Faculty & Staff Affairs

December 2016

December 8, 2016
8:45 a.m. - 10:45 a.m.

East Committee Room, McNamara Alumni Center
1. Board of Regents Policy: Reservation and Delegation of Authority (Appointment Authority) - Review
   Docket Item Summary - Page 3
   Revised Policy - Page 5

2. Annual Report on Compensation
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4. Consent Report - Review/Action
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5. Information Items
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AGENDA ITEM:  Board of Regents Policy: Reservation and Delegation of Authority
(Appointment Authority)

☐ Review  ☐ Review + Action  ☐ Action  ☐ Discussion

☐ This is a report required by Board policy.

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

PURPOSE & KEY POINTS

The purpose of this item is to review and discuss proposed amendments to Board of Regents Policy: Reservation and Delegation of Authority.

The proposed amendments extend the Board’s reserved appointment and approval authority to initial appointments of, or substantive contractual amendments for, positions where the compensation as defined exceeds the base salary of the president.

The discussion in the Faculty & Staff Affairs Committee, which is the committee that ultimately recommends the appointment of senior leaders to the full Board in accordance with Board of Regents Policy: Board Operations and Agenda Guidelines, will further explore the proposed language. Important questions for the committee to consider include:

- Does the language achieve the desired objectives?
- Is this consistent with the governance role of the Board?
- Are there unintended consequences to this change in practice?
- What are the implications for practical implementation of approval authority?

BACKGROUND INFORMATION

A Resolution Related to Specification of Appointment Authority was discussed by the Board of Regents at its March 2016 meeting. The resolution was referred to the Governance & Policy Committee for further consideration.
The Governance & Policy Committee discussed the resolution at its May 2016 meeting, and then considered a proposed amendment to Board of Regents Policy: *Reservation and Delegation of Authority* at its June 2016 meeting. The committee forwarded a recommendation that the proposed amendments be adopted by the full Board. At the June meeting, the Board voted to refer the amendment to the Faculty & Staff Affairs Committee for further consideration.
RESERVATION AND DELEGATION OF AUTHORITY

ARTICLE I

RESERVATION OF AUTHORITY

SECTION I. GENERAL RESERVATIONS OF AUTHORITY.

Subd. 1. The Board of Regents reserves to itself all authority necessary to carry out its legal and fiduciary responsibilities under the University Charter, the Constitution of the State of Minnesota, and the Board of Regents (Board) Bylaws. This reservation specifically includes all authority to enact laws and policies for the governance of the University of Minnesota (University) and to issue Board directives to executive officers and employees. The Board’s reserved authority shall be exercised consistent with the University Charter, the Constitution of the State of Minnesota, Board Bylaws, and relevant Board policies.

Subd. 2. The Board reserves to itself authority to ensure constitutional and institutional autonomy, to approve the University’s mission and vision, to set the overall direction of the institution, including the adoption of fundamental plans for the educational, financial, and physical development of the University, and to declare a fiscal emergency.

Subd. 3. No authority that the Board reserves to itself in this policy shall be exercised by any other person or body unless expressly authorized by Board policy or directive.

Subd. 4. The Board reserves to itself authority to approve the use, and revocation of the use, of its corporate name or any abbreviated name, including University of Minnesota, by any non-University person or entity, consistent with Board policies. The Board also reserves authority over the removal of the corporate name or any abbreviated name from the name of any University campus, college, school, division, or unit, consistent with Board policies.

Subd. 5. The Board reserves to itself authority to approve any commercial transaction or matter not otherwise subject to Board approval if the transaction or matter:

a) raises unusual questions of public interest or public policy;
b) has a significant impact on the University’s mission; or
c) has a value greater than $2 million.
SECTION II. CONDUCT OF BOARD BUSINESS.

The Board reserves to itself authority to establish procedures for the conduct of its business, create committees, set its agenda, require reports from executive officers and employees, hear appeals, and enforce its code of ethics.

SECTION III. ELECTION OF BOARD OFFICERS.

The Board reserves to itself authority to elect and remove Board officers, including the president, chair, vice chair, secretary, and treasurer.

SECTION IV. APPOINTMENT AUTHORITY.

Subd. 1. The Board reserves to itself authority to appoint all individuals and approve any individually negotiated terms of employment for those who serve in each of the following positions:

(a) Executive Vice President and Provost
(b) Chancellor
(c) Senior Vice President for Finance and Operations
(d) Vice President
(e) Provost
(f) General Counsel
(g) Librarian
(h) Director of Audits
(i) Dean
(j) Athletic Director, Twin Cities campus
(k) Any initial appointment or substantive contract amendment for a position with compensation (meaning base salary plus supplemental compensation and the average value of any incentive compensation, but excluding the value of benefits or other forms of compensation) that exceeds the base salary of the president. This provision does not apply to faculty positions as defined by Board of Regents Policy: Faculty Tenure.
(l) Such other administrative positions as the Board may specify from time to time.

The president shall recommend individuals for appointment to these positions, consistent with Board policies and directives.

Subd. 2. The Board reserves to itself authority to remove University officers as provided in the University Charter. The president (a) may remove the general counsel with Board approval and (b) may remove any other individual appointed under subd. 1 of this section, except the director of audits.
Subd. 3. The Board reserves to itself authority to appoint members of the boards of University-associated foundations, institutes, committees, and other bodies, consistent with Board policies.

SECTION V. ACADEMIC MATTERS.

Subd. 1. The Board reserves to itself authority to grant academic degrees, grant faculty indefinite tenure, grant continuous appointments to academic professionals, and award the title faculty emeritus, consistent with Board policies.

Subd. 2. The Board reserves to itself authority to establish, name, and abolish colleges, academic institutes, programs, and courses of study, consistent with Board policies.

Subd. 3. The Board reserves to itself authority to establish tuition and student fees and approve policies and reciprocity agreements related to such matters, consistent with Board policies.

Subd. 4. The Board reserves to itself authority to: (a) establish and review policies relating to the conduct of research and the receipt and accounting of sponsored research funds; (b) require timely reporting to the Board of sponsored research activity; and (c) approve financial support greater than $250,000 to non-University entities for the commercialization of technology, consistent with Board policies.

Subd. 5. The Board reserves to itself authority to approve educational policies and procedures, in consultation with the president and the faculty governance process, consistent with Board policies. This policy is not intended to alter the relationship between the Board, the University Senate, and the faculties regarding educational policies.

SECTION VI. AWARDS, HONORS, AND NAMINGS.

Subd. 1. The Board reserves to itself authority to establish and bestow awards, honors, and recognition, consistent with Board policies.

Subd. 2. The Board reserves to itself authority to name and revoke names of University buildings and other assets, consistent with Board policies.

SECTION VII. BUDGETARY, FINANCIAL, AND INVESTMENT MATTERS.

Subd. 1. The Board reserves to itself authority to approve the following: annual operating budgets; the central reserves budget and minimum reserve level; and adjustments and amendments, consistent with Board policies. The Board also reserves to itself authority to approve any modifications to the central reserves budget and any expenditures from the central reserves general contingency account, consistent with Board policies.
Subd. 2. The Board reserves to itself authority to approve all requests for operating and capital budget appropriations from the State of Minnesota and positive or negative adjustments to the budget caused by a 1% or more change in total appropriations within a fiscal year.

Subd. 3. The Board reserves to itself authority to establish investment objectives, approve asset allocation guidelines, and approve the payout rate for endowment distributions.

Subd. 4. The Board reserves to itself authority to authorize issuance and retirement of debt and to engage debt advisers and/or underwriters, consistent with Board policies.

Subd. 5. The Board reserves to itself authority to accept gifts for the benefit of the University, consistent with Board policies.

Subd. 6. The Board reserves to itself authority to approve individual purchases of goods and services with a value greater than $1,000,000, consistent with Board policies.

SECTION VIII. PROPERTY, FACILITIES, AND CAPITAL BUDGETS.

Subd. 1. The Board reserves to itself authority to approve the purchase or sale of real property with a value greater than $1,250,000 or larger than ten (10) acres, consistent with Board policies.

Subd. 2. The Board reserves to itself authority to approve leases of real property, easements, and other interests in real property if the initial term amount to be paid by or to the University exceeds $1,250,000, consistent with Board policies.

Subd. 3. The Board reserves to itself authority to exercise the power of eminent domain to acquire land for University purposes.

Subd. 4. The Board reserves to itself authority to (a) exercise property owner rights regarding the designation, decommissioning, or demolition of historic resources; and (b) take final action on all environmental reviews of historic resources initiated by the administration for which the University is the responsible governmental unit, consistent with Board policies and applicable state and federal laws.

Subd. 5. The Board reserves to itself authority to approve campus master plans and amendments thereto.

Subd. 6. The Board reserves to itself authority to approve multi-year capital plans consisting of projects with a value greater than $1,000,000.

Subd. 7. The Board reserves to itself authority to approve annual capital budgets consisting of projects with a value greater than $500,000.
Draft for Review

Subd. 8. The Board reserves to itself authority to approve capital budget amendments to approved projects and new projects when the amendment has a value greater than $500,000.

