

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Faculty and Staff Affairs Committee

Thursday, October 10, 2013

10:00 a.m. - 12:00 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 Teamsters Local 320 - Review/Action - K. Brown/
P. Dion (pp. 2-5)
2. Update on Service Delivery Model - K. Brown/P. Dion (pp. 6-11)
3. Update on Job Family Redesign - K. Brown/S. Reger (pp. 12-17)
4. Human Resource Issues in Research - B. Herman (pp. 18-19)
5. Consent Report - Review/Action - K. Brown (pp. 20-21)
6. Information Items - K. Brown (pp. 22-26)



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty and Staff Affairs Committee

October 10, 2013

Agenda Item: Collective Bargaining Agreement with Teamsters Local 320

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 Teamsters Local 320.

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 the associated financial impact is attached.

Background Information:

Negotiations on this contract began on April 16, 2013 and concluded with a tentative agreement on August 6, 2013. The Union's contract ratification process was completed on September 23, 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 Teamsters Local 320.



REGENTS OF THE UNIVERSITY OF MINNESOTA

**RESOLUTION RELATED TO
THE PROPOSED LABOR AGREEMENT WITH
TEAMSTERS LOCAL 320 SERVICE/MAINTENANCE 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, Teamsters Local 320 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 October 10, 2013.

**TEAMSTERS LOCAL 320
PELRA UNIT 3**

This unit is composed of service, maintenance and labor employees at all campuses and research and outreach centers working in such classifications as Building and Grounds Workers, Mechanics, Food Service Workers and Farm Animal Attendants. The total number of employees in this unit is approximately 1378.

ECONOMIC HIGHLIGHTS

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

Effective July 1, 2013 employees in all classifications shall receive a 1.25% salary range adjustment.

Employees shall advance through step movement in accordance with the language of the agreement.

Mechanic 1, Mechanic 2, and Mechanic 3 wage scales adjusted to improve recruiting and retention.

Employees who are paid at the maximum of their pay range, shall receive a \$300 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 1.25% salary range adjustment.

Employees shall advance through step movement in accordance with the language of the agreement.

Employees who are paid at the maximum of their pay range, shall receive a \$300 lump sum payment.

Base Annual Payroll	\$49,352,888
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RECURRING COSTS 2013-2015

Base salary adjustments	\$1,241,533
Progression steps	\$1,241,533
Mechanic 1, Mechanic 2 and Mechanic 3 wage scale adjustments	\$127,962

TOTAL RECURRING COST	\$2,611,028
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NON-RECURRING COSTS 2013-2015

Lump-sum payment

\$168,900

NON ECONOMIC HIGHLIGHTS

The University agreed to meet and confer with Facilities Management and the Union regarding employee rights to return to a specific position after an extended absence as well as specific information that will appear on job postings.

The University agreed to add a definition of coaching to Article 3-Definitions.



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty and Staff Affairs Committee

October 10, 2013

Agenda Item: Update on Service Delivery Model

review review/action action discussion

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

Purpose:

policy background/context oversight strategic positioning

This is an update on the implementation of the redesigned service delivery model for the Office of Human Resources (OHR) and the broader human resources (HR) function system-wide.

Outline of Key Points/Policy Issues:

Key points from the presentation include:

- The new service delivery model is clarifying roles and responsibilities.
- OHR's facilitation and strategy consulting is improving cross-system collaboration and integration; and resulting in more impactful outcomes.
- We are moving forward the President's merit pay priority.
- A key priority for the coming months is implementing Huron Consulting recommendations.

Background Information:

The HR service delivery model was first presented to the Board of Regents Faculty, Staff, and Student Affairs Committee on October 11, 2012 as part of an OHR Strategic Plan Update presentation by Vice President Kathryn Brown. This presentation is a follow up presentation reporting on progress of the model implementation.

Update on Service Delivery Model

Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
Patti Dion, Director Employee Relations
October 10, 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: Service Delivery Redesign (Define, Simplify, Empower and Deliver)

Goal: Provide enhanced support to the University system to build capacity and increase the quality of human resource service provision.

