UNIVERSITY OF MINNESOTA
BOARD OF REGENTS
Faculty and Staff Affairs Committee
Thursday, June 13, 2013
1:30 - 3:30 p.m.
600 McNamara Alumni Center, East Committee Room

Committee Members
Patricia Simmons, Chair
Richard Beeson, Vice Chair
Linda Cohen
Thomas Devine
David McMillan
Abdul Omari

AGENDA

1. Board of Regents Policy: Safety of Minors - Action - K. Brown/W. Donohue (pp. 2-5)

2. Collective Bargaining Agreement with University Education Association - Review/Action - K. Brown/P. Dion (pp. 6-8)

3. Human Resources Metrics for Board Oversight - K. Brown/L. Lamb (p. 9)

4. Annual UPlan Health Insurance Update - K. Brown/D. Chapman (p. 10)

5. Update on HRMS Upgrade Project - K. Brown/L. Lamb (p. 11)


7. Information Items - K. Brown (pp. 37-42)
Faculty and Staff Affairs Committee

Agenda Item: Board of Regents Policy: Safety of Minors

☑ review ☐ review/action ☑ action ☐ discussion

Presenters: Vice President Kathryn Brown
Bill Donohue, General Counsel

Purpose:

☑ policy ☐ background/context ☐ oversight ☐ strategic positioning

To seek approval of the proposed new policy regarding the safety of minors (persons under the age of 18, also “children”) on University premises, participating in University programs, or in the care of University employees or volunteers.

Outline of Key Points/Policy Issues:

This new proposed policy aims to protect and provide a safe environment for children who are on University premises, participating in University sponsored programs, or in the care of University employees or volunteers. The policy then requires the adoption of an administrative policy to implement the general statement of the Board policy, which includes:

1. Requiring all University employees and volunteers who have reason to believe that a child is being neglected or abused make an immediate report to law enforcement.
2. Requiring background checks for employees and volunteers who have substantial contact with children on campus.
3. Requiring appropriate training for employees and volunteers.
4. Establishing appropriate requirements for the safety of children participating in University-sponsored programs.
5. Identifying and assuring compliance with all state or federal laws relating to the safety of children.

Background Information:

In October 2012, President Kaler presented to the Board on the lessons to be learned from the child abuse events at Penn State and the subsequent report by Louis Freeh. As promised in
that presentation, the President appointed a Work Group in November 2012 to develop a new system-wide policy on the safety and protection of children at the University. The Work Group was composed of six University staff and met on seven occasions, received five presentations from campus experts, and reviewed the policies of 14 other universities. It gathered appropriate data on the number of children on University campuses and facilities and in our programs, the public safety history related to minors for the past 10 years, and reviewed current law and practice relating to child abuse reporting and background checks. On March 15, 2013, the Work Group issued its report to the President, which included the proposed Board of Regents Policy: *Safety of Minors*, as well as a proposed administrative policy. The proposed Board policy was reviewed by the President, the Senior Leadership Group, the Senate Consultative Committee, and the Board Policy Group.

**President’s Recommendation for Action:**

The President recommends adoption of the proposed Board of Regents Policy: *Safety of Minors*. 
SAFETY OF MINORS

SECTION I. SCOPE.

This policy provides for the safety of minors (persons under the age of 18, also “children”) on University of Minnesota campuses and facilities and in University programs.

SECTION II. GUIDING PRINCIPLE.

It is the policy of the Regents of the University of Minnesota to protect and provide a safe environment for children when they are on University premises, participate in University sponsored programs, or are in the care of University employees or University volunteers. Children come to the campuses and into the facilities of the University for many purposes including educational programs, recreational programs, childcare, cultural events, and athletic programs. These programs and opportunities provide immense benefits only available at the University. These programs have operated successfully on our campuses and facilities for many years and enriched the lives of tens of thousands of children. This policy is intended to support the continuation of this tradition and enhance the safety of minors on our campuses, in our facilities and in our programs. The policy applies to all minors on University premises and in University sponsored programs including, but not limited to, all enrolled students and Post Secondary Enrollment Option students.

SECTION III. IMPLEMENTATION.

In order to assure the safety and wellbeing of children, the University shall adopt administrative policies and procedures that address children’s safety including, but not limited to the following:

1. Requiring all University employees and volunteers who have reason to believe that a child is being neglected or physically or sexually abused to make an immediate report of the neglect or abuse to a law enforcement or social service agency.
2. Requiring background checks of all University employees and volunteers where appropriate and who have significant contact with or supervise children on campus.
3. Requiring appropriate training for University employees on the identification and reporting of neglect, physical abuse, or sexual abuse of children and the notification requirements mandated by policy and Minnesota law.
4. Establishing appropriate requirements for the safety of children participating in University-sponsored programs.
5. Identifying and assuring compliance with all state or federal laws relating to the safety of children.

All University employees and volunteers shall cooperate in the effort to protect children and provide for their safety on our campuses, in our facilities and in our programs.
SECTION IV. DELEGATION

The president or delegate shall maintain appropriate administrative policies and procedures and implement programs to protect and advance the safety of children.
Agenda Item: Collective Bargaining Agreement with University Education Association

☐ review ☒ review/action ☐ action ☐ discussion

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

Purpose:

☐ policy ☐ background/context ☒ oversight ☐ strategic positioning

To seek approval of this collective bargaining agreement between the University of Minnesota and University Education Association (UEA) faculty on the Duluth and Crookston campuses.

Outline of Key Points/Policy Issues:

This agreement will provide terms and conditions of employment for Duluth and Crookston faculty between the date of signing and June 30, 2014. A summary, the members covered, and associated financial impacts are attached.

Background Information:

Negotiations on this contract began June 11, 2012 and concluded with a tentative agreement on April 18, 2013. The Union’s contract ratification process was completed on May 24, 2013. Board approval is required before the contract can be implemented.

President’s Recommendation for Action:

The President recommends that the Board approve the collective bargaining agreement with the University Education Association.
REGENTS OF THE UNIVERSITY OF MINNESOTA

RESOLUTION RELATED TO
THE PROPOSED LABOR AGREEMENT WITH
UNIVERSITY EDUCATION ASSOCIATION
FOR FACULTY ON THE DULUTH AND CROOKSTON
CAMPUSES (OUT STATE INSTRUCTIONAL UNIT 9)

WHEREAS, the parties have met and negotiated over the course of the past year and have reached agreement regarding terms and conditions of employment regarding the employees of this bargaining unit (a complete copy of which is available in the Board of Regents Office); and

WHEREAS, University Education Association has ratified acceptance of the agreement, and

WHEREAS, according to the Board of Regents Policy: Board Operations and Agenda Guidelines, approval of labor agreements by the Board of Regents is required;

NOW, THEREFORE, BE IT RESOLVED, that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for June 13, 2013.
This unit is composed of faculty with the ranks of Professors, Associate Professors, Assistant Professors and Instructors on the Duluth and Crookston campuses. The total number of employees in this unit is approximately 672.

**ECONOMIC SETTLEMENT – CROOKSTON**

2.5% in Fiscal Year 2013 and 2.5% in Fiscal Year 2014.

Distribution
- 0.75% will be delivered in equal dollars
- 0.75% will be delivered in equal percentage
- 1% will be delivered as merit

**BASE ANNUAL PAYROLL**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurring Cost 2012-2014</td>
<td>$200,854</td>
</tr>
</tbody>
</table>

**NON-ECONOMIC HIGHLIGHTS**

Established a labor/management working committee to consider and develop recommendations regarding the relationship between on-line and on-campus instruction.

**ECONOMIC SETTLEMENT - DULUTH**

2.5% in Fiscal Year 2013 and 2.5% in Fiscal Year 2014.

Distribution:
- ¼ of the salary pool will be delivered in equal dollars
- ¼ of the salary pool will be delivered in equal percentage
- ½ of the salary pool will be delivered as merit

**BASE ANNUAL PAYROLL**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurring Cost 2012-2014</td>
<td>$1,976,916</td>
</tr>
</tbody>
</table>

**NON-ECONOMIC HIGHLIGHTS**

Revise the teaching load reduction for Department Heads from 1/4 to 1/3 for units with fewer than 10 FTE faculty positions and from 2/5 to 1/2 for units with ten or more FTE faculty positions.

Adjusted the termination dates for Probationary Appointments when the faculty member has been on an approved leave of absence.
Faculty and Staff Affairs Committee  June 13, 2013

Agenda Item:  Human Resources Metrics for Board Oversight

☐ review  ☐ review/action  ☐ action  ☒ discussion

Presenters:  Vice President Kathryn Brown
             Lori Lamb, Director, HR Operations

Purpose:

☐ policy  ☐ background/context  ☒ oversight  ☐ strategic positioning

In the fall of 2011, the Office of Human Resources (OHR) initiated a strategic planning process to meet the challenge of Operational Excellence. OHR reviewed its systems, policies, and practices and found them in need of updating to meet the current and future workforce needs of a major public institution. Additionally, while OHR has consistently tracked certain workforce metrics, the quality of the data, analysis, and real-world application can and should be improved. A more robust metrics framework that connects reliable data to key strategic questions will improve decision-making, efficiency, and effectiveness.

Outline of Key Points/Policy Issues:

This presentation will include the following:

- A brief review OHR’s strategic direction and imperatives;
- An overview of HR metrics at the University, including the accountability report, the HR metrics dashboard, and the HR metrics study and recommendations; and
- A preview of the proposed new framework of applied HR metrics and analysis.

Background Information:

Presentations brought to the Board related to this topic include: University Workforce Analysis (June 2012), Administrative Cost Definition & Benchmarking (October 2012), the Annual Report on Faculty & Staff Compensation (December 2012), University Compensation & Planning (December 2012), Analysis of Organizational Structure (February 2013), and Update on Operational Excellence Initiatives (March of 2013).
Workforce Analytics

Faculty and Staff Affairs Committee
Board of Regents

Presented by Kathryn F. Brown, Vice President,
and Lori Lamb, Director of HR Operations
June 13, 2013
Agenda

• Overview of history of workforce metrics
• Future vision for workforce metrics
• Discussion:
  • Are we heading the right direction?
  • Is this the right level of data to fulfill your oversight responsibilities?
  • What questions do you want us to answer?
Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.

- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving

- **Values:** Integrity, service, innovation, collaboration, responsibility
Strategic Imperatives

• **Define**
  - Re-imagined, integrated OHR portfolio of services
  - Well-articulated partnership between central OHR and HR work in colleges, units, and campuses in which roles and responsibilities are clear and understood
  - Leader in providing HR professional skills and practice and encouraging best practices in HR systems and service delivery

• **Simplify**
  - Simplified employment policies and administrative procedures
  - Streamlined employment processes and management

• **Empower**
  - Leaders and managers to make strategic decisions about talent
  - Employees to optimize their employment experience
  - Human resource professionals to be proactive, responsible, and responsive

• **Deliver**
  - Excellent, high quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice
Solving Problems with Data

Story Problem:
Dennis bought a game for $27.50, a book for $6.25, a model kit for $14.95, and a shirt for $22.99. How much money did he spend?
We Can Track Many Metrics

cost

compensation  satisfaction
productivity  salary
retention  net
payroll  hire
choice  first
years
completion  health
employee  hire
dashboards  expenses
development  performance
headcount  data
training  ratio
leaves  percent
hires  budget

Office of Human Resources
What to Make of It All

• No shortage of data
• Numerous attempts to create metrics and dashboards
• Still not good use of data to support decision-making
• Little information on relationships between data
Solving Problems with Data

Story Problem:
Dennis bought a game for $27.50, a book for $6.25, a model kit for $14.95, and a shirt for $22.99. How much money did he spend?

Real Question:
How much money should he have spent?
The Data-Driven Agenda

**Dashboard**

**Agenda**
- Vision
- Management
- Compliance
- Strategy
- Accountability
- Storytelling

**Success**
- Metrics
- Accountability
- Storytelling
- Continuous Improvement
- Reflect
- Refine
- Review

Data
## Ultimate Goal: Targeted Data by Audience

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Filter for:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Data:</strong></td>
<td>• Public</td>
</tr>
<tr>
<td>evidence of ability to</td>
<td>• Board of Regents</td>
</tr>
<tr>
<td>meet the U’s strategic</td>
<td>• Executive leadership</td>
</tr>
<tr>
<td>objectives</td>
<td>• Department/division</td>
</tr>
<tr>
<td></td>
<td>• Entity</td>
</tr>
<tr>
<td><strong>Program Data:</strong></td>
<td>• Executive leadership</td>
</tr>
<tr>
<td>effectiveness of programs</td>
<td>• Department/division</td>
</tr>
<tr>
<td></td>
<td>• Unit</td>
</tr>
<tr>
<td><strong>Operating Data:</strong></td>
<td>• Department/division</td>
</tr>
<tr>
<td>effectiveness of</td>
<td></td>
</tr>
<tr>
<td>operations</td>
<td></td>
</tr>
</tbody>
</table>
## General Workforce

<table>
<thead>
<tr>
<th>Goals</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
</table>
| Maintain appropriate size of workforce    | • Headcount current and over 10 years  
• Headcount by employee group  
• Faculty by rank  
• Workforce analysis  
• Administrative costs  
• Spans and layers | • % growth at peer institutions | • % growth over time  
• Distribution between employee groups changing  
• Streamlining organization  
• Reduction of administration |
| Workforce productivity                     | • Headcount                      | • Student Enrollment  
• Research dollars  
• Degrees granted  
• Engagement data | • Workforce ROI  
• More engaged = more productive |
| Meet AA/EO obligations                     | • Ethnicity  
• Age  
• Gender | • AA/EO Goals and attainment statistics | • Becoming increasingly diverse  
• Evidence of paying attention to AA/EO |
An Example of Workforce ROI
Total labor cost: Sample illustration*

Trend in Labor Cost by Component

<table>
<thead>
<tr>
<th>Year</th>
<th>Salaries</th>
<th>Fringe</th>
<th>Other Professional Services</th>
<th>Consulting</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 12</td>
<td>22.3</td>
<td>4.2</td>
<td>13.0</td>
<td>9.0</td>
</tr>
<tr>
<td>FY 11</td>
<td>22.0</td>
<td>4.0</td>
<td>10.0</td>
<td>6.0</td>
</tr>
<tr>
<td>FY 10</td>
<td>21.7</td>
<td>3.9</td>
<td>8.1</td>
<td>3.0</td>
</tr>
</tbody>
</table>

* Not actual data. For illustrative purposes only.
Workforce ROI

• **Purpose or Business Value:** Education and tracking tool to help:
  - Manage relationship of costs between faculty and administration roles
  - Identify the labor costs at each school in relation to workforce productivity
  - Understand the drivers of labor cost trends

• **Primary Filters:**
  - Campus
  - Department / function
  - Level (executive, faculty, professional & administrative, civil service, labor represented)
Increasing Workforce ROI
University of Minnesota workforce productivity
(Actual University data previously reported)

Student Volume Output / EE

Sponsored Dollars / EE

- Students per EE
- Degrees per EE
- Linear (Students per EE)*
- Linear (Degrees per EE)*
- Sponsored Dollars per EE
- Linear (Sponsored Dollars per EE)*

* Linear trend lines provided; all show that employee headcount hasn’t grown as quickly as student population, degrees issued, and sponsored dollars earned.
Workforce ROI

Purpose or Business Value: Education and tracking tool to show link between workforce input and production output in order to:

• Optimize ROI, where possible
• Identify opportunities to better manage labor investments relative to operational performance outputs in the near term, as appropriate
• Directly support business mindset

Primary Filters:

• Campus
• Department / function
# Recruiting / Hiring

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain appropriate size of workforce</td>
<td>• # positions filled; new versus re-fill</td>
<td>• Headcount</td>
<td>• Growing slightly</td>
</tr>
<tr>
<td>Balance internal promotions with new talent</td>
<td>• Net hire ratio</td>
<td>• Promotions, other</td>
<td>• Type of work changing</td>
</tr>
<tr>
<td></td>
<td>• Internal hires/promotions v. new to the U</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire the best talent</td>
<td>• First choice hires</td>
<td>• Engagement survey</td>
<td>• Hires being successful and enjoying working here</td>
</tr>
<tr>
<td></td>
<td>• Declines</td>
<td></td>
<td>• What can we do to prevent declines</td>
</tr>
<tr>
<td>Efficiency in processes</td>
<td>• Time to fill</td>
<td>• Administrative costs</td>
<td>• More efficiency</td>
</tr>
<tr>
<td></td>
<td>• Cost to fill</td>
<td>• Costs per hire</td>
<td>• More admin support and less faculty support needed in process</td>
</tr>
<tr>
<td></td>
<td>• Best recruiting resources</td>
<td>• Costs per employee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Yield ratio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Positive applicant experience</td>
<td>• Applicant survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruiting diversity</td>
<td>• % of diverse applicants over time</td>
<td>• Diverse hires</td>
<td>• Increasing/decreasing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resulting in diverse hires?</td>
</tr>
</tbody>
</table>
# Workforce Flows

An example of Internal vs. external fill: Sample illustration*

## Internal Fill Ratio

<table>
<thead>
<tr>
<th>Level</th>
<th>Target**</th>
<th>FY 11</th>
<th>FY 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>85%</td>
<td>50%</td>
<td>70%</td>
</tr>
<tr>
<td>Faculty</td>
<td>50%</td>
<td>52%</td>
<td>66%</td>
</tr>
<tr>
<td>Professional &amp; Administrative</td>
<td>60%</td>
<td>40%</td>
<td>35%</td>
</tr>
<tr>
<td>Civil Service</td>
<td>50%</td>
<td>55%</td>
<td>40%</td>
</tr>
<tr>
<td>Labor Represented</td>
<td>40%</td>
<td>45%</td>
<td>25%</td>
</tr>
</tbody>
</table>

* Not actual data. For illustrative purposes only.

** Target represents the desired level of internal fills—e.g., number of total requisitions filled by internal vs. external candidates.
Workforce Flows
Internal vs. External Fill

Purpose or Business Value: Education tool enabling HR to:
• Pinpoint areas needing attention
• Aid in workforce planning
• Help articulate cost of turnover, highlight “blockers,” “well-placed” areas

Primary Filters:
• Campus
• Department / function
• Critical roles
• Time in position
• Tenure
• Last performance rating
• High potentials
## Compensation & Benefits

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive salaries</td>
<td>% increases versus peers and external markets; historical</td>
<td>Peer data</td>
<td>Lagging or leading?</td>
</tr>
<tr>
<td>(peers, external markets)</td>
<td></td>
<td>Engagement data</td>
<td>Causing us to lose employees?</td>
</tr>
<tr>
<td>Compensation by employee group</td>
<td>Employee group data (Sr Leaders, Faculty, P&amp;A, Civil Service, LR, Grad Assts, Students)</td>
<td>Peer data</td>
<td>Highly individualized and difficult to make comparisons</td>
</tr>
<tr>
<td>Consistency in compensation spend</td>
<td>Compensation as a % of total budget</td>
<td>Total budget (all funds)</td>
<td>People are the greatest asset</td>
</tr>
<tr>
<td>Provide excellent benefits to offset compensation</td>
<td>Benefits cost per employee</td>
<td>Peer data</td>
<td>Benefits still helping us with employees?</td>
</tr>
<tr>
<td></td>
<td>Benefits cost as a % of total budget</td>
<td>Engagement data</td>
<td></td>
</tr>
<tr>
<td>Total Rewards</td>
<td>Comp + Benefits cost</td>
<td>Peer data</td>
<td>Becoming more difficult to rely on this measure</td>
</tr>
<tr>
<td></td>
<td>Comp + Benefits as a % of total budget</td>
<td></td>
<td>Effects of Affordable Care Act</td>
</tr>
<tr>
<td>Wellness helps keep benefits costs down</td>
<td>Wellness program ROI</td>
<td>Peer data</td>
<td>Excellent cost savings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engagement data</td>
<td>Healthy employees are happier employees</td>
</tr>
</tbody>
</table>
# Health & Safety

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity of workforce</td>
<td>• Absence data for available groups</td>
<td>• Benchmarks</td>
<td>• Limited data available; wellness helps</td>
</tr>
<tr>
<td>Worker’s comp monitoring</td>
<td>• WC cost per employee</td>
<td>• Benchmarks</td>
<td>• Prevention up/down</td>
</tr>
<tr>
<td></td>
<td>• WC incident rate</td>
<td></td>
<td>• Return to program effective</td>
</tr>
<tr>
<td></td>
<td>• Days off due to injury</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Types of injury trends</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Performance Management

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance accountability</td>
<td>• Performance appraisal participation rates</td>
<td></td>
<td>• All eligible employees receive performance appraisal</td>
</tr>
<tr>
<td></td>
<td>• Promotion and tenure success rates</td>
<td></td>
<td>• Managerial accountability</td>
</tr>
<tr>
<td></td>
<td>• Failed probations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High performance workforce</td>
<td>• Merit increase data - % who received; average increase</td>
<td>• Increase in grants</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase in teaching awards</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Nat Excellence Awards</td>
<td></td>
</tr>
</tbody>
</table>
## Development & Training

