



Faculty & Staff Affairs Committee

October 2015

October 8, 2015

9:45 - 11:45 a.m.

East Committee Room, McNamara Alumni Center

FSA - OCT 2015

1. Shaping Academic Department Culture

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2. Strategic Imperative: Attracting and Recruiting Field Shapers

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3. Enhancing Human Resource Work Across the Enterprise

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BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

October 8, 2015

AGENDA ITEM: Shaping Academic Department Culture

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Kathryn F. Brown, Vice President, Office of Human Resources
Karen Hanson, Senior Vice President for Academic Affairs and Provost
C. Daniel Frisbie, Head, Department of Chemical Engineering and Materials Science, College of Science and Engineering
Monica M. Luciana, Chair, Department of Psychology, College of Liberal Arts

PURPOSE & KEY POINTS

The purpose of this item is to inform the Board of the importance of academic department culture in fulfilling the University's mission, and the realization of the University's strategic goals and priorities.

Departments are the core intellectual and organizational structures for the University, situated at the intersection of institutional and disciplinary priorities. They provide the context in which research, teaching, and service activities of the University are coordinated, carried out, supported, and advanced.

Department heads and chairs are charged with managing department resources, creating environments conducive to faculty innovation and employee job satisfaction, and advancing faculty and staff engagement with the broader mission of the University. They are especially key in advancing strategic imperatives and priorities, including diversity, reciprocal public engagement, and expanded research and teaching intersections across disciplinary boundaries.

The presentation will include discussion and illustration of the following questions:

- What are the complex ways in which faculty advance the University's mission and help to shape its academic future? What expectations do they have for the support of their efforts?
- How do department chairs/heads work with their faculty to shape the academic direction and excellence of their departments?
- What strategic and other considerations shape department approaches to filling open faculty positions?
- What are the elements necessary to shape a successful academic department?

- What are the challenges of engaging faculty and departments to expand cross-disciplinary curricular and research connections and to help to advance other campus strategic priorities, such as recruiting and retaining field-shaping faculty?

BACKGROUND INFORMATION

This discussion provides context for another item on the committee's October agenda – Strategic Imperative: Attracting and Recruiting Field Shapers. Department chairs play a key role in attracting and recruiting field shapers, which is a component of the Twin Cities strategic plan. Also in October, the full Board will receive an update on implementation of the strategic plan as a framework for advancing the University's academic excellence, reputation, and impact.

Shaping Academic Department Culture

Faculty and Staff Affairs Committee, Board of Regents

October 8, 2015

Karen Hanson

Senior Vice President for Academic Affairs and Provost

Kathryn F. Brown

Vice President for Human Resources

C. Daniel Frisbie

Head, Department of Chemical Engineering and Materials Science, CSE

Monica M. Luciana

Chair, Department of Psychology, CLA



Discussion

- What are the complex ways in which faculty advance the University's mission and help to shape its academic future?
- How do department chairs/heads work with their faculty to shape the academic direction and excellence of their departments?
- What strategic and other considerations shape department approaches to filling open faculty positions?
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BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

October 8, 2015

AGENDA ITEM: Strategic Imperative: Attracting and Recruiting Field Shapers

- Review**
 Review + Action
 Action
 Discussion
- This is a report required by Board policy.*

PRESENTERS: Kathryn F. Brown, Vice President, Office of Human Resources
Karen Hanson, Senior Vice President for Academic Affairs and Provost

PURPOSE & KEY POINTS

Building and retaining a faculty of diverse field shapers across the disciplines is integral to the University’s distinctive mission, and critical to its quality, reputation, and impact as a major research and land grant university. Faculty achievers and innovators – those with impressive track records as scholars, teachers, collaborative leaders, and change agents – shape the enhanced educational experience for students. Field shapers drive the globally engaged research and creative work that enriches understanding and fuels collaborations needed to solve critical societal challenges.

This presentation will give an overview of the strategies advanced collaboratively by the provost, chancellors, deans, other academic leaders, and the Office of Human Resources (OHR) to recruit and retain a highly qualified, diverse, and talented faculty. In particular, it will highlight the special challenges of making Minnesota a magnet for field shapers in a highly competitive higher educational landscape. The presentation will demonstrate as well the complex ways in which strategies to develop a faculty distinguished by field shapers are entwined with broader efforts to create a supportive environment for transformational scholarship across the University’s campuses.

