



Faculty & Staff Affairs

September 2014

September 11, 2014

2:00 p.m. - 4:00 p.m.

East Committee Room, McNamara Alumni Center

FSA - SEP 2014

FSA - SEP 2014

1. 2014-15 Committee Work Plan

Docket Item Summary - Page 3

FSA 2014-15 Draft Committee Work Plan - Page 4

2. How Human Resources Provides Value

Docket Item Summary - Page 5

Presentation Slides - Page 6

3. Update on Employee Engagement

Docket Item Summary - Page 23

Presentation Slides - Page 24

4. Employee Wellbeing

Docket Item Summary - Page 42

Presentation Slides - Page 43

5. Consent Report - Review/Action

Docket Item Summary - Page 73

Briefing Materials - Tenure Recommendations - Page 74

6. Information Report

Docket Item Summary - Page 77

Information Report - Page 78



BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

September 11, 2014

Agenda Item: 2014-15 Committee Work Plan

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters: Regent John Frobenius
Vice President Kathryn Brown

Purpose & Key Points

To discuss topics for the FY 2014-15 work plan of the Faculty & Staff Affairs Committee.

Background Information

Board of Regents Policy: *Board Operations and Agenda Guidelines* defines the role of the Faculty and Staff Affairs Committee as follows:

The Faculty and Staff Affairs Committee advises the administration on faculty and staff compensation, benefits, recruitment, development, retention, and other issues related to employee engagement. This committee also reviews employment-related issues and policies.

Specifically, this committee recommends:

- the granting of faculty promotion and tenure and continuous appointments;
- appointments to specific boards and advisory committees;
- appointments of senior leaders;
- approval of negotiated labor agreements, retirements plans, and other employment matters, consistent with Board policy; and
- changes in the University Senate Constitution and civil service rules.

This committee also provides governance oversight to:

- senior leader compensation, benchmarking, and terms of employment;
- faculty and staff compensation and benefits policy as well as other policies related to employment; and
- employee engagement.

Faculty & Staff Affairs Committee Work Plan 2014-2015

Date	Topics
2014	
September 11-12	<ul style="list-style-type: none"> • Committee Work Plan for the 2014-15 year • Where Human Resources Adds Value • Update on Employee Engagement • Employee Wellbeing • Consent Report • Information Items
October 9-10	<ul style="list-style-type: none"> • Policy Issues in Student Employment • Human Resource Needs-University Services • Leadership • Consent Report • Information Items
November	No BOR or Committee Meetings.
December 11-12	<ul style="list-style-type: none"> • Job Family Update • HR Metrics Report • Human Resource Needs-Academic Health Center • Consent Report • Information Items
2015	
January	No BOR or Committee Meetings.
February 12-13	<ul style="list-style-type: none"> • Summary of ESUP's Major Changes • Human Resource Needs in the Colleges • Policy Issues in Compensation and Benefits-Total Comp Analysis • Consent Report • Information Items
March 26-27	No Committee Meetings.
April	No BOR or Committee Meetings.
May 7-8	<ul style="list-style-type: none"> • Annual Promotion and Tenure Recommendations (including discussion of post-tenure review policy and process) • Annual Continuous Appointments Recommendations • Human Resource Needs-Faculty • Consent Report • Information Items
June 11-12	<ul style="list-style-type: none"> • Annual UPlan Health Insurance Update • Human Resource Needs-Office of Information Technology • Recruiting Field Shapers • Consent Report • Information Items
July 8-9	BOR Meeting and Retreat. Committees only meet if there are urgent items requiring action.
August	No BOR or Committee Meetings.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs Committee

September 11, 2014

Agenda Item: How Human Resources Provides Value

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters:

- Kathryn Brown, Vice President, Office of Human Resources

Purpose & Key Points

This item will highlight the important strategic role that human resources must play to effectively support the University's strategic goal of recruiting and retaining the faculty and staff who will further its mission and priorities to the state, region and world. It will also highlight the critical intersection of organizational culture and leadership and talent management with the retention of engaged and productive faculty and staff and the overall strength of the University.

The presentation will cover the following major points:

- OHR strategic direction
- How the environment is shaping the workplace
- How Human Resources provides value
 - Operational excellence
 - Culture contributions
 - Leadership initiatives
 - Talent initiatives

Background Information

The Faculty & Staff Affairs Committee was introduced to the Office of Human Resources Strategic Plan at its May 10, 2012 meeting. The committee continues to receive updates at regular intervals on the progress being made in the strategic redesign of human resources work across the enterprise.

How Human Resources Adds Value

Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
September 11, 2014

What We Will Cover Today

- How the environment is shaping the workplace
- How human resources provides value
 - Operational excellence
 - Change and culture contributions
 - Leadership initiatives
 - Talent initiatives
- Impact of human resources
- Takeaways
- Discussion

Work Place Trends for 2014

Business Daily News

- Big data
- Increased efficiency
- Talent question
- New ways to test
- Gamification
- Integration of technology
- Work life balance
- Social media
- Telework
- Alternatives to full-time

U.S. News & World Report

- Millennials make their mark
- Global goes global
- Talent. Talent. Talent.
- Investing in development
- Values training = culture
- Wellness matters
- Attracting talent
- Technology in the work environment
- Using inspiration to motivate
- Understanding what employees want

SHRM

- Continued high cost of health care
- Health care legislation
- Shortage of skilled workers
- Retirement of baby boomers
- Implication of election outcomes
- Lack of STEM graduates
- Decline in retirement savings
- Rise in fuel prices
- Threat of dip back into recession

“Top 10 Workplace Trends for 2014,” Chad Brooks, *Business Daily News*, January 28, 2014.

“Top Workplace Trends for 2014,” Robin Madell, *U.S. News & World Report*, January 7, 2014.

“SHRM® Workplace Forecast,” May 2013.

Challenges for the University and Human Resources

- Global competition for top talent
- Shifting enrollment trends
- Rapid change in disciplines
- Shrinking state and federal funding
- Greater competition for grants
- Need for cross-functional research collaboration
- University's need to distinguish itself and continue on its path to excellence



UNIVERSITY OF MINNESOTA BOARD OF REGENTS POLICY

Page 1 of 1

Board Operations

MISSION STATEMENT

Adopted: January 14, 1994

Amended: February 8, 2008

Supersedes: (see end of policy)

MISSION STATEMENT

Subd. 1. Mission. The University of Minnesota (University), founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world.

The University's mission carried out on multiple campuses and throughout the state, is threefold:

- **Research and Discovery** - To generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.
- **Teaching and Learning** - To share that knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.
- **Outreach and Public Service** - To extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping organizations and individuals respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.

University of Minnesota Strategic Vision and Goals

Vision: Preeminent in solving the grand challenges of a diverse and changing world.