Subd. 9. The Board reserves to itself authority to approve project schematic plans for (a) interior renovations with a value greater than $5,000,000; (b) projects with a value greater than $2,000,000 that have an exterior visual impact; (c) projects that vary from adopted campus master plans or that have a significant visual impact; and (d) projects noted during the annual review of the capital budget.

Subd. 10. The Board reserves to itself authority for a subsequent review of approved capital budget projects with a value greater than $5,000,000 prior to the award of construction contracts.

SECTION IX. LEGAL MATTERS.

The Board reserves to itself, or to one of its committees, authority to direct the president or the general counsel to settle any legal claim or initiate or appeal a lawsuit or administrative proceeding, consistent with Board policies.

SECTION X. AUDIT FUNCTION.

The Board reserves to itself authority to adopt policies regulating the audit function; approve selection of external auditors and the director of audits; and evaluate the performance of the independent auditor, and, jointly with the president, the performance of the internal audit function.

SECTION XI. EMPLOYMENT AND LABOR RELATIONS.

Subd. 1. The Board reserves to itself authority to approve all contracts and other agreements with the exclusive collective bargaining representatives of its employees.

Subd. 2. The Board reserves to itself authority to approve civil service rules and annual pay and benefit plans for University employees.

Subd. 3. The Board reserves to itself authority to establish or discontinue retirement plans for University faculty and staff. For those plans sponsored by the University and governed by formal plan documents, the Board reserves to itself authority to approve amendments to those plans that significantly affect the cost structure of the plans. An amendment is considered to significantly affect the cost structure of the plan if the change causes a cost impact of more than $250,000.

Subd. 4. The Board reserves to itself authority to review individually negotiated employee severance agreements of unusual importance or significance.
SECTION XII. ASSOCIATED ORGANIZATIONS.

The Board reserves to itself authority to approve the legal structure and scope of any relationship between the University and any associated organization, non-profit corporation, foundation, institute, or similar entity that substantially relies upon University resources or personnel to carry out its mission.

ARTICLE II

DELEGATION OF AUTHORITY

SECTION I. DELEGATION OF AUTHORITY TO THE PRESIDENT.

The Board delegates to the president authority to act as chief executive officer of the University, with such general executive management and administrative authority over the University as is reasonable and necessary to carry out the policies and directives of the Board, subject to the limitations noted in Article II, Section II below.

SECTION II. LIMITATIONS UPON PRESIDENTIAL AUTHORITY.

The authority delegated to the president is limited by the following:

(a) the provisions of the University Charter and the Constitution of the State of Minnesota;
(b) the provisions of Board Bylaws;
(c) the provisions of Board policies and directives, including specifically Article I of this policy; and
(d) the directive that the president shall notify the Board of any matter not otherwise addressed in this section that significantly involves the authority and role of the Board, including its fiduciary, oversight, and public accountability responsibilities.

SECTION III. DELEGATION OF AUTHORITY BY THE PRESIDENT.

Subd. 1. Unless otherwise restricted by specific Board policies or directives, the president shall be responsible for delegating general executive management and administrative authority to other executive officers and employees as necessary and prudent, including authority to execute contracts and other legal documents. The president may condition, limit, or revoke any presidential authority so delegated.

Subd. 2. All delegations and revocations under this section shall be in writing, name the position to whom such authority is delegated, describe the scope and limitations of such authority, and prescribe the extent to which such authority may be further sub-delegated.
Subd. 3. All delegations and revocations under this section shall be reviewed as to form, legality, and consistency by the general counsel.

Subd. 4. Annually, the president shall report to the Board significant changes to the delegations.

SECTION IV. DELEGATION OF AUTHORITY TO THE CHAIR AND VICE CHAIR.

The chair and vice chair of the Board shall have such authority as is authorized by Board Bylaws and policies and is customarily exercised by such officers of a corporation. The chair shall have authority to execute any and all instruments and documents on behalf of the Board.

SECTION V. DELEGATION OF AUTHORITY TO THE BOARD SECRETARY, TREASURER, GENERAL COUNSEL, AND DIRECTOR OF AUDITS.

The secretary, treasurer, general counsel, and director of audits shall have authority to perform such duties for the Board as provided by Board Bylaws, policies, and directives.

The secretary shall have authority to execute such instruments and documents that would customarily devolve upon a corporate officer and are usual to that office.

The secretary and the general counsel shall have authority to accept legal service on behalf of the University.

SECTION VI. CONFORMANCE WITH THIS POLICY.

Subd. 1. No executive officer or employee of the University shall have any authority to take any action or make any representation on behalf of the University beyond the scope of, or materially inconsistent with, the authority delegated to such executive officer or employee as provided in this policy.

Subd. 2. The secretary and the general counsel each shall have the duty to inform the Board of any existing or proposed Board policy or directive that is inconsistent with or alters the delegations of authority as provided in this policy.

AGENDA ITEM: Annual Report on Compensation

☐ Review  ☐ Review + Action  ☐ Action  ☑ Discussion

This is a report required by Board policy.

PRESENTERS: Kathryn F. Brown, Vice President, Office of Human Resources
Kenneth Horstman, Senior Director, Total Compensation, Office of Human Resources
Mary Rohman Kuhl, Director, Compensation, Office of Human Resources

PURPOSE & KEY POINTS

Board of Regents Policy: Employee Compensation and Recognition requires an annual report on compensation and recognition programs at the University. This item will include:

- An update on a total compensation policy and definition.
- Trends that impact the cost of compensation.
- The challenges of benchmarking compensation.
- A review of faculty base salaries as compared to peer institutions for each of the University’s campuses.
- A review of the tools being used to manage compensation in non-faculty employee groups, including setting pay ranges as part of the Job Family Study, performance reviews and the use of merit pay principles and plans, and the negotiation process for labor-represented groups.

BACKGROUND INFORMATION

- June 2015: Information Items included the Senior Leader Compensation Report, Faculty & Staff Affairs
- May 2015: Annual Report on Compensation, Faculty & Staff Affairs
- February 2015: Annual Report on Compensation, Faculty & Staff Affairs
- September 2013: Annual Report on Compensation, Faculty & Staff Affairs
Annual Report on Compensation

Faculty and Staff Affairs Committee
Board of Regents

Kathryn F. Brown, Vice President, Office of Human Resources
Kenneth Horstman, Senior Director, Total Compensation
Mary Rohman Kuhl, Director, Compensation

December 8, 2016
Strategic Direction for OHR

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

• **Define**
  - 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
SECTION III. GUIDING PRINCIPLES

The following principles shall guide the University’s compensation and recognition systems:

a) The University strives to achieve and maintain a compensation structure that, when combined with benefits and other rewards, is competitive relative to institutional peers and other appropriate labor markets and serves to attract and retain a high performance workforce.

b) The University seeks to reward meritorious performance and employee contribution to the success of the University through compensation and other forms of recognition.

c) In the setting of initial salaries and subsequent pay adjustments, the University considers the work responsibilities, market, internal equity, experience and expertise, performance, and other criteria as appropriate.

d) The University adheres to compensation and recognition practices that are fair and equitable in design, application, and delivery.
The Employee Value Proposition

**True Differentiators—Hard or Impossible to Replicate**
Mission, Pride in Purpose, “We Are the Driven”

**Environment & Culture—Harder to Replicate**
Wellbeing, Life Balance, Relationships

**Total Rewards—Must Be Competitive—Easy to Replicate**

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Performance-Based</th>
<th>Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Pay</td>
<td>Merit Increases</td>
<td>Training</td>
</tr>
<tr>
<td>Benefits</td>
<td>Incentives &amp; Bonuses</td>
<td>Leadership Development</td>
</tr>
<tr>
<td>Time Away</td>
<td>Recognition</td>
<td>Mentoring</td>
</tr>
</tbody>
</table>
Compensation Background

- Salaries and fringe represent 61% of total expenditures (non-sponsored funds).
  - Salaries alone count for $1.4 billion for FY16.
  - Benefits count another $393 million, not including FICA and Medicare taxes.
# Salaries by Employee Group

<table>
<thead>
<tr>
<th>Employee Type (1)</th>
<th>Base Salary Expense</th>
<th>Compensation Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor represented</td>
<td>$193M</td>
<td>Negotiated</td>
</tr>
<tr>
<td>Civil Service &amp; P&amp;A</td>
<td>$677M</td>
<td>Job Families—market data</td>
</tr>
<tr>
<td>Faculty</td>
<td>$389M</td>
<td>Salary floors—market data at college level</td>
</tr>
<tr>
<td>Senior leaders</td>
<td>$12M</td>
<td>Individualized market data</td>
</tr>
</tbody>
</table>

(1) Postdocs, professionals in training, graduate assistants, residents/fellows and student employees are other employee types. These groups account for another $136M. Postdocs were previously reported in P&A category.
Labor-Represented Compensation

- All labor-represented salaries are determined through a collective-bargaining process.
- Increases are delivered in across-the-board, lump sum, and/or step increases.
- Further analysis is not generally conducted outside of time frame leading up to the bargaining process.
Civil Service & P&A Compensation

- Civil Service and P&A employees are classified within job families.
- Each level within a job family has a salary range midpoint equal to the market median.
  - We continue to define what is the most appropriate market for each job family.
- Compa ratio: Measure of how closely individual or group salaries compare to the market median.
Civil Service & P&A Compensation

• Compa Ratio: Employee’s actual salary divided by the salary range midpoint
  • Example: $65,000 salary/$60,000 midpoint = 1.08. The person is paid 8% higher than market median.