Field Shapers as a Key Component of Strategic Plan

One of the four goals of the Twin Cities strategic plan is to recruit, retain, and promote field-shaping researchers and teachers. Many implementation steps are under way to shape a culture at the campus, college, and departmental levels that will be attractive to top achievers and innovators. These steps will help to foster the conditions in which field-shaping research, teaching, and public engagement can flourish.

The compact planning that drives the budget process now requires colleges to explicitly link their academic priorities, including plans for faculty hiring across departments, to strategic priorities of

the campus. As part of this process, the provost and other administrative leaders work with deans to identify opportunities to pursue best-practice strategies such as:

- Cluster hiring (the hiring of multiple faculty into one or more departments based on shared cross-cutting research strengths).
- Pipeline programs.
- Spousal career support.
- Faculty-of-color bridge fund opportunities.

All are proven tools for recruiting diverse field shapers and for enhancing interdisciplinarity and excellence.

The provost, OHR, chancellors, and deans also work to develop competitive compensation and benefits packages that often must be calibrated to the needs of varied disciplines. The University's breadth, outstanding facilities, and the advantages of its locations are important competitive advantages, providing a rich environment for leading-edge scholarship, but are insufficient to recruit and retain highly accomplished researchers and teachers. The startup packages, ongoing resources, and equipment required to be competitive in the sciences can be especially substantial.

Multifaceted Strategies and Initiatives

Multiple initiatives are under way to address other aspects of campus practices and culture important in sustaining an institution of ambition, innovation, and achievement. Academic leadership training for department heads and chairs includes multiple components focused on strengthening competencies and best practices that shape faculty hiring and retention. Topics include cluster hiring; expanding the diversity of candidate pools; faculty mentorship; and how to identify and support future field shapers.

Other initiatives are under way ranging from incremental operational changes to larger transformations. These include efforts to:

- Reinvigorate campus search processes.
- Strengthen support for both new and mid-career faculty.
- Identify and resolve key problems that can impede the retention of field shapers once they are hired.

Larger efforts focus on reducing barriers to interdisciplinary partnerships and creating a more integrative campus conducive to grand challenges research and curricular innovation, as well as continuing to strongly support outstanding single-disciplinary scholarship.

Perspective from Deans and Discussion

As part of the presentation, two deans will provide additional perspective on how the University is meeting the challenges of recruiting and retaining field shapers. Their presentation will include discussion on collaborative strategies and initiatives that advance key overarching priorities:

- Developing opportunities and incentives to bring diverse achievers and innovators to the University, in alignment with the strategic priorities of the campus, colleges and departments.
- Developing field shapers from within.
- Assessing and addressing issues of faculty job satisfaction, recognizing that University employee engagement surveys reveal that faculty love their jobs, but perceive opportunities

- to strengthen their working environments.
- Aggressively improving the diversity of faculty hires to draw on the full range of talents, expertise, perspectives, and interests of researchers and teachers nationally and globally.
 - Reallocating budget resources across the University to support strategic hiring and retention.

BACKGROUND INFORMATION

This presentation builds on a related item, *Recruiting Field Shapers*, from the June 2015 committee meeting, and on multiple previous presentations highlighting the broad and varied human resources needs across the University.

Strategic Imperative: Attracting and Retaining Field-Shapers

Faculty and Staff Affairs Committee, Board of Regents

October 8, 2015

Karen Hanson

Senior Vice President for Academic Affairs and Provost

Kathryn F. Brown

Vice President for Human Resources

Steven Crouch

Dean, College of Science and Engineering

Marilyn Speedie

Dean, College of Pharmacy



Discussion

- Why is it critical to attract, nurture, and retain the very best faculty?
- What are the strategies advanced collaboratively to recruit and retain a highly qualified, diverse, and talented faculty?
- How will Strategic Plan initiatives help to shape a culture conducive to field shapers at the campus, college, and departmental levels?
- What are the opportunities, challenges, and priorities across academic units and disciplines?





BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

October 8, 2015

AGENDA ITEM: Enhancing Human Resource Work Across the Enterprise

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Kathryn F. Brown, Vice President, Office of Human Resources

PURPOSE & KEY POINTS

In September 2012, President Kaler announced his support for the establishment of a dotted line reporting relationship between the Vice President of Human Resources and the human resource leadership at the collegiate and campus level. This effort was intended to standardize and align the University's operational functions in greater support of a single enterprise. The change was designed to support greater role clarity, decision-making, and the adoption of best practices and efficiencies at all levels of the University.