What We Will Cover Today

- Overview of University's HR staffing
- Service delivery redesign objectives
- Key accomplishments in the past year
- Current priorities
- Upcoming priorities
- Discussion



UNIVERSITY OF MINNESOTA BOARD OF REGENTS

Faculty and Staff Affairs Committee

October 10, 2013

Agenda Item: Update on Job Family Redesign

review review/action action discussion

Presenters: Vice President Kathryn Brown
Sheila Reger, OHR Consulting Team Manager

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 redesign of the University's job classification and compensation system.

Outline of Key Points/Policy Issues:

Project overview: The job classification and compensation system redesign project will, for all P&A and Civil Service positions, provide the University with job classifications and salary structures that are clear, consistent, and aligned with the market and the needs of the University. We have identified 18 job families to redesign. Of these, four have been substantially completed: alumni relations, communications, finance, and IT. The University is committed to expediting the remaining studies with the help of Sibson Consulting.

Process and timeline: The remaining 14 job families are being studied two at a time, beginning in August with the HR and legal job families. Each study will take two to four months and follow a consistent process of engaging senior leaders, managers and supervisors, employees in the job family, and HR professionals. The remaining studies are targeted for completion by late 2014.

Objectives and impact: Once these studies are completed, the University will have classifications that accurately reflect the work being performed, improving management and reporting capabilities. Job classifications will be easier to understand and administer, and employees will have more transparent career paths. The classification redesign will aid recruitment, retention, and engagement of our workforce by providing internally and externally validated pay parameters for positions.

Background Information:

The Faculty and Staff Affairs Committee heard presentations related to this topic including the OHR Strategic Plan Update: HR Service Delivery Redesign (October 2012) and the Analysis of Organizational Structure (February 2013), and the Annual Report on Faculty and Staff Salaries (December 2012 and September 2013).

The full Board of Regents heard a presentation related to this topic as part of President Kaler's Update on Operational Excellence (March 2013).

Update on Job Family Redesign

Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
Sheila Reger, OHR Consulting Team Manager
October 10, 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 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
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- **Empower**
 - Leaders and managers to make strategic decisions about talent
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- **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:

Job Class Redesign

(Define and Simplify)

Goal: Create and implement a classification system that provides managers and employees transparent career paths and classifications that provide clarity and ease of administration, optimal utilization of payroll dollars, and the ability to attract, engage, and retain high performing employees.

What We Will Cover Today

- Overview of the Job Families Redesign project
- Project process and timeline
- Objectives and impacts
- Examples
- Discussion



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty and Staff Affairs Committee

October 10, 2013

Agenda Item: Human Resource Issues in Research

review review/action action discussion

Presenters: Vice President Brian Herman

Purpose:

policy background/context oversight strategic positioning

The University of Minnesota is embarking on a new path forward to advance research excellence and sustain its great research tradition for future generations. This discussion will focus on the human resource needs of a world-class research university.

Outline of Key Points/Policy Issues:

- In any successful research enterprise, talent is one of the key ingredients to ensuring research success and forward progress.
- The current research environment is already experiencing rapid change, talent drain, reductions in federal spending, and increasing administrative burden. These constraints must be further analyzed and solutions identified if we are to retain our world class standing.
- We also need to address how we conduct the business of research, and think out of the box when the academy, industry and our corporate partners interact and work on producing beneficial and economically viable outcomes and products.

Background Information:

This discussion will further build upon the July 2013 presentation to the Board, "Achieving Success Amid Constraints: State of the U of M Research Enterprise." In that presentation, vice president Herman shared an emerging vision for the future of the research enterprise at the University. That vision included building on a history of great strength and implementing strategies to address the research obstacles institutions like the University of Minnesota face. He shared a broad, interconnected set of priorities that will position the University for continued success. One priority was the need to recruit and retain outstanding faculty. While the HR needs related to research go beyond this priority, the heart of the issue begins and ends with faculty talent and enabling their ability to do great science. Forty-two percent of a faculty member's federally funded research time is spent completing the administrative requirements of their sponsored funding. We need to address this issue and others in order to retain and build our talent.