<table>
<thead>
<tr>
<th>Compa Ratio</th>
<th>Relation to Market Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Exactly matches market</td>
</tr>
<tr>
<td>0.8</td>
<td>20% behind market</td>
</tr>
<tr>
<td>1.2</td>
<td>20% ahead of market</td>
</tr>
</tbody>
</table>

• Compa ratios are typically used with groups of employees, rather than percentile rankings, due to ease of calculation and real-time ability for managers to calculate market stance using just the range midpoint and the person’s salary.
Finance Job Family

Note: Range midpoints determined by Sibson in October 2014, then aged 2% for both July 2015 and 2016.
Student Services Job Family

Note: Range midpoints determined by Sibson in June 2015, then aged 2% in July 2016.
## Job Family Salaries in Relation to Observed Turnover & Difficulty to Fill

<table>
<thead>
<tr>
<th>Overall Compa Ratio</th>
<th>Alumni Relations (1.06)</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;5% Above Market</td>
<td>Human Resources (1.02)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Development (1.00)</td>
<td>CAMPUS OPS (1.00)</td>
</tr>
<tr>
<td></td>
<td>Grants/ Contracts (0.97)</td>
<td>IT (0.99)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HEALTH CARE (0.98)</td>
</tr>
<tr>
<td>Within 5% of Market</td>
<td></td>
<td>Administration (0.98)</td>
</tr>
<tr>
<td>(0.95 – 1.05)</td>
<td></td>
<td>Education (0.97)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communications (0.97)</td>
</tr>
<tr>
<td>&gt;5% Below Market</td>
<td>Animal Health (0.94)</td>
<td>FINANCE (0.93)</td>
</tr>
<tr>
<td>(0.84 – 0.94)</td>
<td>Purchasing (0.94)</td>
<td>Student Services (0.93)</td>
</tr>
<tr>
<td></td>
<td>Audit (0.92)</td>
<td>RESEARCH (0.84)</td>
</tr>
<tr>
<td></td>
<td>Legal (0.92)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Athletics/Recreation (0.91)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Libraries / Museums (0.89)</td>
<td></td>
</tr>
</tbody>
</table>

**Turnover**

- **Low**
  - FINANCE (0.93)
  - Student Services (0.93)
  - RESEARCH (0.84)

- **High**
  - CAMPUS OPS (1.00)
  - IT (0.99)
  - HEALTH CARE (0.98)
  - Administration (0.98)
  - Education (0.97)
  - Communications (0.97)

**POSITIONS IN ALL CAPS = HARD TO FILL**
Limitations of Civil Service and P&A Compa Ratio Data

• Range data are being recalibrated with market using new 2016 data.
• Each classification is shared by many jobs, some with different subspecialty markets.
• A job family can have a healthy overall compa ratio but have job categories within it that are not paid to market.
• Data don’t account for differences in skills and experience that may warrant higher or lower payment relative to market median.
• We will be refining this data to provide more exact market pictures.
Faculty and Senior Leader Compensation

- The market in which we compete for talented senior leaders and faculty is much different than the market for our staff.
- Our senior leader and faculty market is different for each campus and includes selected peer institutions across the U.S. that share similar characteristics.
# Peer Institutions Used for Twin Cities Faculty & Senior Leader Benchmarking

<table>
<thead>
<tr>
<th>Institution</th>
<th>Peer Comparison Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Arizona</td>
<td>AAU</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>AAU</td>
</tr>
<tr>
<td>University of California-Irvine</td>
<td>AAU</td>
</tr>
<tr>
<td>University of California-San Diego</td>
<td>AAU</td>
</tr>
<tr>
<td>University of California-Santa Barbara</td>
<td>AAU</td>
</tr>
<tr>
<td>University of Colorado-Boulder</td>
<td>AAU</td>
</tr>
<tr>
<td>Georgia Institute of Technology</td>
<td>AAU</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>AAU</td>
</tr>
<tr>
<td>University of Kansas</td>
<td>AAU</td>
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<tr>
<td>University of Missouri-Columbia</td>
<td>AAU</td>
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<tr>
<td>State University of New York-Buffalo</td>
<td>AAU</td>
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<tr>
<td>State University of New York-Stony Brook</td>
<td>AAU</td>
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<tr>
<td>University of North Carolina-Chapel Hill</td>
<td>AAU</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>AAU</td>
</tr>
<tr>
<td>University of Pittsburgh-Main Campus</td>
<td>AAU</td>
</tr>
<tr>
<td>Texas A&amp;M University</td>
<td>AAU</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>AAU</td>
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</tbody>
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<tr>
<td>University of California-Berkeley</td>
<td>AAU, UMTC</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
<td>AAU, UMTC</td>
</tr>
<tr>
<td>University of Florida</td>
<td>AAU, UMTC</td>
</tr>
<tr>
<td>University of Texas-Austin</td>
<td>AAU, UMTC</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>AAU, UMTC</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>AAU, Big 10, UMTC</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>AAU, Big 10, UMTC</td>
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<tr>
<td>Ohio State University-Main Campus</td>
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<td>Pennsylvania State University-Main Campus</td>
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<td>University of Wisconsin-Madison</td>
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<td>Indiana University-Bloomington</td>
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<td>University of Iowa</td>
<td>AAU, Big 10</td>
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<td>University of Maryland-College Park</td>
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<td>Michigan State University</td>
<td>AAU, Big 10</td>
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<td>Rutgers University-New Brunswick</td>
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<tr>
<td>Purdue University-Main Campus</td>
<td>AAU, Big 10</td>
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<tr>
<td>University of Nebraska-Lincoln</td>
<td>Big 10</td>
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Peer Institutions Used for Morris Faculty & Senior Leader Benchmarking

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<td>University of Maine-Farmington</td>
<td>True peer, COPLAC</td>
</tr>
<tr>
<td>St. Mary's College of Maryland</td>
<td>True peer, COPLAC</td>
</tr>
<tr>
<td>Massachusetts College of Liberal Arts</td>
<td>True peer, COPLAC</td>
</tr>
<tr>
<td>University of North Carolina-Asheville</td>
<td>True peer, COPLAC</td>
</tr>
<tr>
<td>University of Virginia’s College at Wise</td>
<td>True peer, COPLAC</td>
</tr>
<tr>
<td>Coe College</td>
<td>True peer</td>
</tr>
<tr>
<td>Albion College</td>
<td>True peer</td>
</tr>
<tr>
<td>Concordia College-Moorhead</td>
<td>True peer</td>
</tr>
<tr>
<td>SUNY at Purchase College</td>
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</tr>
<tr>
<td>Lycoming College</td>
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</tr>
<tr>
<td>DePauw University</td>
<td>Aspirational peer</td>
</tr>
<tr>
<td>Kalamazoo College</td>
<td>Aspirational peer</td>
</tr>
<tr>
<td>Gustavus Adolphus College</td>
<td>Aspirational peer</td>
</tr>
<tr>
<td>Macalester College</td>
<td>Aspirational peer</td>
</tr>
<tr>
<td>St. Olaf College</td>
<td>Aspirational peer</td>
</tr>
</tbody>
</table>
Peer Institutions Used for Crookston Faculty & Senior Leader Benchmarking

<table>
<thead>
<tr>
<th>Institution</th>
<th>Peer Comparison Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delaware Valley College</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Pittsburgh-Johnstown</td>
<td>True peer</td>
</tr>
<tr>
<td>Dakota State University</td>
<td>True peer</td>
</tr>
<tr>
<td>Northern State University</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Wisconsin-Stout</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Wisconsin-River Falls</td>
<td>True peer</td>
</tr>
<tr>
<td>Bemidji State University</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Maine-Farmington</td>
<td>True peer, COPLAC</td>
</tr>
<tr>
<td>University of Minnesota-Morris</td>
<td>True peer, COPLAC</td>
</tr>
</tbody>
</table>
Peer Institutions Used for Duluth Faculty & Senior Leader Benchmarking

<table>
<thead>
<tr>
<th>Institution</th>
<th>Peer Comparison Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Polytechnic State University-San Luis Obispo</td>
<td>True peer</td>
</tr>
<tr>
<td>Southern Illinois University Edwardsville</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Northern Iowa</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Massachusetts-Dartmouth</td>
<td>True peer</td>
</tr>
<tr>
<td>University of Michigan-Dearborn</td>
<td>True peer</td>
</tr>
<tr>
<td>Western Michigan University</td>
<td>True peer</td>
</tr>
<tr>
<td>Minnesota State University-Mankato</td>
<td>True peer</td>
</tr>
<tr>
<td>University of North Carolina at Charlotte</td>
<td>True peer</td>
</tr>
<tr>
<td>College of Charleston</td>
<td>True peer</td>
</tr>
<tr>
<td>South Dakota State University</td>
<td>True peer</td>
</tr>
<tr>
<td>Western Washington University</td>
<td>True peer</td>
</tr>
</tbody>
</table>
Peer Institutions Used for Rochester Faculty & Senior Leader Benchmarking

