UNIVERSITY OF MINNESOTA
BOARD OF REGENTS
Faculty, Staff & Student Affairs Committee
Thursday, June 7, 2007
9:00 - 10:30 a.m.
600 McNamara Alumni Center, East Committee Room

Committee Members
Dallas Bohnsack, Chair
Patricia Simmons, Vice Chair
Clyde Allen
Venora Hung
Dean Johnson
David Larson

Student Representatives

AGENDA

1. Annual Promotion and/or Tenure Recommendations - Review/Action - T. Sullivan/A. Carney (pp. 2-3)

2. Board of Regents Policy: Faculty Tenure - Action - T. Sullivan/A. Carney (pp. 4-35)

3. Faculty Compensation Comparisons & Analysis - T. Sullivan/C. Carrier/R. Howard (pp. 36-46)

4. UPlan/Employee Healthcare Benefits Update - F. Cerra/D. Chapman (p. 47)

5. Perspectives on Student Outcomes: Recent Graduate Tracking Surveys - C. Carrier/G. Rinehart (pp. 48-49)

6. Consent Report - Review/Action - C. Carrier (pp. 50-51)

7. Information Items - C. Carrier (pp. 52-55)
Faculty, Staff, and Student Affairs Committee     June 7, 2007

Agenda Item:  Annual Promotion and/or Tenure Recommendations

☐ review  ☒ review/action  ☐ action  ☐ discussion

Presenters:  Senior Vice President/Provost Thomas Sullivan  
Vice Provost Arlene Carney

Purpose:

☐ policy  ☐ background/context  ☒ oversight  ☐ strategic positioning

After careful review and due consideration, the senior academic officers of the University of Minnesota recommend to the Board of Regents for their action these additional faculty being considered for promotion and/or tenure effective with the beginning dates of their terms of appointment in 2007-2008.

Outline of Key Points/Policy Issues:

The Senior Vice President and Provost recommends for promotion and tenure those individuals listed in the attached document who are members of the faculty of the University of Minnesota Twin Cities and the University of Minnesota Crookston. These two promotion and tenure cases were still pending at the time of the Board meeting in May 2007, but now have completed the process and are before the Board for approval.

Background Information:

Board of Regents Policy: Faculty Tenure calls for the administration to bring forward its recommendations for faculty promotion and tenure on an annual basis for action by the Board. Two cases were still pending at the time of the Board’s action in May 2007, and these cases are now before the Board for action.

President’s Recommendation for Action:

The President recommends approval of these additional promotion and tenure recommendations.
## ADDENDUM

Promotion and Tenure Recommendations Effective 2007-2008
Presented to the Faculty, Staff, and Student Affairs Committee of the Board of Regents

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Faculty, Staff, and Student Affairs Committee  June 7, 2007

Agenda Item:  Board of Regents Policy: Faculty Tenure
☐ review  ☐ review/action  ☒ action  ☐ discussion

Presenters:  Senior Vice President/Provost Thomas Sullivan
Vice Provost Arlene Carney

Purpose:
☒ policy  ☐ background/context  ☐ oversight  ☒ strategic positioning

To review proposed amendments to Board of Regents Policy: Faculty Tenure. The proposed revisions address: University-wide criteria for tenure and for promotion to the rank of professor; requirements for departmental criteria for tenure and promotion; extensions to the maximum period of probationary service; changes in some Judicial Committee procedures; and wording across the policy to ensure consistency and accuracy with current practice.

Outline of Key Points/Policy Issues:

An important goal of strategic positioning is to focus on recruiting, mentoring, retaining, and rewarding excellent faculty. The Faculty Culture Task Force (Task Force) had, as one of its key recommendations, the revision of the criteria and standards for tenure and promotion to increase their rigor, consistent with the goal of becoming one of the top three public research universities. They also recommended changing tenure and promotion policy to reflect modern work-life issues to make the University more competitive in the recruitment of excellent faculty.

The Academic Freedom and Tenure Committee of the Faculty Senate drafted revisions to Board of Regents Policy: Faculty Tenure in light of these new goals and the recommendations of the Task Force. These were reviewed throughout the year by the Faculty Consultative Committee of the Faculty Senate and by the Senior Vice President for Academic Affairs and Provost, with feedback provided to the originating committee.

The proposed amendments address: University-wide criteria for tenure; University-wide criteria for promotion to the rank of professor; requirements for departmental criteria for tenure and promotion; extensions to the maximum period of probationary service; changes in some Judicial Committee procedures; and wording across the policy to ensure consistency and accuracy with current practice.
The proposed amendments were presented twice to the Faculty Senate for discussion. They were approved unanimously and recommended by a vote of 108-0 to be presented to the Board of Regents by the Senior Vice President for Academic Affairs and Provost.

Attached is revised Board of Regents Policy: *Faculty Tenure*. Sections to be deleted are struck through. Sections and wording to be added are underlined.

**Background Information:**

The proposed policy amends Board of Regents Policy: *Faculty Tenure*, last revised in 2001.

**President's Recommendation for Action:**

The President recommends approval of proposed amendments to Board of Regents Policy: *Faculty Tenure*. 
FACULTY TENURE

Adopted: February 9, 1945

PREAMBLE

The Board of Regents adopts these regulations with the conviction that a well-defined statement of rules is essential to the protection of academic freedom and to the promotion of excellence at the University of Minnesota. A well-designed promotion and tenure system ensures that considerations of academic quality will be the basis for academic personnel decisions, and thus provides the foundation for academic excellence.

Tenure is the keystone for academic freedom; it is essential for safeguarding the right of free expression and for encouraging risk-taking inquiry at the frontiers of knowledge. Both tenure and academic freedom are part of an implicit social compact which recognizes that tenure serves important public purposes and benefits society. The people of Minnesota are best served when faculty are free to teach, conduct research, and provide service without fear of reprisal and to pursue those activities with regard for long term benefits to society rather than short term rewards. In return, faculty have the responsibility of furthering the institution's programs of research, teaching, and service, and are accountable for their performance of these responsibilities. Additionally, a well-designed tenure system attracts capable and highly qualified individuals as faculty members, strengthens institutional stability by enhancing faculty members' institutional loyalty, and encourages academic excellence by retaining and rewarding the most able people. Tenure and promotion imply selectivity and choice; they are awarded for academic and professional merit, not for seniority. The length and intensity of the review leading to the grant of tenure ensures the retention only of well-qualified faculty committed to the University's mission.

The ideal attributes of the collective faculty of any unit are scholarly creativity, professional competence and leadership, intellectual diversity, the ability and desire to teach effectively and the willingness to cooperate with other units in promoting the work and welfare of the University as a whole. The administration and faculty should ensure, within each unit, not only a proper balance among these activities but also the maintenance of each at the highest level, together with accountability and suitable recognition of individual achievement and service.

The tenure regulations provide a comprehensive set of policies dealing with the relationship between the University and its faculty. The regulations classify the faculty as tenured, probationary and term. They provide for annual performance reviews of all faculty, as well as especially thorough reviews before the granting of tenure, on promotion in rank, and when the performance of a tenured faculty member is alleged to be substandard. They provide for the reassignment of faculty in case of the reorganization of the University or changes in its scholarly direction, and for discipline when a faculty member fails to meet prescribed standards of conduct.

DEFINITIONS

For the purposes of this policy, the terms defined in this section have the meanings given them.

* (a) an "academic unit" is a department or similar unit. A school, college or division that is not further subdivided is also an academic unit.
* (b) “faculty member” means every faculty member employed by the University of Minnesota System.

* (c) the "head" of an academic unit is the academic administrator immediately responsible for it, such as a chair, head or director.

* (d) a "collegiate unit" or "college" is a major academic entity of the University. It may be a college, school, institute or campus.

* (e) the "dean" of a collegiate unit is the academic administrator immediately responsible for it, such as a dean or director or (on a campus that is not subdivided into colleges) a vice-chancellor.

* (f) a "senior academic administrator" is an officer who has final administrative review authority on academic personnel decisions, and who reports directly to the president and regents, such as a vice president, chancellor, or provost. The president will designate one or more senior academic administrators and define their respective jurisdictions.

* (g) the "senior vice president for academic affairs and provost" is the officer (of whatever title) holding primary responsibility for the development of University-wide academic policy. This officer may also serve as senior academic administrator for some or all of the University, if so designated by the president.

* (h) "tenured faculty" are those faculty who hold indefinite tenure.

FACULTY TENURE

Section 1. Academic Freedom.

1.1 Principles. Every member of the faculty is entitled to due process and academic freedom as established by academic tradition and the constitutions and laws of the United States and the state of Minnesota and as amplified by resolutions of the Board of Regents. The Board of Regents hereby reaffirms its commitment to academic freedom and tenure as reflected in its resolution of January 28, 1938, and in the statement of December 14, 1963, which are set forth in the appendix to these regulations. The policies of the Board of Regents regarding academic freedom are currently stated in the board's statement of September 8, 1995, which provides:

The Regents of the University of Minnesota reaffirm the principles of academic freedom and responsibility. These are rooted in the belief that the mind is ennobled by the pursuit of understanding and the search for truth and the state well served when instruction is available to all at an institution dedicated to the advancement of learning. These principles are also refreshed by the recollection that there is commune vinculum omnibus artibus -- a common bond through all the arts.

Academic freedom is the freedom to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research and creative expression and to speak or write as a public citizen without institutional discipline or restraint. Academic responsibility implies the faithful performance of academic duties and obligations, the recognition of the demands of the scholarly enterprise and the candor to make it clear that the individual is not speaking for the institution in matters of public interest.
1.2 Protection Of Faculty. Denial of faculty appointment or reappointment or removal or suspension from office or censure or other penalty must not be based upon any belief, expression or conduct protected by law or by the principles of academic freedom. Cases of alleged violation of academic freedom may be brought directly to the Judicial Committee in accordance with Section 15.

Section 2. Applicability Of Regulations And Continuity Of Appointments.

2.1 Employment Contracts. These regulations govern the relationship between the Board of Regents and faculty members, except as inconsistent with the provisions of collective bargaining agreements. These regulations are part of the contract between the Board of Regents and faculty members.

2.2 Continuation Of Existing Appointments. On the effective date of these regulations, every person holding a faculty appointment governed by the 1945 regulations concerning faculty tenure as amended, will hold the same kind of appointment under these regulations, whether or not their appointments are appropriate for such status under these regulations.

Section 3. Faculty Ranks And Types Of Appointments.

3.1 In General. The faculty ranks are professor, associate professor, assistant professor, and instructor. Faculty appointment is appropriate only if the individual is engaged in teaching or research as defined in section 7.11. Appointment at these ranks are either regular tenured or tenure-track appointments or term appointments. An appointment must be designated as a regular or a term appointment when it is made.

3.2 Regular Appointments. A regular appointment is either with indefinite tenure or is probationary, leading to a decision concerning indefinite tenure within a specified period of time. A faculty member with indefinite tenure is entitled to retain that position until retirement in accordance with University regulations or until the appointment is terminated pursuant to the provisions of sections 10 or 11.

A faculty member on probationary appointment:

1. is entitled to consideration for indefinite tenure; and
2. is entitled to timely notice of termination in accordance with Section 6.

A regular appointment may only be held in an academic unit of a degree-granting college, or similar unit. A regular appointment must be for two-thirds time or more over the academic year.

3.3 Term Appointments. A term appointment is date-specific; that is, the appointment terminates at the end of a period specified in the appointment without further notice to the appointee. The senior academic administrator for the campus or area must give every person appointed to a term faculty position a statement in writing setting forth the conditions of the appointment, including the fact that it terminates without further notice.

No number of renewals of a term appointment creates a right to further renewals or to a decision concerning tenure. Every renewal of a term appointment for the seventh or succeeding year must be reported to the Tenure Committee with a justification of the reasons for the continuation of term status.

3.4 Appropriate uses of term appointments. Term appointments are appropriate and may be used provided one or more of the following conditions is met:
(1) the duration, the percentage of time, or both require less than service for
two-thirds time for the academic year;

(2) the appointment is designated a Visiting appointment because the faculty
member is from another educational institution or is a qualified professional
from a government or private agency on a leave of absence to accept a temporary
appointment at this University;

(3) the appointment is designated a clinical appointment because the faculty
member is a clinician in the community who gives service to the University part-
time;

(4) the appointment concerns a faculty member who principally is engaged in
and primarily is supported by clinical activities or by discipline-related
service.[1]

(5) the appointment is designated an adjunct appointment because the
faculty member’s primary employment is outside the University or is in another
unit of the University;

(6) the appointment extends courtesy faculty rank without salary;

(7) the position is subject to the joint control of the University and another
institution;

(8) the specific funding for the position is subject to the discretion of another
agency;

(9) the funding for the position is for a limited time;

(10) the appointment is in a unit or program that is experimental or
otherwise restricted in duration; and

(11) the person is enrolled in a University of Minnesota degree program. A
regular faculty member on a probationary appointment may transfer to term
status during enrollment in such a program if the faculty member and the
senior academic administrator agree. This transfer suspends the running of the
maximum period of probationary service, but the faculty member retains other
rights of regular appointment, including annual review, the right to timely notice
and a terminal appointment period as provided in Section 6.

3.5 Administrators’ Appointments. Academic administrators may hold
regular or term faculty appointments. Administrative titles and duties are
distinct and severable from such individuals’ faculty appointments. Removal
from an administrative position does not impair any rights the individual holds
as a faculty member. Upon leaving an administrative position, the individual
returns to faculty status, with salary and term of appointment reduced by the
amount of the administrative augmentation, if any.

3.6 Special Contracts. These regulations do not bar a faculty appointment
pursuant to a special contract specifying terms or conditions of employment
which are different from those prescribed in these regulations. All other
provisions of these regulations apply to such appointments. Every special
contract must be in writing and must state that it is a special contract entered
into pursuant to this subsection. It must be signed by the faculty member
concerned, by the dean of the collegiate unit in which the faculty member will be
employed and by the senior academic administrator and must be authorized by
the Board of Regents or its expressly authorized delegate. In addition, the senior
academic administrator will annually report to the Tenure Committee the terms of all special contracts and the reasons for their use.

A special contract may be used to reduce the minimum time of a regular appointment to one-half time in order to permit a faculty member to devote more time to family responsibilities. Such a contract must provide for the mutual responsibilities of the faculty member and the academic unit, including the type and percent time of the appointment, if any, to which the faculty member is entitled at the expiration of the special contract. In the case of a probationary faculty member, the contract will regulate the length of the probationary period, but the total probationary period may be extended by no more than a total of two years pursuant to this Section and subsection 5.5.

Section 4. Terms Of Faculty Employment.

4.1 Written Notice Of Appointment. Each faculty appointment or change of status is specified in a written notice of appointment issued by or on behalf of the Board of Regents. The notice must include the following:

1. Whether the appointment is regular or term;
2. Whether it is full or part-time and the percentage of time involved;
3. If for a fixed term, its expiration date;
4. If regular, whether it is probationary or with indefinite tenure;
5. Whether it is on a twelve-month, academic year or other specified annual basis;
6. The rank of appointment;
7. The academic unit or units to which the individual is being appointed;
8. The recurring salary; and
9. Additional salary as described in Section 4.4.

