University, in accordance with University policy. Any exception from or waiver of University policy related to your separation must be approved by the Board of Regents.

C. If you are a faculty member at the end of your administrative appointment, you may return to the faculty at your established faculty salary.

## **X. UNIVERSITY POLICIES AND GENERAL CONDITIONS**

A. Your appointment is subject to the University's policies and procedures that govern your position (<http://policy.umn.edu/>), which may be amended from time to time.

**B. Amendment.** Any amendment to this Agreement shall be in a writing executed and delivered by the parties.

**C. Parties In Interest/Assignment.** This Agreement shall be binding upon and the benefits and obligations provided for herein shall inure to the parties hereto and their respective heirs, legal representatives, successors, assigns, transferees or donees, as the case may be. No portion of this Agreement shall be assignable without the prior written consent of the other party.

**D. Effect of Prior Agreements.** This Agreement is intended by the parties as the final and binding expression of their contract and agreement and as the complete and exclusive statement of the terms thereof. This Agreement supersedes and revokes all prior negotiations, representations, and agreements, whether oral or written, relating to the subject matter hereof.

**E. Enforceability.** If any provision contained herein shall be deemed or declared unenforceable, invalid, or void, the same shall not impair any of the other provisions contained herein, which shall be enforced in accordance with their respective terms.

**F. Construction.** The headings preceding and labeling the sections of this Agreement are for the purpose of identification only and shall not in any event be employed or used for the purpose of construction or interpretation of any portion of this Agreement. No waiver by any party of any default or nonperformance hereunder shall be deemed a waiver of any subsequent default or nonperformance. As used herein and where necessary, the singular shall include the plural and vice versa, and masculine, feminine and neuter expressions shall be interchangeable.

IN WITNESS WHEREOF, the undersigned have caused this Employment Agreement to be executed as of the date first shown above.

By: Jay Brooks Jackson  
Jay Brooks Jackson

REGENTS OF THE UNIVERSITY OF  
MINNESOTA

By: Eric W. Kaler  
Eric W. Kaler  
President

Approved as to Form and Execution

By: William P. Donohue  
William P. Donohue  
General Counsel

## POSITION DESCRIPTION

### **Dean of the Medical School & Vice President for Health Sciences University of Minnesota**

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The Dean of the Medical School and Vice President for Health Sciences (Dean/VP) advances the University's academic, research, and outreach mission in the Medical School and Academic Health Center (AHC) and is essential in developing the University's reputation as one of the world's most renowned public research universities. The Dean/VP is responsible for the University's Medical School, with campuses in the Twin Cities and in Duluth, and shared collaboration between the two campuses, the AHC, and affiliated clinical education settings across the state. The Dean/VP facilitates excellence and collaboration across all schools, colleges and centers within the AHC, which includes the Medical School, School of Dentistry, College of Pharmacy, School of Public Health, School of Nursing, College of Veterinary Medicine, as well as many interdisciplinary centers and programs.

The Dean/VP ensures the strength and vitality of the Medical School and advances all of the health sciences through the development, coordination, and support of interdisciplinary research, interprofessional education and clinical practices. The Dean/VP maximizes research, academic, and intellectual excellence through the recruitment and retention of high quality faculty and staff. Demonstrating core values around equity and diversity, the Dean/VP fosters an environment of collaboration, fairness, humanism, ethical conduct, integrity and respect throughout the AHC.

The Dean/VP works closely with the University's President, Provost, and Vice President for Research and deans across the University to build close and collaborative relationships between the Medical School, health sciences colleges, schools and centers, and other colleges, schools and centers across the institution to maximize interprofessional education and interdisciplinary research.

The Dean/VP oversees the responsible planning, stewardship, management and accountability of capital, human, fiscal and other critical resources of the Medical School, and provides leadership in securing adequate resources for the school through philanthropy, and public and private partnerships. The Dean/VP recognizes and achieves excellence at all levels of the organization through effective leadership.