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote development and training</td>
<td>• Training and development hours</td>
<td>• Engagement data</td>
<td>• Investing in our workforce</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Turnover data</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exit data</td>
<td></td>
</tr>
<tr>
<td>Leadership development</td>
<td>• Enrollment in leadership programs</td>
<td>• Engagement data</td>
<td>• Investing in leadership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Turnover data</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exit data</td>
<td></td>
</tr>
<tr>
<td>Building capacity of managers and supervisors</td>
<td>• Enrollment statistics • Evaluation statistics</td>
<td>• Engagement data • Turnover data • Exit data</td>
<td>• Empowering managers and supervisors</td>
</tr>
</tbody>
</table>
## Retention & Turnover

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Metric</th>
<th>Related Data</th>
<th>Analysis &amp; Correlations</th>
</tr>
</thead>
</table>
| Retain good employees | • Voluntary separations  
|                     | • Reasons for separations  
|                     | • Turnover by employee group  
|                     | • Promotions by employee group            | • Engagement data    | • Why people leave?  
|                     |                                             |                       | • Trends in employee groups                 |
| Manage future retirements | • Retirement data  
|                     | • Age of workforce                      |                       | • Forecast future turnover                  |
| Performance accountability | • Involuntary termination rate |                       | • Accountability for performance management |
## Workforce Flows

### Retirement risk: Sample illustration*

<table>
<thead>
<tr>
<th>Campus</th>
<th>Executive</th>
<th>Faculty</th>
<th>Professional &amp; Administrative</th>
<th>Civil Service</th>
<th>Labor Represented</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twin Cities</td>
<td>13%</td>
<td>1%</td>
<td>37%</td>
<td>15%</td>
<td>14%</td>
<td>21%</td>
</tr>
<tr>
<td>Crookston</td>
<td>68%</td>
<td>34%</td>
<td>12%</td>
<td>30%</td>
<td>7%</td>
<td>25%</td>
</tr>
<tr>
<td>Duluth</td>
<td>9%</td>
<td>57%</td>
<td>47%</td>
<td>42%</td>
<td>29%</td>
<td>38%</td>
</tr>
<tr>
<td>Morris</td>
<td>1%</td>
<td>64%</td>
<td>36%</td>
<td>55%</td>
<td>22%</td>
<td>34%</td>
</tr>
<tr>
<td>Rochester</td>
<td>56%</td>
<td>16%</td>
<td>16%</td>
<td>10%</td>
<td>48%</td>
<td>29%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>32%</td>
<td>31%</td>
<td>31%</td>
<td>32%</td>
<td>34%</td>
<td>31%</td>
</tr>
</tbody>
</table>

*Not actual data. For illustrative purposes only.
Workforce Flows
Retirement Risk

Purpose or Business Value: Education tool enabling HR to:
  • Pinpoint areas needing attention
  • Aid in workforce planning
  • Help articulate cost of turnover, highlight “blockers,” “well-placed” areas

Primary Filters:
  • Campus
  • Department / function
  • Critical roles
  • Time in position
  • Tenure
  • Last performance rating
  • High potentials
Workforce Flows
Current-State Turnover: Sample illustration*

* Not actual data. For illustrative purposes only.
Workforce Flows
Turnover Trend: Sample illustration*

* Not actual data. For illustrative purposes only.
Workforce Flows
Current-State Turnover and Turnover Trend

**Purpose or Business Value:** Education tool enabling HR to:
- Pinpoint areas needing attention
- Aid in workforce planning
- Help articulate cost of turnover, highlight “blockers,” “well-placed” areas

**Primary Filters:**
- Campus
- Department / function
- Critical roles
- Time in position
- Tenure
- Last performance rating
- High potentials
Keys to Success

- A living framework
- Addressing the tension between:
  - **Consistency**: How has our data changed?
  - **Flexibility**: How have our needs and questions changed?
- Partnerships
Discussion
Faculty and Staff Affairs Committee

Agenda Item: Annual UPlan Health Insurance Update

☐ review  ☑ review/action  ☐ action  ☑ discussion

Presenters: Vice President Kathryn Brown
            Dann Chapman, Director, Employee Benefits

Purpose:

☐ policy  ☑ background/context  ☑ oversight  ☐ strategic positioning

Board of Regents Policy: Employee Health Benefits governs the provision of employee health benefits by the University to employees and their eligible dependents. It states that the University:

- In partnership with its employees, seeks to encourage a healthy and productive workforce;
- Is committed to providing employees, retirees, and their families a health plan that offers choice and high quality, comprehensive, and cost-effective care;
- Is committed to offering a health plan that is competitive with peer institutions as to its structure, coverage, and cost to employees;
- Encourages the use of programs provided through its health plan to improve the health and wellness of plan participants, with emphasis on programs that over time control health care costs for the University and its employees; and
- Is committed to the consultation of covered employee groups in the design, implementation, and evaluation of the health plan.

Outline of Key Points/Policy Issues:

This presentation will provide background and updates on the University's health and wellness programs, specifically addressing:

- UPlan history and oversight;
- UPlan financials and successes; and
- UPlan recommended changes as a result of the Affordable Care Act.

Background Information:

This is an annual report on the effectiveness of the University's health benefits programs, pursuant to Board of Regents Policy: Employee Health Benefits, Section V. Subd. 3.
UPlan Annual Report
University of Minnesota

Board of Regents
Faculty and Staff Affairs Committee

Presented by
Kathryn Brown, Vice President
Dann Chapman, Benefits Director

June 13, 2013
Overview

• OHR strategic framework
• UPlan history and oversight
• UPlan financials and successes
• UPlan changes being considered as a result of the Affordable Care Act
OHR Strategic Dashboard: Benefits

**Goal:** Provide a comprehensive benefits program that assists in attracting and retaining a high quality workforce, is cost effective, and compliant with state and federal law.
UPlan Oversight

- AWG (Administrative Working Group)
  - Makes recommendations to the President

- BAC (Benefits Advisory Committee)
  - Consultative to all employee groups
UPlan History

• **Prior to 2002**: Most employee benefits (except retirement) were obtained through the State Employee Program.

• **Jan. 2002**: UPlan was launched as the University’s self-insured health benefits plan.

• **Jan. 2003**: Dental and remaining benefits were first purchased and managed independent from the State.

• **Jan. 2006**: Pharmacy benefits were ‘carved out’ to better manage our pharmacy spend and trend.

• **Jan. 2006-Present**: Wellness Program ‘carved out’ and expanded to include vendor and University partner programs.

• **Jan. 2011**: Specialty Pharmacy Program added to assist members and the University in managing specialty medications.
UPlan Yearly Health Care Cost Per Employee

History & Projections*

<table>
<thead>
<tr>
<th>Year</th>
<th>Member Out of Pocket</th>
<th>Member Rates</th>
<th>University Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$7,493</td>
<td>$1,602</td>
<td>$9,637</td>
</tr>
<tr>
<td>2008</td>
<td>$7,965</td>
<td>$1,752</td>
<td>$10,259</td>
</tr>
<tr>
<td>2009</td>
<td>$8,834</td>
<td>$1,919</td>
<td>$11,290</td>
</tr>
<tr>
<td>2010</td>
<td>$9,291</td>
<td>$1,991</td>
<td>$11,862</td>
</tr>
<tr>
<td>2011</td>
<td>$9,618</td>
<td>$2,189</td>
<td>$12,401</td>
</tr>
<tr>
<td>2012</td>
<td>$9,273</td>
<td>$2,815</td>
<td>$12,767</td>
</tr>
<tr>
<td>2013</td>
<td>$9,861</td>
<td>$2,955</td>
<td>$13,508</td>
</tr>
</tbody>
</table>

*Per Employee Per Year cost includes former employees such as early retirees and members on COBRA

Note: 97 cents out of every dollar goes to care.
Aggregate Health Care Trend 2009-2013

- Trend Range:
  - 2007-08: 6.4%
  - 2008-09: 10.1%
  - 2009-10: 5.1%
  - 2010-11: 4.5%
  - 2011-12: 3.0%
  - 2012-13 Projection: 5.8%

- UPlan:

Projection
Good Management Saves Money

Cost Avoidance

- 2006: $4.9 million
- 2007: $7.9 million
- 2008: $11.7 million
- 2009: $17.5 million
- 2010: $20.1 million
- 2011: $22.1 million
- 2012: $27.4 million
- 2013: $29.4 million (projected)
Dental Trend

• Employee and Employee & Children aggregate trend is -2.5%.
Award Winning Wellness Program

• A broad array of programs
• Well received by employees
• Significant ROI
  • In dollars
  • In avoided hospitalizations
• Received Hennepin County Wellness by Design Gold Award
The Affordable Care Act

• Federal statute signed into law in March 2010
• Named The Patient Protection and Affordable Care Act
• Provisions include:
  • Quality health insurance coverage
  • Establishment of health exchanges
  • No denial of coverage due to pre-existing conditions
  • Excise tax starting in 2018 for employers who provide high value health plans
University’s Excise Tax Risk

- A tax rate of 40% of the Plan Value in excess of the maximum allowed will be imposed.
- Estimated UPlan tax exposure is $48 million over a five-year period (2018-2022).
- The University must avoid this tax!
Our Goals for UPlan Changes

• Maintain quality, affordability, and choice in the UPlan
• Minimize impact for those with health conditions
• Avoid the excise tax
• Continue to manage healthcare trend
Summary of Changes Being Considered

• Offering a new Accountable Care Organization (ACO) plan
• Increasing copays
• Introducing a differential between primary and specialty copays
• Introducing a small deductible on non-copay items
• Increasing out-of-pocket expenses in the HSA plan
• Combining base plans
• Merging two of the family cost tiers

* Changes subject to collective bargaining for our labor represented employees
A New UPlan Offering

• ACO (Accountable Care Organization) Plan
  • High-quality and cost effective, but narrow network
  • Benefits would be slightly higher than Base Plan.
  • Costs slightly lower — a “buy down” plan
  • Four Twin Cities ACOs within this plan
    • Fairview, HealthEast, Park Nicollet, Ridgeview
      • Fairview currently includes UMP specialists, but not UMP primary care
      • Park Nicollet does not include HP primary or specialty
Combined Base Plans

- Combining the Twin Cities, Duluth, and Greater MN Base Plans into one would reduce the excise tax exposure.
  - Weighted average of lower- and higher-priced Base Plan options used as total cost
  - Same benefits and employee contributions
  - Networks would still differ.
• Spouse/SSDP and Family tiers would be combined.
• This would reduce exposure to the excise tax by pulling down the cost of the Family tier.
• However, this would increase costs for employees currently in the Spouse/SSDP tier.
Changes Must Begin in 2014

Why this early?