The notice is only evidence of the appointment; clerical or computer errors in a notice of appointment do not affect the terms of the appointment unless the faculty member reasonably relied upon the mistake and suffered an injustice because of that reliance. Notices required by this section should be delivered before the effective date of the appointment or change of status, or as soon thereafter as is administratively feasible. A probationary appointee must also be given notice of the applicable maximum probationary period.

4.2 Action By The Board Of Regents. Faculty appointments and renewals or changes of status become effective when approved by the Board of Regents or its authorized delegate.

4.3 Changes In Terms Of Appointment Other Than Faculty Compensation. Except for raises in rank and except for action expressly authorized by these regulations, no changes of (1) through (7) items listed in subsection 4.1 may be made during the term of an appointment except with the agreement of the faculty member and the Board of Regents or its authorized delegate.

4.4 Faculty Salaries. Each faculty member shall receive a recurring salary, and may also receive an additional salary which may be for special awards or for activities in addition to regular faculty responsibilities such as clinical practice, administrative service, overload duties, summer school teaching and summer research support and similar activities.

Recurring salary will not be decreased except by action expressly authorized in this section or in Sections 7a, 10, 11, or 14 of these regulations or with the agreement of the faculty member. If a faculty member's recurring salary is decreased, the amount of the decrease and the reason therefore shall be set forth
in a written notice and provided to the faculty member. No decrease in recurring salary shall occur in violation of the academic freedom of the faculty member.

At the time an appointment is made, the offer and written notice of appointment shall separately state the recurring salary and any additional salary, as described above, that the faculty member will receive. In each subsequent year, the faculty member shall be provided with a written notice separately stating any changes in recurring salary and any changes in additional salary for the following academic year. A faculty member's recurring salary shall consist of the initial recurring salary adjusted by any subsequent increase or decrease in recurring salary provided for in a subsequent written notice. Increases will be presumed to be in recurring salary unless otherwise identified. For a faculty member employed when this section takes effect, the initial recurring salary will be the faculty member's recurring salary at the time this section takes effect, exclusive of any additional salary designated as special awards or designated as being for activities in addition to regular faculty responsibilities such as clinical practice, administrative service, overload duties, summer school teaching, summer research support and similar activities.

A faculty member whose recurring salary has been decreased may petition for review of that action under Section 15 of these regulations.

4.5 Reduction Or Postponement Of Compensation. If the University or a collegiate unit is faced with financial stringency that does not amount to a fiscal emergency, the president may propose a temporary reduction or postponement in compensation to be allocated to faculty in accordance with a mathematical formula or similar device. If approved by the Faculty Senate or the appropriate collegiate assembly, respectively, and the Board of Regents, the recurring salary of all faculty members in the University or in the designated collegiate units shall be reduced temporarily in accordance with the formula or device. The reduction may not continue for longer than two years, unless renewed by the same procedure.

Section 5. Maximum Period Of Probationary Service.

5.1 General Rule. To give the University ample opportunity to determine the qualifications of those faculty members whom it is considering for regular appointments with indefinite tenure, the maximum period of probationary service of a faculty member is normally six academic years, whether consecutive or not. The faculty assembly of a collegiate unit may propose to alter the maximum probationary period for all of that college, or for certain units within it, to no more than nine years. The tenured faculty of a college, by simple majority vote taken by secret ballot, may adopt such a change, with the approval of the dean and of the senior academic administrator. Any such change in the maximum probationary period applies to all probationary faculty hired in that college (or those units) after the decision, but any incumbent probationary faculty member may choose to be considered under the new rule. At the end of this probationary period, the faculty member must either be given a regular appointment with indefinite tenure or a one-year terminal appointment.

5.2 Early Decisions Permitted. These regulations do not prevent the granting of indefinite tenure prior to the expiration of the maximum period of probationary service and do not prevent a decision to terminate an appointee's probation prior to the end of the appointee's maximum probationary service, if timely notice is given.

5.3 Crediting Of Academic Year. A faculty member is considered to have served an academic year if the appointee serves at least two-thirds time during the faculty member's academic year appointment.
Unless otherwise agreed in writing, periods during which a faculty member is on a single semester or other paid professional development leave or is on leave to teach or conduct research at another academic institution count as service, but periods in which the faculty member is on sick or disability leave or on leave in some non-faculty capacity do not count as service.

If a faculty member transfers to a position outside of the regular faculty, the time spent in the other position does not count for the purpose of this section.

5.4 Prior Service.

5.41 In This University. Every academic year during which a faculty member has previously served at least two-thirds time under a regular appointment at this University reduces the maximum period of probationary service by one year.

5.42 Elsewhere. If a faculty member has previously served in regular faculty positions, as defined in these regulations, in one or more accredited universities or colleges, every academic year of such service (not exceeding three) reduces the maximum period of probationary service by one year.

5.43 Exceptions Permitted. If the prior service was in a different discipline, was in an academic unit or institution with teaching or research goals not comparable to those of the present appointment, or was too long ago to provide good evidence of the appointee’s current professional development, the Board of Regents or its expressly authorized delegate may make an exception in writing at or near the beginning of the probationary period.

5.5 Exception For New Parent Or Caregiver, Or For Personal Medical Reasons. The maximum period of probationary service will be extended by one year at the request of a probationary faculty member:

1. On the occasion of the birth of that faculty member’s child or adoptive/foster placement of a child with that faculty member; or

2. When the faculty member is a major caregiver for a family member [2] who has an extended serious illness, injury, or debilitating condition. A faculty member may use this provision no more than two times; or

3. When the faculty member has an extended serious illness, injury, or debilitating condition.

The request for extension must be made in writing within three months one year of the events giving rise to the claim and no later than June 30 preceding the year a final decision would otherwise be made on an appointment with indefinite tenure for that faculty member.

Section 6. Tenure Of Faculty On Regular Probationary Appointments.

6.1 In General. A regular probationary appointee is a candidate for indefinite tenure. A probationary appointment continues until it is superseded by an appointment with indefinite tenure or until terminated by timely notice or by resignation. Regular probationary appointments are generally made at the rank of assistant professor, but may be made at any rank.

6.2 Notice Requirements. Except as provided below, a probationary appointment may be terminated at the end of any academic year by giving notice of termination (in the form provided in Section 17) not later than May 15 of the preceding academic year. The notice must inform the faculty member of the
right to request a hearing before the Judicial Committee and must advise the faculty member of the applicable time limit for making such a request.

6.21 Associate Professors And Professors On Probationary Appointments. An initial probationary appointment at the rank of associate professor or professor may specify in writing that it is for a minimum period of three years. In that case, the earliest time at which notice of termination can be given is before May 15 of the second year of service, to take effect at the end of the third year of service.

6.22 Instructors On Probationary Appointments. An initial probationary appointment at the rank of instructor may specify in writing that it is only for a minimum period of one year. The appointment may be terminated at the end of the first year by notice given not later than March 1 of that year, or at the end of the second year by notice given not later than December 15 of that year. In all other respects such appointments are governed by subsection 6.2. A promotion of an instructor to the rank of Assistant Professor without a grant of tenure does not affect the operation of this subsection.

6.3 Promotions. The promotion of a probationary appointee to the rank of associate professor or professor must be accompanied with an appointment with indefinite tenure. A promotion to assistant professor does not affect the faculty member's tenure status.

6.4 Rank Of Appointees With Indefinite Tenure. The grant of tenure to an instructor must be accompanied with a promotion to assistant professor. Since the standards for granting tenure are ordinarily at least as rigorous as those for promotion to associate professor, the granting of tenure to an assistant professor will ordinarily be accompanied by a promotion to associate professor. Otherwise, a grant of indefinite tenure need not be accompanied with a promotion in rank.

6.5 Effect Of Failure To Comply With This Section. No one is entitled to an appointment with indefinite tenure merely because the University failed to comply with this section. If an individual is given an extension of appointment beyond the maximum probationary period or is not given timely written notice, the University may either:

1. Grant an appointment with indefinite tenure;
2. Grant a further probationary appointment, if this would not exceed the maximum probationary period; or
3. Grant a terminal appointment ending at the end of the first full academic year which follows the May 15th after proper notice is given.

Section 7. Personnel Decisions Concerning Probationary Faculty.

7.1 Criteria For Decisions.

7.11 General Criteria. What the University of Minnesota seeks above all in its faculty members is intellectual distinction and academic integrity. The basis for awarding indefinite tenure to the candidates possessing these qualities is the determination that each has established and is likely to continue to develop a distinguished record of academic achievement that is the foundation for a national or international reputation or both [3]. This determination is reached through a qualitative evaluation of the candidate’s record of scholarly research or other creative work, teaching, and service [4]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision [5]. Demonstrated scholarly or other creative achievement and teaching effectiveness must be given primary emphasis; service
alone cannot qualify the candidate for tenure. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. The awarding of indefinite tenure presupposes that the candidate's record shows strong promise of his or her achieving promotion to professor. The achievements of an individual have demonstrated the individual's potential to continue to contribute significantly to the mission of the University[3] and to its programs of teaching, research, and service over the course of the faculty member's academic career.[4] The primary[5] criteria for demonstrating this potential are effectiveness in teaching[6] and professional distinction in research,[7] outstanding discipline-related service—contributions[8] will also be taken into account where they are an integral part of the mission of the academic unit. The relative importance of the criteria may vary in different academic units, but each of the criteria must be considered in every decision.[9]

7.12 Departmental Statement. [6] Each department or equivalent academic unit must have a document that specifies (1) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 7.11 ("General Criteria" for the awarding of indefinite tenure) and (2) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 9.2 ("Criteria for Promotion to Professor"). The document must contain as an appendix the text and footnotes of subsections 7.11 and 9.2, and must be consistent with the criteria given there but may exceed them. Each departmental statement must be approved by a faculty vote (including both tenured and probationary members), the dean, and other appropriate academic administrators, including the senior vice president for academic affairs and provost. Each academic unit must provide each probationary faculty member with a copy of the Departmental Statement at the beginning of the probationary service articulates with reasonable specificity the indices and standards which will be used to evaluate whether candidates meet the criteria of subsection 7.11. The document must comply with those standards, but should make their application more specific. Each such document is subject to review by the dean or other appropriate academic administrator and by the senior academic administrator and by the senior vice president for academic affairs. Each academic unit must provide each probationary faculty member with a copy of the document at the beginning of the probationary service.

7.2 Annual Review. The tenured faculty [107] of each academic unit annually reviews the progress of each probationary faculty member toward satisfaction of the criteria for receiving tenure. The head of the unit prepares a written summary of that review and discusses the candidate's progress with the candidate, giving a copy of the report to the candidate.

7.3 Formal Action By The Faculty. The tenured faculty of the academic unit may recommend that a probationary faculty member be granted indefinite tenure or that the appointment be terminated. If it does neither, it is presumed to recommend a renewal of the appointment. In the final probationary year, if the tenured faculty does not recommend an appointment with indefinite tenure, it must recommend termination of the appointment. The recommendation is made by a vote of the regular faculty with indefinite tenure in the unit. The presiding officer is not disqualified from voting merely because of office.

7.4 Procedures For Taking Formal Action. The academic unit must observe University procedures established as provided in subsection 16.3. These procedures will provide the following:
* (a) A good faith effort is made to gather all relevant information necessary to the decision. The academic units have the primary obligation to assemble the file, but the faculty member also has the right to add any material the faculty member considers relevant.

* (b) The decision is made by vote, by written unsigned secret ballot, at a meeting of the regular faculty who have indefinite tenure in the academic unit. The rules may provide for absentee ballots by informed absent faculty members.

* (c) Persons who have or have had a family or similar relationship to the candidate do not participate in the decision. The procedures may establish methods for raising and ruling on such questions in advance of the decision.

* (d) Action is to be taken by majority vote. An academic unit may adopt a uniformly applicable rule that a motion to recommend tenure must achieve a specified exceptional majority in order to constitute an affirmative recommendation of that unit. In such case a motion which achieves a majority, but not the required exceptional majority, must be sent forward for review by the appropriate review process despite the absence of the unit’s affirmative recommendation.

* (e) The unit shall report the vote of the faculty, together with the reasons for the action taken. This statement of reasons must take the form of a summary of both majority and minority views which have substantial support which were expressed in the course of formal consideration of the action. All statements must be made without personal attribution. A preliminary draft is open to members of the faculty eligible to vote so they may comment and suggest changes. The final draft is sent to the affected faculty member and is open to the faculty eligible to vote.

* (f) Before submitting a formal recommendation for an appointment with indefinite tenure or for termination of a probationary appointment, the head of the academic unit informs the appointee of the recommendation and gives the appointee a copy of the final report. The appointee may submit any comments upon the report to the academic administrator who will review the report, with a copy to the head of the academic unit.

7.5 Nondisclosure Of Grounds For Recommendation Of Termination. The reasons for a recommendation to terminate a probationary appointment may not be disclosed, except as part of the review process, unless the faculty member requests such disclosure or makes a public statement concerning the reasons for termination.

7.6 Review Of Recommendations. Recommendations of academic units to grant indefinite tenure or to terminate probationary appointments are reviewed at the collegiate and university levels.

7.61 Procedures. The review must be conducted according to University procedures, established as provided in subsection 16.3. These procedures must provide for review and recommendations by the head of the academic unit, by the dean of the collegiate unit, by faculty committees at the collegiate or University level, and, when appropriate, by other academic administrators. The review must be conducted on the basis of the standards and criteria established by subsections 7.11 and 7.12 and the applicable rules and procedures. The rules may permit an administrator to refer the matter back to the unit for reconsideration, but if the administrator and the unit do not agree after such reconsideration, both the recommendation and the administrator’s comments must be sent forward for final administrative action. A copy of each review or
recommendation must be supplied to the faculty member. The faculty member may comment thereon in writing to those who will review the matter further.

7.62 Conflict Of Interest. No one may participate both in an initial recommendation by an academic unit and in a subsequent review of that recommendation, except that the head of the academic unit may make the initial administrative review. No one who has participated in a recommendation or review may thereafter serve as a member of the Judicial Committee in further consideration of that case.

Members of the Judicial Committee may not serve on collegiate or University review committees. Members of the Judicial Committee may participate in initial recommendations by their own academic units, but are disqualified from thereafter participating in Judicial Committee consideration of those decisions.

7.63 Final Administrative Action. The University may not act contrary to the recommendation of the academic unit which made the initial recommendation except for substantive reasons which must be stated in writing by the senior academic administrator to the faculty member, to the members of the academic unit which made the recommendation, and to the president. The fact that participants in the review process have recommended against the unit’s initial recommendation is not, by itself, a substantive reason.

The senior academic administrator takes the steps necessary to make the necessary appointment or to give notice of termination.