- Rochester is a young and unique campus, which has made it difficult to identify true peers.
- A preliminary set of comparison institutions is in development but was not yet available for this analysis.
- Rochester senior leader salaries are outlined on the summary but without percentile ranking statistics.
Faculty Compensation

• One of the few employee groups where we are able to see what each institution is paying for an entire population of employees
  • Data collected by the American Association of University Professors (AAUP)
## Twin Cities Ranking of 2015 Faculty Salaries

<table>
<thead>
<tr>
<th>University</th>
<th>Salary 2015</th>
<th>Salary 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of California-Los Angeles</td>
<td>$161.6</td>
<td>$158.3</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>$137.9</td>
<td>$137.0</td>
</tr>
<tr>
<td>University of California-Berkeley</td>
<td>$135.1</td>
<td>$133.5</td>
</tr>
<tr>
<td>University of California-Santa Barbara</td>
<td>$132.3</td>
<td>$132.9</td>
</tr>
<tr>
<td>University of California-Irvine</td>
<td>$128.0</td>
<td>$127.9</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>$130.0</td>
<td>$128.0</td>
</tr>
<tr>
<td>Georgia Institute of Technology-Main Campus</td>
<td>$121.8</td>
<td>$122.5</td>
</tr>
<tr>
<td>University of Texas-Austin</td>
<td>$119.0</td>
<td>$118.5</td>
</tr>
<tr>
<td>Rutgers University-New Brunswick</td>
<td>$117.1</td>
<td>$116.8</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>$116.1</td>
<td>$116.1</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>$115.7</td>
<td>$115.7</td>
</tr>
<tr>
<td>University of North Carolina-Chapel Hill</td>
<td>$115.7</td>
<td>$115.7</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$113.4</td>
<td>$112.1</td>
</tr>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>$110.4</td>
<td>$110.0</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>$109.9</td>
<td>$109.9</td>
</tr>
<tr>
<td>University of Colorado-Boulder</td>
<td>$106.1</td>
<td>$106.4</td>
</tr>
<tr>
<td>Purdue University-Main Campus</td>
<td>$104.5</td>
<td>$104.5</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>$103.2</td>
<td>$103.2</td>
</tr>
<tr>
<td>University of Florida</td>
<td>$102.8</td>
<td>$102.8</td>
</tr>
<tr>
<td>University at Buffalo</td>
<td>$101.9</td>
<td>$101.9</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>$101.0</td>
<td>$101.0</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>$99.1</td>
<td>$99.1</td>
</tr>
<tr>
<td>University of Nebraska-Lincoln</td>
<td>$90.6</td>
<td>$90.6</td>
</tr>
</tbody>
</table>

**U of M TC Average = $112.1**
**Market Median = $116.5**
**Compa Ratio = 0.96**

Source: American Association of University Professors (AAUP)

Universities not providing data:
- University of Maryland-College Park
- University of Pittsburgh-Pittsburgh Campus
Duluth Ranking of 2015 Faculty Salaries
Duluth Faculty Are Union-Represented

<table>
<thead>
<tr>
<th>University</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Massachusetts-Dartmouth</td>
<td>$103.8</td>
</tr>
<tr>
<td>University of Michigan-Dearborn</td>
<td>$91.9</td>
</tr>
<tr>
<td>University of North Carolina-Charlotte</td>
<td>$90.4</td>
</tr>
<tr>
<td>California Polytechnic State University-San Luis Obispo</td>
<td>$88.3</td>
</tr>
<tr>
<td>Western Michigan University</td>
<td>$88.0</td>
</tr>
<tr>
<td>Western Washington University</td>
<td>$86.6</td>
</tr>
<tr>
<td>University of Northern Iowa</td>
<td>$78.6</td>
</tr>
<tr>
<td>Southern Illinois University-Edwardsville</td>
<td>$78.2</td>
</tr>
<tr>
<td>College of Charleston</td>
<td>$76.7</td>
</tr>
<tr>
<td>University of Minnesota-Duluth</td>
<td>$75.9</td>
</tr>
</tbody>
</table>

U of M Duluth Average = $75.9
Market Median = $87.3
Compa Ratio = 0.87

Source: American Association of University Professors (AAUP)

Universities not providing data:
South Dakota State University
Minnesota State University-Mankato
Morris Ranking of 2015 Faculty Salaries

<table>
<thead>
<tr>
<th>Institution</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macalester College</td>
<td>$97.7</td>
</tr>
<tr>
<td>DePaul University</td>
<td>$86.6</td>
</tr>
<tr>
<td>St. Olaf College</td>
<td>$82.6</td>
</tr>
<tr>
<td>St. Mary's College of Maryland</td>
<td>$78.5</td>
</tr>
<tr>
<td>University of North Carolina-Asheville</td>
<td>$77.0</td>
</tr>
<tr>
<td>SUNY at Purchase College</td>
<td>$72.6</td>
</tr>
<tr>
<td>Lycoming College</td>
<td>$69.7</td>
</tr>
<tr>
<td>University of Virginia's College at Wise</td>
<td>$69.5</td>
</tr>
<tr>
<td>University of Minnesota-Morris</td>
<td>$68.0</td>
</tr>
<tr>
<td>Albion College</td>
<td>$67.6</td>
</tr>
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<td>Coe College</td>
<td>$67.3</td>
</tr>
<tr>
<td>Gustavus Adolphus College</td>
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</tr>
<tr>
<td>Concordia College at Moorhead</td>
<td>$65.6</td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td>$63.3</td>
</tr>
</tbody>
</table>

Morris Average = $68.0  
Market Median = $69.6  
Compa Ratio = 0.98

Source: American Association of University Professors (AAUP)

Universities not providing data:  
Massachusetts College of Liberal Arts  
Kalamazoo College
Crookston Ranking of 2015 Faculty Salaries
Crookston Faculty Are Union-Represented

<table>
<thead>
<tr>
<th>University</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dakota State University</td>
<td>$78.4</td>
</tr>
<tr>
<td>University of Minnesota-Crookston</td>
<td>$72.7</td>
</tr>
<tr>
<td>Delaware Valley College - PA</td>
<td>$69.8</td>
</tr>
<tr>
<td>University of Wisconsin-River Falls</td>
<td>$68.4</td>
</tr>
<tr>
<td>University of Minnesota-Morris</td>
<td>$68.0</td>
</tr>
<tr>
<td>University of Wisconsin-Stout</td>
<td>$64.1</td>
</tr>
<tr>
<td>University of Maine-Farmington</td>
<td>$63.3</td>
</tr>
</tbody>
</table>

Crookston Average = $72.7
Market Median = $68.4
Compa Ratio = 1.06

Source: American Association of University Professors (AAUP)

Universities not providing data:
Northern State University-South Dakota
Bemidji State University
University of Pittsburgh-Johnstown
Limitations of Faculty Salary Comparisons

• Faculty charts are based on overall faculty salaries rather than comparisons within each area of academic study.

• To create a clearer picture we need:
  • Market data for each area of study
  • Clear assignment of faculty members to each area
Senior Leaders
Compensation Strategy

Total compensation strategy for senior leaders should be:

- Competitive
- Market driven
- Performance based
- Equitable
- Transparent
43 Senior Leaders Being Reviewed

The board reserves to itself the authority to appoint all individuals in the following positions and approve the terms of their employment:

(a) Chancellor
(b) Dean
(c) Director of audits
(d) Athletics director, Twin Cities campus
(e) Executive vice president and provost
(f) General counsel
(g) Librarian
(h) Provost
(i) Senior vice president and provost
(j) Vice president
(k) Such other administrative positions as the Board may specify from time to time
Senior Leader Compensation
Surveys Used

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional and timely survey methodology leading to data integrity: Standard definitions, controlled data collection, thorough analysis of market data</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Adequate matches for majority of our positions</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Comprehensive participant list including peer institutions</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Strong knowledge of the higher education industry and consistent presence allowing for year-over-year comparison of results</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
</tbody>
</table>

We are working with the Big 10 and AAU schools to determine the best data sources going forward.
Senior Leaders Data Reporting

• Data from each survey is reported in aggregate. We therefore are unable to provide pure order rankings of the institutions that provided data.

• The single-incumbent nature of these jobs makes percentile rankings the best indicator of how salaries compare to market.
Senior Leader Compensation—Results

- Our stated strategy is to be market competitive for senior leader total compensation

<table>
<thead>
<tr>
<th>Overall Average Percentile Ranking</th>
<th>&lt;25</th>
<th>25-44</th>
<th>45-55</th>
<th>56-74</th>
<th>&gt;75</th>
<th>% of Leaders with Insufficient Market Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base</td>
<td>45th</td>
<td>23%</td>
<td>18%</td>
<td>20%</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td>Total Cash</td>
<td>50th</td>
<td>15%</td>
<td>10%</td>
<td>18%</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>Total Remuneration</td>
<td>44rd</td>
<td>18%</td>
<td>13%</td>
<td>20%</td>
<td>18%</td>
<td>8%</td>
</tr>
</tbody>
</table>
Next Steps to Creating a Market-Responsive Compensation Program

• Identify appropriate market for each job family, including appropriate geographic and industry comparisons.