This presentation will highlight how this relationship has developed in the human resource function.

BACKGROUND INFORMATION

The Board has heard regular presentations on a variety of foundational human resource strategic projects that have been undertaken to enhance human resource work across the University system. These include:

- the enterprise system upgrade project;
- the job family project;
- the employee engagement survey work and system-wide action planning in support of units; and
- the better defined roles and responsibilities between the Office of Human Resources and unit, collegiate, and system campus human resource leadership.

Enhancing Human Resource Work Across the Enterprise

Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources

October 8, 2015

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, and responsibility.

Strategic Imperatives

- **Define**
 - 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
- **Simplify**
 - Simplified employment policies and administrative procedures
 - Streamlined employment systems
- **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
 - Strategic human resource advice

Scope of Human Resource Work

Campus/College/Unit

- ✓ Appointment
- ✓ Managing performance
- ✓ Employee development
- ✓ Setting compensation
- ✓ Discipline
- ✓ Separation
- ✓ Position and appointment data

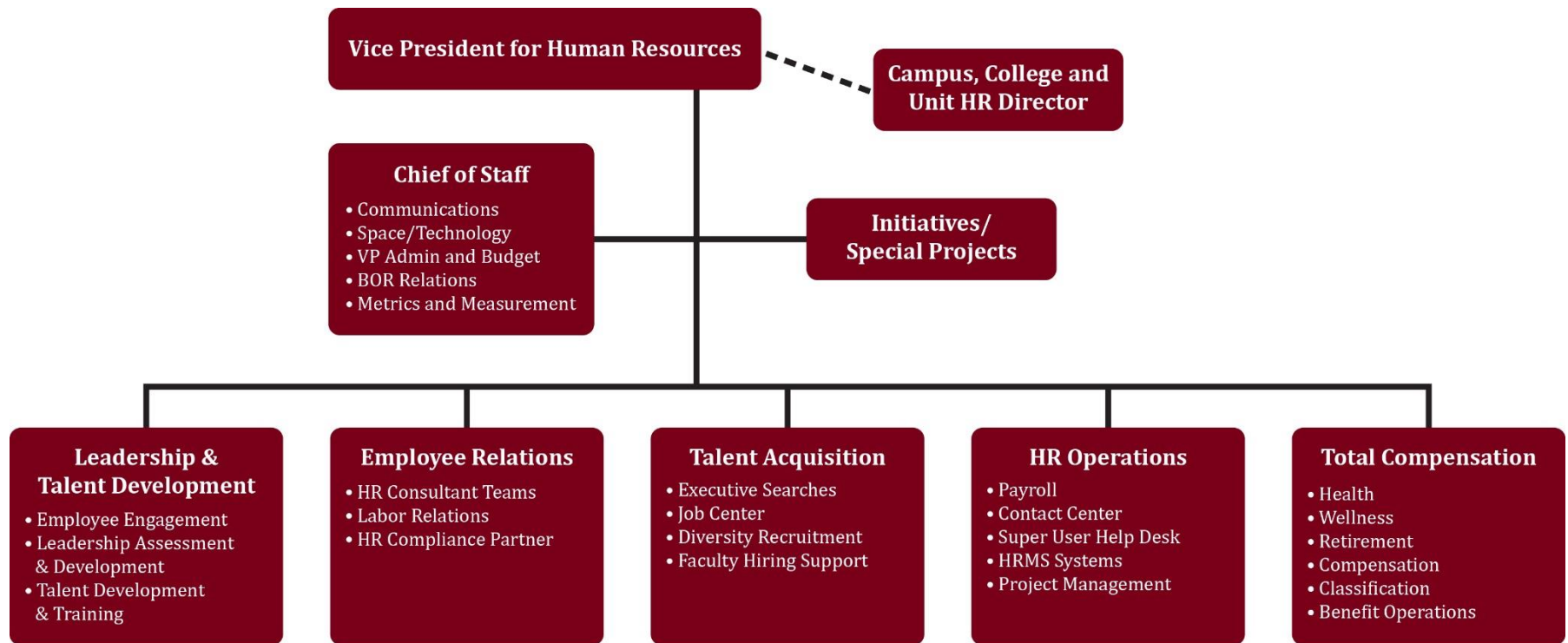
Partnership

- ✓ Work redesign
- ✓ HR strategy
- ✓ Performance and productivity issues
- ✓ Data integrity
- ✓ Change management
- ✓ Culture change
- ✓ Employee engagement
- ✓ Leadership development
- ✓ Talent management