7.7 Improper Termination Of Probationary Appointments. A person holding a regular probationary appointment who has been given notice of termination may petition the Judicial Committee to review that action. The Judicial Committee will not base its ruling on the merits of the decision itself, but will review allegations that the decision was based in significant degree upon any of the following:

1. Personal beliefs, expressions or conduct which fall within the liberties protected by law or by the principles of academic freedom as established by academic tradition and the constitutions and laws of the United States and the state of Minnesota;

2. Factors proscribed by applicable federal or state law regarding fair employment practices;

3. Substantial and prejudicial deviation from the procedures prescribed in subsections 7.4 and 7.6 and the procedural rules promulgated pursuant to those subsections;

4. Failure to consider data available at the time of decision bearing materially on the faculty member’s performance;

5. Demonstrable material prejudicial mistakes of fact concerning the faculty member’s work or conduct;

6. Other immaterial or improper factors causing substantial prejudice; or

7. Other violation of University policies or regulations.

Such proceedings are governed by Section 15.
Section 7a. Review Of Faculty Performance

7a.1. Goals And Expectations. The faculty of each academic unit must establish goals and expectations for all faculty members, including goals and expectations regarding teaching, scholarly productivity, and contributions to the service and outreach functions of the unit. The factors to be considered will parallel those used by the unit in the granting of tenure, but will take into account the different stages of professional development of faculty. The goals and expectations will be established in accordance with standards established by the University Senate. They can provide for flexibility, so that some faculty members can contribute more heavily to the accomplishment of one mission of the unit and others to the accomplishment of other missions. The goals and expectations shall not violate the individual faculty member’s academic freedom in instruction or in the selection of topics or methods for research. They shall include reasonable indices of acceptable performance in each of the areas (e.g., teaching contributions and evaluations, scholarly productivity, service, governance and outreach activities). The dean reviews the goals and expectations of each unit and may request changes to meet the standards of the University and of the collegiate unit.

7a.2. Annual Review. Each academic unit, through its merit review process (established in accordance with the standards adopted by the senate), annually reviews with each faculty member the performance of that faculty member in light of the goals and expectations of the academic unit established under section 7a.1. This review is used for salary adjustment and faculty development. The faculty member will be advised of the evaluation and, if appropriate, of any steps that should be taken to improve performance and will be provided assistance in that effort. If the head of the unit and a peer merit review committee elected for annual merit review within that unit both find a faculty member’s performance to be substantially below the goals and expectations adopted by that unit, they shall advise the faculty member in writing, including suggestions for improving performance, and establish a time period (of at least one year) within which improvement should be demonstrated.

7a.3. Special Peer Review In Cases Of Alleged Substandard Performance By Tenured Faculty. If, at the end of the time period for improvement described in the previous paragraph, a tenured faculty member’s performance continues to be substantially below the goals and expectations of the unit and there has not been a sufficient improvement of performance, the head of the academic unit and the elected peer merit review committee may jointly request the dean to initiate a special peer review of that faculty member. Before doing so, the dean shall independently review the file to determine that special peer review is warranted. (In the case of an academic unit that is also a collegiate unit, the request shall be made to and the review conducted by the responsible senior academic administrator.) The special peer review shall be conducted by a panel of five tenured faculty members of equal or higher rank, selected to review that individual. The faculty member under review shall have the option to appoint one member. The remaining members shall be elected by secret ballot by the tenured faculty of the unit. The members of the special review panel need not be members of the academic unit. The special review panel shall provide adequate opportunity for the faculty member to participate in the review process and shall consider alternative measures that would assist the faculty member to improve performance. The tenure subcommittee may adopt rules and procedures regulating the conduct of such reviews. The special review panel shall prepare a report on the teaching, scholarship, service, governance, and (when appropriate) outreach performance of the faculty member. It will also identify any supporting service or accommodation that the University should provide to enable the faculty member to improve performance. Depending on its findings, the panel may recommend:
* (a) that the performance is adequate to meet standards and that the review be concluded;

* (b) that the allocation of the faculty member’s expected effort among the teaching, research, service and governance functions of the unit be altered in light of the faculty member’s strengths and interests so as to maximize the faculty member’s contribution to the mission of the University;

* (c) that the faculty member undertake specified steps to improve performance, subject only to future regular annual reviews as provided in Section 7a.2;

* (d) that the faculty member undertake specified steps to improve performance subject to a subsequent special review under Section 7a.3, to be conducted at a specified future time;

* (e) that the faculty member’s performance is so inadequate as to justify limited reductions of salary, as provided in Section 7a.4;

* (f) that the faculty member’s performance is so inadequate that the dean should commence formal proceedings for termination or involuntary leave of absence as provided in Sections 10 and 14; or

* (g) some combination of these measures.

The panel will send its report to the dean, the head of the academic unit, and the faculty member. Within 30 work days of receiving the report, the faculty member may appeal to the Judicial Committee, which shall review the report in a manner analogous to the review of tenure decisions (see Section 7.7).

**7a.4. Salary Reductions.** If the special review panel recommends that the faculty member’s performance is so inadequate as to justify limited reductions of recurring salary, the head of the academic unit, with the approval of the dean, may reduce the faculty member’s recurring pay, subject to the following limitations:

* (a) the amount of the decrease will not exceed 10% of the faculty member’s recurring salary on the basis of any one special review;

* (b) recurring salary may not be reduced by more than 25% from the highest level of recurring pay ever held by the faculty member;

* (c) at least six months’ notice of the decrease must be given;

* (d) any decrease in recurring salary may be restored by the annual review process provided in Section 7a.2.

Within 30 work days of notice of the decrease, the faculty member may appeal this action to the Judicial Committee, which shall review the action and the recommendation leading to it in a manner analogous to the review of tenure decisions (see Section 7.7). This review may not reconsider matters already decided by the Judicial Committee under Section 7a.3. Any decrease in recurring pay beyond the limits specified in this subsection can only be imposed pursuant to Sections 4.5, 10, 11, and 14.

**7a.5. Peer Review Option.** Upon application to it by the dean and faculty (or the elected faculty assembly) of a collegiate unit, the Faculty Senate may adopt a system of peer review of performance of faculty of that unit different from the
system set forth in Sections 7a.1 through 7a.4 if in the Faculty Senate's judgment so proceeding is in the University's interest.

**Section 8. Improper Refusal Of A New Appointment To A Term Faculty Member.**

A person holding a term faculty appointment who has been refused a renewal of that appointment or has applied for and been refused a regular or a different term faculty appointment within six months of the end of that appointment may petition the Judicial Committee to review the refusal, but only on the ground that the decision was based in significant degree upon one or more of the following:

1. Personal beliefs, expressions or conduct which fall within the liberties protected by law or by the principles of academic freedom as established by academic tradition and the constitutions and laws of the United States and the state of Minnesota;

2. Factors proscribed by applicable federal or state law regarding fair employment practices;

3. Essential and substantial written misrepresentation of the nature of the original appointment; or

4. Other violation of University policies or regulations.

Such proceedings are governed by Section 15.

**Section 9. Appointment Of Associate Professors And Professors With Indefinite Tenure Personnel Decisions for Associate Professors and Professors.**

9.1 **Appointment of Associate Professors and Professors With Indefinite Tenure.** Initial appointments with indefinite tenure may only be made at the rank of associate professor or professor. Such appointments may be made only after receiving the recommendation of the regular faculty holding indefinite tenure in the academic unit concerned.

9.2 **Criteria for Promotion to Professor.** The basis for promotion to the rank of professor is the determination that each candidate has (1) demonstrated the intellectual distinction and academic integrity expected of all faculty members, (2) added substantially to an already distinguished record of academic achievement, and (3) established the national or international reputation (or both) ordinarily resulting from such distinction and achievement [8]. This determination is reached through a qualitative evaluation of the candidate’s record of scholarly research or other creative work, teaching, and service [9]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. But the primary emphasis must be on demonstrated scholarly or other creative achievement and on teaching effectiveness, and service alone cannot qualify the candidate for promotion.

**Section 10. Unrequested Leave Of Absence For Disability And Disciplinary Action**

10.1 **Unrequested Leave Of Absence For Disability.** A faculty member who is physically or mentally unable to perform reasonably assigned duties may be
placed on unrequested leave of absence. The faculty member is entitled to sick pay and disability insurance payments in accordance with University policy. The faculty member has a right to return to the faculty upon termination of the disability or upon cessation of disability payments.

10.2 Disciplinary Action.

10.21. Termination Or Suspension Of A Faculty Appointment Before Its Expiration. A faculty appointment may be terminated or suspended (except under Section 10.22) before its ordinary expiration only for one or more of the following causes:

* (a) sustained refusal or failure to perform reasonably assigned duties adequately;

* (b) unprofessional conduct which severely impairs a faculty member’s fitness in a professional capacity;

* (c) egregious or repeated misuse of the powers of a professional position to solicit personal benefits or favors;

* (d) sexual harassment or any other egregious or repeated unreasonable conduct destructive of the human rights or academic freedom of other members of the academic community; or

* (e) other grave misconduct manifestly inconsistent with continued faculty appointment.

10.22 Procedure For Minor Disciplinary Actions. Minor sanctions, such as a letter of reprimand in the faculty member’s file, or the like, may be imposed for significant acts of unprofessional conduct. For minor sanctions, the dean may impose the sanction after providing the faculty member notice of the proposed action and of the reason that it has been proposed and giving the faculty member an opportunity to respond. If the faculty member files a grievance under the University grievance policy to challenge a minor disciplinary matter, the sanction shall be held in abeyance until the conclusion of the proceeding. The grievance panel shall have jurisdiction to consider all claims raised by the faculty member, and if the case goes to arbitration, the arbitrator shall be an individual with experience in academic matters.

10.3 Procedures. A faculty member may be placed on unrequested leave of absence or a faculty appointment may be terminated or suspended for these reasons only in accordance with the procedures set forth in Section 14.

Section 11. Fiscal Emergency.

11.1 Faculty Rights. The Board of Regents, if faced with the necessity of drastic reduction in the University budget, has the power to suspend or abolish positions, or even entire departments, divisions, or other administrative units. If confronted with such adverse contingency, the board will consult with and secure the advice of faculty representatives, as provided in this section. Faculty members have the right to full access to information about the situation and the alternatives being considered. In effecting retrenchment because of financial necessity, the regents will make reductions in faculty positions only to the extent that, in their judgment, is necessary after exploring various alternative methods of achieving savings. The regents fully intend that the tenure system as a whole and the tenure rights of each individual faculty member be protected in every feasible manner during periods of such retrenchment.
11.2 General Principles Of Priority. The following general principles of priority apply in any financial crisis.

* (a) first, the University must fully utilize all means consistent with its continued existence as an institution of high academic quality to reduce expenses or to increase income which do not involve the termination of faculty positions or the impairment of faculty rights.

* (b) second, the University may consider alternatives which involve only the temporary reduction or postponement of faculty compensation or the reduction of fringe benefits.

* (c) only thereafter may the University suspend or terminate faculty positions in accordance with the section.

11.3 First Stage: Alternative Approaches. If there has been a serious reduction in the University's income, the president will report the matter to the Senate Consultative Committee. The president will identify the magnitude of the shortfall, the measures which might be taken to alleviate it (which must not involve impairment of faculty rights), and alternative measures which have been rejected. The president will give the committee full access to all available information and will respond specifically to additional proposals suggested by the committee. At this stage, the University will consider reductions in other expenses. It will also consider increases in tuition, sales of assets, and borrowing. These steps will be implemented by the president or the Board of Regents as is appropriate.

11.4 Second Stage: Reduction Or Postponement Of Compensation. If the University has implemented all of the measures which are required to be considered in the first stage, which are consistent with its continued operation as an institution of high academic quality, and they are inadequate to meet the shortfall, the president may, after consultation with the Faculty Consultative Committee, propose the temporary reduction or postponement of faculty compensation for a predetermined period not to exceed one year, according to a mathematic formula or similar device. The Faculty Consultative Committee will report on the adequacy of the steps taken in the first stage and make its recommendations on the proposal. If the Faculty Senate approves the proposed action (or any modification of it) by an absolute majority of its membership or by a two-thirds vote of the members present and voting (a quorum being present), the Board of Regents may take that action (or any less stringent action) and, to that extent, modify the terms of the appointments of all faculty members. The Board of Regents may rescind the action at any time thereafter. Such action may be repeated by the same procedures.

11.5 Third Stage: Fiscal Emergency. If there has been a reduction of the University's income which is so drastic as to threaten its survival, and this threat cannot be alleviated by the measures specified above, the Board of Regents may declare a fiscal emergency. During such an emergency, the Board of Regents may terminate or suspend faculty appointments as provided in this section.

11.51 Preliminary Procedures. Before recommending to the Board of Regents that it declare a fiscal emergency, the president must meet with the Senate Consultative Committee to examine alternatives to and consequences of such a declaration. The president must provide the committee access to all available information. The president must provide a written report identifying the dollar amount to be saved by reducing faculty positions. This report must also identify the dollar amount proposed to be saved by any other measures to be taken, including the level of any concurrent reductions in non-faculty staff during the
emergency. The Faculty Consultative Committee will prepare a written report on the president’s proposal, to which the Senate Consultative Committee may add additional comments. The Faculty Senate will first consider and act on the proposal and reports. Thereafter, the University Senate may consider them. The president must attend both senate meetings to explain the proposal and to answer questions.

After receiving the president’s recommendation and the resolutions of the senates, the Board of Regents may declare a state of fiscal emergency. Before action contrary to the recommendation of the University Senate is subsequently taken, the president must report in writing and in person the reasons for this action to the Senate Consultative Committee. The Board of Regents’ resolution states the maximum amount to be realized from termination or suspension of faculty appointments.

11.52 **Duration.** A fiscal emergency lasts no longer than 12 months unless renewed by the same procedure. A fiscal emergency may be rescinded at any time by the Board of Regents.

11.53 **Allocation Of Shortfall.** After consultation with the Faculty Consultative Committee and the Senate Consultative Committee, the president proposes an initial allocation of the shortfall to the various collegiate units, which need not be prorated. The committee must obtain the views of the faculty in the affected units and must hold an open meeting at which anyone may comment upon the proposed action. It may also request the assistance of other University or Senate committees in studying all or particular aspects of the educational policies and priorities involved in the action. The colleges and campuses then allocate the shortfall to the various academic units after similar consultation with the representative bodies and academic units in the colleges and similar open meetings. The plans must reflect the principles and priorities established in subsection 11.6. The colleges and campuses return their plans to the senior vice president for academic affairs and provost, who prepares a comprehensive plan for the University, including a list of the persons whose appointments will be suspended or terminated. This plan is submitted to the University Senate and the Faculty Senate for their recommendation. The recommendations of the senates and the senior vice president’s plan will be presented to the president and the Board of Regents for action.

**11.6 Principles Governing Termination Or Suspension.**

**11.61 General Principles.**

* (a) Savings achieved through resignations, retirements, renegotiations of contracts, inloading or other measures must be credited to the assigned shortfall before terminating or suspending faculty appointments.

* (b) A good faith effort should be made to use temporary suspensions or voluntary furloughs rather than terminations. In this third stage, the Board of Regents may impose the temporary or permanent reduction of faculty compensation or the reduction of fringe benefits, in excess of those approved in the second stage. Suspensions without pay for no more than one-third of the annual appointment in any year may be ordered in accordance with objective criteria, provided that faculty members are given at least six months notice.

* (c) Terminations may not be used in case of a short-term financial crisis, but only if the circumstances are such that the shortfall is reasonably expected to continue over a substantial number of years.
* (d) A good faith effort must be made to cover as much of the shortfall as possible by allowing non-regular appointments to lapse and by giving notice to probationary faculty in accordance with the terms of their appointments.

* (e) A good faith effort must be made to cover as much of the shortfall as possible by transferring faculty members to other positions for which they are qualified or by offering them retraining for available positions.

* (f) The selection of faculty members within an academic unit for termination must be made on objective criteria. It may not involve a comparative evaluation of the relative merits of individuals or a repetition of the tenure-granting process.