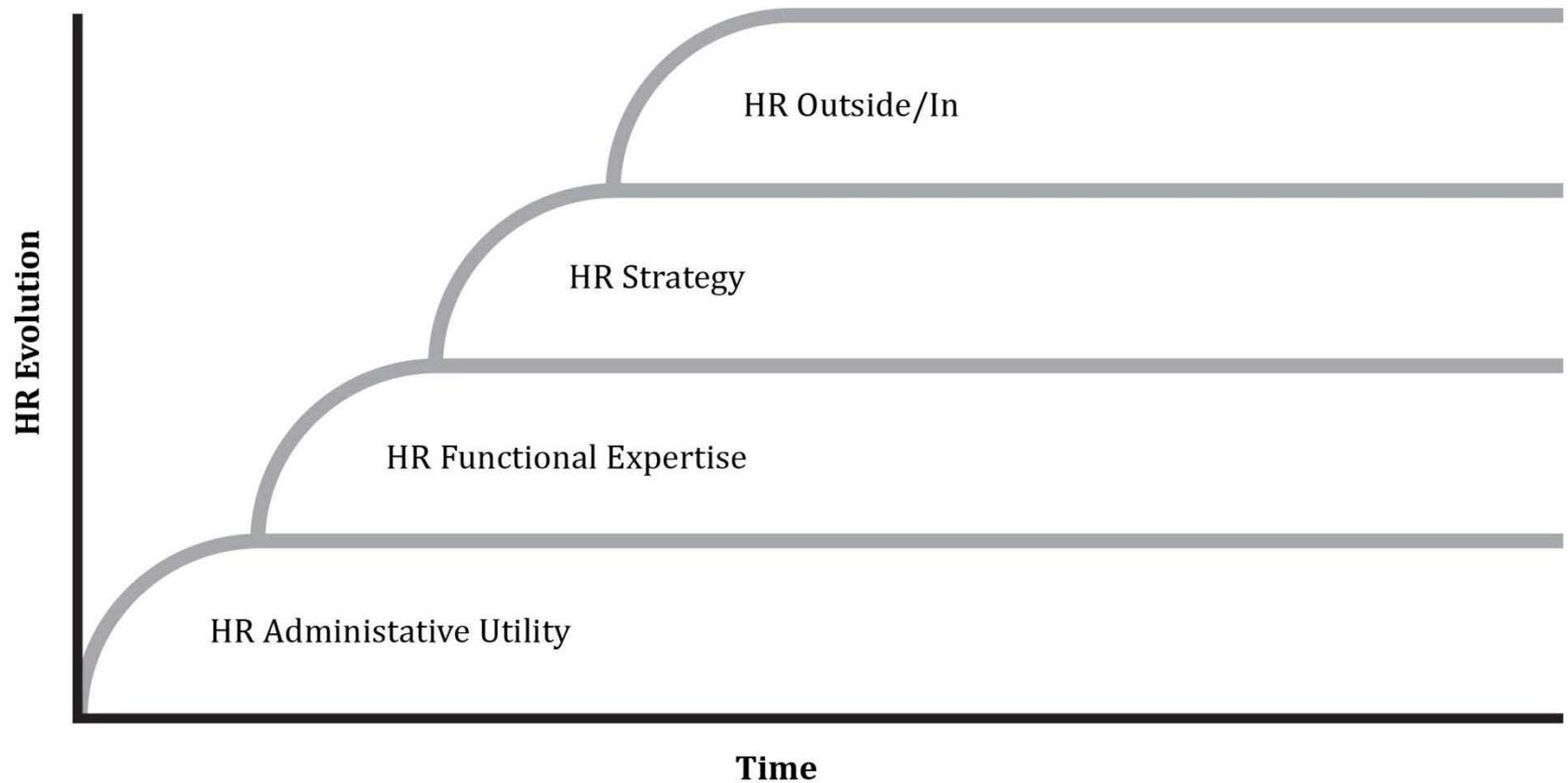
- Build an exceptional University where grand societal challenges are addressed
- Support excellence and, with intention, reject complacency
- Establish a culture of reciprocal engagement, capitalizing on our unique location
- Aggressively recruit, retain, and promote field shapers

Workforce 2020

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.

HR Outside In: Evolution of HR



“7 HR trends implications for HR professionals as a University partner,” Dave Ulrich, cupa-hr conference, October 2013.

How Human Resources Provides Value: Operational Excellence

1. Systems

- HRMS
- Classification and pay
- Benefits

2. Policies

- Provide equitable treatment
- Mitigate risk

3. Efficient Transactions

- Job Center
- Payroll & benefits

4. Workforce Metrics

- Support decision-making

How HR Can Provide Greater Value: Strategy and Preparing for the Future

1. Supporting change and cultural transformation
2. Leadership development
3. Talent management and employee engagement

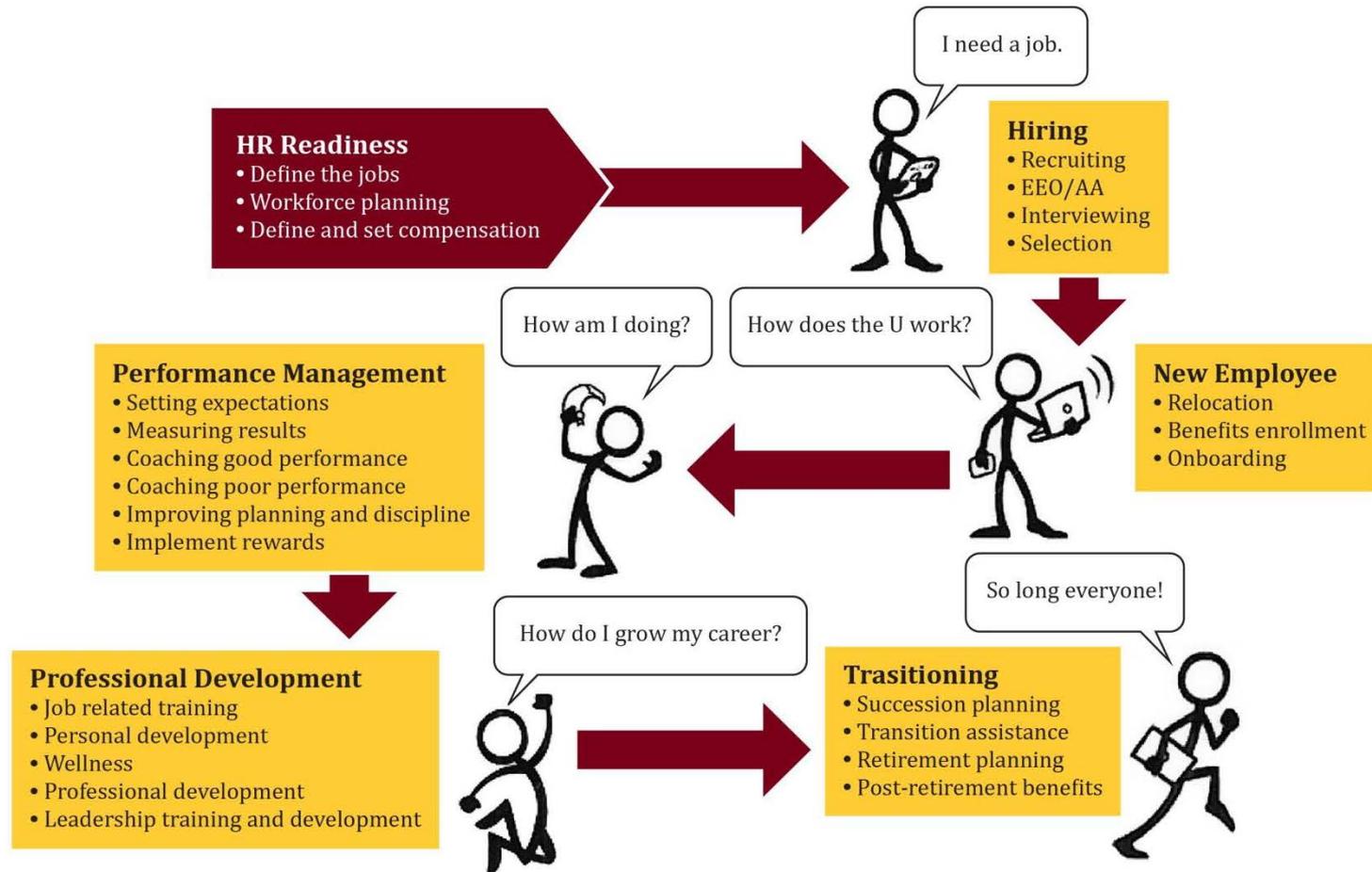
Human Resource Contributions to Culture

- Employee Engagement
 - Ongoing support for 2013 action planning at the unit and department level
 - Deliver 2014 employee engagement survey and report.
- Campus Climate
 - Provide data, analytics, and consulting related to engagement and its relationship to campus climate.
- Support Diversity & Inclusion
- Change Management
 - Support the change management needs for human resource initiatives.
 - Create standard practices for change management to improve agility and resilience.

Defining and Empowering Leader Key Competencies

- Innovates
- Drives efficiency
- Thinks strategically
- Aligns resources
- Selects and develops talent
- Motivates and inspires others
- Builds relationships
- Is resilient & courageous
- Operates with integrity
- Learns and adapts

Talent Management Roadmap for University of Minnesota Employees



Human Resource Challenges

- Realigning OHR infrastructure and the University staffing model to match the strategic priorities of the University
- Repositioning OHR as a strategic partner instead of a provider of just transactional human resource services
- Measuring success and demonstrating a return on investment through metrics

Potential Impact of Strategic Human Resources

- Recruitment and retention of qualified workforce
- Resilient leadership
- Metrics-driven workforce decision-making
- Increased productivity and innovation
- Improved employee wellbeing and engagement
- Effective change management
- Equitable treatment of all employees
- Mitigation of institutional risk

Takeaways

- The University's human resource function is being realigned with the University strategic priorities.
- OHR is building a human resource infrastructure to empower leaders and managers.
- OHR will be an advisor, consultant, and catalyst for talent and leadership development and culture change.
- OHR will help the University deliver a return on its investment in people measured by increased productivity and innovation.