OHR

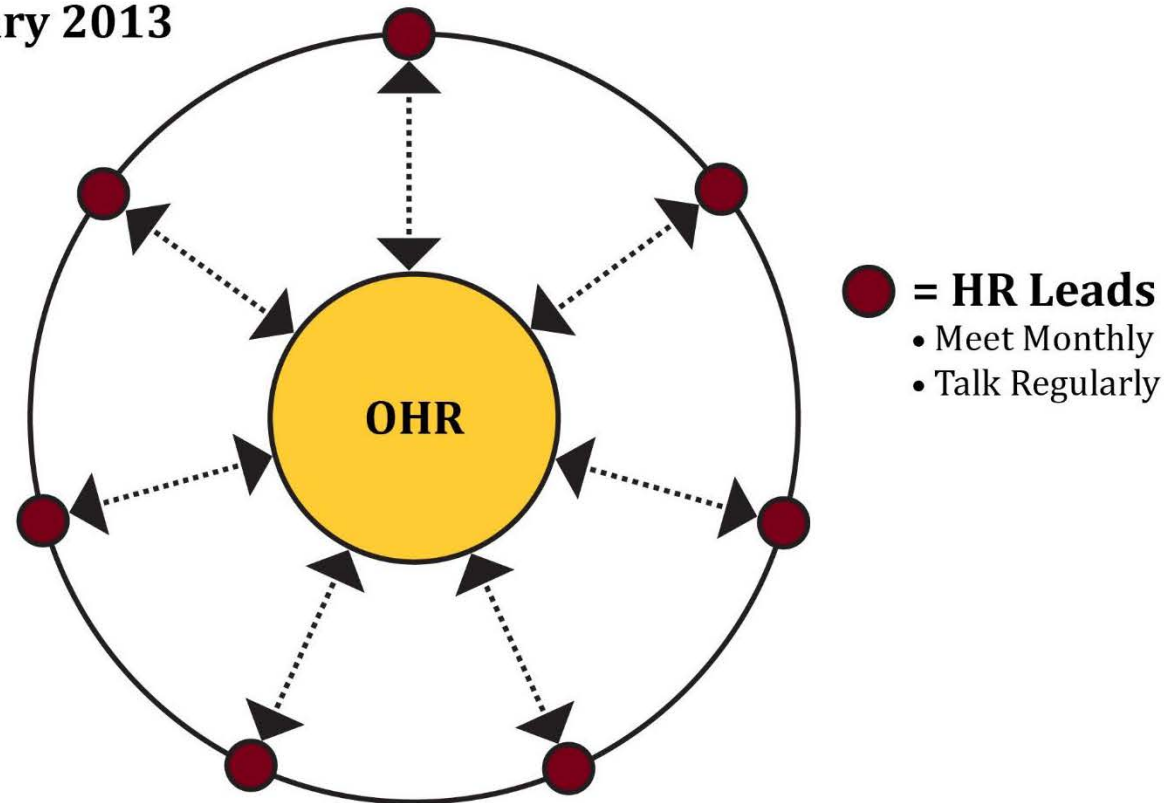
- ✓ Policies
- ✓ Human resource metrics
- ✓ Talent acquisition
- ✓ Labor negotiations and relations
- ✓ Leadership & talent development
- ✓ Furthers campus diversity
- ✓ Payroll
- ✓ Compensation strategies
- ✓ Job classification system
- ✓ Benefits
- ✓ HRMS

Office of Human Resources



A Network of Support

Since February 2013



Significant Advancement in the Human Resource System Since 2012

- Redesigned the service delivery model
- Conducted spans and layers analyses
- Launched and continuing a comprehensive employee engagement strategy
- Updated the Human Resource Management System (PeopleSoft 9.2) and associated business processes and policies
- Conducted a job family study (an update of the job classification system)
- Started and continue to improve an HR metrics dashboard
- Implemented merit pay for all employees (non-labor represented)
- Launched a new leadership development strategy

Office of Human Resources Challenges

- Continuous enhancement of human resource skill sets
- Transforming culture — move to strategic from transactional focus
- Building career paths in human resources
- Recruiting and retaining human resource talent

System Human Resource Challenges

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THE FUTURE OF WORK



FIGURE 1.1 The Five Trends Shaping the Future of Work

Source: *The Future of Work*, Jacob Morgan (Hoboken, NJ: John Wiley and Sons, 2014), page 2.