11.62 Priorities.

(a) Unless the unit can demonstrate that essential functions could not otherwise be performed:

1. all non-regular faculty within an academic unit must be suspended or terminated before any regular faculty may be suspended or terminated in that unit; and

2. all probationary faculty within an academic unit must be suspended or terminated before any tenured faculty may be suspended or terminated in that unit.

(b) Care must be taken to protect the employment of women and minorities entitled to affirmative action. The senior vice president for academic affairs and provost must insure that for the University as a whole the plan which is submitted does not reduce the proportion of appointments with indefinite tenure held by women or minorities entitled to affirmative action, and does not reduce the proportion of non-regular appointments held by women or minorities entitled to affirmative action.

11.63 Notice And Severance Pay. A faculty member whose appointment is to be terminated or suspended is entitled to a minimum of one full academic year’s notice or to one year’s salary as severance pay in lieu of notice, unless the appointments would otherwise expire earlier.

11.64 Reemployment Rights. The University will not fill any faculty position for which a faculty member with indefinite tenure who has been terminated is qualified for five years after notice of termination, unless it first offers the position to each such faculty member and gives a reasonable time for the faculty member to accept or reject it.

11.7 Judicial Committee Report. A faculty member whose appointment is terminated or suspended may make a written request for review by the Judicial Committee. The review will be conducted in accordance with Section 15. The Judicial Committee will not reexamine the determination that a fiscal emergency exists, nor will it reexamine the educational policies and priorities pursued unless it finds a substantial failure to follow the procedures established in this section. It will only examine whether the action was taken in accordance with the procedures and standards set forth in this section, whether the action was based on a violation of academic freedom or constitutional or legal rights, or was substantially based on immaterial or improper factors. It may consolidate cases involving common issues for a single hearing.
Section 12. Programmatic Change.

12.1 Programmatic Change. The University and faculty recognize that changes in academic programs are an essential part of the development and growth of the institution. These changes should be based on academic considerations and on long-term policy and planning, and may be undertaken only after consultation with the faculty, including the appropriate governance structure.

12.2 Faculty Rights And Duties. In the event that programmatic change leads to discontinuation of a program in which a member of the faculty is employed, the University recognizes its obligation to continue the employment of regular faculty in accordance with the terms of their employment, and to continue the employment of non-regular faculty for the term of appointment. In case of fiscal emergency, the provisions of Section 11 apply.

Regular faculty members who are so retained have the responsibility to accept teaching or other assignments for which they are qualified, and to accept training to qualify them for assignment in other fields. The University has the responsibility to assign such faculty members to responsibilities as closely related to their original field of tenure as is practicable, to allow them time in which to continue scholarship in their original field if they wish, and to recognize scholarly contributions in that field as valuable in assessing their contribution to the University for pay, promotion and other purposes.

In addition to the steps mentioned above, the University has the right to offer inducements to faculty members voluntarily to change fields of study, to seek employment elsewhere, or to accept early retirement.

12.3 Reassignments. In cases of programmatic change, an officer designated by the president will make the reassignment or offer of training. The officer will consult with the faculty member and the receiving unit and will seek a mutually satisfactory assignment. If agreement cannot be reached, the University officer will assign new responsibilities after consultation with the individual.

The University may give the faculty member other assignments only if assignments to teaching in the faculty member’s discipline are not feasible. For example, faculty might be assigned

* to teach in another field in which the individual is qualified
* to perform professional or administrative duties, including professional practice in a field in which the individual is qualified.
* to transfer effort, by assignment in a suitable professional capacity, at another educational institution or similar entity, while retaining University tenure, compensation, and benefits.

A faculty member must accept any reasonable reassignment or offer of retraining. Following the assignment, any dispute about the reasonableness of reassignment may be taken to the Judicial Committee, as provided in Section 15. The faculty member shall perform the reassignment pending resolution of the dispute, unless the president on the recommendation of the chair of the Judicial Committee determines that provisional measures are appropriate.

12.4 Termination Of Appointment. A faculty member who chooses not to accept a reasonable reassignment or retraining opportunity shall receive:

1. Assistance in locating other employment;
2. A minimum of one full academic year’s notice or one year’s salary as severance pay in lieu of notice, unless the appointment would otherwise expire earlier.

3. Continuation of the University’s contribution to health benefits for one year after the date of the termination of the appointment.

In place of the severance payment provided by this section, a faculty member may select another severance program for which the faculty member is otherwise eligible at the time the appointment is terminated.

**Section 13. Judicial Committee.**

13.1 **Membership.** The Judicial Committee is composed of at least nine members of the regular faculty. The number of members and manner of appointment is governed by the University Faculty Senate bylaws.

13.2 **Procedures.** Proceedings before the Judicial Committee will be conducted in conformity with these regulations. The Judicial Committee may adopt additional rules with the approval of the Tenure Committee. The Judicial Committee applies and interprets this tenure code in complaints that come before it. The Judicial Committee has its own Rules of Procedure and may adopt additional rules with the approval of the Tenure Committee, as provided in Section 16.3.

In every case before the Judicial Committee the senior academic administrator may designate the academic administrator who will represent the University as respondent. If the case involves two or more campuses or areas, the president or the senior vice president for academic affairs and provost may designate the respondent.

13.3 **Duty To Testify.** Faculty members and administrators have an obligation to appear before the Judicial Committee if asked to give testimony in matters pending before it.

13.4 **Panels.** The Judicial Committee may sit in panels to hear individual cases. In cases under Sections 10 and 14, the panel must consist of at least five members. In all other cases, the panel must consist of at least three members. The rules of the Judicial Committee will establish the respective functions of the committee as a whole and of the individual panels.

13.5 **Legal Officer.** The Judicial Committee shall have its own legal officer, appointed by the Judicial Committee with the approval of the president. The Judicial Committee also may, with the approval of the president, appoint a deputy legal officer, or a substitute legal officer for a particular case, as necessary. At the direction of the committee, the legal officer may preside at hearings of Judicial Committee panels or regulate the procedure in Judicial Committee cases. The legal officer may be present and participate in the deliberation of a panel, but shall have no vote.

**Section 14. Procedures In Cases Of Unrequested Leave Of Absence Or Termination Or Suspension Of A Faculty Appointment For Cause.**

14.1 **Preliminary Proceedings.** Only a dean or an academic administrator specially designated by the senior vice president for academic affairs and provost or by the senior academic administrator may initiate preliminary proceedings under this section leading to unrequested leave of absence or to suspension or removal or to temporary or permanent reduction in rank. The dean must first attempt to discuss and resolve the matter with the faculty member involved.
The dean must then submit the matter to the tenured faculty of the academic unit involved for their recommendation.

If the senior vice president for academic affairs and provost and the Faculty Senate have expressly approved the submission of allegations of the violation of a specified policy to another body for preliminary recommendation, in place of submission to the tenured faculty of the academic unit, the dean must submit the matter to that body for its recommendation.

Both the dean and the faculty member may submit their views, in person or in writing, to the body making the recommendation, but neither of them may participate in the deliberation or vote. The body making the recommendation does so by secret ballot and makes a written report to the dean within 40 days of submission of the issue to it, indicating the number of votes for and against the proposed action and the reasons articulated. A copy of the report shall be sent to the senior academic administrator and to the faculty member.

**14.2 Formal Action.** Within 40 days after receiving the recommendation of the tenured faculty or other body, the dean must decide whether to proceed with formal action. Before taking formal action, the dean must consult with the senior academic administrator. If the dean does not proceed within 40 days, the charges are dropped and the faculty member and the academic unit are so notified in writing. If the dean decides to proceed with formal action, the dean must give written notice to the faculty member. The notice must specify the action proposed, identify the specific ground upon which it has been taken, and summarize the evidence in support. It must inform the faculty member of the right to request a hearing before the Judicial Committee and advise the faculty member of the applicable time limit for making such a request.

If the faculty member does not request a hearing within 30 days, the president may take the action proposed in the dean's notice, without further right to a hearing.

**14.3 Judicial Committee Hearing.** The faculty member may request a hearing before the Judicial Committee by written request to the chair of the committee, filed within 30 days of the notice. The Judicial Committee may extend the 30 day period for good cause. The dean will be responsible for presenting the case. The dean has the burden of proving the case for the proposed action by clear and convincing evidence and also has the burden of demonstrating the appropriateness of the proposed action, rather than some lesser measure.

The Judicial Committee makes written findings of fact, conclusions, and a recommendation for the disposition of the case. If the committee finds that action is warranted, it may recommend action that is less severe than that requested in the written notice, including but not limited to, permanent or temporary reduction in salary or rank. It may not recommend more severe measures than those proposed in the dean's notice.

The Judicial Committee sends its report to the president with copies to the faculty member, the dean and the senior administrator.

**14.4 Action By The President.** The president shall give the faculty member and the dean the opportunity to submit written comments on the report. In determining what action to take, the president may consult privately with any administrators, including attorneys, who have had no previous responsibility for the decision at issue in the case and have not participated in the presentation of the matter to the Judicial Committee. The president may not discuss the case with any administrator who was responsible for the decision at issue in the case.
or who participated in the presentation of the matter to the senate Judicial Committee. Such administrators may communicate with the president in writing, but only if the full text of the communication is given to the faculty member and the faculty member is given a reasonable opportunity to respond to it.

The president shall not take action materially different from that recommended by the panel unless, prior to the action, the president has consulted with the committee. Parties and their representatives shall not be present at any meeting between the president and the committee nor shall their consent be required for such meeting.

In addition, the president may request the Judicial Committee to make further findings of fact, to clarify its recommendation or to reconsider its recommendation. The reconsideration will be made by those who have heard all of the evidence in the case, but the full Judicial Committee may consult with them on questions of general policy.

The president may impose the action recommended by the committee, or any action more favorable to the faculty member. The president may impose action less favorable to the faculty member only for important substantive reasons, which must be stated in writing, with specific detailed reference to the report of the Judicial Committee, the evidence presented, and the policies involved. The president’s written statement must be given to the parties and to the Judicial Committee. If the Judicial Committee decides that the president has imposed an action that is less favorable to the faculty member than it had recommended, it shall inform the faculty by publication of the president's action in the docket of the Faculty Senate. If the faculty member waives rights to confidentiality, the full text of the statement will be published. Otherwise a summary of the statement will be published without identification of the faculty member or information that may indirectly identify the faculty member.

14.5 Appeal To The Board Of Regents. If the action involves removal or if the action involves a sanction more severe than that recommended by the Judicial Committee, the faculty member may appeal to the Board of Regents. In cases in which the president imposes a sanction more severe than that recommended by the Judicial Committee, the faculty member and the president may present to the board evidence with respect to issues on which the president differs from the recommendation of the Judicial Committee. The request for a hearing must be made to the secretary of the board within ten days of the president’s action.

14.6 Temporary Suspension During Proceedings. The dean may temporarily suspend a faculty member during the proceedings, but only if there is clear evidence that the faculty member is likely to cause serious harm or injury or is not available for work. The suspension will be with full pay, unless the faculty member is not available for work. Before ordering such suspension, the dean must present the evidence to a special panel of the Faculty Consultative Committee and receive their written report. The faculty member must be given the opportunity to contest the suspension before the panel.

If no final decision has been rendered one year after the commencement of formal proceedings, the faculty member shall be temporarily suspended without pay, unless the parties agree otherwise, or unless the hearing panel of the Judicial Committee extends the time period because of undue delays in the procedure attributable to the action of the University. This provision applies only in a case in which the majority of the tenured faculty of the academic unit concurred in the recommendation to terminate the appointment. If the faculty member is reinstated or if the president determines that the temporary suspension without pay was not warranted, then the president shall order the
repayment of back pay to the faculty member with interest thereon from the date it would originally have been paid.

In case of any suspension under this section, the faculty member shall continue to receive full medical insurance and disability benefits without regard to the suspension.

14.7 Resignation During Proceedings. A faculty member may submit a written notice of resignation to the president at any time during Judicial Committee proceedings pursuant to this section. Upon the effective date of such resignation, the proceedings will be discontinued unless the faculty member concurrently files a written request with the Judicial Committee that they be carried to completion.

Section 15. Appeals To The Judicial Committee.

15.1 Right To Review. Any faculty member who claims that his or her rights or status under these regulations have been adversely affected without his or her consent may seek review before the Judicial Committee. Cases arising under Sections 1, 4, 7, 7a, 8, 10, or 11 or 12 may must be brought directly to the Judicial Committee. In these cases, that is, the Judicial Committee has original jurisdiction. In other cases, the faculty member must exhaust all other available University remedies before bringing the case to the Judicial Committee; the Judicial Committee will not proceed with such a case until the appropriate University body has either decided it or has refused to consider it. In such cases, the Judicial Committee has appellate jurisdiction.

15.2 Procedure For Securing Review. A written request for review must be filed with the chair of the Judicial Committee within 30 days of written notice of the action challenged. The request must specify the action complained of and the remedial action the individual seeks. Within 30 days of filing, the chair of the Judicial Committee must send copies of the request to the head of the academic unit concerned and to the senior academic administrator.

The Judicial Committee, however, may extend the time for filing for review for reasons that seem compelling to the committee, such as mental or physical illness, or serious personal or family problems, or doubt concerning when final action was taken.

15.3 Hearings Before The Judicial Committee. The person seeking review has the burden of proving by the preponderance of the evidence that the action complained of was improper unless the Judicial Committee, for good cause, otherwise directs.

The Judicial Committee does not itself decide whether the faculty member is professionally worthy of a faculty position, but only determines whether the action was based in significant degree upon any of the factors specified in subsection 7.7 or Section 8.

In cases involving Section 7, 8, or 11, the Judicial Committee hears the merits of the case, as provided in those sections. In other cases, if there is an appropriate University body to review the matter, the Judicial Committee will only determine whether that body has given the faculty member due process and whether, on the basis of the facts found by that body, there has been a violation of these regulations or of the faculty member's academic freedom. If there is no appropriate University body to hear such a case, or if the Judicial Committee finds that the body which heard the case did not provide due process, the Judicial Committee may hear the merits or may appoint an ad hoc tribunal to hear them.
15.4 **Action By The Judicial Committee.** The Judicial Committee makes written findings of fact, conclusions, and a recommendation for the disposition of the case.

If the Judicial Committee finds that the action complained of was improper, it also specifies the respects in which it finds the action to have been improper and recommends appropriate remedial action.

If it recommends reconsideration, it may specify the manner in which reconsideration will be undertaken to avoid the influence of improper factors. If a probationary faculty member has reached the maximum probationary period, the committee may recommend a non-regular appointment for an additional academic year to provide for reconsideration.

The Judicial Committee sends its report to the president with copies to the faculty member and the administrator who appeared as respondent.

15.5 **Action By The President.** The president must give the faculty member and the administrator the opportunity to submit written comments on the report. In determining what action to take, the president may consult privately with any administrators, including attorneys, who have had no previous responsibility for the decision at issue in the case and have not participated in the presentation of the matter to the Judicial Committee. The president may not discuss the case with any administrator who was responsible for the decision at issue in the case or who participated in the presentation of the matter to the senate Judicial Committee. Such administrators may communicate with the president in writing, but only if the full text of the communications is given to the faculty member and the faculty member is given a reasonable opportunity to respond to it.