• Need a minimum 18 months of experience by 2016 to measure impact of changes.
• May need minor, additional changes in 2016-2018.
Communications Strategy

• **Phase 1**—Leader communications (May/June)
• **Phase II**—Employee education on ACA (July)
• **Phase III**—Open Enrollment communications (starting in August)
• **Phase IV**—Federal communications on health care Exchanges (October)
Summary

• UPlan is a well managed plan, with costs below medical trend.
• Our Wellness Program is delivering a strong ROI.
• We need to be proactive in addressing the excise tax risk.
• Even with the proposed 2014 changes, the UPlan would continue to be one of the top employer-sponsored plans in the market.
• Our employees would experience few changes due to ACA, because the UPlan has been proactive in managing costs and has been forward-looking with regard to wellness.
Faculty and Staff Affairs Committee  

June 13, 2013

Agenda Item: Update on HRMS Upgrade Project

☐ review  ☐ review/action  ☐ action  ☒ discussion

Presenters: Vice President Kathryn Brown
Lori Lamb, Director, HR Operations

Purpose:

☐ policy  ☐ background/context  ☒ oversight  ☐ strategic positioning

The Human Resources Management System (HRMS) Upgrade Project is a major strategic priority for the Office of Human Resources and a significant part of the overall Enterprise Systems Upgrade Program (ESUP). As part of its oversight role, the Faculty and Staff Affairs Committee receives periodic updates regarding the HRMS upgrade project status, budget, and metrics.

Outline of Key Points/Policy Issues:

This presentation will include the following:

• A brief review of what HRMS is and what it does;
• The HRMS team and governance structure;
• The project status and recent milestones;
• An overview of the system design phase and process; and
• And a look ahead at major topics and priorities in the upcoming months.

Background Information:

The Board of Regents approved ESUP at its July 11, 2012 meeting. The Faculty and Staff Affairs Committee received a presentation on the vision, preliminary scope, and process for the HRMS upgrade at its October 11, 2012 meeting.
HRMS Upgrade Progress Report

Board of Regents Faculty and Staff Affairs Committee

Presented by Kathryn F. Brown, Vice President, and Lori Lamb, Director of HR Operations

June 13, 2013
Agenda

• OHR Mission, Vision, and Values
• What is HRMS?
• HRMS Work Stream Structure
• Status and Recent Milestones
• What is IDP?
• HR Portal Planning
• Preview of Major Topics
OHR Mission, Vision, and Values

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

*Define  Simplify  Empower  Deliver*
HUMAN RESOURCES MANAGEMENT SYSTEM (HRMS)

- **18K** position changes
- **3K** hiring requisitions per year
- **136K** entries per year to maintain appointments
- **1M** pay & leave entries per year
- **36K** paychecks per pay period
- **105K** benefits transactions per year
- **10K** leadership & training participants
- **62K** support calls per year
Benefits of the HRMS Upgrade

• Maintain tax and regulatory updates for payroll processing
• Enhance functionality and ease of use
• Implement consistent business processes
• Make staff and managers more efficient:
  • Replace paper-based processes for tracking work hours and vacation/sick leave
  • Improve reporting functionality, enabling more self service for staff and managers to make decisions
  • Provide greater access to data for workforce trend analysis
• Enable human resource staff to move into more strategic, less clerical roles
HRMS Work Stream Groups

**OHR Upgrade Group**
- Business process owners, functional experts, and project staff

**Functional Steering Committee**
- End-users from across the University

**Subject Matter Experts**
- Provide input on business processes, University policies, contracts, and laws

**HRMS Project Team**
- Driving the day-to-day project operations and providing leadership across project
Decision-Making Flow

Executive Oversight Committee (EOC)
- Policy
- Scope, Budget, Timeline

Integration Steering Committee (ISC)
- General Project Decisions – via updates from Work Streams
- Integrations
- Policy (Recommendations)

OHR Upgrade Group
- Business Process Owner Decisions

HRMS Functional Steering Committee (FSC)
- End-User Input and Recommendations

HRMS Project Team
- Central Processes
- Compliance/Legal Requirements
- Existing Required Modifications
- Low Impact Modifications

Elevate to EOC: Policy, Scope, Budget, Timeline, Non-Consensus

Elevate to ISC: Integrations, Policy Scope, Budget, Timeline New/Major Modifications Uncertainties

Elevate to FSC: End User Input Needed
HRMS: Recent Milestones

Winter 2013

• 67 Plan & Discover sessions with 100+ participants system-wide
• 55 major business processes (and numerous sub-processes) reviewed
• Completed Plan & Discover documentation and review
• Conducted OHR Portal retreat

Spring 2013

• Began Interactive Design and Prototyping (IDP) sessions
• Added Recruiting Solutions, Time & Labor, and Absence Management to ESUP implementation without increasing the budget or timeline
• Joint Payroll Accounting IDP sessions began, including 50+ invitees from finance, human resources, reporting, and central administrative offices
• Foundational recommendations made for Data Conversion and Appointment Data Reconfiguration strategies
• Formed OHR Portal Planning Committee to help plan and support the delivery of a high-functioning OHR portal as part of ESUP Portal project
March 2013

- Executive Oversight Committee (EOC) approved a timing change to include Time & Labor and Absence Management functionality within the initial HRMS implementation
- EOC also approved a scope change to include Recruiting Solutions as a part of the current project

These three additional modules will provide high-demand, delivered functionality without increasing the project timeline or budget.
<table>
<thead>
<tr>
<th>Plan &amp; Discover</th>
<th>Analyze &amp; Design</th>
<th>Configure &amp; Integrate</th>
<th>Test &amp; Train</th>
<th>Deploy</th>
<th>Sustain &amp; Optimize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 ’13</td>
<td>Q2 ’13 – Q3 ’13</td>
<td>Q3 ’13 – Q2 ’14</td>
<td>Q2 ’14 – Q3 ’14</td>
<td>TBD</td>
<td>Final cut-over activities and <strong>GO LIVE!</strong></td>
</tr>
<tr>
<td>Fit-Gap Validation Sessions – <strong>completed</strong></td>
<td>IDP Sessions HCM 9.2 released</td>
<td>Technical and Functional Build</td>
<td>End-to-end business process testing</td>
<td>Performance tests Parallel tests</td>
<td></td>
</tr>
</tbody>
</table>
Interactive Design & Prototyping (IDP) Flow

1. Current UMN Process
2. PS Delivered Process
3. Redesign Process
   - Solutions for gaps
   - Prototype
   - ROI
   - Document
4. Requirements
   - Security
   - Integration
   - Reporting
   - Change Mgmt.
   - Training
Phase 2 of 6: On Track & Gaining Momentum

HRMS IDP topic review progress over time*

*IDP stands for Interactive Design and Prototyping, an intensive approach to system design focused on business needs and processes.
HR Portal Planning
HRMS Key Messages

• The HRMS upgrade project is on time and on budget.
• We are starting system design with “vanilla” as the baseline and working to keep modifications to a minimum.
• We are adding essential delivered functionality to our system without adding to the project timeline or budget.
• Over time, the new system and a new portal will transform the way we deliver HR services.
• The commitment and collaboration to date has been extraordinary – kudos to our engaged HR community and HRMS project team!
Questions?
Faculty and Staff Affairs Committee       June 13, 2013

Agenda Item:  Consent Report

☐ review   ☑ review/action   ☐ action   ☐ discussion

Presenters:  Vice President Kathryn Brown

Purpose:

☐ policy   ☐ background/context   ☑ oversight   ☐ strategic positioning

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

Outline of Key Points/Policy Issues:

• Appointment of Dr. Danita Brown as the Vice Provost for Student Affairs and Dean of Students;

• Appointment of Dr. Amy B. Hietapelto as Dean and Professor with tenure, University of Minnesota Duluth, Labovitz School of Business and Economics;

• Appointment of Dr. Jill A. Pinkney Pastrana as Dean and Professor with tenure, University of Minnesota Duluth, College of Education and Human Service Professions;

• Appointment of Minnesota Landscape Arboretum Foundation Board of Trustees;

• Conferral of tenure for new, outside hires;

• Correction of a clerical error from the May 2013 docket; and

• Additional internal promotion and/or tenure recommendations.

Background Information:

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

President’s Recommendation for Action:

The President recommends approval of the Consent Report.
Faculty and Staff Affairs Committee
Consent Report
June 13, 2013

Personnel Appointment

Pending approval by the Board of Regents, Dr. Danita Brown will be appointed Vice Provost for Student Affairs and Dean of Students, effective July 31, 2013.

Position Overview

As chief student affairs officer for the University of Minnesota Twin Cities campus, the Vice Provost for Student Affairs and Dean of Students is responsible for providing visionary leadership and administrative oversight of, and accountability for, the student services and programs in the Office for Student Affairs. The Vice Provost and Dean works with and represents the interests of a diverse student body to ensure a mutually reinforcing relationship between the academic and non-academic life of students. The Vice Provost and Dean works to promote the intellectual, cultural, personal, educational, and social development of students.

Appointees Background and Qualifications

Dr. Danita Brown comes to us from Purdue University, where she has served as Dean of Students since March 2011. She began her tenure at Purdue in August 2008, as the Associate Dean of Students for Counseling, and she has served on many institutional and community committees in West Lafayette. Prior to her service at Purdue, Danita was the Interim Dean of Students at West Virginia University at Parkersburg; Associate Director of Campus Life at Ohio University; and Program Coordinator of Student Activities and Leadership at Loyola University Chicago. Danita is a native of Kent, Ohio, and received her Bachelor of Arts degree in Psychology and Sociology from Kent State University (1997) and Master of Arts degree in Community Counseling from Loyola University of Chicago (2001). Danita earned a Ph.D. in Higher Education from Ohio University (2007) and is a licensed professional counselor. She is also active and involved with many organizations associated with higher education, such as Delta Sigma Theta Sorority, Incorporated; Phi Sigma Pi National Honor Co-ed Fraternity; Mortar Board National Honor Society; the National Association of Student Personnel Administrators (NASPA) and its Center for Women board; and the American College Personnel Association (ACPA).