Within the University, the Dean/VP promotes and supports innovative, groundbreaking research in the health sciences. Ultimate success in research requires the active engagement of the VP in multicenter, interdisciplinary, research programs. The Dean/VP collaborates with the University's Vice President for Research and deans to align and coordinate the Medical School and AHC's research initiatives with the broader institutional research agenda.

The Dean/VP fosters excellence in the Medical School's clinical programs, including overseeing the faculty practice plan to ensure its support of the school's academic mission and compliance with Regents policies. Ensuring the growth and excellence of patient care, the Dean/VP strengthens and develops new clinical partnerships in the community and regionally to improve access to clinical training sites for health sciences students, residents and fellows, and to expand the University's role in primary and specialty care and health outcomes research.

As chief academic officer of the Medical School, the Dean/VP ensures that the health professional graduates have an understanding of the dynamics and impacts of health care and health care reform in an ever-evolving industry and are prepared for success in the changing health care landscape. This includes emphasis on developing skill sets in collaborative care models, care outcomes, genomics, use of big data and predictive modeling and other customized approaches to meeting future healthcare workforce needs. As such, the Dean/VP is responsible for the innovative excellence of medical education to include medical students, residents and fellows, continuing medical education, and doctoral training within the school's graduate programs. Developing strategies to make the school more competitive in attracting outstanding students, graduate students and residents by advancing student access to interprofessional education and interdisciplinary research and developing strategies to ensure overall excellence in the school's educational programs is key.

Critical to the Dean/VP's success is the ability to build and foster relationships with key internal and external constituents, such as UMPHysicians, Fairview Health Services, and other health system partners in the broader healthcare community as well as leaders from for-profit and private organizations and policymakers. The Dean/VP will strengthen the Medical School's relationships with health care providers, external health science education, health systems and for-profit and private organizations to support and advance effective, innovative health care delivery and the University's research and education programs. These strong partnerships enable the advancement of health care policies and clinical practices for the University, the State of Minnesota, and surrounding region to address the state's most prevalent healthcare issues.

As a University leader, the Dean/VP serves as an important spokesperson for the UMN's biomedical enterprise throughout the broader University community and externally among public and private interests in the State of Minnesota and beyond. The Dean/VP is a strong advocate and vocal champion for the Medical School and broader health sciences, reflecting and improving its standing within the University and with local, state, national and international health care communities, and serving as a catalyst to bridge medical care models and the broader public health agenda.

The Dean/VP represents the University's health sciences on key governing bodies, both within the outside the University. As the chair of the board of the new co-management model between the academic medical center and the faculty physician practice, and as a member of the UMPHysicians and Fairview Health Services boards, the Dean/VP has a critical role in governance and leadership of the clinical mission. The Dean/VP also serves as a member of the President's Senior Leadership Group to advance system-wide academic and administrative strategic institutional priorities, the Provost's Twin Cities Deans Council and the AHC's Dean's Council.

Positions reporting to the Dean/VP include the Associate Deans of UMN's Affiliated Hospitals – the Hennepin County Medical Center, the VA Medical Center, and Regions Hospital; the Basic and Clinical Sciences Department Heads in Twin Cities; Senior Associate and Vice Deans in the School of Medicine; as well the administrative and financial officers of the School and AHC; and the directors of the AHC's shared interdisciplinary programs. The deans of the five other schools in the AHC report to the Dean/VP for clinical and interdisciplinary education and research-related matters and to the senior vice president for academic affairs and provost on promotion and tenure, curricular review, accreditation, and academic policy and planning.

The Dean/VP reports directly to the President of the University of Minnesota, and serves as a member of the president's senior leadership group. The Dean/VP is an A-term (12 month), L type (limited), full-time (100%) position (job code 9311/9302).



## **Tenured Outside Hires**

The decision of the Board of Regents to confer tenure and rank for any individual faculty hire from outside the University of Minnesota becomes effective on the first day of that faculty member's academic appointment at the University.