The president shall not take action materially different from that recommended by the panel unless, prior to the action, the president has consulted with the committee. The parties and their representatives shall not be present at any meeting between the president and the committee nor shall their consent be required for such meeting.

In addition, the president may request the Judicial Committee to make further findings of fact, to clarify its recommendation or to reconsider its recommendation. The reconsideration will be made by those who have heard all of the evidence in the case, but the full Judicial Committee may consult with them on questions of general policy.

The president may impose the action recommended by the committee or any action more favorable to the faculty member. The president may impose action less favorable to the faculty member only for important substantive reasons, which must be stated in writing, with specific detailed reference to the report of the Judicial Committee, the evidence presented, and the policies involved. The president's written statement must be given to the parties and to the Judicial Committee. If the Judicial Committee decides that the president has imposed an action that is less favorable to the faculty member than it had recommended, it shall inform the faculty by publication of the president's action in the docket of the Faculty Senate. If the faculty member waives rights to confidentiality, the full text of the statement will be published. Otherwise a summary of the statement will be published without identification of the faculty member or information that may indirectly identify the faculty member. The president's written statement must be given to the parties and to the Judicial Committee.

15.6 **Actions Requiring Reconsideration.** If the Judicial Committee recommends reconsideration of an action, that reconsideration will be
undertaken under the supervision of the senior academic administrator, unless otherwise specified. The Judicial Committee may retain provisional jurisdiction of the matter to review allegations that the reconsideration itself was improper, and may make supplementary findings, conclusions, and recommendations in this regard.

15.7 **Recommendations For Changes In University Policies And Procedures.** As a result of Judicial Committee proceedings, the Judicial Committee, the Tenure Committee or the senior vice president for academic affairs and provost may initiate steps to clarify or improve University rules or policies involved. The changes will not affect the outcome of the case before the committee.

### Section 16. Academic Freedom and Tenure Committee

16.1 **Membership.** The Academic Freedom and Tenure Subcommittee Of The Senate Faculty Affairs Committee (referred to elsewhere in these regulations as the Tenure Committee) is composed of at least seven members of the faculty and such other persons as the University Faculty Senate bylaws shall provide. The manner of appointment is governed by the University Faculty Senate bylaws.

16.2 **Interpretations.** The senior vice president for academic affairs and provost and the Tenure Committee may propose formal interpretations of these regulations, consistent with their terms. Such interpretations must be reported to the Faculty Senate and the Board of Regents. If adopted by the Board of Regents, such interpretations will be binding in all cases subsequently arising.

16.3 **Procedures.** The senior vice president for academic affairs and provost and the Tenure Committee may jointly adopt the procedures provided by subsections 7.4 and 7.61, and jointly approve the procedures proposed by the Judicial Committee under Section 13.2. Such procedures must be reported to the Faculty Senate and the Board of Regents before they go into effect.

16.4 **Additional Functions.** The Tenure Committee also advises the University and makes recommendations concerning the interpretation and amendment of these regulations, but such advice and recommendations are not binding on the Judicial Committee.

### Section 17. Written Notice

Notices of termination of a probationary appointment, of suspension or termination of an appointment, or of placement on unrequested leave of absence for disability, must be sent by registered or certified mail to the last known residence address of the faculty member concerned and also by campus mail to the faculty member’s campus address, if any. The written notice satisfies the applicable time requirement if it is postmarked at or before midnight of the applicable date.

Failure to comply fully with this section is immaterial if, in fact, the faculty member was not prejudiced by such failure.

### Section 18. Publication

These regulations, and the interpretations referred to in Section 16, will be published and made available to all faculty members. Every faculty member who holds a regular or non-regular appointment, except for courtesy faculty appointments without salary, must be given a copy of the current regulations and copies of subsequent amendments or published interpretations.
Section 19. Amendment.

These regulations are subject to amendment by the Board of Regents. Proposed amendments from any source will be submitted to the Faculty Senate for its advice and recommendation before final action by the Board of Regents. The Faculty Senate will solicit the recommendations of the Faculty Affairs Committee, the Judicial Committee, and the Tenure Committee, before giving its advice and recommendation.

FOOTNOTES

[1] "Service" means performance within the faculty member's expertise, other than teaching and research as defined in section 7.11.

[2] The term "family member" is meant to include a blood relative, or a marital partner, or a domestic partner (registered with the University), or an adoptive/foster child, or a spouse or domestic partner, an adopted or foster child, or other relative.

[3] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus.

[4] The persons responsible and the process for making this determination are described in subsections 7.3 through 7.6.

"Scholarly research" must include significant publications and, as appropriate, the development and dissemination by other means of new knowledge, technology, or scientific procedures resulting in innovative products, practices, and ideas of significance and value to society.

"Other creative work" refers to all forms of creative production across a wide range of disciplines, including, but not limited to, visual and performing arts, design, architecture of structures and environments, writing, media, and other modes of expression.

"Teaching is not limited to classroom instruction. It includes extension and outreach education, and other forms of communicating knowledge to both registered University students and persons in the extended community, as well as supervising, mentoring, and advising students.

"Service" may be professional or institutional. Professional service, based on one's academic expertise, is that provided to the profession, to the University, or to the local, state, national, or international community. Institutional service may be administrative, committee, and related contributions to one's department or college, or the University. All faculty members are expected to engage in service activities, but only modest institutional service should be expected of probationary faculty.

[3] The mission of the University includes, where appropriate, outreach activity that extends a faculty member's teaching, research and service beyond the campus or to nontraditional groups of students and citizens. Not every faculty member will have outreach responsibilities.

[4] For interpretation and possible applications, see the interpretative comment that will be provided in accordance with the provisions of subsection 16.2.

[5] Criteria other than those expressly listed in this sentence must be explicitly stated and justified in terms of the mission of the University. Such additional
criteria may not impinge upon the academic freedom of the probationary faculty member.

[6] "Teaching" is not limited to credit-producing classroom instruction. It encompasses other forms of communication of knowledge (both to students registered in the University and to other persons in the community) as well as the supervision or advising of individual graduate or undergraduate students.

[7] "Research" is not limited to the publication of scholarly works. It includes activities which lead to the public availability of products or practices which have a significance to society, such as artistic production or the development of new technology or scientific procedures.

[8] "Service" means performance within the faculty member's academic expertise and the mission of the academic unit. It does not include performance of quasi-administrative functions such as membership on faculty or senate committees or other similar activities; those activities are relevant only to the limited extent set forth in the following paragraph of the text.

Where service is not an integral part of the mission of the academic unit, a faculty member's service may be considered, but is not a prerequisite to the awarding of tenure.

Other exceptions may be made only in exceptional circumstances by means of special contract, as provided in subsection 3.6.

The individual's participation in the governance of the institution and other services to the University and service to the academic unit may be taken into consideration, but are not in themselves bases for awarding tenure.

[9] Indefinite tenure may be granted at any time when the candidate has satisfied the requirements. A probationary appointment must be terminated when the appointee fails to satisfy the criteria in the last year of probationary service and may be terminated earlier if it appears that the appointee is not making satisfactory progress within that period toward meeting the criteria within that period.

[6] "Departmental" refers to an academic department or its equivalent, such as division, institute, or unit.

[7] As used in this policy, "tenured faculty" means those members of the faculty who hold indefinite tenure.

[8] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus. Not being promoted to the rank of professor will not in itself result in special post-tenure review of a tenured associate professor.

[9] The persons responsible for this determination are the full professors in the unit who are eligible to vote. The outcome of the vote is either promotion to the rank of professor or continuation in rank as an associate professor. The procedures for voting are identical to those outlined in Section 7.4 for the granting of indefinite tenure, the nondisclosure of grounds for the decision (Section 7.5), and the review of recommendations (Section 7.6). In addition, a petition to the Judicial Committee for review of a recommendation of continuation in rank as an associate professor follows the procedures specified in Section 7.7 for decisions about promotion to associate professor and conferral of indefinite tenure.
See the definitions of "scholarly research," "other creative work," "teaching," and "service" in footnote [4]. A greater contribution in the area of institutional service is expected of candidates for the rank of professor than was expected for the award of tenure.

[10] As used in this policy, "tenured faculty" means those members of the faculty who hold indefinite tenure.

[11] Throughout this section the word "dean" means the dean of the collegiate unit or other equivalent officer or an academic administrator specifically designated for this purpose by the senior academic administrator or by the senior vice president for academic affairs and provost.

INTERPRETATIONS
Dated April 12, 1985; September 8, 1988; March 12, 1993 and October 13, 1985; June 9, 2000

1. Interpretation of Sections 3-9 Promotion and Tenure Decisions Permitted by Provosts and Chancellors during 1995-96.

Expired.

2. Interpretation of Section 4.4: Definition of Recurring Salaries.

It is expected that any salary increases normally will be added to recurring salary if recurring funds are available for that purpose. Section 4.4 does not give any specific faculty member a legal entitlement or right to an increase in recurring salary.

3. Interpretation of Section 4.5: Financial Stringency.

Financial stringency in section 4.5 is understood to mean financial difficulties that are unusual in extent and require extraordinary rather than ordinary responses. Section 11 may be invoked if the regents are "faced with the necessity of drastic reduction in the University budget," reductions so severe that they may "threaten [the] survival" of the University. It is understood that the financial difficulty that would permit the president to propose temporary reductions or postponements in compensation under section 4.5 is less severe than the "fiscal emergency" outlined in section 11, but it is also understood that "financial stringency" should not be invoked to respond to foreseeable fluctuations in the University’s budget and finances.

4. Interpretation of Subsection 5.5: Retroactive Application.

A probationary faculty member may elect to extend the probationary period by one year if

(1) the member became a parent, by birth or by adoptive/foster placement, within five years before the effective date of subsection 5.5; and

(2) has not been given notice of termination.

5. Interpretation of Subsection 5.5: Major Caregiver Responsibilities.

A request for extension of the maximum probationary period for major caregiver responsibilities should be made only if those responsibilities are very substantial and continue over an extended period of time. The probationary faculty member must submit a written application to the head of the academic
unit, who will forward it for action and approval through the appropriate University channels. If an administrator does not approve the request, the faculty member may file a grievance under applicable University policies.

6. Interpretation of Subsection 7.11: Consideration of Factors Other than Primary Tenure Criteria.

The use of any factor other than teaching, research, and service in making the decision about a probationary faculty member must be specifically stated and justified at the time of the decision. This rule applies both when that factor is a criterion for judging the candidate's progress and when it is an element in establishing or modifying the standard which the faculty member should achieve.

The faculty of an academic unit are expected to periodically review their criteria for awarding indefinite tenure and reflect any new criteria in a revision of their Subsection 7.12 Statement. The new criteria and Subsection 7.12 Statement must be adopted in accordance with the established procedures of the University, after consultation as required by those procedures. Current probationary faculty in the unit may elect to be evaluated on the criteria in the previous Subsection 7.12 Statement or on the new criteria. This option is also available to current tenured faculty in their evaluation for promotion to the next level. Probationary or tenured faculty must make this decision within one year of the date of administrative approval of the new criteria.

7. Interpretation of Subsection 7.11: Discipline-Related Service.

Discipline-related service, as one of the primary criteria for tenure evaluation, is limited to those endeavors specifically related to the individual's academic expertise and faculty appointment in accordance with the academic unit's Mission Statement. This service must be defined in the Mission Statement as central and necessary to the operation of the academic unit. An equivalent term might be "unit mission-related service" — for example, clinical service in a teaching hospital situation that does not involve students directly.

8. Interpretation of Amendment to Subsection 10.2: Faculty Assignments.

Faculty members are free to choose topics for research or outreach and to discuss all relevant matters in the classroom, in accordance with the principles of academic freedom and responsibility. The head of the academic unit will assign individual faculty members to teach specific courses in accordance with the academic workload statement and other policies adopted by the faculty of that unit. A faculty member may challenge an assignment by showing that it is unreasonable. An assignment is unreasonable if: (a) taken as a whole, it exceeds the workload expected in the workload statement of that unit, (b) the faculty member lacks the basic qualifications to teach the course, or (c) the assignment was made in violation of the faculty member's academic freedom or in violation of another specific university policy. The faculty member should carry out the teaching assignment pending resolution of any grievance, unless the responsible grievance or hearing officer or panel indicates that provisional measures are appropriate.

The word “days” is interpreted to imply working days, not calendar days.

10. Interpretation of Amendments to Subsections 14.1 and 14.2: Timely Responses in Cases of Unrequested Leave of Absence, Termination, or Suspension.

The timelines for responses by either the involved faculty member or administrator may be extended by agreement of the parties to the proceeding or for extraordinary circumstances. An agreement of the parties to extend the time limit shall be in writing, signed by both parties or their representatives. If the parties do not agree, either party may apply to the chair of the Senate Judicial Committee for an extension of the time in which to take the steps required in this section. If the faculty member has failed to act within the time limits prescribed in these sections, the responsible administrator may request the chair of the Senate Judicial Committee to set a specific date by which the faculty member must take action; if the faculty member fails to do so, the petition for review will be dismissed without further proceedings and the requested disciplinary action (or any lesser sanction) may be taken. If the responsible administrator has failed to act within the time limits prescribed in these sections, the faculty member may request the chair of the Senate Judicial Committee to set a specific date by which the administrator must take action; if the administrator fails to do so, the proceedings shall be dismissed and further action can be taken only by reinitiating the entire proceedings.

11. Interpretation of Section 15: Judicial Committee Review of Decisions on Promotions.

As stated in the Preamble, the tenure regulations "provide a comprehensive set of policies dealing with the relationship between the University and its faculty," including decisions regarding promotions in rank that may or may not involve questions of tenure. When a faculty member's request for promotion is not approved, the Judicial Committee shall conduct a review in a manner analogous to the review of tenure decisions (see Section 7.7). Such cases may be brought directly to the Judicial Committee without a requirement that the faculty member exhaust all other available University remedies before bringing the case to the Judicial Committee.
Faculty, Staff, and Student Affairs Committee  

Agenda Item: Faculty Compensation Comparisons & Analysis

☐ review  ☑ review/action  ☐ action  ☑ discussion

Presenters: Senior Vice President/Provost Thomas Sullivan  
Vice President Carol Carrier  
Richard Howard, Director, Institutional Research and Reporting

Purpose:

☐ policy  ☑ background/context  ☐ oversight  ☐ strategic positioning

To provide the Board with comparative information and an opportunity to discuss faculty salary and compensation comparisons.

Outline of Key Points/Policy Issues:

Each year the American Association of University Professors (AAUP) conducts a nation-wide survey of faculty salaries and compensation. The results of the FY 2006 AAUP survey, with detail for each campus in the various peer groups, are provided in a series of schedules at the end of the report. This discussion will focus on faculty salary and compensation comparisons for the Twin Cities and Morris campuses and peer institutions nationally.

Background Information:

Each spring, the Faculty, Staff, and Student Affairs Committee engages in an annual discussion related to faculty salary and benefits issues.
Introduction

The University of Minnesota Twin Cities is advancing itself with a goal of becoming one of the top three public research universities in the world while achieving an equivalent standard of excellence for our coordinate campuses. As such, the University of Minnesota campuses are in the process of identifying those institutions that we want to compare the University of Minnesota to on a number of metrics, including salaries and compensation. The comparison institutions will be visible in other institutional comparison efforts, such as the University Accountability Report. Ongoing efforts are occurring to update or reevaluate comparison institutions on all campuses that will help the University community track its progress toward a top three public research university.