Discussion



BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs Committee

September 11, 2014

Agenda Item: Update on Employee Engagement

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters:

- Kathryn Brown, Vice President, Office of Human Resources
- Brandon Sullivan, Director, Leadership and Talent Development, Office of Human Resources
- Eric Schwartz, Dean, Hubert H. Humphrey School of Public Affairs

Purpose & Key Points

This presentation provides an update on the comprehensive employee engagement efforts launched in 2013 to measure and shape faculty and staff satisfaction with and connection to the University of Minnesota system. The presentation includes an overview of the science of engagement, accomplishments to date, high-level insights, and a case study from Hubert H. Humphrey School of Public Affairs.

Background Information

The Faculty & Staff Affairs Committee heard updates on employee engagement at its September 12, 2013, and February 13, 2014 meetings.

Progress and Next Steps in Enhancing Employee Engagement

Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
Brandon Sullivan, Ph.D., Director of Leadership and Talent Development
September 11, 2014

What We Will Cover Today

- The science of engagement
- Key accomplishments and milestones
- What we're learning
- What we're doing
- Case study: Humphrey School of Public Affairs
- Next steps
- Considerations for Year 2

The Science of Engagement: Q&A

Q: What is engagement?

A: Engagement is “the mental state underlying high degrees of work motivation” ¹

Q: What does engagement look like?

A: Highly engaged people are able to do three things: ^{2, 3}

- Remain fully focused (absorption)
- Be energetic and mentally resilient (vigor)
- Stay committed and involved (dedication)

The Science of Engagement: Q&A

Q: What creates strong engagement?

A: Meaningful challenges with the support, resources, and confidence to address them ^{1, 4, 5, 6}

Five Factors That Drive Engagement ^{4, 5, 6, 7, 8, 9, 10}	
<ul style="list-style-type: none">• Individual characteristics (e.g., personality traits)• Leadership behaviors (e.g., concern for wellbeing of others)• Job resources (e.g., autonomy, positive climate)	<ul style="list-style-type: none">• Job hindrance demands (e.g., role ambiguity)• Job challenge demands (e.g., job complexity)

The Science of Engagement: Q&A

Q: Why is engagement important?

A: Engagement has been linked with:

Organizational Performance	Individual Performance	Work-Life
<ul style="list-style-type: none">• Unit-level financial performance, productivity and turnover ¹¹• Workplace safety ¹¹• Customer/patient/student satisfaction ^{11, 12}	<ul style="list-style-type: none">• Individual job performance ^{13, 14}• Going above and beyond ^{14, 15}	<ul style="list-style-type: none">• Relationship satisfaction ¹⁶• Emotional wellbeing ¹⁷

Key Accomplishments and Milestones

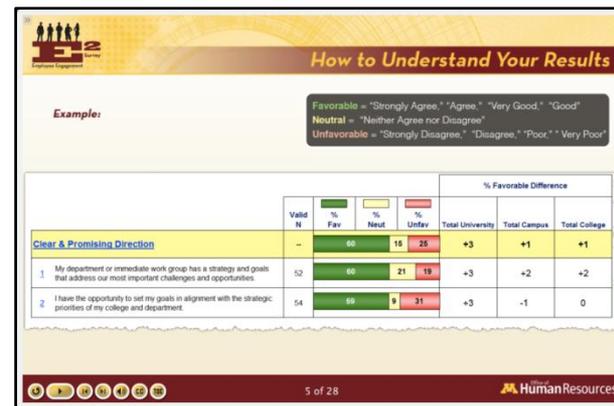
- Administered baseline survey October 14–November 8, 2013
 - A record 11,037 faculty and staff responded
- More than 50 presentations in 13 weeks
 - Chancellors, Deans, Vice-Presidents, and Vice-Provosts
 - Campus conversation
- Online reports to units with at least 10 responses

Engagement Process and Timeline



Key Accomplishments and Milestones

- Deeper analysis to provide key insights
 - Local engagement patterns
 - Enterprise-wide themes
- Training, resources, and support for leaders and HR Leads



Key Accomplishments and Milestones



Midwest Region

Received 2014 Midwest Region
Excellence in Human Resource
Practices Award from the College
and University Professionals
Association for Human Resources

Member Spotlight

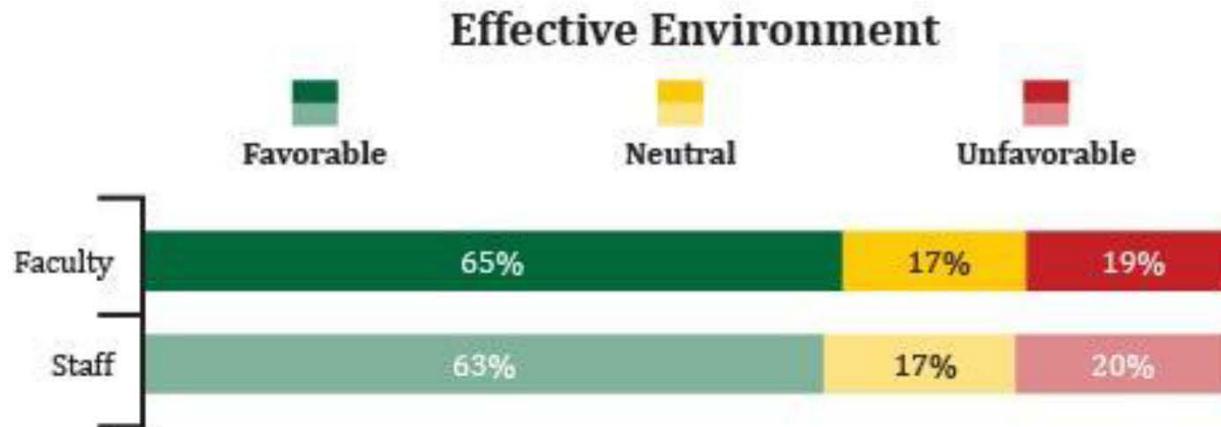
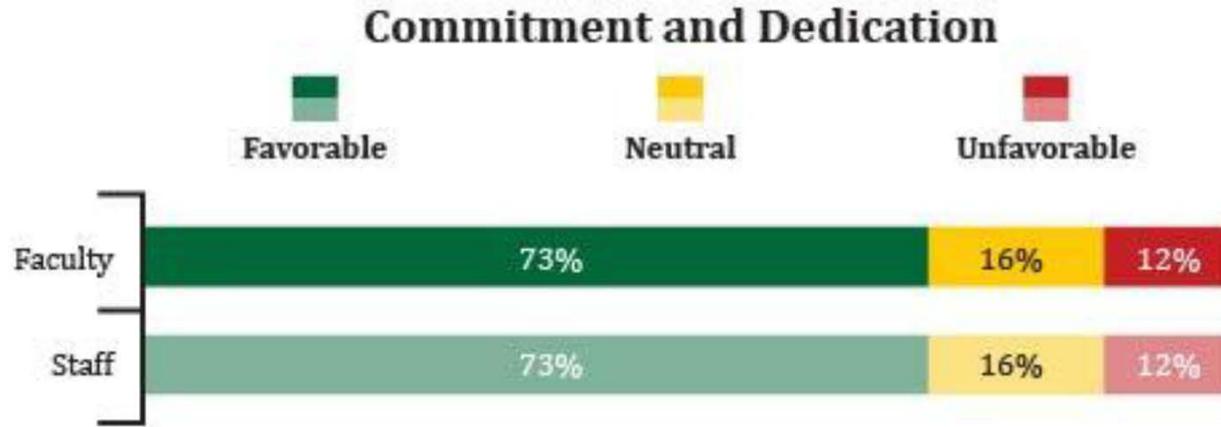
Congratulations to **Linda Peltier**, vice president of strategic human resources at Edison State Community College, for her appointment to the CUPA-HR national board of directors. [Read more »](#)

Congratulations to **Laurita Thomas**, associate vice president for human resources at University of Michigan-Ann Arbor for her appointment to the CUPA-HR national board of directors. [Read more »](#)

Congratulations to the **University of Minnesota Office of Human Resources** for receiving the Midwest Region's 2014 Excellence in HR Practices Award.

Congratulations to **University of Michigan Human Resources** for receiving the Midwest Region's 2014 Successful Practices Award.