• Select our preferred market stance.
  • Do we want to target base salary at 50\textsuperscript{th} percentile of market, 75\textsuperscript{th} for top performers, or something just short of 50\textsuperscript{th} percentile with market-leading benefits?

• Secure strong and relevant market data and ensure progress toward our desired stance in the market.
Questions
AGENDA ITEM:  Wellbeing: A Holistic Approach to Supporting an Engaged and Productive Workforce

☐ Review  ☐ Review + Action  ☐ Action  X Discussion

This is a report required by Board policy.

PRESENTERS:  Kathryn F. Brown, Vice President, Office of Human Resources
Brandon Sullivan, Senior Director, Leadership and Talent Development, Office of Human Resources
Kenneth Horstman, Senior Director, Total Compensation, Office of Human Resources

PURPOSE & KEY POINTS

The purpose of this item is to discuss the correlation between employee health and wellbeing, and productivity and engagement and how wellbeing can help inform and shape human resource strategy and the development of programs and policies that help support and further an engaged and productive workforce. The committee will also hear about work to advance wellbeing to the benefit of the University and its faculty and staff.
Wellbeing: A Holistic Approach to Supporting an Engaged and Productive Workforce

Board of Regents
Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
Kenneth Horstman, Senior Director, Total Compensation
Dr. Brandon Sullivan, Senior Director, Leadership & Talent Development

December 8, 2016
What We Will Cover Today

- What is the challenge?
- Context: The employee health risk problem
- What is wellbeing and why is it important?
- Designing a wellbeing approach—what works?
- Our approach: start with wellness and mature to wellbeing
What Is the Challenge?

“Americans Hate Their Jobs, Even with Perks”
USA Today (6/30/13)

“Surprising, Disturbing Facts From the Mother of All Employee Engagement Surveys”
Forbes (9/23/13)

“Why You Hate Work”
The New York Times (5/30/14)

“The Enormous Cost of Unhappy Employees”
Inc. (8/27/14)

“9 Reasons Your Employees Are Unhappy”
CIO (1/16/15)

“Less Than a Quarter of Wall Streeters are Happy at Work”
Business Insider (5/4/15)

“Highly Paid Tech Employees Are Unhappy At Work”
Yahoo! Finance (9/16/15)
The Employee Health Risk Problem

- Nearly two decades of research* conducted by Willis Towers Watson demonstrates that employee health risks—such as stress, lack of physical activity, obesity, poor nutrition, and lack of sleep—are among the foremost workplace issues they face.

- Employers who understand the health risks of their employees and the underlying causes are more likely to have greater success forging a holistic health and productivity strategy.

*Sources: Employee Health and Business Success, Making Connections and Taking Action, Global Research Summary. Reporting on two decades of research compiled through its staying@worksurvey, Willis Towers Watson, page 2.
What Employers Want to Achieve

• Top priorities for health and wellbeing programs
  • Improve and maintain workplace performance (74%)
  • Improve and maintain workplace safety (73%)
  • Raise employee awareness of health and risks (69%)
  • Develop a workplace culture of health (67%)

• Organizations that combine well-defined and measurable goals with a deep understanding of employee health risks are best positioned to develop targeted strategies and programs.

*Sources: Employee Health and Business Success, Making Connections and Taking Action, Global Research Summary. Reporting on two decades of research compiled through its staying@work survey, Willis Towers Watson, page 3.
What Is Wellbeing?
Why Is Wellbeing Important?

Individual wellbeing is a driver of:
• Helping others (organizational citizenship)
• Quality relationships
• Healthy behavior
• Health and longevity
• Productivity, resilience, and turnover intentions
Why Is Wellbeing Important?

• For organizations, wellbeing is the key to human sustainability. (Hint: This is the business case for wellbeing.)

WARNING!

DUE TO THE CURRENT WORKLOAD, THE LIGHT AT THE END OF THE TUNNEL HAS BEEN SWITCHED OFF
The Employee Value Proposition

True Differentiators—Hard or Impossible to Replicate
- Mission, Pride in Purpose, “We Are the Driven”

Environment & Culture—Harder to Replicate
- Wellbeing, Life Balance, Relationships

Total Rewards—Must Be Competitive—Easy to Replicate

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Performance-Based</th>
<th>Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Pay</td>
<td>Merit Increases</td>
<td>Training</td>
</tr>
<tr>
<td>Benefits</td>
<td>Incentives &amp; Bonuses</td>
<td>Leadership Development</td>
</tr>
<tr>
<td>Time Away</td>
<td>Recognition</td>
<td>Mentoring</td>
</tr>
</tbody>
</table>
Key Steps in Designing a Program

**Define Success**
- Cost savings (positive ROI) vs. investment in employees
- Focus areas (e.g., health, security, relationships, community, environment, purpose)
- Any specific issues within those areas?
- Enhanced individual/organizational performance (attracting and retaining talent, productivity, engagement)

**Identify Opportunities**
- Where can the University realistically move the needle?
- Are cost savings realistic?
- Any specific health behaviors?
- Challenges recruiting, retaining, or engaging?
- **Consider the University’s workforce!**

**Address Motivation and Behavior**
- How are you going to motivate people to participate?
- How are you going to support them in sustaining behavior change?
- How are you going to measure progress and success?

**Align Leadership and Culture**
- Ensure leadership support and role modeling
- Integrate into organizational culture (make it easy to engage in healthy behaviors and ensure support is readily available in the work environment)
University of Minnesota Wellness Program Is a Best-Practice Program

HERO scorecard benchmarking shows U of M ranks high across six core best-practice areas.
Wellness Accomplishments

• 41% of enrolled population achieve points goal for premium reduction
• 60% participation
• Average health risks per participant is 2.3 vs. overall BOB of 2.6
• 16.3% reduction in health risks since 2006 (2.82 to 2.36)
• 2015 participation: 12,207 assessment; 8,559 flu shot; 9,397 tobacco pledge; 8,434 biometric screening
• Top programs for risk reduction: telephonic coaching, walking challenges, weight management
• Multi-year winner of Hennepin County Wellness by Design employer award
University’s Future State Vision

Themes
- Appealing and valued program that supports the University as an employer of choice
- Program simplicity and ease of use
- Administrative ease and support
- Enhanced personalized and meaningful choices
- Solid, innovative vendor partners with validated program outcomes
- Over time, wellness becomes part of how we work

Areas of Focus
- Seven dimensions of wellness: social, emotional, spiritual, environmental, occupational, intellectual, and physical
- Diversity, literacy, and inclusion
- Integrated data management
- Meaningful and valued incentives
- Worksite culture—programs, policies, and practices that support wellness

Challenges
- Many stakeholders
- Multiple initiatives operating simultaneously
- Wellbeing connection with wellness program, strategic planning, and communication
- Embedding wellness across all campuses with balanced program offerings
- Many sources for outcomes metrics and feedback

Employee and Family Engagement in Wellbeing

Tactics
- Obtain stakeholder support
- Develop and support wellness champions
- Assess current programs, services, and vendor partnerships
- Maximize program and vendor partner integration, and integrate reporting
- Enhance communications strategy, exploring modes of delivery
- Establish measures of wellness program success
Proposed High-Level Wellbeing Vision

• **Mission**
  - The University cares about the health of its employees and their family members. To support healthy habits and choices, the University invests in wellbeing programs that create an enjoyable and compassionate environment for our diverse population across all dimensions of wellbeing: social, emotional, spiritual, environmental, occupational, intellectual, and physical health.