Forty percent of the University’s current tenure/tenure tracking faculty members were hired over the past 10 years. It is expected that over the next 10 years, the University also will replace forty percent of its current faculty members. Recruiting and retaining high quality and productive faculty members are key to sustaining and improving the quality of the University’s instruction, research, and service programs. To accomplish this, faculty salaries and compensation at the University of Minnesota must be competitive nationally.

The University of Minnesota’s objective for faculty compensation and salaries is to be competitive with faculty salaries and compensation paid at institutions with whom the University competes for faculty and graduate students. The comparison groups used in this analysis for each University of Minnesota campus are those that have been determined as similar institutions (see Appendix A).

- For the Morris campus, the comparison group includes similar public campuses and private liberal arts colleges, which was determined nine years ago.

- The Twin Cities campus task force on metrics and measurement (2006) identified ten public research universities considered as comparison institutions to monitor progress toward becoming a top three public research university. The comparison institutions frequently top the rankings in the University’s metrics and in reports, such as The Center for Measuring University Performance report. These universities reflect the size and scope of top research universities as identified in The Center for Measuring University Performance report. Four public research universities within the comparison group are considered the Twin Cities campus aspiration group. These public research universities were identified as highly ranked universities with land grant status and similar missions, academic offerings, student size and other attributes.

Crookston and Duluth campus information are not provided because the contract with the faculty bargaining unit have not been settled when FY 2007 compensation and salary information were submitted.

The average compensation and salary for faculty members across campuses vary for the number of reasons. Three important reasons are:
1. The mix of disciplines on campus. Faculty in certain disciplines (e.g., law, accounting) tend to be paid more than faculty in other disciplines (e.g., history, education). The relative differences are rather consistent across all campuses, reflecting demands in national markets and campus specific priorities.

2. Cost of living and tax burden impact salary levels in certain metropolitan locations (e.g. Boston and San Francisco). All other things being equal, for example, it is unlikely that a faculty member from Purdue would accept a comparable position at UC-Berkeley unless the salary reflected the higher cost of living in the Bay area.

3. Fringe benefit packages vary by campus.

It is also important to note that although compensation and salary are two very important factors in recruiting and retaining faculty members, they are not the only factors that faculty consider when choosing to work at a particular university. Others include:

- the reputation of the campus
- the reputation of the department
- the opportunity to work with specific individuals
- the quality of the student body
- the level of support for graduate students
- the quality of libraries and laboratories
- the level of support for new faculty members (e.g., set-up funds for the establishment of a laboratory, travel and professional development)
- the overall campus environment (cultural amenities, security)
- the location of the campus (e.g., big town/small town, urban/rural)
- family considerations (e.g., employment opportunities for spouses and the quality of schools for children)

Compensation and salaries are, however, important factors in recruiting and retaining high quality and productive faculty members. For this reason, maintaining or improving the University’s salary ranking with other research universities is important if the University is to successfully compete for high quality faculty.

Comparison Methodology

Each year the American Association of University Professors (AAUP) conducts a nation-wide survey of faculty salaries and compensation. The results of the FY 2007 AAUP survey, with detail for each University of Minnesota campus related to various comparison groups, are provided in Schedules 1-8 at the end of this report. Note that salary and compensation amounts in the tables and schedules in the report are given in thousands of dollars (e.g., $67.5 = $67,500).

Faculty members to be included in the annual survey are defined by the AAUP as follows:

*The instructional faculty is defined as those members of the instruction-research staff who are employed on a full-time basis and whose major regular assignment is instruction, including those with released time for research. Institutions are asked to exclude (a) instructional faculty who are employed to teach for less than two semesters, three quarters………; (b) instructional faculty in preclinical and clinical medicine; (c) instructional faculty who are employed on a part-time basis; (d) administrative
The AAUP survey does not include faculty salaries and compensation from medical schools with clinical faculty. As such, Twin Cities Medical School faculty salaries and compensation are excluded from the Twin Cities campus comparisons.

The average faculty compensation and salaries by faculty rank (e.g., full professors, associate professors, and assistant professors) are reported in the AAUP survey reports. The University’s annual salary plan for the faculty affects the salaries of individual faculty members who are retained from year to year, regardless of their movement in rank. It is important to emphasize that annual changes in the average salary for each faculty rank, as reported in the AAUP survey reflect such factors as retirements, promotions, and new hires, are in addition to salary increases for continuing faculty. For this reason the AAUP survey results will show percentage changes that are different than those stipulated in an annual salary plan. This is true for all campuses nationwide. These differences will vary from year to year and can be significant when faculty cohort sizes are relatively small.

The compensation figures in the annual AAUP salary survey include salary plus the University’s contribution toward the following fringe benefits: (a) social security; (b) retirement; (c) medical insurance; (d) dental insurance; (e) group life insurance; (f) disability income protection; (g) unemployment compensation; (h) workers’ compensation; and, (i) tuition for faculty dependents.

Survey Results

The survey results for each campus, comparing FY 2007 and FY 2006 are summarized in Tables 1-2. Detail for all campuses in each of the comparison groups is provided in Schedules 1-8 at the end of the report. As indicated in Tables 1-2, overall, there has been little change in the rankings of University of Minnesota faculty salaries and compensation this past year.

Changes that are reflected in the study include:

- For the Morris campus, there was general stability, but specific decreases in full professor compensation (rank 4 to 6, 4.2% difference in FY2007) and salary (rank 10 to 11, 14.9% difference in FY2007). Associate and assistant professor ranks remained the same ranking but a higher percentage increase is needed to reach the comparison group mean. The Three Professorial Ranks Combined decreased the percentage needed to move closer to the comparison group mean in FY2007 and increased in rank from 6 to 5. See Table 1.

- For the Twin Cities campus, there was improvement in the ranking of associate professors’ compensation (4 to 3) and assistant professors’ compensation (4 to 2). The Three Professorial Ranks Combined for compensation also increased rank (4 to 3) and are 4.4% (or $5.6) difference above the comparison group mean but 5% (or -$6.4) from the aspiration group. As the compensation increased for associate and assistant professors, their salaries similarly increased. Full professor compensation increased the difference between the University and the comparison group means (0.1% in FY2006 to 2.4% in FY2007), but moved closer to the aspiration group means (7.5% in FY2006 to 4.6% in FY2007). The Full Professor salaries experienced similar results as the compensation. (See Table 3)
## University of Minnesota
### Comparison Groups

<table>
<thead>
<tr>
<th>University of Minnesota Morris Campus Comparison Group</th>
<th>University of Minnesota Twin Cities Campus Comparison Group*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carleton College</td>
<td>University North Carolina-Asheville</td>
</tr>
<tr>
<td>Macalester College</td>
<td>College of Saint Benedict</td>
</tr>
<tr>
<td>Ramapo College-New Jersey</td>
<td>University of Mary-Washington</td>
</tr>
<tr>
<td>St. Olaf College</td>
<td>Hamline University</td>
</tr>
<tr>
<td>Saint John's University</td>
<td>Concordia College-Moorhead</td>
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<td>St. Mary's College-Maryland</td>
<td>University of Maine-Farmington</td>
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<td>Gustavus Adolphus College</td>
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<tr>
<th><strong>Aspiration Group</strong></th>
<th><strong>Peer Group</strong></th>
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<tbody>
<tr>
<td>University of California – Berkeley</td>
<td>University of Florida</td>
</tr>
<tr>
<td>University of California – Los Angeles</td>
<td>University of Illinois – Urbana-Champaign</td>
</tr>
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<td>University of Michigan – Ann Arbor</td>
<td>University of Texas – Austin</td>
</tr>
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<td>University of Wisconsin – Madison</td>
<td>University of Washington - Seattle</td>
</tr>
<tr>
<td></td>
<td>Ohio State University – Columbus</td>
</tr>
<tr>
<td></td>
<td>Pennsylvania State University – University Park</td>
</tr>
</tbody>
</table>

* From the May 2006 Metrics and Measurements Task Force Report
Table 1
Summary of Faculty Compensation and Salary for 2005-2007
University of Minnesota - Morris

**COMPENSATION**

<table>
<thead>
<tr>
<th></th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>University of Minnesota Morris</td>
<td>$104.4</td>
<td>$87.7</td>
<td>$73.8</td>
</tr>
<tr>
<td>Comparison Group (weighted)</td>
<td>$108.9</td>
<td>$82.1</td>
<td>$68.9</td>
<td>$85.5</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$4.4</td>
<td>$5.5</td>
<td>$4.9</td>
<td>$0.1</td>
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<td>Difference (%)</td>
<td>4.2%</td>
<td>6.3%</td>
<td>6.6%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Ranking</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

|          | 2005-2006 University of Minnesota Morris | $100.4 | $81.4 | $66.7 | $78.9 |
| Comparison Group (weighted) | $100.8 | $78.1 | $64.5 | $82.0 |
| Difference from University Mean | -$0.4 | $3.3 | $2.2 | -$3.1 |
| Difference (%) | 0.4% | 4.0% | 3.3% | 4.0% |
| Ranking | 4 | 4 | 4 | 6 |

**SALARY**

<table>
<thead>
<tr>
<th></th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>University of Minnesota Morris</td>
<td>$73.6</td>
<td>$59.7</td>
<td>$48.2</td>
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<tr>
<td>Comparison Group (weighted)</td>
<td>$84.6</td>
<td>$63.7</td>
<td>$53.4</td>
<td>$66.2</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$11.0</td>
<td>-$4.0</td>
<td>-$5.2</td>
<td>-$8.3</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>14.9%</td>
<td>6.7%</td>
<td>10.7%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Ranking</td>
<td>11</td>
<td>10</td>
<td>13</td>
<td>12</td>
</tr>
</tbody>
</table>

|          | 2005-2006 University of Minnesota Morris | $72.5 | $56.8 | $44.7 | $54.8 |
| Comparison Group (weighted) | $78.7 | $60.6 | $50.2 | $63.8 |
| Difference from University Mean | -$6.2 | -$3.8 | -$5.5 | -$9.0 |
| Difference (%) | 8.6% | 6.7% | 12.2% | 16.5% |
| Ranking | 10 | 10 | 13 | 13 |
## Table 2
Summary of Faculty Compensation and Salary for 2005-2007
University of Minnesota - Twin Cities

### COMPENSATION

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>University of Minnesota Twin Cities</td>
<td>$152.7</td>
<td>$110.6</td>
<td>$97.2</td>
<td>$127.8</td>
</tr>
<tr>
<td></td>
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<td>$149.0</td>
<td>$101.0</td>
<td>$89.8</td>
<td>$122.2</td>
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<tr>
<td></td>
<td>Difference from University Mean</td>
<td>$3.7</td>
<td>$9.6</td>
<td>$7.5</td>
<td>$5.6</td>
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<tr>
<td></td>
<td>Difference (%)</td>
<td>2.4%</td>
<td>8.7%</td>
<td>7.7%</td>
<td>4.4%</td>
</tr>
<tr>
<td></td>
<td>Aspiration Group Mean (weighted)</td>
<td>$159.7</td>
<td>$109.4</td>
<td>$94.8</td>
<td>$134.2</td>
</tr>
<tr>
<td></td>
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<td>$2.4</td>
<td>-$6.4</td>
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<tr>
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<td>1.1%</td>
<td>2.5%</td>
<td>5.0%</td>
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<tr>
<td>2005-2006</td>
<td>University of Minnesota Twin Cities</td>
<td>$143.3</td>
<td>$102.8</td>
<td>$90.5</td>
<td>$119.6</td>
</tr>
<tr>
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<td>Comparison Group Mean (weighted)</td>
<td>$143.2</td>
<td>$97.4</td>
<td>$86.6</td>
<td>$117.7</td>
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<td>$5.4</td>
<td>$3.9</td>
<td>$1.9</td>
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<tr>
<td></td>
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<td>0.1%</td>
<td>5.3%</td>
<td>4.3%</td>
<td>1.6%</td>
</tr>
<tr>
<td></td>
<td>Aspiration Group Mean (weighted)</td>
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<td>$106.2</td>
<td>$91.2</td>
<td>$129.6</td>
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<tr>
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<td>Difference from University Mean</td>
<td>-$10.7</td>
<td>-$3.4</td>
<td>-$0.8</td>
<td>-$10.0</td>
</tr>
<tr>
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<td>Difference (%)</td>
<td>7.5%</td>
<td>3.3%</td>
<td>0.9%</td>
<td>8.4%</td>
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<td>Ranking</td>
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<td>3</td>
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</tbody>
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### SALARY

<table>
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<tr>
<th>Year</th>
<th>Institution</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>University of Minnesota Twin Cities</td>
<td>$116.6</td>
<td>$80.6</td>
<td>$69.4</td>
<td>$95.4</td>
</tr>
<tr>
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<td>$123.1</td>
<td>$79.8</td>
<td>$70.3</td>
<td>$97.4</td>
</tr>
<tr>
<td></td>
<td>Difference from University Mean</td>
<td>-$6.5</td>
<td>$0.8</td>
<td>-$0.9</td>
<td>-$2.0</td>
</tr>
<tr>
<td></td>
<td>Difference (%)</td>
<td>5.6%</td>
<td>1.0%</td>
<td>1.3%</td>
<td>2.1%</td>
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<tr>
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<td>$72.4</td>
<td>$104.8</td>
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<td>-$2.9</td>
<td>-$9.4</td>
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<tr>
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<td>Difference (%)</td>
<td>7.8%</td>
<td>4.9%</td>
<td>4.2%</td>
<td>9.9%</td>
</tr>
<tr>
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<td>8</td>
<td>5</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>2005-2006</td>
<td>University of Minnesota Twin Cities</td>
<td>$110.3</td>
<td>$75.6</td>
<td>$65.4</td>
<td>$90.1</td>
</tr>
<tr>
<td></td>
<td>Comparison Group Mean (weighted)</td>
<td>$115.3</td>
<td>$76.6</td>
<td>$67.8</td>
<td>$93.9</td>
</tr>
<tr>
<td></td>
<td>Difference from University Mean</td>
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<td>-$1.0</td>
<td>-$2.4</td>
<td>-$3.8</td>
</tr>
<tr>
<td></td>
<td>Difference (%)</td>
<td>4.5%</td>
<td>1.3%</td>
<td>3.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td></td>
<td>Aspiration Group Mean (weighted)</td>
<td>$121.1</td>
<td>$81.7</td>
<td>$69.6</td>
<td>$101.1</td>
</tr>
<tr>
<td></td>
<td>Difference from University Mean</td>
<td>-$10.8</td>
<td>-$6.1</td>
<td>-$4.2</td>
<td>-$11.0</td>
</tr>
<tr>
<td></td>
<td>Difference (%)</td>
<td>9.8%</td>
<td>8.0%</td>
<td>6.4%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Ranking</td>
<td></td>
<td>8</td>
<td>7</td>
<td>9</td>
<td>7</td>
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</table>
### University of Minnesota Morris Compensation and Salaries