### **Tenured Hires for December Board of Regents meeting – Twin Cities campus Recommended by Senior Vice President for Academic Affairs and Provost Karen Hanson**

**Andrey Chubukov**

**Professor with tenure  
Head, Fine Institute of Theoretical Physics  
School of Physics and Astronomy  
College of Science and Engineering**

Andrey Chubukov received his Ph.D. in Physics from Moscow State University in 1985. Most recently, he has served as a tenured professor in the Department of Physics at the University of Wisconsin Madison. He is a highly distinguished theoretical condensed matter physicist. His area of expertise is superconductivity and non-Fermi liquid physics in correlated electron systems. Professor Chubukov's work has been supported externally by the National Science Foundation and the Department of Energy; he has published over 57 peer-reviewed papers in top journals. Professor Chubukov has extensive experience teaching and mentoring undergraduate and graduate students as well as post-doctoral fellows and has an exemplary record of service to his discipline and his university. He will also assume the leadership of the Fine Institute of Theoretical Physics.

**Natalia Perkins**

**Associate professor with tenure  
School of Physics and Astronomy  
College of Science and Engineering**

Natalia Perkins received her Ph.D. in Physics from Moscow State University in 1997. Currently, she holds an appointment as a tenured associate professor in the Department of Physics at the University of Wisconsin Madison. Her area of expertise is theoretical condensed matter physics including strongly correlated electron systems, frustrated magnetism, and spin orbital systems. Dr. Perkins' research is funded by the National Science Foundation and she has over 45 peer-reviewed papers published in highly ranked journals. She is a dedicated and skilled teacher and mentor for undergraduate and graduate students.

**Erin Carlson****Associate professor with tenure  
Department of Chemistry  
College of Science and Engineering**

Erin Carlson received her Ph.D. in Organic Chemistry from the University of Wisconsin Madison in 2005. Currently, she is an associate professor with tenure at Indiana University in the Department of Chemistry. Her area of expertise is Chemical Biology with a focus on developing new strategies for the treatment of bacterial infections. Dr. Carlson has received extensive external support for her research from the National Institutes of Health, the National Science Foundation, and the Pew and Sloan Foundations. She has over 24 peer-reviewed publications in top journals and is frequently invited to speak at prestigious national and international conferences. Dr. Carlson has an excellent record of teaching undergraduate and graduate students; she has an exemplary record of departmental, university, and professional service, particularly in mentoring women students and junior faculty in STEM disciplines.

**Ellen McGrattan****Professor with tenure  
Department of Economics  
College of Liberal Arts**

Ellen McGrattan received her Ph.D. in Economics from Stanford University in 1989. Currently, she is a research economist at the National Bureau of Economic Research and a monetary advisor for the Federal Reserve Bank in Minneapolis. Dr. McGrattan is regarded as one of the top quantitative macroeconomists in the world by external reviewers. Her research focuses on applications of computational and statistical methods that require the development of numerical methods related to solving and estimating dynamic economic models; much of her work has been funded by the National Science Foundation. She is a fellow of the prestigious Econometric Society. Dr. McGrattan has been teaching graduate and undergraduate students at the University of Minnesota for several years and has received highly positive reviews. Her record of service to the discipline and the Department of Economics is exemplary.

**Manuel Amador****Associate professor with tenure  
Department of Economics  
College of Liberal Arts**

Manuel Amador received his Ph.D. in Economics from the Massachusetts Institute of Technology in 2003. He holds an appointment as an untenured assistant professor at Stanford University and is currently a research associate at the Federal Reserve Bank in Minneapolis. Dr. Amador was described by external reviewers as a leading voice in international macroeconomics as well as an exceptional theoretical macroeconomist. He studies dynamic modern macro theory to address the implications of commitment and information frictions for important questions in macroeconomics and international macroeconomics. Dr. Amador's research is funded by the National Science Foundation and is published in top, peer-reviewed economic journals. He was also named as a fellow by the Sloan Foundation. Dr. Amador has an excellent record of teaching and service at Stanford University. He meets and exceeds the criteria for tenure at the University of Minnesota.