• **Objectives**
  - Create a University-wide program that increases employee engagement and productivity and enhances the reputation of the University as a great place to work.
  - Improve employee and dependent health through a healthy work environment, community involvement, and meaningful wellness programs.
  - Integrate wellbeing resources into a cohesive program that aligns with the University’s wellbeing objectives.
# Proposed High-Level Wellbeing Vision

## Road Map

### Strengthen the Foundation

**2017 Priorities**

- Promote wellbeing program awareness to employees and dependents
- Integrate current wellness program offerings
- Issue vendor RFP, select and implement vendor partner(s)
- Evaluate incentive and value alignment

### Expand and Integrate

**2018 Priorities**

*In addition to prior year priorities...*

- Increase engagement in wellbeing programs
- Increase leadership involvement and add campus medal recognition program
- Optimize data integration

### Evaluate and Refine

**2019 Priorities**

*In addition to prior year priorities...*

- Build a culture where wellbeing becomes part of “how we work at the University”
- Identify opportunities for program expansion and innovation
- Evaluate areas for refinement

## Key Activities

### 2017

- Ensure alignment of current wellness programs with goals and objectives
- Refresh wellness program branding with vendor partner(s) and rollout
- Pilot new approaches
- Refresh champion network and support
- Administer vendor RFP and select wellness vendors for 1/1/18; implementation in Q3/4 2017
- Establish stakeholders
- Establish success metrics with baselines
- Use segmented communications that reach both employees and dependents to increase relevance
- Initiate an evidence library

### 2018

- Refine program based on first-year measures
- Implement wellbeing activities that are fresh and target both employees and dependents; expand pilots if appropriate
- Ensure processes are in place to obtain timely employee input on wellbeing program
- Leverage wellbeing champions to maintain momentum and promote engagement
- Use vendor partners to promote wellbeing activities, increase meaningful engagement, and integrate wellbeing programs

### 2019

- Continue monitoring employee feedback and modify/refresh programs as needed
- Evaluate leadership support and engagement
- Understand wellbeing program successes as well as areas for improvement; realign strategic goals where needed
- Test using wellbeing messaging, activities, and content in department and staff meeting agendas, meeting notes/other written communications (i.e., part of e-signature, wellbeing “theme for this month” in meeting notes) and obtain leadership commitment
- Re-evaluate vendor landscape
Wellbeing Emphasized Through New 2016-17 Wellness Program Offerings

- **Volunteerism Pledge:** Complete minimum of three hours of service at nonprofit.
- **Advanced Care Directive Pledge:** Complete and provide a copy to agent or primary care provider.
- **Stress Management:** Programs added to Twin Cities and Morris
- **Four Cornerstones of Financial Literacy:** Four sessions covering budget, debt reduction, credit, and consumer protection
- **Eat Well on Campus:** Buy healthy items on campus through Dining Services
Wellbeing Communications Objective

Foster a culture of wellbeing at the U of M:

• Educate the University community on the importance of wellbeing and come to an agreed-upon definition of wellbeing.

• Empower employees to take charge of their health and wellbeing.

• Promote OHR wellness and wellbeing offerings and cross-promote other campus-wide wellbeing programming to encourage engagement.

• Inspire managers and all faculty and staff to implement their own wellbeing initiatives in their colleges or units.
Wellbeing Communications Materials

A HEALTHY U BEGINS WITH YOU.

RESOURCES FOR U FACULTY AND STAFF
z.umn.edu/MyWellbeing

DISCOVER WELLBEING

Office of Human Resources
Find us on Facebook: @UMNWellBeingCampaign

YOU ARE HERE. WE LIKE THAT.

RESOURCES FOR U FACULTY AND STAFF
z.umn.edu/MyWellbeing

DISCOVER WELLBEING

Office of Human Resources
Find us on Facebook: @UMNWellBeingCampaign
Questions
AGENDA ITEM: Consent Report

☐ Review  ☒ Review + Action  ☐ Action  ☐ Discussion

This is a report required by Board policy.

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

PURPOSE & KEY POINTS

The purpose of this item is review and action on the following:

- Appointment of Michelle Behr as Chancellor of the University of Minnesota Morris effective February 6, 2017.
- Conferral of tenure for four 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, approval of civil service rules, 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.
Faculty & Staff Affairs Committee
Consent Report

Personnel Appointment

Pending approval by the Board of Regents, Dr. Michelle Behr will be appointed Chancellor of the University of Minnesota, Morris effective February 6, 2017.

Position Overview

The chancellor is the chief representative and executive officer of the Morris campus. The chancellor is appointed by the Board of Regents upon the recommendation of the president of the University. By virtue of delegation from the president, the chancellor has general administrative authority over campus affairs. The chancellor: articulates a vision for the campus and builds support for that vision among external constituencies; develops policy, manages financial resources, and provides leadership and direction to faculty and staff to maximize human and financial capital; makes final recommendations to the Board of Regents for the conferring of tenure and the granting of faculty promotions; and appoints administrative officers, delegates various responsibilities to them, and initiates performance reviews of them.

Appointees Background and Qualifications

Dr. Behr comes to the University of Minnesota, Morris from Birmingham-Southern College in Birmingham, Alabama, where she has served since 2014 as Provost, Senior Vice President for Academic Affairs, and Dean of the College. In that role, she oversees approximately 100 full-time faculty and 65 non-tenure track faculty and staff, and leads all academic departments, curriculum, academic records, the library, advising, and BSC’s special programs, including those in leadership, honors, international study, and service-learning. Dr. Behr’s academic career spans more than 25 years, including a wealth of experience in higher education administration. She served as associate provost for academic initiatives at Western New Mexico University as well as acting dean at the University of Northern Colorado. In 2005-2006, Behr was selected and served as an American Council on Education Fellow, which is a rigorous national program to develop academic administrative leaders.

Dr. Behr received her bachelor’s degree in anthropology with honors from the University of California, Santa Cruz and her master’s degree in anthropology and Ph.D. in geography from Arizona State University. An active scholar, Behr has published and presented extensively on topics ranging from higher education leadership to population demography. Her research has been featured in publications such as Population Research & Policy Review, Economic Geography, International Journal of Migration & Residential Mobility, and Diversity & Democracy. Behr was also a Fulbright Scholar and the principal investigator for a National Science Foundation ADVANCE grant.

Recommended Salary and Appointment Type

Dr. Michelle Behr’s annual salary for 2016-17 will be $250,000. Her appointment as Chancellor of the University of Minnesota, Morris is a 100%-time, A-term (12-month), L-type (limited) appointment, reporting to and serving at the pleasure of the president. The full employment agreement between the University of Minnesota and Dr. Behr is attached as an exhibit.
Individually Negotiated Terms of Employment or Separation Agreements

Dr. Behr will be provided an annual housing allowance of $15,000. In accordance with the University’s Relocation Policy, Dr. Behr will be reimbursed for relocation expenses in an amount not to exceed $25,000, which is slightly more than the standard one month of salary in order to accommodate potential travel associated with the transition.

Comparable Market Data

A standard peer group of the University of Minnesota, Morris includes both public and private institutions from both the state of Minnesota and the Council of Public Liberal Arts Colleges (COPLAC). The salaries of the presidents of private peer institutions in the state of Minnesota ranged from $304,000 to $618,000. The available salaries of president from COPLAC institutions ranged from $255,000 to $456,000. When determining comparable market data for the University of Minnesota, Morris’ chancellor, as with many positions within the University system, salaries at the other University campuses provide an important salary range. The other chancellor within the University system, all with at least four years of experience in their current positions, have salaries that range from $251,000 to $298,000.

President’s Recommendation

The president recommends the appointment of Dr. Michelle Behr to the position of Chancellor, University of Minnesota, Morris.
EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT is entered into as of this 21st day of November, 2016, by and between Regents of the University of Minnesota, a Minnesota constitutional educational corporation (the “University”), and Dr. Michelle Behr (“Dr. Michelle Behr,” “you”).

WHEREAS, the University wishes to employ Dr. Michelle Behr as the Chancellor of the University of Minnesota Morris and Dr. Michelle Behr wishes to accept employment as Chancellor of the University of Minnesota Morris;

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

THEREFORE, the University and Dr. Michelle Behr agree as follows, subject to the approval of the Board of Regents:

I. EMPLOYMENT TERM AND DUTIES

Subject to the terms and conditions of this Agreement and University Policies and Procedures, the University appoints Dr. Michelle Behr as the Chancellor of the University of Minnesota Morris and she agrees to be so employed by the University for a term commencing on February 6, 2017. The Chancellor of the University of Minnesota Morris is a 100 percent time, 12-month L appointment in the professional and academic personnel classification who serves as an at will employee at the pleasure of the President. As such, you report to and serve at the pleasure of the President and your appointment may be terminated at any time without advance notification.

II. DUTIES

During the term of your employment as Chancellor of the University of Minnesota Morris you will diligently and consciously devote your full-time attention and best efforts in performing and discharging the duties of Chancellor of University of Minnesota Morris as they are set forth in the job description for this position (attached) including, but not limited to, the following duties:

A. Provide visionary leadership and administrative oversight of, and accountability for, the University of Minnesota Morris;

B. Oversee the responsible planning, stewardship management and accountability of fiscal, capital and human resources of the University of Minnesota Morris;

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C. Promote and represent the interest of the University of Minnesota Morris in a positive fashion in private and public forums;

D. Recruit and retain distinguished faculty and outstanding students at the University of Minnesota Morris;

E. Integrate the University of Minnesota Morris and its many vital resources into the broader community and surrounding region;

F. Play a major leadership role in fundraising for the institution, leading energetic efforts to secure philanthropic support for its mission;

G. Garner support for the institution and the liberal arts mission from both internal and external stakeholders; and

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

III. PERFORMANCE

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

IV. FACULTY APPOINTMENT

In addition to your appointment as Chancellor of the University of Minnesota Morris, you will also be considered for appointment as a tenured, full professor in the institution. Any such appointment as a professor is subject to Board of Regents Policy: Faculty Tenure. Your appointment requires approval of the faculty as well as the Board of Regents. During the time you serve as Chancellor of the University of Minnesota Morris, you will not receive any compensation for your faculty appointment, but a salary for this appointment will be established each year by the University, based on the average increase to base of your same-ranked collegiate peers. In the event you no longer are employed as Chancellor of the University of Minnesota Morris and retain this faculty appointment, this will be your established faculty salary.