#### Schedule 1

*Compensation: 2006-2007 Average Faculty Compensation for the Morris Campus*

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Morris</td>
<td>$144.0</td>
<td>$112.7</td>
<td>$98.8</td>
<td>$104.4</td>
</tr>
<tr>
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<td>$98.9</td>
<td>$87.5</td>
<td>$114.1</td>
</tr>
<tr>
<td>Macalester College</td>
<td>$132.0</td>
<td>$97.3</td>
<td>$78.5</td>
<td>$100.6</td>
</tr>
<tr>
<td>Ramapo College-New Jersey</td>
<td>$135.1</td>
<td>$110.5</td>
<td>$80.0</td>
<td>$108.0</td>
</tr>
<tr>
<td>St. Olaf College</td>
<td>$106.0</td>
<td>$86.2</td>
<td>$68.5</td>
<td>$86.0</td>
</tr>
<tr>
<td>St. John's University</td>
<td>$98.0</td>
<td>$80.4</td>
<td>$63.9</td>
<td>$79.0</td>
</tr>
<tr>
<td>St. Mary's College-Maryland</td>
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<td>$76.5</td>
<td>$65.4</td>
<td>$79.3</td>
</tr>
<tr>
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<td>$76.6</td>
<td>$66.2</td>
<td>$78.0</td>
</tr>
<tr>
<td>University North Carolina-Asheville</td>
<td>$96.7</td>
<td>$74.8</td>
<td>$66.8</td>
<td>$74.9</td>
</tr>
<tr>
<td>College of Saint Benedict</td>
<td>$98.9</td>
<td>$79.0</td>
<td>$68.3</td>
<td>$79.6</td>
</tr>
<tr>
<td>University of Mary-Washington</td>
<td>$108.2</td>
<td>$80.9</td>
<td>$64.7</td>
<td>$81.3</td>
</tr>
<tr>
<td>Hamline University</td>
<td>$88.0</td>
<td>$68.1</td>
<td>$61.2</td>
<td>$75.1</td>
</tr>
<tr>
<td>Concordia College-Moorhead</td>
<td>$86.5</td>
<td>$69.0</td>
<td>$59.5</td>
<td>$67.8</td>
</tr>
<tr>
<td>University of Maine-Farmington</td>
<td>$85.1</td>
<td>$65.3</td>
<td>$54.5</td>
<td>$68.2</td>
</tr>
<tr>
<td>Comparison Group Mean (weighted)</td>
<td>$108.9</td>
<td>$82.1</td>
<td>$68.9</td>
<td>$85.5</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$4.4</td>
<td>$5.5</td>
<td>$4.9</td>
<td>$0.1</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>4.2%</td>
<td>6.3%</td>
<td>6.6%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Ranking</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Schedule 2

*Salary: 2006-2007 Average Faculty Salary for the Morris Campus*

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Morris</td>
<td>$73.6</td>
<td>$59.7</td>
<td>$48.2</td>
<td>$57.9</td>
</tr>
<tr>
<td>Carleton College</td>
<td>$105.0</td>
<td>$74.6</td>
<td>$65.7</td>
<td>$87.3</td>
</tr>
<tr>
<td>Macalester College</td>
<td>$103.0</td>
<td>$76.3</td>
<td>$61.8</td>
<td>$78.8</td>
</tr>
<tr>
<td>Ramapo College-New Jersey</td>
<td>$100.3</td>
<td>$82.0</td>
<td>$59.4</td>
<td>$80.1</td>
</tr>
<tr>
<td>St. Olaf College</td>
<td>$81.9</td>
<td>$65.3</td>
<td>$52.8</td>
<td>$66.0</td>
</tr>
<tr>
<td>St. John's University</td>
<td>$76.3</td>
<td>$61.1</td>
<td>$50.2</td>
<td>$61.2</td>
</tr>
<tr>
<td>St. Mary's College-Maryland</td>
<td>$82.7</td>
<td>$64.4</td>
<td>$51.9</td>
<td>$63.6</td>
</tr>
<tr>
<td>Gustavus Adolphus College</td>
<td>$76.1</td>
<td>$60.5</td>
<td>$52.7</td>
<td>$61.4</td>
</tr>
<tr>
<td>University North Carolina-Asheville</td>
<td>$77.9</td>
<td>$59.5</td>
<td>$52.6</td>
<td>$59.6</td>
</tr>
<tr>
<td>College of Saint Benedict</td>
<td>$76.2</td>
<td>$61.4</td>
<td>$52.7</td>
<td>$61.6</td>
</tr>
<tr>
<td>University of Mary-Washington</td>
<td>$81.7</td>
<td>$61.0</td>
<td>$48.8</td>
<td>$61.3</td>
</tr>
<tr>
<td>Hamline University</td>
<td>$69.9</td>
<td>$54.1</td>
<td>$48.6</td>
<td>$59.7</td>
</tr>
<tr>
<td>Concordia College-Moorhead</td>
<td>$72.0</td>
<td>$57.0</td>
<td>$49.6</td>
<td>$56.3</td>
</tr>
<tr>
<td>University of Maine-Farmington</td>
<td>$64.6</td>
<td>$49.4</td>
<td>$40.0</td>
<td>$51.2</td>
</tr>
<tr>
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<td>$63.7</td>
<td>$53.4</td>
<td>$66.2</td>
</tr>
<tr>
<td>Difference from University Mean</td>
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<td>-$4.0</td>
<td>-$5.2</td>
<td>-$8.3</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>14.9%</td>
<td>6.7%</td>
<td>10.7%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Ranking</td>
<td>11</td>
<td>10</td>
<td>13</td>
<td>12</td>
</tr>
</tbody>
</table>

The salaries are reported in thousands of dollars and are rounded to the nearest hundred. They are adjusted to a nine-month work year. The figures cover full-time members of each institution's instructional staff, except those in medical schools.
### Schedule 3

**Compensation: 2005-2006 Average Faculty Compensation for the Morris Campus**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Morris</td>
<td>$100.4</td>
<td>$81.4</td>
<td>$66.7</td>
<td>$78.9</td>
</tr>
<tr>
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<td>$93.6</td>
<td>$84.4</td>
<td>$110.8</td>
</tr>
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<td>$101.2</td>
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<td>$100.0</td>
</tr>
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<td>$73.8</td>
<td>$99.6</td>
</tr>
<tr>
<td>St. Olaf College</td>
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<td>$81.3</td>
<td>$64.3</td>
<td>$82.5</td>
</tr>
<tr>
<td>Saint John's University</td>
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<td>$75.9</td>
<td>$62.5</td>
<td>$81.1</td>
</tr>
<tr>
<td>St. Mary's College-Maryland</td>
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<td>$74.9</td>
<td>$63.6</td>
<td>$78.4</td>
</tr>
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<td>$64.3</td>
<td>$77.7</td>
</tr>
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<td>$73.0</td>
<td>$62.9</td>
<td>$76.8</td>
</tr>
<tr>
<td>College of Saint Benedict</td>
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<td>$69.7</td>
<td>$61.5</td>
<td>$76.1</td>
</tr>
<tr>
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<td>$76.6</td>
<td>$60.0</td>
<td>$75.7</td>
</tr>
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<td>$56.7</td>
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<td>$57.4</td>
<td>$68.2</td>
</tr>
<tr>
<td>University of Maine-Farmington</td>
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<td>$62.8</td>
<td>$53.0</td>
<td>$66.0</td>
</tr>
<tr>
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<td>$64.5</td>
<td>$82.0</td>
</tr>
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<td>-$3.1</td>
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<td>Difference (%)</td>
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<td>3.3%</td>
<td>4.0%</td>
</tr>
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<td>4</td>
<td>4</td>
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</table>

### Schedule 4

**Salary: 2005-2006 Average Faculty Salary for the Morris Campus**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Morris</td>
<td>$72.5</td>
<td>$56.8</td>
<td>$44.7</td>
<td>$54.8</td>
</tr>
<tr>
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<td>$63.2</td>
<td>$84.6</td>
</tr>
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<td>$100.2</td>
<td>$74.4</td>
<td>$59.0</td>
<td>$78.4</td>
</tr>
<tr>
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<td>$95.0</td>
<td>$76.2</td>
<td>$55.8</td>
<td>$75.3</td>
</tr>
<tr>
<td>St. Olaf College</td>
<td>$77.2</td>
<td>$61.8</td>
<td>$49.5</td>
<td>$63.3</td>
</tr>
<tr>
<td>Saint John's University</td>
<td>$76.5</td>
<td>$57.3</td>
<td>$48.7</td>
<td>$62.3</td>
</tr>
<tr>
<td>St. Mary's College-Maryland</td>
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<td>$58.9</td>
<td>$49.4</td>
<td>$61.8</td>
</tr>
<tr>
<td>Gustavus Adolphus College</td>
<td>$72.6</td>
<td>$58.1</td>
<td>$51.2</td>
<td>$61.4</td>
</tr>
<tr>
<td>University North Carolina-Asheville</td>
<td>$75.2</td>
<td>$55.7</td>
<td>$48.6</td>
<td>$61.1</td>
</tr>
<tr>
<td>College of Saint Benedict</td>
<td>$71.3</td>
<td>$60.2</td>
<td>$49.5</td>
<td>$60.4</td>
</tr>
<tr>
<td>University of Mary-Washington</td>
<td>$77.3</td>
<td>$59.5</td>
<td>$45.5</td>
<td>$58.8</td>
</tr>
<tr>
<td>Hamline University</td>
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<td>$45.9</td>
<td>$57.6</td>
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<tr>
<td>Concordia College-Moorhead</td>
<td>$69.8</td>
<td>$54.9</td>
<td>$47.6</td>
<td>$56.4</td>
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<tr>
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<td>$38.2</td>
<td>$48.5</td>
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<td>$50.2</td>
<td>$63.8</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$6.2</td>
<td>-$3.8</td>
<td>-$5.5</td>
<td>-$9.0</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>8.6%</td>
<td>6.7%</td>
<td>12.2%</td>
<td>16.5%</td>
</tr>
<tr>
<td>Ranking</td>
<td>10</td>
<td>10</td>
<td>13</td>
<td>13</td>
</tr>
</tbody>
</table>

The salaries are reported in thousands of dollars and are rounded to the nearest hundred. They are adjusted to a nine-month work year. The figures cover full-time members of each institution’s instructional staff, except those in medical schools.
## University of Minnesota Twin Cities Compensation and Salaries

### Schedule 5

**Compensation: 2006-2007 Average Faculty Compensation for the Twin Cities Campus**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>$152.7</td>
<td>$110.6</td>
<td>$97.2</td>
<td>$127.8</td>
</tr>
<tr>
<td>University of California-Berkeley</td>
<td>$170.4</td>
<td>$115.0</td>
<td>$101.7</td>
<td>$146.9</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
<td>$172.8</td>
<td>$111.7</td>
<td>$96.6</td>
<td>$146.1</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>$157.6</td>
<td>$108.4</td>
<td>$94.9</td>
<td>$127.8</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$132.0</td>
<td>$102.5</td>
<td>$88.1</td>
<td>$115.4</td>
</tr>
<tr>
<td>University of Florida</td>
<td>$134.1</td>
<td>$94.4</td>
<td>$80.4</td>
<td>$107.0</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>$145.7</td>
<td>$99.5</td>
<td>$90.7</td>
<td>$117.5</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>$145.4</td>
<td>$98.5</td>
<td>$89.5</td>
<td>$116.7</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>$146.7</td>
<td>$101.6</td>
<td>$84.4</td>
<td>$117.7</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>$143.5</td>
<td>$95.2</td>
<td>$90.7</td>
<td>$119.1</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>$132.7</td>
<td>$95.1</td>
<td>$85.8</td>
<td>$112.9</td>
</tr>
<tr>
<td>Comparison Group Mean (weighted)</td>
<td>$149.0</td>
<td>$101.0</td>
<td>$89.8</td>
<td>$122.2</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>$3.7</td>
<td>$9.6</td>
<td>$7.5</td>
<td>$5.6</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>2.4%</td>
<td>8.7%</td>
<td>7.7%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Aspiration Group Mean (weighted)</td>
<td>$159.7</td>
<td>$109.4</td>
<td>$94.8</td>
<td>$134.2</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$7.0</td>
<td>$1.2</td>
<td>$2.4</td>
<td>-$6.4</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>4.6%</td>
<td>1.1%</td>
<td>2.5%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Ranking</td>
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<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

### Schedule 6

**Salary: 2006-2007 Average Faculty Salary for the Twin Cities Campus**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>$116.6</td>
<td>$80.6</td>
<td>$69.4</td>
<td>$95.4</td>
</tr>
<tr>
<td>University of California-Berkeley</td>
<td>$131.3</td>
<td>$86.8</td>
<td>$76.2</td>
<td>$112.5</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
<td>$133.2</td>
<td>$84.2</td>
<td>$72.6</td>
<td>$111.8</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>$130.4</td>
<td>$86.6</td>
<td>$75.0</td>
<td>$104.0</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$103.5</td>
<td>$78.1</td>
<td>$66.0</td>
<td>$89.3</td>
</tr>
<tr>
<td>University of Florida</td>
<td>$107.7</td>
<td>$73.3</td>
<td>$61.9</td>
<td>$84.4</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>$123.9</td>
<td>$79.5</td>
<td>$71.7</td>
<td>$95.7</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>$117.2</td>
<td>$76.9</td>
<td>$69.4</td>
<td>$92.6</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>$120.2</td>
<td>$81.4</td>
<td>$68.2</td>
<td>$95.7</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>$131.2</td>
<td>$78.3</td>
<td>$75.1</td>
<td>$99.7</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>$108.9</td>
<td>$77.2</td>
<td>$70.9</td>
<td>$92.5</td>
</tr>
<tr>
<td>Comparison Group Mean (weighted)</td>
<td>$123.1</td>
<td>$79.8</td>
<td>$70.3</td>
<td>$97.4</td>
</tr>
<tr>
<td>Difference from University Mean</td>
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<td>$0.8</td>
<td>-$0.9</td>
<td>-$2.0</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>5.6%</td>
<td>1.0%</td>
<td>1.3%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Aspiration Group Mean (weighted)</td>
<td>$125.7</td>
<td>$84.5</td>
<td>$72.4</td>
<td>$104.6</td>
</tr>
<tr>
<td>Difference from University Mean</td>
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<td>-$2.9</td>
<td>-$9.4</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>7.8%</td>
<td>4.9%</td>
<td>4.2%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Ranking</td>
<td>8</td>
<td>5</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

The salaries are reported in thousands of dollars and are rounded to the nearest hundred. They are adjusted to a nine-month work year. The figures cover full-time members of each institution's instructional staff, except those in medical schools.
### Schedule 7

**Compensation: 2005-2006 Average Faculty Compensation for the Twin Cities Campus**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>$143.2</td>
<td>$97.4</td>
<td>$86.6</td>
<td>$117.7</td>
</tr>
<tr>
<td>University of California-Berkeley</td>
<td>$163.4</td>
<td>$108.4</td>
<td>$98.6</td>
<td>$141.0</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
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<td>$108.5</td>
<td>$89.9</td>
<td>$140.3</td>
</tr>
<tr>
<td>University of Florida</td>
<td>$126.4</td>
<td>$92.1</td>
<td>$79.7</td>
<td>$102.6</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>$141.0</td>
<td>$97.4</td>
<td>$88.6</td>
<td>$114.5</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>$152.3</td>
<td>$105.3</td>
<td>$92.5</td>
<td>$123.7</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>$139.3</td>
<td>$94.5</td>
<td>$84.5</td>
<td>$111.9</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>$141.5</td>
<td>$96.9</td>
<td>$81.9</td>
<td>$112.9</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>$137.2</td>
<td>$89.0</td>
<td>$85.5</td>
<td>$113.8</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>$125.7</td>
<td>$91.0</td>
<td>$82.5</td>
<td>$107.1</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$129.0</td>
<td>$102.0</td>
<td>$85.8</td>
<td>$113.1</td>
</tr>
<tr>
<td><strong>Comparison Group Mean (weighted)</strong></td>
<td>$143.2</td>
<td>$97.4</td>
<td>$86.6</td>
<td>$117.7</td>
</tr>
<tr>
<td>Difference from University Mean</td>
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<td>$5.4</td>
<td>$3.9</td>
<td>$1.9</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>0.1%</td>
<td>5.3%</td>
<td>4.3%</td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Aspiration Group Mean (weighted)</strong></td>
<td>$154.0</td>
<td>$106.2</td>
<td>$91.2</td>
<td>$129.6</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$10.7</td>
<td>-$3.4</td>
<td>-$0.8</td>
<td>-$10.0</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>7.5%</td>
<td>3.3%</td>
<td>0.9%</td>
<td>8.4%</td>
</tr>
<tr>
<td><strong>Ranking</strong></td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

The salaries are reported in thousands of dollars and are rounded to the nearest hundred. They are adjusted to a nine-month work year. The figures cover full-time members of each institution's instructional staff, except those in medical schools.