System Human Resource Challenges



FIGURE 3.3 The Evolution of the Employee

Source: *The Future of Work*, Jacob Morgan (Hoboken, NJ: John Wiley and Sons, 2014), page 67.

Questions?



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PRESENTERS: Kathryn F. Brown, Vice President, Office of Human Resources

PURPOSE & KEY POINTS

To inform the Board of Regents of noteworthy items, administrative actions, and local, regional, and national policy issues affecting University units and departments. Specific items covered include personnel highlights, University highlights, and faculty and staff activities and awards.

BACKGROUND INFORMATION

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

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

October 8, 2015

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

No updates this month.

University Highlights

The University of Minnesota Twin Cities received the 2015 Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine, the oldest and largest diversity-focused publication in higher education. The HEED Award recognizes U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

UMM has again been recognized by *Washington Monthly* for both its affordability and social engagement. The magazine included UMM on its “Best-Bang-for-the-Buck” and public good-based lists.

UMM has earned a STARS Gold 2.0 Rating from the Association for the Advancement of Sustainability in Higher Education. STARS, the Sustainability Tracking, Assessment, and Rating System, measures and encourages sustainability in all aspects of higher education.

U.S. News and World Report has released its 2016 college rankings, including the following:

- For the 18th consecutive year, UMC ranks among the top public colleges, placing second among Midwest Top Public Regional Colleges. The campus also was listed in the categories of Best Online Degree Programs and Best Online Bachelor's Programs for Veterans.
- For the 17th consecutive year, UMM was named one of the nation's Top Public Liberal Arts Colleges. The campus also was included on the “A-Plus Schools for B Students” and “Foreign Student Factor” lists.
- UMD is ranked 7th on the list of Top Public Schools in the Midwest and received high rankings for its business and engineering programs.

Faculty and Staff Activities and Awards

Nicole Basta, epidemiology, was selected for the inaugural 2015 cohort to the Vaccine Fellow Program sponsored by the journal *Vaccine*. This program is dedicated to individuals who are 5 to 15 years post-doctoral degree with a substantial track record of published papers and achievements in the field of vaccinology.

Aditya Bhan, chemical engineering and materials science, has been named the 2016 national award winner of the American Chemical Society Ipatieff Prize. The Ipatieff Prize is awarded once every three years to recognize outstanding chemical experimental work in the field of catalysis or high pressure, carried out by an individual who is not over 40 years of age.

The U.S. Department of Health and Human Services, U.S. Department of Agriculture, and U.S. Department of Defense announced the appointment of 15 nationally recognized experts to the Presidential Advisory Council on Combating Antibiotic-Resistant Bacteria. Two of them are University of Minnesota College of Veterinary Medicine faculty members: Peter Davies, veterinary population medicine, and Randall Singer, veterinary and biomedical sciences.

Reuben Harris, biochemistry, molecular biology, and biophysics, was recently named a Howard Hughes Medical Institute (HHMI) Investigator, joining an elite circle of 26 scientists from 19 institutions, chosen from a pool of 894 nominees. Becoming an HHMI Investigator is a major prize for a scientist because the award funds scientific creativity rather than a particular research project. Harris is an expert on the physiological and pathological functions of a family of DNA-modifying enzymes and their role in immunity to HIV and cancer.

Carol Ishimaru, plant pathology, has been named a fellow of the American Phytopathological Society. This honor, earned by only a few members of the society, recognizes distinguished contributions to plant pathology or to the society.

Kristin Janke, pharmaceutical care and health systems, received the Excellence in Innovation Award from the Minnesota Pharmacists Association. The award recognizes innovative pharmacy practice resulting in improved patient care.

Kathleen Krichbaum, nursing, was appointed to the Commission on Collegiate Nursing Education's Accreditation Review Committee, a national review group that recommends programs for accreditation.