V. COMPENSATION

A. Subject to the terms of this Agreement for all services provided by you on behalf of the University, the University shall pay you an annual salary of Two Hundred Fifty Thousand and No/100 Dollars ($250,000).

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

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

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

E. The University shall pay you an annual housing allowance of Fifteen
Thousand and No/100 Dollars ($15,000), subject to applicable state and federal tax
withholding.

VI. BENEFITS

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

VII. RELOCATION

The University will pay for actual and reasonable costs associated with
your move, in accordance with the University's relocation policy
(http://www.policy.umn.edu/Policies/Finance/Travel/EmployeeRelocation.html). In
accordance with the policy, relocation expenses reimbursed will not exceed Twenty-five
Thousand and No/100 Dollars ($25,000).

VIII. SEPARATION

A. Your appointment as Chancellor of the University of Minnesota Morris is
an at-will appointment, which means you serve at the pleasure of your appointing authority.
Your appointment may be terminated without any required notice period.

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

C. If you are a faculty member at the end of your administrative
appointment, you may return to the faculty at your established faculty salary.
IX. UNIVERSITY POLICIES AND GENERAL CONDITIONS

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

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

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

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

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

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

X. BOARD OF REGENTS APPROVAL
AND APPROVAL OF TENURED APPOINTMENT

This agreement is subject to the approval of the Board of Regents and a background check that is satisfactory to the University. This agreement is also subject to the approval of the faculty appointment provided for in Section IV of this agreement.
IN WITNESS WHEREOF, the undersigned have caused this Agreement to be executed as of the date first shown above.

By: ____________________________
    Dr. Michelle Behr

REGENTS OF THE UNIVERSITY OF MINNESOTA

By: ____________________________
    Eric W. Kaler
    President

Approved as to Form and Execution

By: ____________________________
    Douglas R. Peterson
    General Counsel
Tenured Outside Hires

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

Tenured Hires for December 2016 Board of Regents meeting – Twin Cities campus
Recommended by Executive Vice President and Provost Karen Hanson

Michelle Behr  
Professor with tenure  
Division of Social Sciences  
University of Minnesota, Morris

Michelle Behr received her Ph.D. in geography from Arizona State University in 1985. She is currently a professor with tenure and Provost, Senior Vice President for Academic Affairs, and Dean of the College at Birmingham-Southern College in Birmingham, Alabama. Dr. Behr is a highly accomplished scholar in a broad range of topics from higher education leadership to population demography. Her distinguished record includes three Fulbright grants, an NSF ADVANCE grant, and extensive publications and presentations in highly regarded journals and conferences. An accomplished teacher, Dr. Behr has taught over twenty different course subjects in topics ranging from anthropology to geography including study abroad programs. She brings to the University an outstanding record of service, outreach, and engagement attained through a multitude of administrative and academic leadership positions.

Tanisha Fazal  
Associate professor with tenure  
Department of Political Science  
College of Liberal Arts

Tanisha Fazal received her Ph.D. in political science from Stanford University in 2001. Currently, she is an associate professor at the University of Notre Dame. Professor Fazal’s research studies the consequences, intended and unintended, of the development of international norms on the conduct of war. Professor Fazal is a highly accomplished scholar with an award-winning, single-author book and an exemplary record of securing large grants from external funding agencies. In the classroom, she promotes active learning and has received excellent teaching scores as a result. She brings with her a strong commitment to serving underrepresented, minority, and female students and a service record that extends both nationally and internationally.

Kumar Mallikarjunan  
Professor with tenure  
Department of Food Science and Nutrition  
College of Food, Agricultural, and Natural Resource Sciences

Parameswaran (Kumar) Mallikarjunan received his Ph.D. in biological engineering from the University of Guelph, Canada in 1993. Most recently, he has served as a tenured professor in the Department of Biological Systems Engineering at Virginia Polytechnic Institute and State University. Dr. Mallikarjunan’s research interests include biomedical diagnostics and the development of novel sensing systems. His work has been funded by grants exceeding $7.5 million, including awards from the National...
Science Foundation, the U.S. Department of Agriculture, and USAID. External reviewers indicate that Dr. Mallikarjunan is an “accomplished educator” and an “excellent classroom teacher.” His extensive leadership and service activities have been recognized numerous times by the American Society of Agricultural and Biological Engineers and the Institute of Food Technologies. Dr. Mallikarjunan will be appointed as head of the Department of Food Science and Nutrition when he begins his position at the University of Minnesota in January, 2017.

Samuel Mukasa  
Professor with tenure  
Department of Earth Sciences  
College of Science and Engineering

Samuel Mukasa received a Ph.D. in geochemistry from the University of California, Santa Barbara in 1984 and a D.Sc. honorary degree from Nkumba University, Entebbe, Uganda in 2008. Previously, he served as dean of the College of Engineering and Physical Sciences and Eric J. Essene Professor of Geochemistry at the University of New Hampshire. Dr. Mukasa has demonstrated long-standing excellence in research, teaching, and service. He has made significant discoveries about the chemical evolution of the Earth through his highly regarded research in geochemistry, geochronology and petrology. Dr. Mukasa is an effective teacher of courses at all levels with a distinguished record of successful advising of undergraduate, graduate, and postdoctoral students. His record of professional and institutional service is superlative. Dr. Mukasa has been appointed Dean of the College of Science and Engineering.
AGENDA ITEM: Information Items

☐ Review  ☐ Review + Action  ☐ Action  ☒ Discussion

☐ This is a report required by Board policy.

PRESENTERS: Kathryn F. Brown, vice president, Office of Human Resources

PURPOSE & KEY POINTS

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 Information Report appears as a regular item on the Faculty & Staff Affairs Committee agenda.
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**
Gary C. Anderson, a tenured faculty member in developmental and surgical sciences, was named to serve as interim dean of the School of Dentistry, effective November 21. Anderson directs the University's cleft and craniofacial clinics and has served as a senior associate dean and department chair, among other administrative positions in the school.

Brian D. Burnett is the University's new Senior Vice President for Finance and Operations. He previously served as the Vice President for Finance & Chief Financial Officer of the University of Missouri System. Prior to that, he was Senior Executive Vice Chancellor for Administration & Finance at the University of Colorado-Colorado Springs. Burnett received his Ph.D. in Educational Leadership, Research & Policy from the University of Colorado, Colorado Springs, his M.S. in Finance from the University of Colorado, Denver, and his B.A. in Economics from the University of Colorado, Boulder.

Barbara Keinath has been appointed to serve as the interim chancellor at UMC, with a tentative start date of January 1, 2017. She has served as UMC's vice chancellor for academic and student affairs the past three years. With her B.A. and M.A. degrees from Michigan State and her Ph.D. from the University of Minnesota, Keinath brings more than three decades of achievement in teaching and curriculum development, academic leadership, online learning, and strategic planning in Minnesota colleges and universities.

**University Highlights**
The University of Minnesota Alumni Association's quarterly magazine, *Minnesota Alumni*, received five awards for excellence from the Minnesota Magazine & Publishing Association at its 20th Annual Excellence Awards Gala. The Excellence Awards recognize and foster outstanding publishing achievements. Competition categories include editorial, design, marketing, digital publishing and overall excellence.

The University of Minnesota is one of two grand prize winners in the National Cancer Institute's Up for A Challenge Breast Cancer Challenge Award offered in partnership with Sage Bionetworks. The recognition will help further the U’s innovative work in exploring genetic connections in breast cancer research.

The Association of Public and Land-grant Universities has named the University of Minnesota the winner of its inaugural Institutional Award for Global Learning, Research, and Engagement. The award recognizes a demonstrated commitment to and institutional evidence of a core set of criteria:
Inclusivity – the degree to which the institution is committed to and successful in empowering all students through global learning;

• Research and Engagement of Consequence – the degree to which the scientific, scholarly, and engagement efforts of the institution are directed to addressing pressing global problems;

• Pervasiveness – the degree to which the institution has been successful in fostering a pervasive international culture across campus, including a broad range of internal and external stakeholders in the process of internationalization; and

• Leadership and Measurement – the degree to which the institution’s leadership has made internationalization a priority for the institution and is measuring progress and impact across the institution.

The University of Minnesota Health Clinics & Surgery Center was selected as one of Finance & Commerce’s Top Projects of 2015. According to the publication’s profile, the center “looks and feels like the hospital of the future, from the glass-window enclosed lobby with a majestic staircase to flat-screen monitors in waiting rooms.” The Center also received a 2016 Innovation by Design Award from Co.Design. According to this award citation, the Center “reimagines what a hospital can be” and represents “a new way of thinking about how space can be effectively used to promote healing.”

The U of M School of Nursing was recognized as a 2016 Higher Education Excellence in Diversity (HEED) award winner in the Health Professions category.

UMM has been recognized as a top performer in the 2016 Sustainable Campus Index, ranking third in the area of buildings and overall among baccalaureate institutions. The index, a publication of the Association for the Advancement of Sustainability in Higher Education (AASHE), highlights top-performing colleges and universities in 17 areas and overall by institution type, as measured by the Sustainability Tracking, Assessment & Rating System. “The University of Minnesota, Morris’s strong performance demonstrates significant leadership and commitment to advancing sustainability,” said AASHE’s Executive Director Meghan Fay Zahniser. “We are pleased to recognize Morris for working to secure a thriving, equitable, and ecologically healthy world by incorporating sustainability into its operations, administration, engagement, and academics.”