**Alfonso Araque**

**Professor with tenure  
Department of Neuroscience  
Medical School**

Alfonso Araque received his Ph.D. in Biological Sciences in 1993 from the University of Madrid, Spain and is currently a Research Full Professor at the Cajal Institute in Madrid. Dr. Araque's work is centered on learning the properties, mechanisms, and physiological consequences of signaling between astrocytes and neurons, aiming to understand the role of astrocytes on brain function in health and disease. He is widely credited with establishing the field of glia-neuronal interaction. The diseases his work impacts include neurodegenerative disorders such as Alzheimer's disease, Parkinson's disease, and amyotrophic lateral sclerosis. His research has been funded continuously by the Ministry of Science and Innovation in Spain and from the European Union and has exceptionally high citations rates by scientists across the world. He is a true international leader in neuroscience. In addition, Dr. Araque has an outstanding record of teaching and mentoring students and of providing service to his discipline and university.

**Tenured Hires for December Board of Regents meeting – Crookston campus  
Recommended by Senior Vice President for Academic Affairs and Provost Karen Hanson**

**Barbara Keinath**

**Professor with tenure  
Vice Chancellor for Academic Affairs  
Department of Business  
University of Minnesota Crookston**

Barbara Keinath received her Ph.D. from the University of Minnesota in Educational Policy and Administration in 1985. She held an appointment as a full professor in the College of Management at Metropolitan State University through 2013. In addition, Dr. Keinath served as Vice Provost and Dean of Graduate Studies from 2007 through 2012 at the same institution. Her research has focused on the evaluation of indices of quality, such as the Minnesota Quality Award, and on the pedagogy of on-line learning. She is a highly skilled teacher and mentor for undergraduate and graduate students in the area of management and is a leader in the implementation of new pedagogies. Dr. Keinath has provided exemplary service to her university, the state of Minnesota, and nationally, particularly in the area of the accreditation of higher education institutions.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Faculty and Staff Affairs Committee**

**December 12, 2013**

**Agenda Item:** Information Items

review       review/action       action       discussion

**Presenters:** Vice President Kathryn Brown

**Purpose:**

policy       background/context       oversight       strategic positioning

To inform the Board of Regents of noteworthy items, administrative actions, and local, regional, and national policy related issues affecting University units and departments.

**Outline of Key Points/Policy Issues:**

- Personnel highlights;
- University highlights; and
- Faculty and staff activities and awards.

**Background Information:**

This report appears as a regular item on the Faculty and Staff Affairs Committee agenda.

# UNIVERSITY OF MINNESOTA

## BOARD OF REGENTS

December 12, 2013

### Faculty and Staff Affairs Committee Information Report

*This report does not capture and record a complete listing of the significant awards and activities of the University community but, rather, makes note of unit reported items in these areas. It also highlights reports and activities at the local, regional, and national level in the area of faculty and staff affairs.*

#### **Personnel**

Jay Brooks Jackson has been appointed Medical School Dean and Vice President for Health Sciences, effective February 17, 2014. He comes to the University from Johns Hopkins University where he has served as director of pathology for 12 years. He is an internationally recognized researcher in HIV diagnostics, prevention, and treatment, and he's an active clinician. Jackson is an alum of the U's pathology residency and served as a junior faculty member at the University of Minnesota Medical School at the start of his career.

#### **University Highlights**

The College of Biological Sciences' Foundations of Biology course has been awarded the Science Prize for Inquiry-Based Instruction by *Science*, the nation's leading scientific journal. The award recognizes a semester-long project in which undergraduate teams propose a genetic engineering solution to a health, environmental, or other socially relevant problem.

Three University of Minnesota-based projects – Earthducation, Ensia and North of Sixty – received 2013 (Re)design awards from AIGA, the professional association for design. North of Sixty, a project of the Learning Technologies Media Lab in the College of Education and Human Development (CEHD), weaves together the history and culture of Arctic communities worldwide. Ensia, housed in the Institute on the Environment (IonE), is a magazine and event series showcasing solutions to earth's biggest environmental challenges. Earthducation, co-sponsored by CEHD and IonE, is a series of expeditions to every continent, designed to create a world narrative of the dynamic intersections between education and sustainability.