Dan Lovinaria, nursing, was named president-elect of the Minnesota Association of Nurse Anesthetists. The group's current president is Kathryn White, also from the U of M School of Nursing.

Jim Lutz, architecture, is this year's recipient of the National American Institute of Architecture Students Educator Honor Award.

Megan Luxford, UMC's Center for Adult Learning, has been elected secretary of the Minnesota Concurrent Enrollment Partnerships (MnCEP). MnCEP is a statewide association of concurrent enrollment providers that supports and facilitates standards-based practices, professional development, research, and program administration and advocates for concurrent enrollment with stakeholders and legislators in Minnesota.

Pioneer Network, a national organization that advocates for improvements in elder care, named Christine Mueller, nursing, president and board chair.

Andrew J. Oxenham, psychology, was elected a member of the Acoustical Society of America (ASA) Executive Council. The ASA is the premier international scientific society in acoustics devoted to the science and technology of sound.

Judy Pechacek, nursing, was awarded the Minnesota Organization of Leaders in Nursing's Star Award for her work as the Policy and Advocacy Chair for the organization. She was also elected chair for another two-year term.

University of Minnesota, Morris Vice Chancellor Emeritus for Finance and Facilities Lowell Rasmussen received the inaugural James Farrell Re(Cognition) Award at the 2015 Upper Midwest Association for Campus Sustainability biennial conference. The award honors individuals who have made outstanding contributions towards advancing sustainability efforts in the Upper Midwest.

Pat Redig, professor and cofounder of The Raptor Center, was presented with the T.J.Lafeber Avian Practitioner of the Year award at the Association of Avian Veterinarians annual conference and expo. Criteria for the award include clinical excellence, innovation, promotion of the profession, contributions to the knowledge base, and caring and compassion for avian patients and clients.

Matt Rosendahl, UMD library, was named to the *Duluth News Tribune's* 20 under 40 list

Hot Topics, an online community of tech executives, entrepreneurs, and investors, has named the Carlson School's Harry Sapienza and Shaker Zahra, both from strategic management and entrepreneurship, among the 100 leading professors in the world in the field of entrepreneurship.

Three U of M community members are recipients of the 2015 American Institute of Architects Minnesota Special Award: Leon Satkowski, professor emeritus, School of Architecture, Lorelee Wederstrom, facilities and capital planning in the Academic Health Center, and Stephen Weeks, associate professor emeritus, School of Architecture. The Special Award recognizes exceptional contributions that improve the quality of our physical environment made by individuals and organizations that operate outside of the architectural profession.

Joachim Savelsberg, sociology, was elected chair of the Section for Human Rights of the American Sociological Association.

Ilja Siepmann, chemistry, has been named associate editor of *Journal of Chemical & Engineering Data*. The journal focuses on the phase behavior and the physical, thermodynamic, and transport properties of well-defined materials, including complex mixtures of known compositions.

The American Political Science Association (APSA) presented its Herbert Simon Book Award to Joe Soss, Humphrey School, and his coauthors Richard Fording, University of Alabama, and Sanford Schram, Hunter College, CUNY, for their book *Disciplining the Poor: Neoliberal Paternalism and the Persistent Power of Race*. The Herbert Simon Book Award is given for "significant contributions to public administration scholarship." Their book previously received the Michael Harrington Award from the APSA, and the Oliver Cox Cromwell Award from the American Sociological Association.

Valerie Tiberius, philosophy, was elected vice president/president elect of the Central Division of the American Philosophical Association.

Gary Warren, UMC intercollegiate athletics, was inducted into the inaugural Itasca Community College Sports Hall of Fame. He was one of seven individuals and two teams honored by the college for their athletic excellence and their representation of Itasca Community College well after their athletic careers were completed.

Barbara Weissberger, Spanish & Portuguese, was honored with The Advocates for Human Rights' Volunteer Award for her work as a Spanish interpreter in immigration court for unaccompanied minors from Central America.

Jean Wyman, nursing, was awarded the Nurse Leader in Aging Award by the American Academy of Nursing and the John A. Hartford Foundation. The award recognizes a leader in gerontological nursing for significant achievements, contributions and mentorship in the field of aging. Wyman also received the President's Award from the Society of Urological Nurses and Associates for her contributions to the organization.

Fang Yu, nursing, was appointed to the Metropolitan Area Agency on Aging's Board of Directors for a two-year term.