The University of Minnesota, Crookston has been ranked among the top 40 Best Online Colleges in the nation for 2016-17 by the Center for Online Education, an online resource working with online college rankings, student guides, and in-depth analysis of current online education trends. For this ranking, the organization examined 1,615 schools nationwide and developed a ranking methodology including factors such as online flexibility, graduation and retention rates, student-faculty ratios, and affordability. UMC came in at number 33 nationally.

The University of Minnesota ranks high among universities in the nation in the number of students who study abroad as well as the number of international students hosted at the University, according to the 2016 Open Doors Report on International Educational Exchange data released by the Institute of International Education in partnership with the U.S. Department of State’s Bureau of Educational and Cultural Affairs. The Open Doors report shows that the University of Minnesota’s Twin Cities campus ranks sixth in the nation among doctorate-granting institutions in the number of students that participated in an educational experience abroad in 2014-15 with 2,705 students—a 2.7% increase from the previous year. In addition, the University ranks 20th among doctorate-
granting institutions hosting international students, with 7,037 international students studying at the U of M in 2015-16.

The University of Minnesota, Morris earned the 2017 Military Friendly® School designation by Victory Media for the sixth consecutive year, demonstrating its commitment to attracting and supporting military students.

**Faculty and Staff Activities and Awards**


Abram Anders, business communications at UMD’s Labovitz School of Business and Economics, received the 2016 Rising Star Award from the Association for Business Communication. The Rising Star Award recognizes meaningful contributions to the mission and membership of the Association and to the field at large through excellent teaching, research, and/or practical applications, such as consulting and training.

Jane Anderson, nursing, was appointed to be a national learning facilitator for the Centers for Medicare and Medicaid.

Former University of Minnesota President and Professor Emeritus Robert Bruininks was inducted into the Academy of Community Engagement Scholarship (ACES). ACES provides expertise to policymakers, higher education institutions, and organizations.

Elizabeth Bye and Karen LaBat, both from design, housing and apparel, were named 2016 Distinguished Scholars by the International Textile and Apparel Association.

Mary Chesney, nursing, received the American Association of Nurse Practitioners State Award for Nurse Practitioner Excellence in Minnesota.

Michael Conzemius, veterinary clinical sciences, has been selected to receive the Iowa State University College of Veterinary Medicine Stange Award, the highest award presented to distinguished alumni in the college. The award is presented annually for outstanding professional achievement in the area of education, government, industry, practice, or other professional endeavors in veterinary medicine.

Sehoya Cotner, biology teaching and learning, received the National Association of Biology Teachers’ University Biology Teaching Award. The award goes to an outstanding biology educator who demonstrates creativity and innovation in an undergraduate course. The association is the country’s largest professional organization of biology teachers and only one teacher per year is recognized with this award.

School of Nursing Dean Connie White Delaney has been named president-elect of Women’s Health Leadership Trust, a professional network of 320+ executive women in health care. She also was elected to the board of trustees for the Commission on Graduates of Foreign Nursing Schools, the world’s largest credentials evaluation organization for nursing and the healthcare community.

Jayne Fulkerson, nursing, was awarded the Best Randomized Controlled Trial article in the International Journal of Behavioral Nutrition and Physical Activity in 2015.
Laura Gagliardi, chemistry, has been elected as a fellow of the American Physical Society in recognition of her groundbreaking work in electronic-structure methods.

Ray Gonzalez, English, won the Witter Bynner Prize for Poetic Achievement from the Library of Congress. He will receive a $10,000 fellowship and have a reading within the actual Library of Congress.

Sean Hall, director of technology for the UMD Pharmacy Program, has been appointed board chair of the NorthEast Alliance for Telecommunications, a consortium for education, communication, and technology.

The American Association of Pesticide Safety Educators (AAPSE) named Dean Herzfeld, Extension, as a fellow. This is the organization’s highest recognition and is bestowed on individuals from universities, federal, tribe, or state agencies, or non-governmental organizations for their superior service to AAPSE and national achievement in education, pesticide applicator certification, public service, research and personal achievement.

Craig Kirchhoff and Emily Threinen, both from music, have been chosen as charter members of the Yamaha Master Educator Program. Yamaha has introduced this new campaign to offer music directors a resource to help them realize their full potential at the local, state, and national levels.

A paper by Bonnie Klimes-Dougan, psychology, “Regulatory control and depression in adolescents: Findings from neuroimaging and neuropsychological research,” was identified as one of the top 10 most downloaded Journal of Clinical Child & Adolescent Psychology papers in 2016.

Robert Krueger, psychology, was recently recognized with the 2017 Paul Hoch Award from the American Psychopathological Association.

Lynn Lukkas, art, and Howard Oransky, Nash Gallery, were awarded First Prize for Exhibition Catalogues in 2016 by the American Alliance of Museums for Covered in Time and History - The Films of Ana Mendieta.

Susan Maher, dean, College of Liberal Arts at UMD, recently received the Delbert and Edith Wylder Award for Exceptional Service from the Western Literature Association (WLA). First established in 1993, this award is given to a longtime WLA member for exceptional contributions to the association.

Siobhan McMahon, nursing, received the Midwest Nursing Research Society’s annual Hartford Foundation Award.

Ron Moen, UMD biology, received the 2016 Distinguished Moose Biologist Award for contributions to the field of moose research and management, development of young professionals, and involvement with the scientific journal Alces. He was recognized by his peers at the 50th North American and 8th International Moose Conference in September.

Karen Monsen, nursing, was awarded the American Public Health Association’s 2016 Lillian Wald Service Award. In addition, her abstract, “Social Determinants Documentation in Electronic Health Records with and without Standardized Terminologies,” was named an Abstract of Distinction by the Midwest Nursing Research Society.
Christine Mueller, nursing, was selected for the 2016 John A. Hartford Foundation Change AGEnts Initiative Policy Institute.

Fionnuala Ní Aoláin, law, has been elected to the American Law Institute, the leading independent organization in the United States producing scholarly work to clarify, modernize, and improve the law. The institute's membership—consisting of eminent judges, lawyers, and law professors from the United States and around the world—is limited to 3,000.

Stephen Parente, finance, accepted an invitation to serve on the Congressional Budget Office’s (CBO) Panel of Health Advisors. The panel, which comprises health care experts from academia, government, and the private sector, meets annually to consider emerging health care issues that have important implications for CBO’s cost estimates and analyses, and to share insights on those questions. In addition, panel members participate in phone calls and teleconferences with CBO analysts during the year.

Cynthia Peden-McAlpine, nursing, was named a national accreditation evaluator by the American Association of Colleges of Nursing, Commission on Collegiate Nursing Education.

Will Pomerantz, chemistry, has been selected as a 2016 Rising Star in Chemical Biology by the International Chemical Biology Society.

Anu Ramaswami, Humphrey School, is serving on the Advisory Committee for Environmental Research and Education, which provides recommendations and oversight to the National Science Foundation on its environmental research and education portfolio.

Patrick Redig, veterinary clinical sciences, was awarded an honorary lifetime membership in the Association of Avian Veterinarians.

Tamsie Ringler, art, has been elected to Royal British Society of Sculptors.

Nadezhda Sotirova, communication, media, and rhetoric at UMM, was recognized by the National Communication Association for writing the top dissertation for the Language and Social Interaction Division.

Steve Sternberg, chemical engineering at UMD, is one of 16 individuals invited to advise the Minnesota Pollution Control Agency on matters related to environmental justice. The advisory group will provide input and recommendations about ways to incorporate the principles of environmental justice into the agency’s work.

Mike Swanoski, UMD pharmacy, has been elected to serve on the Pharmacy Educators and Research Committee of the American Society of Consultant Pharmacists for 2016-2017.

Professor Emeritus Auke Tellegen, psychology, received the American Psychological Association Division 30’s award for Distinguished Contributions to Scientific Hypnosis.

Emily Threinen, music, was elected to the American Bandmasters Association.

Bonnie Westra, nursing, was named one of 50 Distinguished Alumni of the University of Wisconsin-Milwaukee College of Nursing.
Carlson School Dean Sri Zaheer has been elected to the board of directors of the Federal Reserve Bank of Minneapolis and will serve a three-year term beginning January 1, 2017. Class B directors are elected by member banks to represent the public.

Deborah Matero Zak, Northwest Regional Extension, was honored with the Outstanding Community Builder Award by the Northwest Minnesota Women’s Fund. Outstanding Community Builder Awards are presented to women who have demonstrated leadership in improving the quality of life for those around them, making Northwest Minnesota a better place to live, work, and raise families.

Marlene Zuk, ecology, evolution and behavior, received an honorary doctorate from the University of Jyväskylä in Finland in August. The ceremony was held in conjunction with the university’s graduate student graduation ceremony, held every four years as is customary at Finnish higher education institutions.