Danita’s professional career in higher education includes a wide variety of experiences and progressive responsibility in student affairs, ranging from crisis management, mediation, counseling and advising, student advocacy, teaching, fiscal management, and public speaking, to strategic planning, leadership and policy development. She is a service-oriented administrator and ambassador for students, with a documented commitment to teamwork that recognizes and embraces the strengths of all constituencies. She works to achieve a shared vision, and she has a record of success at meeting shared goals.
**Recommended Salary and Appointment Type**

Dr. Danita Brown's annual salary for 2013-14 is $177,000. Her appointment as Vice Provost for Student Affairs and Dean of Students is a 100%-time, A-term (12-month), L-type (limited) appointment, reporting to and serving at the pleasure of the senior vice president for academic affairs and provost.

**Individually Negotiated Terms of Employment or Separation Agreements**

There are no individually negotiated terms of employment and/or separation agreement. The complete employment agreement between the University of Minnesota and Danita Brown is attached as an exhibit.

**Comparable Market Data**

The College and University Professional Association for Human Resources (CUPA-HR) defines chief student affairs/life officer as responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.

When determining comparable market data for the University of Minnesota's Vice Provost for Student Affairs and Dean of Students position for the Twin Cities campus, it should be noted that there is some degree of variation across institutions of higher education in terms of how they structure their student affairs portfolios at the senior level. For example, the student affairs portfolio on the Twin Cities campus does not include Housing and Residential Life, which is part of the University Services organization at the University of Minnesota. These differences may impact the validity of this particular market comparison. In addition, these data are drawn from people with a wide range of experience in the position, including people who may have been in the chief student/life affairs officer position for many years.

With respect to peer institutions, the following higher education institutions submitted salary data for the position of chief student affairs/life officer to the CUPA-HR survey in Fall 2012: Michigan State University, Purdue University, Ohio State University, University of California-Berkeley, University of Florida, University of Illinois, University of Iowa, University of Nebraska and University of Texas. For the position of chief student/life affairs officer at these institutions, the salaries ranged from a minimum of $215,000 to a maximum of $311,711, with a median of $229,398.

With respect to a broader set of all of the doctoral institutions that submitted salary data for the CUPA-HR survey (as reported in the *Chronicle of Higher Education*), including public and private (both religious and non-religious) institutions, the median salary for the position of chief student affairs/life officer was $196,978. Again, these data are not necessarily comparable to the structure of the student affairs portfolio on the Twin Cities campus or to time in position.
President’s Recommendation

The president recommends the appointment of Dr. Danita Brown to the position of Vice Provost for Student Affairs and Dean of Students.
EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT is entered into as of this tenth day of May, 2013, by and between Regents of the University of Minnesota, a Minnesota constitutional educational corporation (the "University"), and Dr. Danita Brown ("Dr. Brown," "you").

WHEREAS, the University wishes to employ Dr. Brown as the Vice Provost for Student Affairs and Dean of Students and Dr. Brown wishes to accept employment as Vice Provost for Student Affairs and Dean of Students;

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. Brown 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. Brown as the Vice Provost for Student Affairs and Dean of Students and she agrees to be so employed by the University for a term commencing on July 31, 2013. The Vice Provost for Student Affairs and Dean of Students is a 100 percent time, 12-month, I appointment in the professional and academic personnel classification who serves as an at will employee at the pleasure of the Senior Vice President for Academic Affairs and Provost. As such, you report to and serve at the pleasure of the Senior Vice President for Academic Affairs and Provost and your appointment may be terminated at any time without advance notification.

II. DUTIES

During the term of your employment as Vice Provost for Student Affairs and Dean of Students you will diligently and consciously devote your full-time attention and best efforts in performing and discharging the duties of Vice Provost for Student Affairs and Dean of Students 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 student development programs in the Office for Student Affairs;

B. Oversee the responsible planning, stewardship, management, and accountability of fiscal, capital, and human resources of the Office for Student Affairs and those Units that report to you;

C. Promote and represent the interests of a diverse student body to ensure a mutually reinforcing relationship between the academic and non-academic life of students;
D. Represent the University, Office for Student Affairs, and those Units that report to you in a positive fashion in private and public forms and serve as a face of the University to the student body;

E. Prepare and submit budgets and appropriate financial information in accordance with University policies; and

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

III. PERFORMANCE

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

IV. 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 One Hundred and Seventy Seven and No/100 Dollars ($177,000).

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.

V. 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.
VI. RELOCATION BENEFITS

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

VII. SEPARATION

A. Your appointment as Vice Provost for Student Affairs and Dean of Students is an L appointment, which means you serve at the pleasure of your appointing authority. Your appointment may be terminated without any required notice period.

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

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

VIII. UNIVERSITY POLICIES AND GENERAL CONDITIONS

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

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

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

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

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

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

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

By: [Signature]
Danita Brown

REGENTS OF THE UNIVERSITY OF MINNESOTA

By: [Signature]
Karen Hanson
Senior Vice President for Academic Affairs and Provost

Approved as to Form and Execution

By: [Signature]
Mark B. Rotenberg
General Counsel
Faculty and Staff Affairs Committee
Consent Report
June 13, 2013

Personnel Appointment

Pending approval by the Board of Regents, Dr. Amy B. Hietapelto will be appointed dean of the Labovitz School of Business and Economics at the University of Minnesota Duluth (UMD), effective June 24, 2013.

Position Overview

The dean is responsible for the academic leadership of the Labovitz School of Business and Economics, including administration of ongoing programs and resources, program development and assessment, promotion and maintenance of effective relations with the community, development of effective fundraising strategies, and maintenance of productive administration relations at UMD and with other units of the University of Minnesota system. The position reports directly to UMD’s executive vice chancellor for academic affairs.

Appointees Background and Qualifications

Dr. Hietapelto comes to the University of Minnesota Duluth from Northeastern Illinois University (NEIU) in Chicago, where she served as dean of the College of Business and Management since 2009. She served as acting dean and associate dean at NEIU prior to holding the dean position. She has also been a faculty member at Michigan Technological University and Clarkson University. Dr. Hietapelto received her Ph.D. from the Carlson School of Business at the University of Minnesota-Twin Cities with a focus in the area of Organizational Studies.

Recommended Salary and Appointment Type

Dr. Hietapelto’s annual salary for 2013-14 is $200,000. Her appointment as dean is a 100%-time, A-term (12-month), L-type (limited) appointment, reporting to UMD’s executive vice president for academic affairs.

Individually Negotiated Terms of Employment or Separation Agreements

There are no individually negotiated terms of employment and/or separation agreement. A copy of Dr. Hietapelto’s appointment letter is attached as an exhibit.

Comparable Market Data

The College and University Professional Association for Human Resources (CUPA-HR) defines an academic dean as an individual who serves as the principal administrator/head of an academic program, which may be a school, college or department. It includes individuals with faculty rank only if their administrative, non-teaching, non-research responsibilities represent at least 50% of their full-time responsibilities.
With respect to a broader set of all of the doctoral institutions that submitted salary data for the CUPA-HR survey for the 2012-13 academic year, including public and private (both religious and non-religious) institutions, the median salary for the position of academic dean for a College of Business is $168,428.

When determining comparable market data for dean of the Labovitz College of Business and Economics at UMD, it should be noted that there is some degree of variation across institutions of higher education in terms of the size and focus of the college and the size and location of the campus. These differences may impact the validity of this particular market comparison. Consequently, attention was focused on internal salary equity based on the size and focus of the college, the current salaries of other deans at UMD, and the current salary of the person offered the position.

President's Recommendation

The president recommends the appointment of Dr. Amy B. Hietapelto to the position of dean of the Labovitz School of Business and Economics at UMD.
March 22, 2013

Dr. Amy B. Hietapelto

Dear Dr. Hietapelto,

It is a pleasure to offer you an appointment as Dean for the Labovitz School of Business and Economics at the University of Minnesota Duluth. This offer is contingent upon successful completion of the required background check and the approval of the University Board of Regents.

The Dean is responsible for academic leadership of the Labovitz School including administration of ongoing programs and resources, program development and assessment, promotion and maintenance of effective relations with the community, development of effective fundraising strategies, and maintenance of productive administrative relations at UMD and with other units of the University of Minnesota system. The position reports directly to the Executive Vice Chancellor for Academic Affairs.

Your position as Dean, Job Code 9311, is a 100%, A-term (12-month), "L" type (limited senior administrator), academic administrative appointment. The start date for the appointment is June 24, 2013. The annual salary for this position will be $200,000.

In addition to your appointment as Dean, you will hold the rank of Professor with tenure in the Department of Management Studies in the UMD Labovitz School of Business and Economics. The University’s policy on salary for faculty holding tenure who are also in a full-time senior administrative position is to have two salaries identified – one which is the paid administrative salary (as outlined above) and a second unpaid salary that is tracked for use should the administrator return to the tenured faculty position. Your bifurcated salary will start at $108,000 for a 9 month appointment.

Academic Administrative positions are provided an official Notice of Appointment which is located online though the University’s Employee Self Serve website at http://hrss.umn.edu. The notice should be consistent with the terms of this appointment letter.

Academic Administrative positions are governed by the University policies. The policies governing your position can be found at the Office of Human Resources website at http://www1.umn.edu/ohr/policies/.

Please acknowledge your acceptance of this offer by returning to me this letter containing your signature. We look forward to working with you.
Sincerely,

Andrea Schokker
Executive Vice Chancellor for Academic Affairs

I, Amy Hietapelto, agree to the terms and conditions of the Labovitz School of Business and Economics Dean’s position as outlined in this letter.

Amy Hietapelto 3/25/13

Date
Faculty and Staff Affairs Committee
Consent Report
June 13, 2013

Personnel Appointment

Pending approval by the Board of Regents, Dr. Jill A. Pinkney Pastrana will be appointed dean of the College of Education and Human Service Professions at the University of Minnesota Duluth (UMD), effective June 24, 2013.

Position Overview

The dean is responsible for the academic leadership of the College of Education and Human Service Professions, including administration of ongoing programs and resources, program development and assessment, promotion and maintenance of effective relations with the community, development of effective fundraising strategies, and maintenance of productive administration relations at UMD and with other units of the University of Minnesota system. The position reports directly to UMD’s executive vice chancellor for academic affairs.

Appointees Background and Qualifications

Dr. Pastrana comes to the University of Minnesota Duluth from the University of Wisconsin-Eau Claire, where she has served as head of the Department of Education Studies. She earned her Ph.D. from the University of California-Los Angeles (UCLA), and holds master’s degrees in Curriculum and Teacher Studies and Latin American Studies from UCLA. In 2009, Dr. Pastrana served as a guest faculty member in the Psychology Department at the Catholic University in Valparaiso, Chile, through the Fulbright Scholar program. Her areas of expertise include international and comparative education, multicultural/intercultural education, language minority education, critical theory and Freirian pedagogy, and qualitative research methods.