Title: "Anticipating and Meeting the Human Resource Needs of a World Class
Research University"
Vice President Brian Herman
October 10, 2013

The University of Minnesota is embarking on a new path forward to advance research excellence and sustain its great research tradition for future generations. In any successful research enterprise, talent is one of the key ingredients to ensuring research success and forward progress. Talent means not only hiring good people, but also the anticipation and management of human capital needs that will advance and challenge our current research paradigms. We need to prepare ourselves for the 21st century—and beyond—so we can stay ahead of the challenges our upcoming generations will face.

The current research environment is already experiencing rapid change, talent drain, reductions in federal spending, and increasing administrative burden. Forty-two percent of a faculty member's federally funded research time is spent completing the administrative requirements of their sponsored funding. At the same time, public research universities are dealing with increased public scrutiny over how state resources are being managed relative to administrative costs, tuition, and research. The latter area challenged as demanding too many institutional resources.

To help address our needs on this path forward, we need to look at our research environment as a “we vs. me” approach, focusing on team-based research and rewarding the collective effort. As a matter of financial and research efficiency, University leadership and human resources also needs to address how we support research infrastructure and practices, especially to help our research community focus on executing their research rather than navigating a tedious or confusing grant process or trying to understand how to comply with complex state and federal regulations. Time and money is in great demand, and so we must find ways to make this system streamlined economically and within our resources. We also need to address how we conduct the business of research, and think out of the box when the academy, industry and our corporate partners interact and work on producing beneficial and economically viable outcomes and products.

We also need to look at our talent pool and take into consideration our changing demographics and what our evolving culture means to the future of innovation. To ensure we have the best resources possible, we need to look at our achievement gap in K-12 programs, the role of and policies aimed at gender, and the disparities in pay for similar positions must all be addressed. We also have to ensure that our human resources departments are assisting, not hindering, our search for talent. Our HR departments should be our partners and help us find the unique skill sets required to conduct research, and hopefully not limit our ability to recruit talent through HR policy.

And finally, we need to ensure that we have a flexible, nimble environment that not only works within current constraints, but also fulfills the needs of future research such as by developing our skills in data analytics. In short, we need to look comprehensively at the fundamental ingredients for success to any research enterprise going forward: our talent and our research fields of study.



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty and Staff Affairs Committee

October 10, 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:

- Conferral of tenure for new hire

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.

Tenured Outside Hire

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 Hire for October Board of Regents meeting – Twin Cities campus
Recommended by Senior Vice President for Academic Affairs and Provost Karen Hanson

Jill Siegfried

Professor with tenure
Department Head
Department of Pharmacology
Medical School

Professor Jill Siegfried received her Ph.D. in Pharmacology from Yale University in 1981. Most recently, she has served as a tenured professor and vice chair of the Department of Pharmacology at the University of Pittsburgh. Her area of expertise is the role of growth factors and hormones in the development and growth of human lung cancer. Professor Siegfried has a nationally and internationally recognized program of research in lung carcinogenesis with over 150 peer-reviewed publications and long-term funding from the National Institutes of Health. She has had extensive experience mentoring graduate and undergraduate students as well as postdoctoral fellows. Her record of service to her university and profession is exemplary.



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Faculty and Staff Affairs Committee

October 10, 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

October 10, 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

No updates this month

University Highlights

The Institute of International Education reports that the U of M Twin Cities ranked 14th among U.S. doctoral institutions in numbers of international students enrolled during 2011-12 (5,661).

The University of Minnesota has been chosen as one of two finalists for the Association of Public and Land-grant Universities' (APLU) first-ever "Most Visible Progress National Degree Completion Trailblazer Award." The award recognizes universities that are, through conscientious attention and concerted efforts, successfully retaining and graduating students. APLU will promote the efforts of these schools as models for other institutions to follow.