What We're Learning



What We're Learning

Signature Strengths

- Commitment to quality, impact, and excellence
- Challenging, meaningful work
- Individuals treated with respect

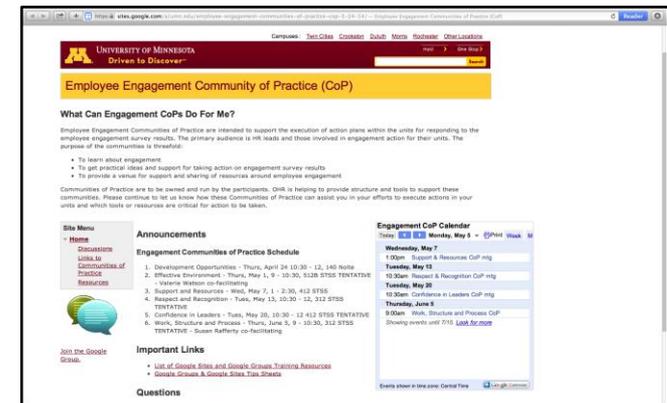
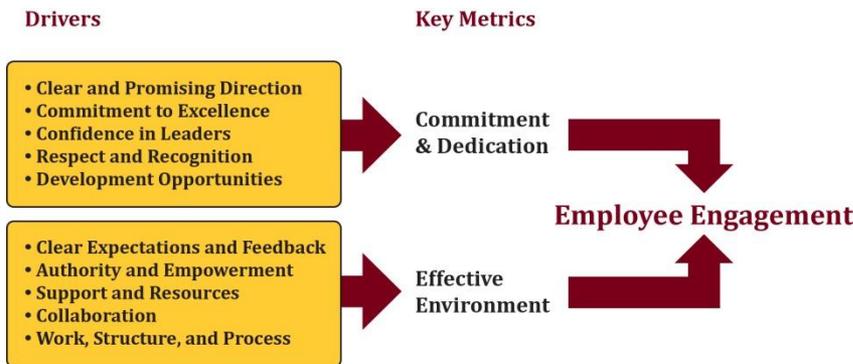
Opportunities for Improvement

- Efficient operations and work processes
- Supervision and leadership skills
- Development and mentoring

- Significant variability across units and disciplines
- Data is illuminating and aligning with local efforts
- Wellbeing is strongly linked with engagement.

What We're Doing

- Online action-planning toolkit
- Communities of practice to facilitate knowledge sharing and dissemination of best practices



What We're Doing

- Supporting Twin Cities strategic planning
- Informing campus climate efforts
- Emphasizing wellbeing as a key driver of engagement and a respectful, inclusive climate
- Working closely with the Office of Equity and Diversity on diversity and inclusion efforts

What We're Doing

- Defined common leadership challenges and competencies
- Introduced tools to measure and develop competencies
 - Stakeholder feedback assessments
 - 360-degree assessments
 - Developmental action-planning and consulting
 - Leadership assessments to inform selection and onboarding
- Designed new leadership development strategy for the University

Engagement Case Study

Humphrey School of Public Affairs A leader in employee engagement

Next Steps

- Administer 2014 survey October 13–31
- Second round of results presented to executives January–March 2015
- New questions to encourage local communication and action
 - “I participated in a feedback meeting about the previous survey results.”
 - “The information from this survey will be used constructively.”
 - “Action was taken on issues raised in the last survey.”
- Enhance support for mid-level leaders
- Wellbeing resources to inform actions

Considerations for Year 2

- Units are addressing engagement, but this is a new process and requires sustained focus.
- We are not expecting big, across-the-board increases in Year 2.
- Keep the discussion going throughout strategic planning and talent management touch-points.

References

1. Bledow, R., Schmitt, A., Frese, M., & Kuhnel, J. 2011. "The affective shift model of work engagement." *Journal of Applied Psychology* 96:1246-1257.
2. Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V., & Bakker, A.B. 2002. "The measurement of engagement and burnout: a two sample confirmatory factor analytic approach." *Journal of Happiness Studies* 3:71-92.
3. Schaufeli, W.B., Bakker, A.B., & Salanova, M. 2006. "The measurement of work engagement with a short questionnaire: a cross-national study." *Educational and Psychological Measurement* 66:701-16.
4. Woods, S. A., & Sofat, J.A. 2013. "Personality and engagement at work: the mediating role of psychological meaningfulness." *Journal of Applied Social Psychology* 43:2203-10.
5. Crawford, E.R., LePine, J.A., & Rich, B. L. 2010. "Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test." *Journal of Applied Psychology* 95:834-48.
6. May, D.R, Gilson, R.L., & Harter, L.M. 2004. "The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work." *Journal of Occupational and Organizational Psychology* 77:11-37.
7. Christian, M.S., Garza, A.S., & Slaughter, J.E. 2011. "Work engagement: a quantitative review and test of its relations with task and contextual performance." *Personnel Psychology* 64:89-136.
8. Macey, W., & Schneider, B. 2008. "The meaning of employee engagement." *Industrial and Organizational Psychology* 1:3-30.
9. Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O.K., & Espevik, R. 2014. "Daily transactional and transformational leadership and daily employee engagement." *Journal of Occupational and Organizational Psychology* 87:138-57.

References

10. Shuck, B. 2011. "Integrative literature review: four emerging perspectives of employee engagement." *Human Resource Development Review* 10:304-28.
11. Harter, J.K., Schmidt, F.L., & Hayes, T.L. 2002. "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis." *Journal of Applied Psychology* 87:268-79.
12. Salanova, M., Agut, S., & Piero, J.M. 2005. "Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate." *Journal of Applied Psychology* 90:1217-27.
13. Bakker, A.B., Demerouti, E., & Brummelhuis, L.L. 2012. "Work engagement, performance, and active learning: the role of conscientiousness." *Journal of Vocational Behavior* 80:555-64.
14. Rich, B.L., LePine, J.A., & Crawford, E.R. 2010. "Job engagement: antecedents and effects on job performance." *Academy of Management Journal* 53:617-35.
15. Dalal, R.S., Baysinger, M., Brummer, B.J., & LeBreton, J.M. 2012. "The relative importance of employee engagement, other job attitudes, and trait affect as predictors of job performance." *Journal of Applied Social Psychology* 42:295-325.
16. Bakker, A.B., Shimazu, A., Demerouti, E., Shimada, K., & Kawakami, N. 2014. "Work engagement versus workaholism: a test of the spillover-crossover model." *Journal of Managerial Psychology* 29:63-80.
17. Torp, S., Grimsmo, A., Hagen, S., Duran, A., & Gudbergsson, S.B. 2012. "Work engagement: a practical measure for workplace health promotion?" *Health Promotion International* 28:387-96.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

September 11, 2014

Agenda Item: Employee Wellbeing

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters: Kathryn F. Brown, Vice President, Office of Human Resources
Mary Jo Kreitzer, Director, Center for Spirituality and Healing; Professor, School of Nursing

Purpose & Key Points

Employee wellbeing is an emerging topic in higher education and the corporate sector. Through extensive work and research around integrative health and healing, the University's Center for Spirituality and Healing has identified six dimensions that contribute to wellbeing. These take into account our interconnectedness and interdependence with our friends, families, and communities, as well as the personal and global environment we live in. The dimensions also address the importance of security and purpose in our lives.

This model, with its research- and practice-based rigor, can be applied at both the individual and organizational level, impacting individuals and the organizations where they apply their time and talents in positive and measurable ways.

In this presentation, Dr. Mary Jo Kreitzer will share more about this model and its impact on employee and organizational wellbeing and discuss the measurable benefits of focusing on wellbeing for faculty, staff and the University. She will also address the emerging interrelatedness between wellbeing and employee engagement.

A large, mature tree with dense green foliage stands prominently on a rocky outcrop. The rock formation is light-colored and shows signs of weathering, with a natural archway visible. The background is a clear, bright blue sky. The overall scene is peaceful and natural.

Wellbeing: A Key Driver of Engagement

September 2014





University of Minnesota Engagement Survey 2013

- Item – “My department demonstrates a commitment to supporting my overall wellbeing.”
- Wellbeing was one of the most strongly correlated items with engagement for faculty.
- Was in the top 4 or 5 items for staff.
- Wellbeing was also one of the items most related to feeling respected and departmental inclusion.



Culture of Wellbeing

Strategic Imperative



“2014 has been the year when the discussion of wellbeing has migrated from health and wellness magazines to business magazines.”

A Huffington 7/7/14



WHY DOES BUSINESS CARE ABOUT WELLBEING?

- Health and wellbeing of employees is inseparable from the bottom line.
- Impacts productivity, company profitability.
- State of our minds and bodies is directly connected to the quality of our work.

INTEL

- 9-week mindfulness course "Awake@Intel" is available to their over 100,000 employees. Among those who have already taken part, on a 10-point scale there's been a 2 point decrease in experiencing stress, a 3 point increase in wellbeing and happiness and a 2 point increase in creativity and new ideas.