Recommended Salary and Appointment Type

Dr. Pastrana’s annual salary for 2013-14 is $135,000. Her appointment as dean is a 100%-time, A-term (12-month), L-type (limited) appointment, reporting to UMD’s executive vice chancellor for academic affairs.

Individually Negotiated Terms of Employment or Separation Agreements

Dr. Pastrana’s will be provided with startup funding of $7,500 per year for the first two years of her appointment (a total of $15,000), funds to be spent within 5 years of her appointment. A copy of Dr. Pastrana’s appointment letter is attached as an exhibit.

Comparable Market Data

The College and University Professional Association for Human Resources (CUPA-HR) defines an academic dean as an individual who serves as the principal administrator/head of an academic program, which may be a school, college or department. It includes individuals with faculty rank only if their administrative, non-teaching, non-research responsibilities represent at least 50% of their full-time responsibilities.
With respect to a broader set of all of the doctoral institutions that submitted salary data for the CUPA-HR survey for the 2012-13 academic year, including public and private (both religious and non-religious) institutions, the median salary for the position of academic dean for a College of Education is $137,953.

When determining comparable market data for dean of the College of Education and Human Service Professions at UMD, it should be noted that there is some degree of variation across institutions of higher education in terms of the size and focus of the college and the size and location of the campus. These differences may impact the validity of this particular market comparison. Consequently, attention was focused on internal salary equity based on the size and focus of the college, the current salaries of other deans at UMD, and the current salaries of the person offered the position.

President’s Recommendation

The president recommends the appointment of Dr. Jill A. Pinkney Pastrana to the position of dean of the College of Education and Human Service Professions at UMD.
March 5, 2013

Jill Pinkney Pastrana

Dear Dr. Pinkney Pastrana,

It is a pleasure to offer you an appointment as Dean for the College of Education and Human Service Professions at the University of Minnesota Duluth. This offer is contingent upon successful completion of the required background check and the approval of the University Board of Regents.

The Dean is responsible for academic leadership of the College of Education and Human Service Professions including administration of ongoing programs and resources, program development and assessment, promotion and maintenance of effective relations with the community, development of effective fundraising strategies, and maintenance of productive administrative relations at UMD and with other units of the University of Minnesota system. The position reports directly to the Executive Vice Chancellor for Academic Affairs.

Your position as Dean, Job Code 9311, is a 100%, A-term (12-month), “L” type (limited senior administrator), academic administrative appointment. The start date for the appointment is June 24, 2013. The annual salary for this position will be $135,000. I will also be providing startup funding at $7500 per year for the first two years of your appointment (a total of $15,000). This money should be spent within 5 years of your appointment.

In addition to your appointment as Dean, you will hold the rank of Professor with tenure in the Education Department in the UMD College of Education and Human Service Professions. The University’s policy on salary for faculty holding tenure who are also in a full-time senior administrative position is to have two salaries identified – one which is the paid administrative salary (as outlined above) and a second unpaid salary that is tracked for use should the administrator return to the tenured faculty position. Your bifurcated salary will start at $75,000 for a 9 month appointment.

Academic Administrative positions are provided an official Notice of Appointment which is located online though the University’s Employee Self Serve website at http://hrss.umn.edu. The notice should be consistent with the terms of this appointment letter.

Academic Administrative positions are governed by the University policies. The policies governing your position can be found at the Office of Human Resources website at http://www1.umn.edu/ohr/policies/.

Please acknowledge your acceptance of this offer by returning to me this letter containing your signature. We look forward to working with you.
Sincerely,

[Signature]

Andrea Schokker
Executive Vice Chancellor for Academic Affairs

I, Jill Andrea Pinkney Pastrana, agree to the terms and conditions of the College of Education and Human Service Professions Dean’s position as outlined in this letter.

[Signature]

Jill Pinkney Pastrana  3/1/13  Date
Pursuant to the Minnesota Landscape Arboretum Bylaws, one-quarter of the Foundation Board of Trustees will be designated as “Regents Trustees.” In compliance with Board of Regents Policy: Appointments to Organizations and Boards, the president seeks Board of Regents endorsement of the following individuals to serve as Regent Trustees, effective July 1, 2013:

**For re-election:**

**Nancy McCabe** graduated from a two year college and the Eleanor F. Roberts Institute of Electrolysis in Boston. Nancy was self employed in a business at the Miracle Mile Shopping Center, in St. Louis Park for 25 years. She is a member of her personal family foundation which has a history of giving to science education, horticulture, and the environment. Nancy is a current member and supporter of the Arboretum and the 50/100 anniversary book, *Northern Treasure*. Nancy is a past board member of the American Electrology Association, past president of the Minnesota Allied Health Electrology Association, past board member of the Miracle Mile Merchants Association, on the steering committee of Minnesotans Military Appreciation Fund, is an active member of the Woman’s Fellowship and Wayzata Community Church, and the Minnesota Timberwolves Fastbreak Foundation to help military families. Nancy’s interests include gardening, walking, biking, x-country skiing, boating, and birds. Nancy resides in Orono with her husband Roger.

**Susan Bachman West** is a fifth-generation member of the Bachman family, which is a founding family of the Arboretum. Susan is a Senior Buyer – Garden Hardgoods, and has worked at five of Bachman’s floral/gift/garden center locations, as well as Bachman’s growing range. She also served in management positions in three of Bachman’s retail complexes and in 2005, she opened and managed the Cedar Acres location while retaining her duties as Senior Buyer. Susan is an active member of the Minnesota Nursery and Landscape Association and has a MNLA Certification. Susan has a BA from Wartburg College and a MA from Purdue University. She is currently on the Bachman’s Board of Directors and is the Secretary for Christiania Lutheran Church Foundation Board. Susan and husband Lee live in Farmington with their two young boys.

*Submitted by: Eric W. Kaler, President, June 13, 2013*
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. Some of the faculty listed below will begin their appointments in late June or early July 2013 and in mid-August 2013.

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

Courtney Aldrich  
Associate professor with tenure
Department of Medicinal Chemistry
College of Pharmacy

Dr. Courtney Aldrich received his Ph.D. in organic chemistry from the University of California Los Angeles in 2001 and completed postdoctoral fellowships at the Max Planck Institute for Molecular Physiology, Dortmund Germany; the University of Minnesota, Department of Microbiology; and the University of Michigan, Department of Medicinal Chemistry. He was initially appointed as a contract (annually renewable) assistant professor and subsequently promoted to a contract associate professor in the College of Pharmacy where he has worked in the Drug Design Center. The tenured faculty of the Department of Medicinal Chemistry voted to change his appointment to a tenured associate professor and this was supported by the department head, Dr. Gunda Georg and Dean Marilyn Speedie. Dr. Aldrich has an outstanding, nationally and internationally recognized and well-funded research program with over 50 peer-reviewed publications in prestigious journals. His research program focuses on the development of antibacterial agents, particularly Mycobacterium tuberculosis and new strategies and drugs for antibacterial therapy. Dr. Aldrich already advises graduate students and will provide instruction in the professional pharmacy program.

Lynne Borden  
Professor with tenure and department head
Department of Family Social Science
College of Education and Human Development

Dr. Lynne Borden received her Ph.D. from the University of Illinois at Urbana-Champaign in Human Resources and Family Studies in 1977. She currently holds an endowed professorship with tenure at the University of Arizona and has had a long career as an extension specialist. Her area of expertise is family youth studies with a recent emphasis on the impact of military deployment on families and children. Dr. Borden has an excellent record of obtaining external funding for her work and has published extensively in extension venues and scholarly journals. She will serve as the new head of the department and brings significant extension teaching, administrative experience and university service as well.

June Carbone  
Professor with tenure
Law School

Professor June Carbone received her J.D. from Yale Law School in 1978. She has held academic appointments at Santa Clara University and George Mason University and has been a Professor with tenure at the University of Missouri, Kansas City, School of Law since 2006. Professor Carbone is regarded as one of the leading scholars on family law, and a significant and growing share of her writing
focuses on issues surrounding assisted reproductive technology. She was recruited to fill the Robina Chair in Law, Science, and Technology. Her recent book, scholarly articles, opinion pieces in newspapers and visible blogs have, established her as both an eminent legal scholar and a recognized public intellectual. Professor Carbone has a history of being an effective teacher and mentor as well as a scholar.

**Tony Gherghetta**

*Professor with tenure*

*School of Physics and Astronomy*

*College of Science and Engineering*

Dr. Gherghetta received his Ph.D. in particle physics from the University of Chicago in 1994. He was a faculty member at the University of Minnesota from 2002 to 2008 and was promoted to associate professor with tenure in 2006. Subsequently, he was a professor with tenure at the University of Melbourne but was recruited back to the School of Physics and Astronomy recently. His internationally recognized research addresses theoretical elementary particle physics, including String theory, extra dimensions and other theoretical approaches to strongly coupled theories. His work is published in the most prestigious journals and he is a frequent international keynote speaker at symposia. Dr. Gherghetta has extensive teaching experience for undergraduate and graduate students and has provided exemplary service for his discipline, university, and department.

**John Kammeyer-Mueller**

*Associate professor with tenure*

*Department of Work and Organizations*

*Carlson School of Management*

Dr. Kammeyer-Mueller received his Ph.D. in Human Resources and Industrial Relations from the University of Minnesota in 2002. He is currently an associate professor with tenure at the University of Florida in the Department of Management. Dr. Kammeyer-Mueller’s nationally recognized program of research focuses on employee socialization into their workplaces and career processes; it has both unique theoretical and methodological aspects and appears in top-quality journals in his field. His record of teaching at the University of Florida is exemplary as is his record of university and professional service.

**Panayiota Kendou**

*Associate professor with tenure*

*Department of Educational Psychology*

*College of Education and Human Development*

Dr. Kendou received her Ph.D. from the University of Minnesota in 2005 in Psychological Foundations (Educational Psychology). She is currently an assistant professor at the Neapolis University Pafos in Cyprus, following an appointment at McGill University. Dr. Kendou is an interdisciplinary expert in learning and cognition related to the processing of discourse, which serves as a basis for reading. She will be an important asset to the Minnesota Reading Research Center. Dr. Kendou has received multiple external and internal awards for her scholarship and has an outstanding publication record in top-quality journals. Her student evaluations of teaching are outstanding as is her dedication to teaching and learning; she has provided exemplary service to her profession, department, and university.
Dr. Joseph Merighi received his Ph.D. from the University of California Berkeley in social work in 1996. Currently, he is an associate professor with tenure at Boston University; his previous position was at San Jose State University. Dr. Merighi is an expert in the area of nephrology social work, exploring treatment adherence among patients with kidney disease, as well as medical social work personnel preparation. He has published over 30 articles in the area of health and mental health. Dr. Merighi has extensive graduate teaching experience and can provide leadership for the new Health, Disabilities, and Aging concentration in the MSW program. He has an excellent record of service to his profession, university, and department.