Four more University of Minnesota Twin Cities buildings have achieved ENERGY STAR ratings by the United States Environmental Protection Agency: Burton Hall, Wulling Hall, the Learning and Environmental Sciences Building, and Roy Wilkins Hall. To earn the rating, each building's energy consumption data (including building hours, size, number of occupants, types of lighting systems, etc.) is compared to hundreds of similar buildings. Buildings with more energy efficiency than 75 percent of all similar buildings qualify for the ENERGY STAR label.

The University of Minnesota has been named one of 16 Innovation and Economic Prosperity Universities by the Association of Public Land-Grant Universities. The designation honors

universities committed to working with public and private sector partners to support economic development through innovation and entrepreneurship, technology transfer, and talent, workforce, and community development.

The annual Open Doors report on international students and study abroad released by the Institute of International Education shows that the University of Minnesota's Twin Cities campus continues to rank in the top 20 in the nation. The U ranks third among doctorate-granting institutions (and top in the Big 10) in the number of students who participated in an education experience abroad, with 2,508 students. The U ranks 16th among doctorate-granting institutions in the number of international students, with 6,178.

The Master of Professional Studies in Integrated Behavioral Health program (IBH) received the 2013 Celebration of Excellence Award for Innovative Credit Program from the University Professional & Continuing Education Association-Central Region. The IBH program is designed to address a growing need for qualified behavioral health professionals trained to work with individuals experiencing co-occurring mental health and substance use disorders.

The University of Minnesota Morris is 28<sup>th</sup> on the U.S. Environmental Protection Agency's top 30 list of the largest onsite green power generators and consumers. UMM uses more than five million kilowatt-hours of green power annually, generated from several onsite renewable energy systems.

#### **Faculty and Staff Activities and Awards**

Several Extension staff in community vitality were recognized with National Association of Community Development Extension Professionals awards: Abdeel Ahmed, Diversity Award; Betsey Hodson, Joyce Hoelting, and Ben Winchester, Educational Piece Award; Jody Horntvedt and Tobias Spanier, Educational Package Award and Utilizing Processes, Team Award; and Lori Rothstein, Positive Psychology Educational Package Award (individual).

Pamela Andreatta, urologic surgery, is incoming president for the Society for Simulation in Healthcare.

Macaran Baird, family medicine and community health, received the Minnesota Medical Association's Distinguished Service Award.

Sudipto Banerjee, biostatistics, was appointed to the National Academies' National Research Council Committee on Analysis of Costs and Benefits of Reforms to the National Flood Insurance Program (NFIP). The committee will design alternative approaches that could be used to conduct a cost-benefit analysis of the NFIP.

Several Extension employees received awards from the 2013 National Extension Association of Family and Consumer Sciences: Trina Barno, Mary Caskey, Suzanne Driessen, and Marla Reicks, School Wellness Award; Sara Croymans, Distinguished Service Award; Suzanne Driessen, Communications Award; Allison Eklund, Angela Gupta, Rebecca Hagen-Jokela, Cindy Petersen, Mike Reichenback, and Eli Sagor, Environmental Education Award; and Lori Hendrickson, Continued Excellence Award.

The National Association County Agricultural Agents presented the following awards to Extension staff and faculty: Mike Boersma, Achievement Award; Brad Carlson, National Finalist Award, video communications category; Diane De Witte, Distinguished Service Award; Jeff Coulter, Dale Hicks, Tom Hoverstad, Seth Naeve, Steve Quiring, and Lizabeth Stahl, National First Place winners in the Applied Research Poster Competition; and Chuck Schwartau, National Communications Award, radio program category.

Richard Brown, Labovitz School of Business and Economics (LSBE), received *Financial Planning Magazine's* 2013 New Generation Influencer Award for his role in developing the TD Ameritrade Institutional Learning Lab at LSBE. The lab gives students the opportunity to manage real-life anonymous client scenarios in a working office and gain hands-on experience.