AETNA

- 13,000 employees have participated in one of their mindfulness-based wellness programs
- Aetna's health costs decreased by 7 percent in 2012.
- Participants in a pilot program saw their levels of stress go down 30 percent. Since the program has expanded, employees have realized gains of 69 minutes of productivity per week.



THE WALL STREET JOURNAL.

WSJ.com

Updated April 14, 2012, 12:04 a.m. ET

The Simple Idea That Is Transforming Health Care

A focus on quality of life helps medical providers see the big picture—and makes for healthier, happier patients



DEFINING WELLBEING

- Happy, healthy and prosperous
- A state of being in balance or alignment
- Content
- Peaceful
- Connected to purpose
- In harmony
- Safe



Whole

WELLBEING

- Whole person
- Increase capacity and expand potential
- Possible even with chronic illness and maturing bodies
- Individual, family, organization, community and nation





Purpose, Wellbeing and Longevity

- Study of over 6,000 people funded by the NIA, researchers found that people who had a greater sense of purpose and direction in life were more likely to outlive their peers.
- People with a sense of purpose had a 15% lower risk of death compared to those who said they were aimless.

(Hill et al, 2014)

Created by the Center for Spirituality & Healing and Charlson Meadows.

TAKING CHARGE OF YOUR HEALTH & WELLBEING

[Tips for change](#) [Health conditions](#) [Glossary](#) [Our experts](#) [About us](#)

ENHANCE
your wellbeing

NAVIGATE
the healthcare system

EXPLORE
healing practices



ADVANCE YOUR WELLBEING

through integrative health and healing

Learn, engage, act

TIPS for Change

1  Doing Good: Improving Your Community with Social

ENHANCE your wellbeing

The Wellbeing Model



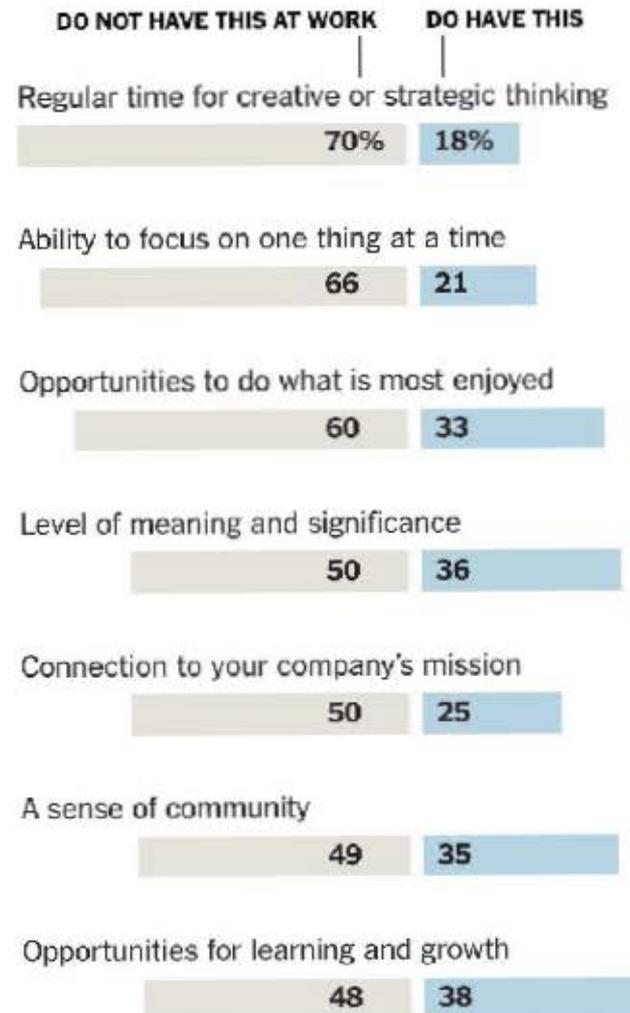
ORGANIZATIONAL WELLBEING

- NYT article “Why you hate work” – May 2014
- Gallup Poll – only 30% of employees in America feel engaged at work.
- White-Collar Salt Mines
- For most, work is a depleting, dispiriting experience that is getting worse.



White-Collar Salt Mine

A 2013 survey of 12,115 workers worldwide found that many lacked a fulfilling workplace.





Opportunities to do what you do best



Ability to prioritize your tasks



Overall positive energy



Understanding of how to be successful



Ability to balance work and home life



Ability to disengage from work



Comfort in truly being yourself





HEALTH

Financial health and viability

Ethics and sustainability of
business practices

Workload

Clarity of roles and
responsibilities

Population health



PURPOSE

Clarity of vision and mission

Alignment of leadership and staff

Alignment of strategic goals and resources

Opportunities for personal and professional development

Perception of challenge and control



RELATIONSHIPS

Authentic connections

Recognition, respect, trust and dignity

Effective teams

Positive manager/employee relations

Engagement, retention, satisfaction and turnover



COMMUNITY

Cohesiveness

Connections within and
beyond

Strong social network

Shared purpose and
meaning

Support

Reciprocity

Caring



Sense of equity

Stability

Clear communication and
expectations

Personal safety

Culture of safety



ENVIRONMENT

Adequacy of resources

Built environment

Free of toxins

Access to nature

Green Practices

Culture of sustainability
and stewardship



ORGANIZATIONAL SUCCESS

- Research shows that the most successful, innovative organizations are built on cultures of engagement and wellbeing.
- Best talent and the greatest contributions to society come not from organizations that pay the highest wages, but rather from organizations with the most effective cultures.



Creating a Culture of Wellbeing

- Awareness - Survey
- Tools and Resources
- Faculty and Staff Empowerment
 - Project and Change Management Collaborators
- Leadership Development





MN and Twin Cities Wellbeing Metrics

- #1 bike friendly city
- 2nd healthiest state in the nation
- 3rd best state for wellbeing
- 4th happiest state in America and 4th best city (Minneapolis) to get a job
- 7th best city in the nation to be an artist (Minneapolis)
- Best parks in the US (Minneapolis)



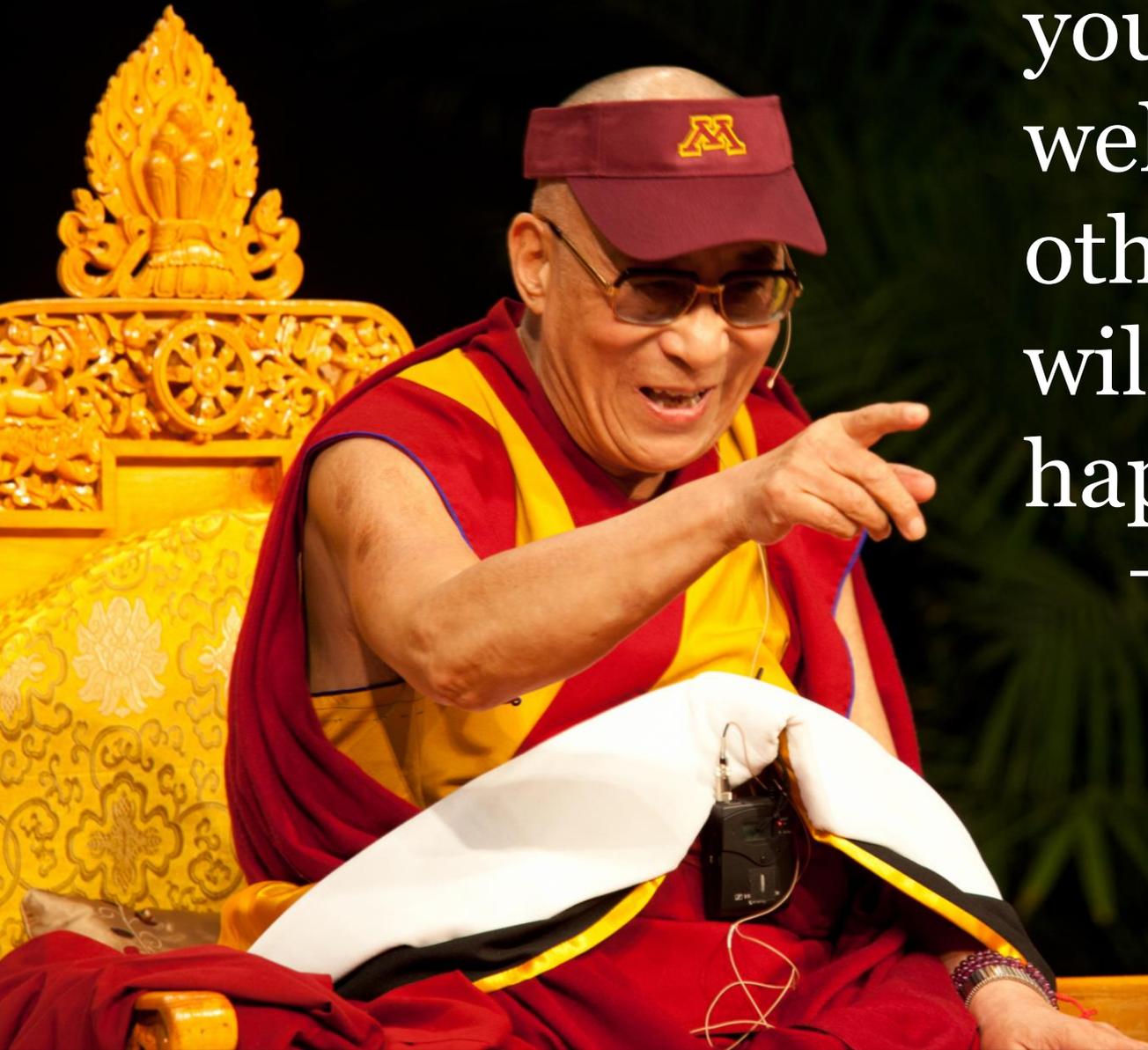
“Above Average”