G.I. Jobs magazine has again named the Carlson School of Management a Military Friendly School. The distinction recognizes the top 15 percent of colleges, universities, and trade schools with a demonstrated interest in recruiting and retaining military and veteran students and providing a supportive environment for them. The University of Minnesota, Morris, also was named a Military Friendly School for the third consecutive year.

The University of Minnesota, Duluth, was ranked as one of the highest Return on Investment colleges in Minnesota by AffordableCollegesOnline.org, a resource for college affordability. Out of 145 colleges in Minnesota UMD was named as one of the top three public institutions and seventh overall.

The University of Minnesota, Crookston, was number one in this year's *U.S. News Best Colleges* rankings in the category Midwest Top Public Regional Colleges, the 16th consecutive year the Crookston campus has appeared in the top four. UMC also ranked among the top four colleges and universities in Minnesota for campus safety by the website StateUniversity.com. Data is compiled from reports submitted by college and university law enforcement.

Extension's manure management and air quality website received an Educational Materials Award of Excellence from the 2013 Agronomy Society of America in recognition of superior quality.

The University of Minnesota, Morris was recently recognized by several ranking systems:

- rated the most effective and efficient public four-year school in Minnesota by the Midwestern Higher Education Compact, based on the six-year graduation rate;
- ranked among the nation's top ten public liberal arts colleges by the *U.S. News and World Report* 2014 college rankings for the 15th consecutive year;
- named one of *Sierra* magazine's top 40 Cool Schools for sustainability initiatives and efforts to protect and preserve the environment;
- included in *Washington Monthly*'s listing of Best-Bang-for-the-Buck schools that help non-wealthy students attain marketable degrees at affordable prices. It was one of just eight institutions out of 349 that was designated a "Standout Best-Bang-for-the-Buck;"
- named one of the nation's top 200 institutions in support of American Indian students by *Winds of Change*, a national magazine with a focus on career and educational advancement for American Indians and Alaska Natives.

Faculty and Staff Activities and Awards

Rose Brewer, African American and African studies, has received the American Sociological Association (ASA) Distinguished Contribution to Teaching Sociology Award, one of only nine major ASA awards given annually.

The University of Montana, Montana Tech, will induct the U of M School of Kinesiology's Jo Ann Buysse into the Montana Tech Hall of Fame. She led the Orediggers basketball and volleyball teams to four consecutive Frontier Conference championships from 1982-86 and her team GPAs were never below 3.1. She is only the fifth woman to be inducted.

John Gunnar Carlsson, industrial and systems engineering, is the winner of the 2013 INFORMS Computing Society Prize for the best English language paper dealing with the Operations Research/Computer Science interface.

Peter Carr, chemistry, received the J. Calvin Giddings Award for Excellence in Education for 2013 from the American Chemical Society of Analytical Chemistry, recognizing his contributions to analytical chemistry and commitment to enhancing the personal and professional development of students.

Mike Davis, center for human resources and labor studies, earned the 2013 Distinguished HR Executive Award from the HR Division of the Academy of Management. The honor is awarded to executives who have distinguished themselves in the field of human resources management throughout their careers. Davis is the senior vice president of global human resources for General Mills and has taught courses as an adjunct instructor at the U of M since 2006.

Professor Emeritus Charles Fairhurst, civil engineering, has been chosen to receive a French Medal of Honor. The award is given in recognition of Fairhurst's exemplary personal

commitment to French-American relations, his exceptional cooperation with French companies, and his contributions to many public-private partnerships in the field of rock mechanics.

John Fetrow, veterinary population medicine, was named by *Bovine Veterinarian* as one of 20 veterinarians who have had extraordinary influence on the beef or dairy industries in the past 20 years. The article said that Fetrow “has helped shape modern dairy production medicine since the late 1970s” and cited him as “a pioneer in the development of on-farm monitoring systems and data analysis.”

Gunda Georg, institute for therapeutics discovery and development, was named a 2013 American Chemical Society Fellow for her outstanding achievements in and contributions to the sciences and profession.