Matthew Burns, educational psychology, received the 2013 Discovery Award for Distinction in Educational Research from the Midwest Instructional Leadership Council (MILC). MILC is a non-profit organization focused on improving the education and achievement of all children by promoting data-based practices in a unified system.

Assistant librarian Kirsten Clark has been awarded the Minnesota Library Association (MLA) President's Award in recognition of her dedication to the Intellectual Freedom Committee as chair, service as member-at-large, and leadership in redesigning the MLA logo.

Lindsey Fabian, epidemiology, received the Council of Affiliates Award for Excellence from the American Public Health Association for her successful work with the Minnesota Public Health Association.

The American Association of Veterinary Laboratory Diagnosticians presented the award for Best *Journal of Veterinary Diagnostic Investigation* Manuscript for 2012 to Connie Gebhart, veterinary and biomedical sciences. Sharing the award were Alexander Primus (class of 2013) and colleagues Yogesh Chander and Simone Oliveira.

Niloufar Hadidi, nursing, was elected president of the Minnesota affiliate of the National Association of Clinical Nurse Specialists.

Extension educator Heidi Haugen, Brainerd, received the Excellence in Volunteerism (Individual) award from the National Association of Extension 4-H Agents. Haugen provides leadership to volunteer systems development for Extension's Center for Youth Development and the 4-H program in the northeast region of Minnesota.

Sarah Howard, journalism and mass communication, and colleagues took home two gold awards, two silver awards, and one bronze from the Minnesota Magazine & Publishing Association (MMPA) for articles and spread design for the *Murphy Reporter*. There were more than 700 entries to the MMPA awards this year.

Susan Hudec, Tweed Museum of Art, was recently selected as the Art Educators of Minnesota Museum Division Art Educator of the Year for 2013.

Patrick Huelman, Extension specialist in building and energy systems, won the Excellence in Building Science Education award at the Department of Energy's Solar Decathlon. He was recognized for teaching students how to produce buildings that are energy-efficient, healthy, comfortable and durable. In addition, his NorthernSTAR Building America Partnership earned two Building America Top Innovation awards.

Daniel Kaplan, dermatology, received the American Dermatological Society's Young Leadership Award.

Romas Kazlauskas, biochemistry, molecular biology, and biophysics, received an honorary doctorate from Stockholm's Royal Institute of Technology. Kazlauskas collaborates with researchers at the institute, using biological catalysts such as enzymes to create processes that are both efficient and environmentally friendly.

Anthony Killeen, laboratory medicine and pathology, received the Laboratory Improvement Program service award from the College of American Pathologists.

Jong-Hyuk Kim, veterinary clinical sciences, received the Student Award for Abstract Excellence at the Seventh International Conference on Advances in Canine and Feline Genomics and Inherited Diseases.

Korey Konkol, music, received the Master Teacher: Studio award from the Minnesota String & Orchestra Teachers Association.

Mary Jo Kreitzer, Center for Spirituality & Healing, received the 2013 Bravewell Distinguished Service Award from the Consortium of Academic Health Centers for Integrative Medicine for her exceptional long-term commitment to the organization and its work.

Gordon Legge, psychology, received the Charles F. Prentice Medal, the highest award from the American Academy of Optometry. His research has been aimed at a number of issues that are central to optometry, from elucidating the sensory and neural mechanisms of normal binocular vision, to understanding the sensory effects of low vision and the factors that limit reading.

Howard Lavine, political science, is the editor of *Advances in Political Psychology*, the new publication series sponsored by the International Society of Political Psychology.

Anatoly Liberman, German, Scandinavian & Dutch, has been named president of the English Spelling Society. The society started in 1908 and has the aim of "raising awareness of the problems caused by the irregularity of English spelling and to promote remedies to improve literacy, including spelling reform."

Amy LimBybliw, Rothenberger Institute, received an outstanding poster award at the Association for the Advancement of Computing in Education's E-Learn conference in October. Her poster was entitled "Decision-Making, Design, and Development...Oh My! Investment in a Custom-Built, Cloud-based, Lesson-Authoring Tool."