A serene beach scene at sunset. The sun is low on the horizon, casting a warm glow over the water and sand. The waves are gentle and rhythmic. In the foreground, a single white feather lies on the reddish-brown sand. The background shows a line of trees on the distant shore.

Global Wellbeing Indices

Canadian Index of Wellbeing
Netherlands Life Situation Index

Australia, UK, Finland, France, Italy, Japan.
New Zealand, Luxembourg



“Dedicate
yourself to the
wellbeing of
others and you
will find
happiness.

- His Holiness, the
14th Dalai Lama





BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

September 11, 2014

Agenda Item: Consent Report

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters: Kathryn Brown, Vice President, Office of Human Resources

Purpose & Key Points

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. This report includes:

- Conferral of Tenure for outside 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 & Staff Affairs Committee for action.

President's Recommendation

The President recommends approval of the consent report.

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 September 2014 Board of Regents meeting – Twin Cities campus Recommended by Senior Vice President for Academic Affairs and Provost Karen Hanson

Jeffrey Bishop

**Associate Professor with tenure
Department of Experimental and Clinical Pharmacology
College of Pharmacy**

Jeffrey Bishop received his Pharm.D. from the University of Iowa in 2003 and his M.S. in clinical investigation from the University of Iowa Carver College of Medicine in 2005. Currently, Dr. Bishop is an associate professor with tenure in the College of Pharmacy at the University of Illinois at Chicago. His research focuses on the understanding of pharmacogenetic and genomic aspects of drug response and tolerability in medications used to treat psychiatric disorders. External reviewers speak very highly of his research and his ability to collaborate with other researchers. He has taught Pharm.D. students, pharmacy residents, medical residents, and Ph.D. students and his national service is excellent for this stage in his career.

Paul Dauenhauer

**Associate Professor with tenure
Department of Chemical Engineering and Materials
Science
College of Science and Engineering**

Paul Dauenhauer received his Ph.D. in chemical engineering from the University of Minnesota in 2008. Currently, Dr. Dauenhauer is the DuPont Young Professor of Chemical Engineering at the University of Massachusetts at Amherst. His research topics include reaction engineering and catalysis with applications to biosources energy feedstock. He has received considerable funding from government agencies and industrial sources as well as early CAREER awards from the Department of Energy and the National Science Foundation. Dr. Dauenhauer has been an effective mentor and teacher for his students.

Howard Louthan

**Professor with tenure
Department of History
College of Liberal Arts**

Howard Louthan received his Ph.D. from Princeton University in 1994. Currently, Dr. Louthan is a professor in the Department of History at the University of Florida where he has taught since 2002. His research focuses on the cultural, intellectual and religious history of early modern Central Europe (1400-1800), particularly the bridge between German and Slavic worlds. He was inducted into the Academy of Distinguished Teaching Scholars and has won other teaching awards while at the University of Florida. In addition to his appointment as professor with tenure in the Department of History, Dr. Louthan will also assume the role as director of the Center for Austrian Studies beginning in 2015.

Michael McAlpine

Associate Professor with tenure
Department of Mechanical Engineering
College of Science and Engineering

Michael McAlpine received his Ph.D. in chemistry from Harvard University in 2006. Currently, Dr. McAlpine is an assistant professor in the Department of Mechanical and Aerospace Engineering at Princeton University. His work is in the area of nanomaterials for energy generation, nanomaterials for sensing, and the integration of biological and inorganic materials into biomedical implants and devices. He has established a strong research program while at Princeton and has published many papers in very high impact journals. External reviewers consider Dr. McAlpine a real pioneer in the field of nanotechnology.

Amy Pittenger

Associate Professor with tenure
Department of Pharmaceutical Care and Health Systems
College of Pharmacy

Amy Pittenger received her Pharm.D. in pharmacy from the University of Minnesota in 1993. Currently, Dr. Pittenger is a contract faculty member at the rank of associate professor in the Department of Pharmaceutical Care and Health Systems. She is also the director of the Pharmacy Learning Collaborative and the director of Interprofessional Education for the College of Pharmacy. She specializes in the field of educational technology as it applies to the discipline of Social Pharmacy and interprofessional education. Dr. Pittenger has an outstanding record of teaching and service at the University.

Andrea Sterk

Associate Professor with tenure
Department of History
College of Liberal Arts

Andrea Sterk received her Ph.D. from Princeton Theological Seminary in 1994. Currently, Dr. Sterk is an associate professor with tenure in the Department of History at the University of Florida where she is affiliated with the Department of Religion and the Center for Medieval and Early Modern Studies. Her scholarly work is in the religious history of the late ancient-early medieval Mediterranean world and the history of Christianity. External reviewers praised Dr. Sterk's breadth of scholarship and expertise in her area of research. She is a prolific educator receiving a number of teaching awards and her service is exemplary.

Harold Tu

Associate Professor with tenure
Department of Developmental and Surgical Sciences
School of Dentistry

Harold Tu received a doctorate in dental medicine from the University of Oregon Dental School in 1977 and an M.D. in 1979 from the University of Nebraska where he completed a residency in oral surgery in 1982. Currently, Dr. Tu is a private practitioner at the Facial Surgery Institute in Omaha, Nebraska, and an adjunct professor in surgery at the University of Nebraska Medical Center. His research interests include maxillofacial surgery recovery and pain treatments, and arthrography and nuclear magnetic resonance of the temporomandibular joint. Dr. Tu comes to the University with an exceptional national reputation, demonstrated leadership in the oral and maxillofacial community, and a clear record of clinical excellence.

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

Lori Carrell

Professor with tenure
Vice Chancellor for Academic Affairs and Student
Development
Center for Learning Innovation
University of Minnesota Rochester

Lori Carrell received her Ph.D. in speech communication from the University of Denver in 1991. Dr. Carrell comes to the University from the University of Wisconsin at Oshkosh where she is a distinguished professor of communication, director of the Center of Excellence in Teaching and Learning, and Interim director of the University Studies Program. Her research focuses on the transformative power of the spoken word with a unifying theme of teaching and service. Dr. Carrell is an accomplished classroom instructor and pedagogical expert. She is a widely published scholar with a national reputation and an outstanding service record.

Tenured Internal Hire

Kristin Janke

Professor with tenure
Department of Pharmaceutical Care and Health Systems
College of Pharmacy

Kristin Janke received her Ph.D. in pharmacy administration from the University of Minnesota in 1993. Dr. Janke is currently a contract (non-tenure track) faculty member in the Department of Pharmaceutical Care and Health Systems and has been at the U of M full time for 17 years. She has been extremely successful in building a strong research portfolio in the area of scholarship of teaching, learning and assessment and she has a number of publications in the leading journals in her field. External reviewers noted her exceptionally high teaching productivity and excellent approach to teaching. Her local and national service has been exemplary.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

September 11, 2014

Agenda Item: Information Items

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters: Kathryn 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 and Staff Affairs Committee agenda.

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

September 11, 2014

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

Brian Buhr has been named dean of the College of Food, Agricultural and Natural Resource Sciences and director of the Minnesota Agricultural Experiment Station. Buhr has been interim dean and director since August 2013. He is a professor of applied economics who joined the University's faculty in 1992. His expertise is in commodity marketing, with an emphasis on livestock markets. An Iowa native, Buhr earned his Ph.D. in economics from Iowa State University.