Joan S. Howland, law school, was elected chair-elect/chair of the ABA Section of Legal Education and Admissions to the Bar Council for the 2013-15 terms.

Pamala Jacobson, experimental and clinical pharmacology, was awarded fellow status by the American College of Clinical Pharmacy, which recognizes and rewards the highest levels of excellence in the practice and science of clinical pharmacy.

Kevin Janni, bioproducts and biosystems engineering, received the 2013 Henry Giese Structures and Environment Award from the American Society of Agricultural and Biological Engineers.

Lucinda Johnson, natural resources research institute, was appointed to the Science Advisory Board for the University of Michigan Water Center. The center engages multi-disciplinary expertise to improve ecosystem restoration in the Great Lakes and other freshwater systems.

Stephen Kaufman, ophthalmology, has been elected to the Board of the Cornea Society, an international organization dedicated to the advancement of knowledge about the cornea and external eye.

Mary Kennedy and Benjamin Munson, both from speech-language-hearing sciences, have been named fellows of the American Speech-Language-Hearing Association, a national association of more than 166,000 professionals in audiology and speech-language pathology.

The Ambivalent Partisan by Howard Lavine, political science, received the Robert E. Lane Award, given by the Political Psychology Section of the American Political Science Association for the best book in political psychology in the past year.

Arthur Leon, kinesiology, received the American Board of Cardiology Award of Excellence and Designation as Laureate of the American Board of Cardiology. The program recognizes physicians who exhibit continuing excellence and highest ethical practice, including empathy, compassion, and humanitarianism.

Cynthia Lewis, curriculum and instruction, was named a co-editor for the *Expanding Literacies in Education Series*. The series features books that highlight the changing landscape in literacy

studies as it is transforming education. Lewis has also recently been appointed to the editorial board of *Research in the Teaching of English*, the research journal for the National Council of Teachers of English.

“The tensions between professional control and open participation: journalism and its boundaries,” an article by Seth Lewis, journalism and mass communication, was named the Outstanding Journal Article of the Year (2012) in *Journalism Studies*.

Machine Art, 1934 by Jennifer Marshall, art history, was awarded the Robert Motherwell Book Award from the Dedalus Foundation. The award is given to an outstanding publication in the history and criticism of modernism in the arts.

Paige Novak, civil engineering, has been selected to serve on the National Academies standing Committee on Chemical Demilitarization, which oversees studies in support of the U.S. Army Chemical Materials Agency and the Program Executive Officer, Assembled Chemical Weapons Alternatives.

Kola Okuyemi, family medicine and community health, was appointed to the Risk, Prevention and Intervention for Addictions Study Section at the Center for Scientific Review, National Institutes of Health.

John Pastor, department of biology at UMD, has been appointed to the Board of Trustees of the Minnesota-North Dakota-South Dakota Chapter of The Nature Conservancy.

Lisa Peterson, environmental health sciences, was named a 2013 American Chemical Society fellow for her outstanding achievements and scientific and service contributions to the American Chemical Society.

Justin Rubin, department of music at UMD, was awarded first place in the Dream Songs Project music competition supported by the Minnesota State Arts Board for his song cycle “Ultima Verba” for mezzo soprano and classical guitar.

Ashok Saluja, surgery, was awarded the George Palade Medal at the Joint Meeting of the International Association of Pancreatology and the Korean Pancreatobiliary Association.

Charles Schulz, psychiatry, received the 2013 Wayne Fenton Award for Exceptional Clinical Care for his advancement of care in patients battling schizophrenia. The award is sponsored by the *Schizophrenia Bulletin*.

Ruth Shaw, ecology, evolution and behavior, has been named the new editor-in-chief of *Evolution*, a scientific journal that publishes results of empirical or theoretical investigations concerning facts, processes, mechanics, or concepts of evolutionary phenomena and events.

Corbin J. Smyth, associate vice chancellor for student life at UMD, has been appointed the national research coordinator for the Association of College Unions International. He will lead a newly-formed research program team for the next two years.