Robert Lysak, physics, has been named a fellow of the American Physical Society for pioneering contributions to the theory of Alfvén wave processes.

Susan Maher, dean of the College of Liberal Arts at UMD, won a 2013 Nebraska Book Award for *Artifacts and Illuminations: Critical Essays on Loren Eiseley*, co-edited with Tom Lynch from the University of Nebraska.

Law School professor Fionnuala Ni Aolain's book *On the Frontlines: Gender, War, and the Post-Conflict Process* (with Dina Francesca Haynes and Naomi Cahn) was named one of the ten must-read books on sexualized violence in war by Women Media Center's blog Women Under Siege.

Bruce Potter, Southwest Research and Outreach Center, has been named Educator of the Year by the Mid America CropLife Association.

Deborah E. Powell, dean emeritus of the Medical School, has been awarded the Abraham Flexner Award for Distinguished Service to Medical Education by the American Association of Medical Colleges in recognition of her tremendous contributions to medical education over her 40-plus-year career. The honor is considered to be the "Nobel prize" of medical education awards.

Riv-Ellen Prell, American studies, was elected chair of the Academic Council of the American Jewish Historical Society for a three-year term beginning on January 1, 2014.

Suzi Pyawasay, Biological Sciences Student Services, received the Minnesota Personnel Association's Voice of Inclusion award. Award recipients exhibit an ongoing commitment towards advancing multiculturalism and bringing typically underrepresented voices and identities to the forefront of Minnesota higher education.

Gillian Roehrig, curriculum and instruction, has been selected for the Association for Science Teacher Education (ASTE) 2013 Award II – Outstanding Mentor of the Year. This award honors ASTE members who support and encourage pre-service and in-service science teachers and new science teacher educators.

Mark Rosenberg, medical school, received the American Society of Nephrology's Robert G. Narins Award for substantial and meritorious contributions in education and teaching.

Ingrid Schneider, Tourism Center, has been named editor of the *Journal of Leisure Research*, a publication of the National Recreation and Park Association.

Kim Sin, UM Rochester IT, received the 2013 NAACP George Gibbs Meritorious Community Service Award for leadership education and service to the Rochester community. His contributions to the community include organizing and planning cultural events, developing initiatives to grow leadership and teamwork skills, and taking student groups on a service-learning trip to Cambodia.

James Swift, dentistry, received of the American Association of Oral and Maxillofacial Surgeons' Oral and Maxillofacial Surgery Foundation Research Recognition Award for outstanding research contributions to the specialty.

Tricia Todd, Health Careers Center, received the American Public Health Association's 2013 W.C. Woodward Award for advancing the practice of health administration.

Mark Umbreit, social work, and his co-author Marilyn Armour, University of Texas at Austin, received the highest University of Texas at Austin award for best research paper. Their study, "Assessing the Impact of the Ultimate Penal Sanction on Homicide Survivors: A Two State Comparison," challenges the notion that the death penalty brings satisfaction and closure to murder victims' families.

The Governing Body of the International Labour Organization (ILO) has appointed Frances Vavrus, organizational leadership, policy and development, as an expert on the Joint ILO-UNESCO Committee of Experts on the Applications of the Recommendations concerning Teaching Personnel. This committee of 12 independent experts from around the world is the foremost world body concerned with international standards for teachers.

Jorge Vinals, physics, was named a fellow of the American Physical Society for his contributions to pattern formation in nonequilibrium systems.

Craig Westerland, mathematics, is the winner of this year's Australian Mathematical Society Medal, which is awarded to a member of the Society under the age of 40 years for distinguished research in the mathematical sciences.

Kathryn White, nursing, has been named president-elect of the Minnesota Association of Nurse Anesthetists.

Extension's Water Resource Team earned the Gold Award for newsletters from the Association of Natural Resource Extension Professionals for their *From Shore to Shore* newsletter. The publication educates Minnesota citizens about shoreland management to improve water quality, habitat, and aesthetics for lakes and rivers.