Lori J. Carrell has been hired by the University of Minnesota-Rochester to be the school's new vice chancellor for academic affairs and student development. She previously worked at the University of Wisconsin-Oshkosh, directing both the Center for Excellence in Teaching and Learning and the University Studies Program. Carrell earned her B.A. from Anderson University in Indiana, her masters at the University of Alaska-Anchorage, and her Ph.D. in speech communication from the University of Denver.

Josh Hamilton has joined UMD as the new dean of the Swenson College of Science and Engineering. Previously, he was the chief academic and scientific officer at the Marine Biological Laboratory in Woods Hole, MA, where he served from 2008 to 2013. In this role, he oversaw five research centers and programs and all educational and outreach programs. He received his Ph.D. in toxicology and M.S. in genetics from Cornell University and his B.S. in biology from Bridgewater State College in Massachusetts.

Alan Johns was named interim dean of the University of Minnesota Duluth Medical School. He has been serving as Assistant Dean for Medical Education and Curriculum at the UMD Medical School since 2011. He earned a B.S. in chemical engineering from the University of Minnesota Twin Cities and is a charter class member of UMD's Medical School. He also has an MEd degree from the University of Minnesota Duluth.

University Highlights

Boynton Health Service was honored for 35 years of quality service and continuous accreditation by the Accreditation Association for Ambulatory Health Care (AAAHC), which sets industry

standards for patient safety and care. In 1979 Boynton was the nation's first college health service to be accredited by AAAHC.

Forbes magazine has named the U of M Twin Cities a "Rising Star College" for climbing 435 spots in the magazine's rankings since 2009 – the most by any college nationwide. High retention rates, low debt burden, and high graduate salaries are three reasons cited in the ranking.

The University of Minnesota launched a record 15 startup companies based on discoveries and inventions by U researchers during the past year. These companies, which top the previous record of 14 companies in fiscal 2013, demonstrate the U's commitment to bringing revolutionary discoveries to the market in key industries.

The University of Minnesota Morris has achieved the following:

- ranked by *Sierra Magazine* as one of their Top 40 Cool Schools. The publication ranks universities that lead sustainability initiatives and strive to protect and preserve the environment.
- included in *Forbes* magazine's listing of America's Top Colleges. Rankings are based on an institution's success in the areas of student satisfaction, post-graduate success, graduation rate, and academic success.
- named the most effective public four-year institution in Minnesota by the Midwestern Higher Education Compact (MHEC). MHEC noted that Morris is "quite efficient," graduating more students than expected at a reasonable price.
- featured in the *Fiske Guide to Colleges* for the fourth consecutive year. The guidebook delivers an insider's look at the academic climates and the social and extracurricular scenes at the "best and most interesting" schools in the U.S., Canada, and Great Britain.

The National Weather Service recognized the University's Southern Research and Outreach Center in Waseca for 100 years of taking daily weather observations. There are more than 10,000 similar locations across the country; fewer than one percent of those have a record like Waseca's.

The University of Minnesota Duluth's Tweed Museum of Art received the 2014 Best of the Lake Award for best gallery/museum in Minnesota from *Lake Superior Magazine*.

UMD is among Campus Pride's list of 2014 Top 50 LGBT-Friendly Colleges and Universities, receiving five out of five stars for its overall campus climate. Among the features that led to UMD's outstanding campus climate ranking include a full-time GLBT director and an active Queer and Allied Student Union. Campus Pride is the leading national organization for student leaders and campus groups working to create a safer college environment for LGBT students.

UMD's Department of Intercollegiate Athletics received four "Best of" awards from the National Association of Collegiate Marketing Administrators for marketing and fan-experience work during the 2013-14 sports season. The department received a gold award for Sponsorship Activation; a gold for its 2013 football schedule promotional poster; a silver for its Penalty Box t-shirt, designed by graphic design student A. J. Liskiewicz; and a bronze for a new revenue-generating idea.

The University of Minnesota Law Library has been honored with the Joseph L. Andrews Legal Literature Award for *Walter F. Mondale: Spokesman for Reform and Justice in the U.S. Senate*, a comprehensive Web site devoted to the former vice president's senatorial career. The award, the most prestigious legal literature honor granted by the American Association of Law Libraries, recognizes works—books, pamphlets, articles, Web sites, databases—that make a significant textual contribution to legal literature.

The University of Minnesota, Duluth was recognized as an American Heart Association's Fit-Friendly Company. The award recognizes that UMD has set a high standard as a healthy campus community with concern for the health of staff and continued progression and success in implementing a system that focuses on good health.

UMD has been named one of the best colleges for summer school by Collegechoice.net, an independent online publication dedicated to helping students and their families find the right college. The site noted Duluth's "ideal blend of natural and urban attractions."

Classroom Technical Services received an AMX Innovation Award in collaboration for its design of the College of Pharmacy's Active Learning and Interactive Video Environment. The awards were established by AMX and the University Business Leadership Institute to recognize members of the AMX Education Alliance for transforming education through innovative accomplishments and practices.

The University of Minnesota, Morris will receive a 2014 Climate Leadership Award from Second Nature, a national nonprofit that works to create a healthy, just, and sustainable society by transforming higher education. The awards are presented annually to institutions that demonstrate innovative and advanced leadership in education for sustainability and climate mitigation and adaptation. Morris' nomination for the award was based in part on its renewable energy projects.

Faculty and Staff Activities and Awards

Courtney Aldrich, medicinal chemistry, has been named editor-in-chief of the American Chemical Society's new, web-only journal, *ACS Infectious Diseases*—the first journal to highlight chemistry and its role in infectious diseases research.

Alexandre Ardichvili, organizational leadership, policy, and development, has been elected to become the next president of the University Council for Workforce and Human Resource Education. He will serve as president-elect in 2014-16 and will assume the role of president in summer 2016. The Council provides leadership for teaching, research, and service initiatives in career and technical education and human resource development.

Four University of Minnesota nursing faculty will be inducted as fellows into the American Academy of Nursing in October: Dawn Bazarko, Mary Chesney, Susan Henly, and Kathleen Krichbaum. They join an elite group of nurse fellows worldwide who are recognized for their leadership in health systems, government, science and academia and their contributions to health care. This announcement brings the number of faculty fellows at the University of Minnesota to 22 – 30 when the school's faculty emeriti are included.

Jeff Bender, veterinary public health, Adrian Hegeman, horticultural science, Krishona Martinson, animal science, and Stephanie Valberg, veterinary population medicine, were awarded the 2014 British Equine Veterinary Association's Richard Hartley Clinical Award for their research linking seasonal pasture myopathy to box elder tree seeds.

Staff in the Extension Center for Community Vitality won several awards at the 2014 conference of the National Association of Community Development Extension Professionals, including the following: John Bennett, Michael Darger, Kathi Schaff, Brigid Tuck, and Mary Vitcenda for Excellence in Community Development Work, Team; Jody Horntvedt for Educational Package, Individual; and Bruce Schwartau for Educational Piece, Individual.

The American Psychological Foundation has named Professor Emeritus Thomas Bouchard, Jr., psychology, its 2014 recipient of the Gold Medal Award for Life Achievement in the Science of Psychology. The citation reads, in part, "His signature work, the Minnesota Study of Twins Reared Apart (MISTRA), was groundbreaking and inventive, exciting and controversial. It demonstrated that genetic influence is pervasive, affecting virtually all measured traits.... The MISTRA shaped the efforts of countless colleagues and graduate students, furthering and launching many careers and accomplishments."

James Boulger, biobehavioral health and population sciences at UMD, received the Rural Health Hero Award from the Minnesota Department of Health and the Minnesota Rural Health Association for his outstanding service to rural Minnesota communities over the span of four decades.

Jon Christianson, health policy and management, has been appointed vice chair of the Medicare Payment Advisory Commission, an independent Congressional agency established to advise the U.S. Congress on issues affecting the Medicare program.

Heather Conrad, restorative sciences-prosthodontics, was appointed to a four-year term on the administrative board of the American Dental Education Association's Council of Hospitals and Advanced Education Programs.

Mark Distefano, chemistry, has been named a 2014 American Chemical Society (ACS) fellow, honored for his outstanding contributions and service to chemistry, science, the profession, and the ACS.

Four Law School faculty members—R.A. Duff, Kristin Hickman, Herbert Kritzer, and Michael Tonry—are named in a new study of scholarly impact among law professors nationwide. The study was compiled and published by Professor Brian Leiter of the University of Chicago Law School on his influential blog, *Brian Leiter's Law School Reports*. The rankings list the top 10 scholars in 11 major legal specialties. Scholarly impact was measured by the number of times a professor's work was cited in articles found in the Westlaw journals database for the period 2009 through 2013.