Dr. Nagel received her Ph.D. in Forestry (Silviculture) from the University of Montana in 2000. She is currently an associate professor with tenure at Michigan Technological University. She will assume the directorship of Operations of the Cloquet Forestry Center as part of her faculty appointment. Dr. Nagel’s expertise is in contemporary forest ecology, silviculture, and overall forest management issues for the benefit of the University, state, and region. She has an exemplary record of classroom and field teaching and has an exceptional record of service to her discipline, university, and department.

Dr. Ogle received her Ph.D. in Biomedical Engineering from the University of Minnesota in 2000 and then completed a research fellowship at the Mayo Clinic College of Medicine where she was appointed as an assistant professor. Dr. Ogle is currently an assistant professor of Biomedical Engineering at the University of Wisconsin Madison. Dr. Ogle is a recognized expert in stem cell research and translational medicine whose work has received extensive external funding and has been published in prestigious journals and books. She is a skilled and dedicated teacher and mentor for undergraduate and graduate students and has been active in providing outreach to high school students in Madison. Her service to her discipline, department, and university is exemplary.

Dr. Marek Oziewicz received his Ph.D. in 2000 in English Literature and his D. Litt. in American Literature in 2008, both from the University of Wroclaw in Poland. He is currently a professor of English Literature.
Studies at the University of Wroclaw. Dr. Oziewicz has taught courses regularly at Penn State University and has been a visiting professor at a number of universities in the United States where he has received excellent teaching evaluations. He has edited 6 books, 23 peer-reviewed articles, and multiple book chapters and is a frequent presenter at international conferences. Dr. Oziewicz is a recognized expert in the area of myth and fantasy in film and literature as modes of dealing with multiculturalism, ecology, and justice. He will be appointed as the Marguerite Henry Professor of Children’s and Young Adult Literature.

Ned Patterson  
Associate professor with tenure  
Department of Veterinary Clinical Sciences  
College of Veterinary Medicine

Dr. Ned Patterson received his DVM in 1996, followed by his Ph.D. in 2004, from the University of Minnesota. He was initially appointed as a contract (annually renewable) assistant professor and subsequently promoted to a contract associate professor in the College of Veterinary Medicine. The tenured faculty of the Department of Veterinary Clinical Sciences voted to change his appointment to a tenured associate professor and this was supported by the department head, Dr. Robert Washabau and Dean Trevor Ames. Dr. Patterson is an expert in the field of clinical genetics and uses an evidence-based medicine to advance the field of therapy in canine epilepsy. His research program supports the department’s interest in developing a Comparative Medicine program. He has published his work in well-respected journals and has secured significant funding from the National Institutes of Health for his translational research. In addition, Dr. Patterson has been a dedicated teacher for veterinary and graduate students as well as residents; his clinical service and service to the department, college, university, and profession is exemplary.

Lynette Renner  
Associate professor with tenure  
School of Social Work  
College of Education and Human Development

Dr. Lynette Renner is currently an associate professor with tenure at the University of Iowa in their School of Social Work. She received her Ph.D. from the University of Wisconsin Madison in 2005. Dr. Renner’s research has focused on intimate partner violence and child maltreatment; this work has appeared in prestigious journals and has attracted considerable external funding. She has an outstanding record of teaching and mentoring undergraduate and graduate students. Dr. Renner will provide leadership for the Minnesota Center Against Violence and Abuse.

Casim Sarkar  
Associate professor with tenure  
Department of Biomedical Engineering  
College of Science and Engineering

Dr. Casim Sarkar is currently a senior assistant professor in the Departments of Bioengineering and Chemical and Biomolecular Engineering at the University of Pennsylvania. He received his Ph.D. in 2002 from the Massachusetts Institute of Technology and completed a postdoctoral fellowship at the University of Zurich, Switzerland. Dr. Sarkar is a recognized expert in the field of synthetic biology, specifically in re-engineering cell signaling pathways and using re-engineered bacteria as therapeutic protein delivery vehicles. He has received a prestigious CAREER award from the National Science Foundation along with
other federal funding; his work appears in top-quality journals in the field. Dr. Sarkar brings new teaching expertise to his department at the graduate level and has had extensive teaching, advising, and mentoring experience at the University of Pennsylvania at both the undergraduate and graduate levels.

**Koushik Seetharaman**  
**Associate professor with tenure**  
**Department of Food Science and Nutrition**  
**College of Food, Agricultural, and Natural Resource Sciences**

Dr. Seetharaman received his Ph.D. from Texas A & M University in Food Science in 1996. He is currently an associate professor with tenure and Cereals Chair at the University of Guelph, Canada. Dr. Seetharaman’s research bridges the gap between basic and applied sciences in the area of cereal science, particularly cereals and health; his research is both domestic and international and is well funded externally. He has over 88 peer-reviewed publications and brings considerable innovative teaching expertise to his new position, including a focus on active and experiential learning. Dr. Seetharaman will hold the endowed chair in Cereal Chemistry and Technology.

**Robert Turesky**  
**Professor with tenure**  
**Department of Medicinal Chemistry**  
**College of Pharmacy**

Dr. Robert Turesky received his Ph.D. in 1986 from the Massachusetts Institute of Technology in Nutrition and Food Science. He worked as a chemist and team leader for the Nestle Research Center in Lausanne, Switzerland until 2000 and became Division Director of Chemistry at the National Center for Toxicological Research for the US Food and Drug Administration until 2004. Since 2004, Dr. Turesky has been a leading research scientist at the Wadsworth Center in the New York State Department of Health in Albany. His internationally recognized research program quantifies carcinogen metabolites and DNA adducts in human tissues and is currently funded with grants from the National Institutes of Health. Dr. Turesky has authored 129 peer-reviewed papers and has a long history of mentoring postdoctoral fellows. His primary appointment will be in the Cancer Center.
Tenured Hires for June Board of Regents meeting – Duluth campus
Recommended by Chancellor Lendley Black

Amy B. Hietapelto  Professor with tenure and Dean
Department of Management Studies
Labovitz School of Business and Economics

Dr. Amy Hietapelto is joining us from Northeastern Illinois University in Chicago where she has been Dean since 2009. She served as Acting Dean and Associate Dean at NEIU prior to holding the Dean position. She also has been a faculty member at Michigan Technological University and Clarkson University. She received her PhD from the Carlson School of Business at the University of Minnesota Twin Cities with a focus in Organizational Studies. Dr. Hietapelto brings an outstanding combination of experience, leadership and vision to her new position as Dean of LSBE and the university.

Elizbethada Wright  Associate professor with tenure
Department of Writing Studies
College of Liberal Arts

Professor Elizabethada Wright received her Ph.D. in Communication and Rhetoric from Rensselaer Polytechnic Institute in 1997. She has been teaching at the college level since 1988. Currently Professor Wright is a professor with tenure at Rivier University. She has taught a variety of classes in English Language, Writing and Composition, Public Speaking, and Copywriting. Professor Wright brings a wealth of teaching and community-service experience to the university.

Jill Andrea Pinkney Pastrana  Professor with tenure
Department of Education
College of Education and Human Service Professions

Dr. Jill Pinkney-Pastrana is currently the Department Head of Education Studies at the University of Wisconsin - Eau Claire. She received her PhD from the University of California Los Angeles. She was a Fulbright International Guest Faculty in the Psychology Department at Pontificia Universidad Católica de Valparaiso in Chile in 2009. Dr. Pinkney-Pastrana has an excellent background to lead the College of Education and Human Service Professions forward.

Roger Reinsch  Professor with tenure
Department of Accounting
Labovitz School of Business and Economics

Professor Roger Reinsch is currently a Professor with tenure at Northeastern Illinois University. He received his Juris Doctorate from the University of Missouri – Columbia in 1981. Professor Reinsch began his academic career at Emporia State University as an assistant professor in 1981. In addition to a strong teaching background in Business Law, International Law, and Ethics, he brings much experience in university, professional and community service to UMD.
Addenda to Promotion and Tenure Recommendations for the May 2013 Board of Regents Docket

Item 1

The May 2013 docket materials contained a list of faculty who were recommended for tenure and/or promotion by Senior Vice President for Academic Affairs and Provost Karen Hanson. The names of four contract faculty from the School of Public Health had been omitted from the list of those recommended for promotion. These four names appear on the list provided. Provost Hanson recommends to the Board that these four faculty be promoted to the ranks of associate professor and professor as indicated on the list.

Item 2

There was a clerical error on the list of faculty recommended for tenure and/or promotion from the University of Minnesota Duluth. On the list provided in May 2013, Professor Evelyn Campbell, Department of Social Work, was incorrectly listed as being recommended for promotion to associate professor with tenure. The June 2013 list correctly records the recommendation from Chancellor Black and Provost Hanson that Professor Campbell stays in rank as an assistant professor but receives indefinite tenure. The Board voted on an error on the May list; this error is corrected on the June list.

Item 3

The decision on one tenure and promotion case was still pending at the University of Minnesota Duluth at the time of the May Board of Regents meeting. The decision on this case is now complete. Professor Tina Thielen-Gaffey is recommended for the conferral of indefinite tenure and promotion to associate professor by Chancellor Black and Provost Hanson.
**Additional Promotion and Tenure Recommendations, Effective 2013-2014**
**Presented to the Faculty and Staff Affairs Committee of the Board of Regents**
**June 13, 2013**

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**University of Minnesota Duluth**

**UMD: College of Education and Human Service Professions**

| Evelyn Campbell                 | Social Work                        | Assistant Professor N | Assistant Professor P |

**UMD: School of Fine Arts**

| Tina Thielen-Gaffey             | Music                              | Assistant Professor N | Associate Professor P |

**Employment Status Symbols**

- J - Multiple year contract
- N - Probationary; tenure-track
- P - Indefinite tenure; faculty
UNIVERSITY OF MINNESOTA
BOARD OF REGENTS

Faculty and Staff Affairs Committee June 13, 2013

Agenda Item: Information Items

☐ review  ☐ review/action  ☐ action  ☒ discussion

Presenters: Vice President Kathryn Brown

Purpose:

☐ policy  ☐ background/context  ☒ oversight  ☐ strategic positioning

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

Outline of Key Points/Policy Issues:

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

Background Information:

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

Danita Brown has been named vice provost for student affairs and dean of students, pending approval by the Board of Regents. She comes to the University of Minnesota from Purdue University where she has served as dean of students since 2011 and as associate dean of students prior to that. Brown has a bachelor’s degree from Kent State University and a master’s from Loyola University of Chicago. She earned a Ph.D. in higher education from Ohio University. She will assume her new role at the U of M on July 31, 2013.