### Schedule 8

**Salary: 2005-2006 Average Faculty Salary for the Twin Cities Campus**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Full Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Three Professional Ranks Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>$110.3</td>
<td>$75.6</td>
<td>$65.4</td>
<td>$90.1</td>
</tr>
<tr>
<td>University of California-Berkeley</td>
<td>$126.2</td>
<td>$81.9</td>
<td>$74.1</td>
<td>$108.1</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
<td>$128.4</td>
<td>$82.0</td>
<td>$67.0</td>
<td>$107.5</td>
</tr>
<tr>
<td>University of Florida</td>
<td>$101.4</td>
<td>$71.7</td>
<td>$61.6</td>
<td>$81.0</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>$116.6</td>
<td>$77.6</td>
<td>$69.6</td>
<td>$92.9</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>$125.6</td>
<td>$83.7</td>
<td>$72.8</td>
<td>$100.3</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>$112.6</td>
<td>$74.2</td>
<td>$65.8</td>
<td>$89.2</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>$116.5</td>
<td>$77.7</td>
<td>$66.3</td>
<td>$92.0</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>$115.7</td>
<td>$72.9</td>
<td>$70.7</td>
<td>$95.2</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>$102.1</td>
<td>$72.9</td>
<td>$67.2</td>
<td>$86.8</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$100.5</td>
<td>$76.5</td>
<td>$64.3</td>
<td>$87.0</td>
</tr>
<tr>
<td><strong>Comparison Group Mean (weighted)</strong></td>
<td>$115.3</td>
<td>$76.6</td>
<td>$67.8</td>
<td>$93.9</td>
</tr>
<tr>
<td>Difference from University Mean</td>
<td>-$5.0</td>
<td>-$1.0</td>
<td>-$2.4</td>
<td>-$3.8</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>4.5%</td>
<td>1.3%</td>
<td>3.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td><strong>Aspiration Group Mean (weighted)</strong></td>
<td>$121.1</td>
<td>$81.7</td>
<td>$69.6</td>
<td>$101.1</td>
</tr>
<tr>
<td>Difference from University Mean</td>
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<td>-$6.1</td>
<td>-$4.2</td>
<td>-$11.0</td>
</tr>
<tr>
<td>Difference (%)</td>
<td>9.8%</td>
<td>8.0%</td>
<td>6.4%</td>
<td>12.2%</td>
</tr>
<tr>
<td><strong>Ranking</strong></td>
<td>8</td>
<td>7</td>
<td>9</td>
<td>7</td>
</tr>
</tbody>
</table>

The salaries are reported in thousands of dollars and are rounded to the nearest hundred. They are adjusted to a nine-month work year. The figures cover full-time members of each institution's instructional staff, except those in medical schools.
Faculty, Staff, and Student Affairs Committee  

June 7, 2007

Agenda Item:  UPlan/Employee Healthcare Benefits Update

☐ review   ☐ review/action   ☐ action   ☒ discussion

Presenters:  Senior Vice President Frank Cerra
Dann Chapman, Director, Employee Benefits

Purpose:

☐ policy   ☐ background/context   ☒ oversight   ☐ strategic positioning

An update on the employee healthcare benefits program, known as the UPlan.

Outline of Key Points/Policy Issues:

A semi-annual update on the status of the UPlan, with particular focus on the following:

- 2007 program highlights
- Cost history, projections, and overall management
- Comparison to benchmarks
- Pharmacy results
- Other Initiatives

Background Information:

The last update on the UPlan was presented to the Board on December 7, 2006.
Faculty, Staff, and Student Affairs Committee  

Agenda Item:  Perspectives on Student Outcomes: Recent Graduate Tracking Surveys

- review
- review/action
- action
- discussion

Presenters:  
- Vice President Carol Carrier
- Jerry Rinehart, Vice Provost for Student Affairs

Purpose:

- policy
- background/context
- oversight
- strategic positioning

A system-wide survey of alumni six months after their graduation from the University was developed and administered during FY 07. The survey replaces multiple instruments previously administered by individual colleges, departments, and career offices. The survey allows a comprehensive view of University students’ post-graduation experience, including their job search, choices regarding graduate/advanced education, satisfaction with their current status, and satisfaction in retrospect with their University experience.

Outline of Key Points/Policy Issues:

This effort puts the University in line with national efforts to standardize information related to the outcomes of undergraduate education. The discussion will include reference to the Association of American Universities (AAU) proposed “core questions” for senior exit and alumni surveys.

The survey results provide insight in several areas of importance to the University and our alumni:

- What are University graduates doing six months after graduation?
- How well do the University's graduates believe the University prepared them for their futures?
- Do the differences in student post graduation experiences and satisfaction reflect acceptable differences in the goals/missions of various University programs?
- What are national trends regarding the use of alumni data in institutional accountability measures?
Background Information:

From time to time, survey results regarding current students, including students who are about to graduate, are shared with this committee. This is the first time in recent years that survey data has been presented regarding students who have recently graduated from the University.
Agenda Item: Consent Report

☑ review/action
☐ action
☐ discussion

Presenters: Vice President Carol Carrier

Purpose:

☐ policy
☐ background/context
☑ oversight
☐ strategic positioning

To seek approval of senior administrative appointments and other matters that require Faculty, Staff, and Student Affairs Committee and Board of Regents action.

Outline of Key Points/Policy Issues:

As required by Board of Regents Policy: Faculty Emeriti, under the special circumstances subdivision, approval is being sought to grant emeritus status to Robert J. Isaacson, BS, DDS, MSD, PhD, a former untenured professor in the University of Minnesota’s School of Dentistry.

Background Information:

Board of Regents Policy: Board Operations and Agenda Guidelines calls for items, such as senior administrative appointments, to be brought before the Faculty, Staff, and Student Affairs Committee for action. Board of Regents Policy: Faculty Emeriti provides for award of this title to a non-tenured faculty member (Section III, Subd. 2. Special Circumstances.)

President’s Recommendation for Action:

The President recommends approval of emeritus status for Dr. Robert J. Isaacson.
Personnel Appointment

Pending approval by the Board of Regents, Dr. Robert J. Isaacson will be granted emeritus status as professor in the School of Dentistry.

Dr. Isaacson is widely recognized for his contributions to dental education, dental research and service to the community of dentistry. Dr. Isaacson received his predoctoral and professional dental training, including his BS, DDS, MSD, PhD, at the University of Minnesota School of Dentistry. As a result of his excellent academic credentials, he was hired as an Assistant Professor at the University of Minnesota School of Dentistry in 1962, immediately upon completing his PhD educational requirements. He was promoted to Associate Professor in 1963, and became Division Chair in Orthodontics in 1965. Dr. Isaacson was promoted to Professor in 1966, just four years after he was hired at the University of Minnesota as an Assistant Professor. He continued to successfully lead the Division of Orthodontics at the University of Minnesota School of Dentistry until 1977.

In 1977 Dr. Isaacson left the University of Minnesota for a position at the University of California San Francisco as Chair of the Department of Growth and Development. In 1987, he took on a new position at the Medical College of Virginia as Chair of the Department of Orthodontics, retiring as Professor Emeritus in 2001.

During his nearly 45 years as a full-time dental academic, Dr. Isaacson has been a strong and regular contributor to the profession outside the walls of dental schools. Among the many impressive milestones in Dr. Isaacson’s career, one worthy of distinct mention is his role as editor of the Angle Orthodontist, a position he has held since 2000. Although serving as the lead commander of this internationally respected journal is in itself a remarkable feat, Dr. Isaacson is also credited as the one who introduced electronic submission and electronic peer review to the journal’s publication process. By embracing this technology, Dr. Isaacson reduced the time needed to get valuable discoveries to its readership and cut the costs of publishing. He also, in an unprecedented move, opened access to the journal’s content – from the journal’s first issue through its most recent issue – to anyone in the world. Such approaches to managing a professional publication not only affected the orthodontic literature, but also influenced the practices of other journals in dentistry, giving rise to an ever more convenient way of judging the best care for one’s patients (i.e., evidence-based health care).

On March 8, 2007, the tenured faculty in the Department of Developmental and Surgical Sciences voted unanimously in favor of awarding Dr. Isaacson emeritus faculty status. The request has received unanimous support of the department head, dean, and senior vice president for Health Sciences.
Faculty, Staff, and Student Affairs Committee

Agenda Item: Information Items

Presenters: Vice President Carol Carrier

Purpose:

To inform committee members 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
- Faculty and staff activities and awards
- Student activities and awards

Background Information:

This report appears as a regular item on the Faculty, Staff, and Student Affairs Committee agenda.
UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

June 7, 2007

Faculty, Staff, and Student Affairs Committee
Information Report

This report does not capture and record a complete listing of the significant awards and activities of the University community but, rather, makes note of unit reported items in these areas. It also highlights reports and activities at the local, regional, and national level in the area of faculty, staff, and student affairs.

University Highlights
The Medical School was recognized by the American Academy of Family Physicians as one of the top 10 medical schools in the nation for training physicians interested in family medicine.

UMC’s Natural Resources Club was honored by the U.S. Forest Service for 25 years of annual tree planting in Chippewa National Forest. Since 1983, students, faculty, staff, and alumni have planted more than 155,000 trees, helping to restock areas logged for forest products.

The University of Minnesota, Rochester received the commitment award at United Way’s 2007 Celebration of Caring and Sharing. UMR’s participation rate was 78 percent, with an average gift of $344.

The University of Minnesota’s Reserves Officers’ Training Corps (ROTC) was recognized by the Order of the Founders and Patriots of America as the top-ranked ROTC program in the country.

The University of Minnesota, Morris has been named one of the “Top 10 Best Value Public Colleges” by The Princeton Review. UMM, listed among the most academically outstanding colleges in the nation, is designated as one of the best overall bargains based on cost and financial aid.

Faculty and Staff Activities and Awards
Henry Balfour, pediatrics, won the Clinical Virology Award for 2007, given by the Pan American Society for Clinical Virology. The award acknowledges an individual whose contributions to clinical virology have had a major impact on the epidemiology, treatment, or understanding of viral diseases.

Peter Bitterman, pulmonary and critical care medicine, received the American Thoracic Society Recognition Award for Scientific Accomplishment.
Eli Coleman, family practice and community health, received the 2007 Gold Medal Award at the XVIII World Congress of the World Association for Sexual Health. Coleman directs the University’s Program in Human Sexuality.

School of Nursing dean Connie Delaney, along with three co-editors, received the 2006 Book of the Year Award from the Healthcare Information and Management Systems Society for Nursing and Informatics for the 21st Century.

Joanne Disch, nursing, received the 2007 GE Healthcare-AACN Pioneering Spirit Award from the American Association of Critical-Care Nurses.

Irene Duranczyk, post-secondary teaching and learning, received the National Association for Developmental Education Award for Outstanding Research Conducted by a Developmental Education Practitioner.

Allen Goldman, physics, is one of 72 new members elected to the National Academy of Sciences, one of the highest honors that can be accorded a U.S. scientist or engineer. Goldman is an expert on superconductivity.

Among the 203 newly elected fellows of the American Academy of Arts and Sciences are three Twin Cities campus faculty members: Patricia Hampl, Regents Professor of English; Geoffrey Hellman, professor of philosophy; and John Sullivan, Regents Professor of Political Science.

David Ingbar, pulmonary and critical care medicine, was installed as president for the American Thoracic Society.

Murray Jensen, post-secondary teaching and learning, was honored as the 2007 Outstanding Undergraduate Science Teacher, sponsored by the Society of College Science Teaching, the collegiate division of the National Science Teachers Association.

Law professors Fionnuala Ni Aolain and Oren Gross have been awarded the 2007 Certificate of Merit by the American Society of International Law for their book Law in Times of Crisis.

Anne Phibbs, GLBTA Programs Office, is one of six winners of the 2007 Pride Award, given by Lavender Magazine. The Pride Awards honor those who are making a difference for the queer community in the Twin Cities.

Misty Sato, curriculum and instruction, received the Kappa Delta Pi/American Educational Research Association Early Career Research Award. This award, for researchers in the first stages of their careers, recognizes research on important issues in the areas of teaching or teacher education.

Julie Schumacher, English, won a 2007 Minnesota Book Award for her young adult novel, The Book of One Hundred Truths.
Rachna Shah, operations and management sciences, has received the Production and Operations Management Society’s Early Career Award. Shah was chosen for her research in broadening how productions and operations management is practiced and viewed.

Alan Sroufe, Byron Egeland, Andrew Collins, and Elizabeth Carlson, all from the College of Education and Human Development, are the authors of The Development of the Person, winner of the 2007 Eleanor Maccoby Book Award, given by the American Psychological Association.

Patrick Troup, Multicultural Center for Academic Excellence, is the recipient of the Award for Excellence in Outstanding Leadership from the Lumina Foundation for Education. Troup received the award for his work on College Goal Sunday, a national, one-day event that provides free assistance to students and families in filling out federal student financial aid forms.

Shaun Kennedy, Center for Animal Health and Food Safety, Michael Osterholm, Center for Infectious Disease Research and Policy, and Professor emeritus Frank Busta were awarded the Commissioner’s Special Citation Award by the U.S. Food and Drug Administration for their efforts in national food safety and defense.

**Student Activities and Awards**

UMM students Sharon Jurina and Nicole LaFrinier were on the Fond du Lac team that won first place at the First Annual Anishinaabe College Quiz Bowl in April. Quiz questions were in Anishinaabe.

For the third time in four years, the University of Minnesota won the College Bowl National Championship. College Bowl is a question and answer game of general knowledge and quick recall covering topics from literature and current events to sports and popular culture. Team member Ezra Lyon averaged 72 points per game and was named to the Tournament All-Star Team.

Graduate student Anna Toth and undergraduate student Elizabeth Rodgers, both from the School of Nursing, won first prize in the Undergraduate and Graduate Student Poster Competition at the 2007 Midwest Nursing Research Society conference.