Raymond Duvall, political science, will receive the International Studies Association's (ISA) Distinguished Scholar award in recognition of his many contributions toward the development of international theory through both scholarship and mentorship. The ISA is an interdisciplinary society composed of 6,500 scholars from all the social sciences and many of the humanities whose work focuses on international studies.

Art Erdman, mechanical engineering, and Jian-Ping Wang, electrical and computer engineering, have each won a Titans of Technology award from the *Minneapolis/St. Paul Business Journal*. The Titans of Technology awards honor the region's outstanding tech professionals and their supporters.

Kerry Fierke, Duluth pharmacy program, has been elected American Association of Colleges of Pharmacy Leadership SIG Secretary for a two-year term. The mission of this special interest group (SIG) is to support the development of leaders in all facets of the pharmacy profession and the academy.

Richard S. Frase, law, was recognized by the National Association of Sentencing Commissions as the 2014 Rick P. Kern Memorial Keynote Speaker. The award and keynote address were established to recognize an individual who has contributed greatly to the development of sentencing policy and research.

Georgios Giannakis, electrical and computer engineering, will receive the 2015 Fourier Technical Field Award from the Institute of Electrical and Electronics Engineers for his contributions to the theory and practice of statistical signal processing and its applications to wireless communications.

Vladas Griskevicius, marketing, is the 2014 recipient of the Early Career Award for Distinguished Scientific Contribution from the Human Behavior & Evolution Society. The award recognizes one excellent young scientist each year who has made distinguished theoretical and/or empirical contributions to the study of evolution and human behavior.

Angela Gupta, Extension educator in natural resource management & utilization, received the Early Career Leadership Award from the Association of Natural Resource Extension Professionals.

To celebrate the 50th anniversary of its founding, the International Federation of Interior Architects/Designers (IFI) established the IFI Fellowship to acknowledge exemplary international achievement within the interior architecture and design profession. Thirteen interior designers from around the world were honored with the inaugural award, including Professor Emeritus Denise Guerin, who retired from the University this spring after serving 24 years on the faculty.

Amy Hewitt, Institute on Community Integration, is serving as president of the American Association on Intellectual and Developmental Disabilities (AAIDD). With over 5,000 members, AAIDD promotes progressive policies, sound research, effective practices, and universal human rights for people with intellectual and developmental disabilities.

Richard James, aerospace engineering and mechanics, received the Theodore von Kármán Prize from the Society for Industrial and Applied Mathematics. This prize, awarded once every five years, celebrates a “notable application of mathematics to mechanics and/or the engineering sciences made during the five to ten years preceding the award.”

Stephen Kells, Extension entomologist, has been named to the Pest Control Technology magazine and Syngenta Professional Pest Management Crown Leadership Awards Class of 2014. Now in its 26th year, the Crown Leadership Award annually honors professionals who have made significant contributions to the growth and development of the pest control industry, as well as to their local communities.

Zhi-Quan (Tom) Luo, electrical and computer engineering, has been elected as a fellow to the Royal Society of Canada, the highest honor for a scholar or artist in Canada. Scholars and artists are elected on the basis of their exceptional contributions to Canadian intellectual life.

Aida Miles, public health nutrition, recently became speaker-select for the Academy of Nutrition and Dietetics’ House of Delegates. In this position Miles will lead the academy’s 100+ delegates in deliberations that affect the future of the nutrition and dietetics profession. She also will be part of the academy’s board of directors. The organization has a membership of over 75,000 nutrition and dietetics practitioners in the U.S. and abroad.

Kelly Lyn Mitchell, law, has been elected as president of the National Association of Sentencing Commissions (NASC). NASC is a non-profit organization that was created to facilitate the exchange and sharing of information, ideas, data, expertise, and experiences and to educate on issues related to sentencing policies, guidelines and commissions.

Mohamed Mokbel, computer science and engineering, was elected to a three-year term as chair of the Special Interest Group on Spatial Information of the Association for Computing Machinery.

Gerald Niemi, Natural Resources Research Institute (NRRI) at UMD, accepted the Eastern Region Honor Award for Excellence in Science and Technology from the U.S. Fish and Wildlife Service on behalf of NRRI’s Western Great Lakes Bird Monitoring Partnership. The Science Awards were established to recognize that effective wildlife management and conservation is founded on innovative scientific inquiry and principles.

Ted Pappenfus, UMM chemistry, received an award from the International Union of Pure and Applied Chemistry for his poster presentation at the 23rd International Conference on Chemical Education. His paper, titled “A Convenient Microscale Microwave Synthesis of Acetylferrocene,” describes an approach to introduce students to microwave chemistry as a synthetic tool for green chemistry.

Ted Pedersen, computer science at UMD, placed two systems in the top five in the Semeval 2014 Cross-Level Semantic Similarity shared task. In this competition, 38 systems from around the world automatically measured how similar words, phrases, sentences, and paragraphs are to one

another. The top five were determined based on their agreement with human judges who also completed the task.

Thunder of Freedom: Black Leadership and the Transformation of 1960s Mississippi, a book by Cheryl Reitan, UMD external affairs, and Sue Sojourner received an honorable mention in the University of Alabama's 2014 Deep South Book Prize and was a finalist for the 2013 Minnesota Book Awards.

Ira "Mimmu" Salmela, KUMD-FM Radio, was elected to the Association of Minnesota Public Educational Radio Stations (Ampers) board of directors. Ampers was founded in 1972 and is a collection of 16 independent community radio stations across Minnesota, including KUMD.

Pat Schommer, Center on Aging/Minnesota Area Geriatric Education Center, was appointed by Governor Mark Dayton to the Minnesota Board on Aging, which provides services to Minnesota seniors and their families, and proposes policy to address senior needs.

Myles Shaver, strategic management/entrepreneurship, was awarded the Irwin Outstanding Educator Award by the Business Policy and Strategy Division of the Academy of Management. The award honors eminent strategy scholars who have established a longstanding commitment to, and expertise in, imparting strategic management knowledge or educating others about strategic management.

Jerry Shurson, animal science, received the Award in Non-ruminant Nutrition Research from the American Feed Industry Association.

The U.S. Geological Survey has named an Antarctic mountain Mt. Sinha in honor of the pioneering research of Akhouri Sinha, genetics, cell biology and development. Sinha did research in Antarctica in 1972 and 1974, making discoveries that are relevant today as that continent is swept up in climate change and faces other threats.

Aaron Sojourner, Center for Human Resources and Labor, has been named to the Cradle to K Cabinet, a major initiative of Minneapolis Mayor Betsy Hodges aimed at closing the achievement gap in the city's education system by eliminating disparities for children from prenatal to three years old.

Kumar Tamma, mechanical engineering, was awarded the 2014 IACM Fellow Award from the International Association for Computational Mechanics.

David Tilman, ecology, evolution, and behavior, has been awarded the Premi Ramon Margalef Award for Ecology by the Spanish state of Catalonia. The award, created in honor of ecologist Dr. Ramon Margalef, recognizes people from around the world who have distinguished themselves by their dedication in the field of ecological science.

Kamil Ugurbil, Center for Magnetic Resonance Research, has been awarded the Richard R. Ernst Medal by the Laboratory of Physical Chemistry. The honor commemorates Swiss chemist Richard R. Ernst, who received a Nobel Prize in 1991 for his contributions to nuclear magnetic

resonance research. Ugurbil was cited for his passion to unite technology with biology and pioneering research.

Mike Vandenberg, UMM admissions, received the Distinguished Service Award from the Minnesota Association for College Admissions Counseling. The award is given to one candidate per year based on contributions to the organization and its programs and for making a difference in the lives of students.

Gayle Woodruff, curriculum and campus internationalization, was awarded the Marita Houlihan Award for Distinguished Contributions to the Field of International Education by NAFSA: Association of International Educators. The award recognizes an individual who has displayed “imaginative activity, outstanding enterprise, and creative contributions to the field of international education through research, writing, or program development.” Woodruff was recognized for her leadership in founding the University’s Internationalizing the Curriculum and Campus initiative.

Daniel Zismer, master of healthcare administration, has been appointed to the Commission on Accreditation of Healthcare Management Education (CAHME) Standards Council. In this role, Zismer and colleagues will maintain and continuously improve the accreditation standards of healthcare management education programs, and recommend standards for approval by the CAHME board of directors.