Until that time, Amelious Whyte will serve as interim vice provost and dean of students. He has been assistant dean of students since 2012 and prior to that was chief of staff in the Office of Student Affairs. Whyte has a bachelor’s degree from the University of Southern California and a master’s degree in public affairs from the Humphrey School. He will complete his doctorate in higher education from the University of Minnesota in the next academic year.

William Donohue has been named as the University’s general counsel through June 30, 2015. He has been deputy general counsel since 1996 and has served in Office of the General Counsel (OGC) since 1982. For the last several years, Donohue has overseen the overall administration of the OGC, directing all University litigation. He is a graduate of Carleton College and received his law degree from the University of Minnesota.

Raymond “Bud” Duvall, Morse-Alumni Distinguished Teaching Professor of Political Science, has agreed to serve as interim dean of the College of Liberal Arts from July 1 until a new permanent dean is in place. Duvall has served as chair of the political science department since 2007 and in recent years has worked in the field of critical international relations theory. He has a PhD from Northwestern University.

Vice Provost and Dean of Graduate Education Henning Schroeder has been offered a prestigious one-year appointment as Council of Graduate Schools/National Science Foundation (NSF) Dean-in-Residence beginning September 1, 2013. This appointment is a unique opportunity for him to bring to the NSF insights, perspectives, and the practical experience he has gained as a senior administrator at the University. His work as dean-in-residence will benefit both the University of Minnesota and national efforts on graduate education.
During Schroeder’s absence from the University, Sally Gregory Kohlstedt has been appointed to serve as acting vice provost and dean of graduate education. She is the outgoing chair of the Faculty Consultative Committee and the director of the College of Science and Engineering’s Program in the History of Science and Technology. She is a faculty member in the department of earth sciences and has a PhD from the University of Illinois.

**University Highlights**

University Office Plaza, located at the corner of 23rd and University Avenues near TCF Bank Stadium, has become the third Twin Cities campus facility to be rated as an ENERGY STAR building by the United States Environmental Protection Agency. To earn the rating, the building’s energy consumption data were compared to hundreds of similar buildings. University Office Plaza earned a rating of 91, meaning its energy efficiency rates in the top nine percent of all office buildings.

The UMM Spanish discipline has been approved for membership in Sigma Delta Pi, the National Collegiate Hispanic Honor Society. At UMM’s first installation ceremony, 18 students and faculty were inducted. Professor emeritus Thomas Turner also joined the Order of the Discoverers, one of the highest honors of Sigma Delta Pi.

The *Princeton Review’s* 2013 Guide to 322 Green Colleges includes three U of M campuses—Duluth, Morris, and the Twin Cities. The publication is the only comprehensive guide that focuses solely on colleges that have demonstrated a strong commitment to the environment and to sustainability.

The Internal Revenue Service recognized the Northeast Minnesota Small Business Development Center, part of UMD’s Center for Economic Development, with an Excellence in Partnering award for extraordinary contributions made in the delivery of IRS products, services and education to small business/self-employed customers.

The U of M’s Veterinary Medical Center is one of only nine veterinary hospitals and clinics in the U.S. to be identified as Veterinary Trauma Centers by the American College of Veterinary Emergency and Critical Care. This is the first step in creating a network of leading hospitals that will serve to stimulate development of trauma systems nationwide. The trauma centers are able to provide round-the-clock care for every aspect of management of the small animal trauma and have board-certified specialists available for consultation seven days a week in the fields of emergency and critical care, surgery, and radiology.

The American Institute of Architects has named the University of Minnesota Duluth’s Swenson Civil Engineering building among its Top 10 examples of sustainable architecture and green design solutions. The Top Ten Green Projects program is the profession’s best-known recognition program for sustainable design excellence. The program “celebrates structures that use a thoroughly integrated approach to architecture, natural systems and technology to provide architectural solutions, which protect and enhance the environment.” The UMD building was designed to display its operating systems as a teaching tool. It acts as a working classroom where design plays an integral educational role, and civil engineering processes are illuminated.
During the CHAMP (Connecting Hopes with Action to Mobilize People) Day of Service at UMD on May 4, students, faculty, staff, and alumni contributed 360 service hours to 13 service projects throughout the Duluth community.

The Center for Academic Planning and Exploration (CAPE) was one of a select few chosen nationally as the recipient of the Outstanding Institutional Advising Program Award Winner from the National Academic Advising Program Association.

Faculty and Staff Activities and Awards
Nicola Alexander, organizational leadership, policy, and development, received a scholarly paper award at the 2013 National Education Finance Conference for her article entitled “The growth of education revenues from 1998-2006: An update on what accounts for differences among states and the District of Columbia in the context of adequacy.” She was also named a 2013 Distinguished Research and Practice Fellow.

Alexandre Ardichvili, organizational leadership, policy, and development, was chosen as an outstanding paper award winner at the Emerald Literati Network Awards for Excellence for his article entitled “Sustainability or limitless expansion: paradigm shift in HRD practice and teaching.”

Children’s HeartLink, a nonprofit organization promoting sustainable cardiac care for children in developing countries, has named J. Brian Atwood, Humphrey School, as the new chair of its international advisory board.

Mary Benbenek, nursing, received the Outstanding Nurse Educator of the Year award from the Minnesota Association of Colleges of Nursing.

Iris Wagman Borowsky, pediatrics and adolescent health, received the Academic Pediatric Association Miller-Sarkin Mentoring Award, recognizing outstanding mentorship to learners or colleagues both locally and nationally.

John Bryson, Humphrey School, was elected to a three-year term on the board of directors of the Public Management Research Association, the most important scholarly association in the field.

Mary Chesney, nursing, has been elected president of the National Association of Pediatric Nurse Practitioners.

Aydin Durgunoglu, UMD Department of Psychology, and her colleagues at AÇEV (Mother Child Education Foundation) of Istanbul, Turkey were honored by the EMpower Foundation for their literacy and empowerment programs for young people, especially young women. EMpower Foundation supports local organizations in emerging market (EM) countries that provide at-risk youth with the tools and resources they need to lead healthy, productive lives.

John Freeman, political science, has received the Wallerstein Award from the American Political Science Association’s Political Economy Section. The Wallerstein Award is for the best article
in political economy published the previous calendar year. Freeman and coauthor, Dennis Quinn, Georgetown University, won for “The Economic Origins of Democracy Reconsidered.”

Zan Gao, kinesiology, was inducted as a fellow of the American College of Sports Medicine in recognition of distinguished professional achievement in sports medicine and related disciplines.

Sarah Hobbie, ecology, evolution and behavior, has been elected to the National Academy of Sciences, one of the highest honors given to a scientist in the United States. Hobbie’s research focuses on two main areas: the influence of changes in atmospheric composition, climate, land use and plant species composition on ecosystem processes; and the effects of urbanization on biogeochemical cycles.

Kjell R. Knudsen, dean of UMD’s Labovitz School of Business and Economics, served on the Blue Ribbon Committee of the Association to Advance Collegiate Schools of Business, which recently created new business school accreditation standards. The standards will affect more than 600 of the world’s leading business schools.

Danilo Lovinaria, nursing, was named to a new board of directors for the Diversity in Nurse Anesthesia Mentorship Program, a national outreach program to inform and encourage students of color who may be interested in a career in nurse anesthesia.

The University Consortium for Geographic Information Science (UCGIS) has named Robert McMaster, professor of geography and vice provost and dean of undergraduate education, as a 2013 UCGIS fellow. He was recognized for his research contributions in automated generalization of geospatial data and phenomena, environmental risk, GIScience and society, and the history of U.S. academic cartography.

A session on student learning assessment presented by Lisa Novack and Nikki Letawsky Shultz, College of Biological Sciences student services, was named “Best of Region” by attendees at the National Academic Advising Association regional conference. Their session was entitled “Beyond Smile Sheets: Measuring Student Learning in Advising Appointments and Events.”

The Enough Project, a national nonprofit organization focused on ending genocide and crimes against humanity, has named Humphrey School Dean Eric Schwartz as one of its 26 inaugural Non-Resident Senior Fellows. The fellows will provide strategic advice and analysis and will collaborate on projects regarding human rights and conflict resolution in the Sudans, Democratic Republic of Congo, Somalia, and areas affected by the Lord’s Resistance Army.

Shashi Shekhar, computer science and engineering, has been appointed a member of the Computer Science and Telecommunications Board committee on Geotargeted Disaster Alerts and Warnings. The committee will consider the potential for more precise geographical targeting to improve the effectiveness of disaster alerts and warnings.

Kay Herting Wahl, educational psychology, was named Post-Secondary Counselor Educator of the Year at the recent MN State School Counselor Conference.
Renata Wentzcovitch, chemical engineering and materials science, has been elected a 2013 Fellow of the American Academy of Arts and Sciences, one of the nation’s most prestigious honorary societies. Her research focuses on quantum mechanical studies of materials and the magnetic state of materials. Her group’s major effort is working to understand the thermochemical state of the Earth’s mantle.

James White, pediatrics, was awarded the Lifetime Achievement Award from the Hemostasis and Thrombosis Research Society for his work on platelets combining imaginative use of the electron microscope with basic biochemical research.

Karen Williams, associate university librarian for research and learning, has been elected vice-president/president-elect for the Association of College & Research Libraries. She assumes the presidency in July 2014 for a one-year term.

Carlson School of Management Dean Sri Zaheer is a recipient of a 2013 Women in Business Award from the Minneapolis/St. Paul Business Journal. Each year, the Business Journal recognizes 50 women for their professional achievements, leadership qualities, and contributions to the broader Twin Cities community.

An article published in October 2008 by staff of the Natural Resources Research Institute is listed as the number one (of 20) most cited articles in its topic area by BioMedLib Journal. The article is “Mineralogical and microscopic evaluation of coarse taconite tailings from Minnesota taconite operations” authored by Larry Zanko, Julie Oreskovich, and Harlan P. Niles.