Faculty & Staff Affairs Committee

September 2016

September 8, 2016
9:45 a.m. - 11:45 a.m.

East Committee Room, McNamara Alumni Center
1. 2016-17 Committee Work Plan
   Docket Item Summary - Page 3
   Draft Work Plan - Page 4

2. Compensation Planning: Philosophy and Practice
   Docket Item Summary - Page 6
   Presentation Materials - Page 8

3. Update on Employee Engagement
   Docket Item Summary - Page 23
   Presentation Materials - Page 25

4. Consent Report
   Docket Item Summary - Page 37
   Personnel Appointment - Page 38
   Employment Agreement - Page 40
   Tenure Recommendations - Page 44

5. Information Items
   Docket Item Summary - Page 46
   Information Report - Page 47
Faculty & Staff Affairs

AGENDA ITEM: 2016-17 Committee Work Plan

☐ Review  ☐ Review + Action  ☐ Action  ☒ Discussion

☐ This is a report required by Board policy.

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

PURPOSE & KEY POINTS

The purpose of this item is to discuss topics for the FY 2016-17 work plan of the Faculty & Staff Affairs Committee.

BACKGROUND INFORMATION

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

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

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

This committee also provides governance oversight to:
- senior leader compensation, benchmarking, and terms of employment;
- faculty and staff compensation and benefits policy as well as other policies related to employment; and
- employee engagement.
### 2016-2017 Work Plan

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 8-9</td>
<td><strong>2016-17 Committee Work Plan</strong>&lt;br&gt;<strong>Compensation Planning: Philosophy and Practice</strong>&lt;br&gt;The committee will hear and discuss compensation practices and trends.&lt;br&gt;<strong>Update on Employee Engagement</strong>&lt;br&gt;The committee will hear and discuss expectations for when the engagement survey process resumes in 2017, and receive an update on the University Progress Card measure related to engagement.&lt;br&gt;<strong>Consent Report</strong>&lt;br&gt;<strong>Information Items</strong></td>
</tr>
<tr>
<td>October 13-14</td>
<td><strong>Collective Bargaining Agreement: Minnesota Public Employees Association (MNPEA)</strong>&lt;br&gt;The committee will review and take action on a proposed collective bargaining agreement with the Minnesota Public Employees Association.&lt;br&gt;<strong>FLSA Briefing</strong>&lt;br&gt;The committee will discuss changes in the Fair Labor Standards Act; plans to ensure compliance; and budget implications and areas facing greatest impact.&lt;br&gt;<strong>PeopleSoft HRMS System Two Years Post Upgrade: Maximizing Investment in the System That Supports People</strong>&lt;br&gt;The committee will be updated on how, two years post update, the institution maximizes functionality of the HRMS system and improves business processes to ensure core HR responsibilities are delivered.&lt;br&gt;<strong>Developing Faculty and Staff Leaders at the University</strong>&lt;br&gt;The committee will hear an update on the University’s opportunities for faculty and staff leadership development.&lt;br&gt;<strong>[Consent Report]</strong>&lt;br&gt;<strong>Information Items</strong></td>
</tr>
<tr>
<td>December 8-9</td>
<td><strong>Board of Regents Policy: Reservation and Delegation of Authority</strong>&lt;br&gt;The committee will review and discuss revised language related to the policy’s appointment authority provisions.&lt;br&gt;<strong>Compensation Report</strong>&lt;br&gt;The committee will discuss faculty and staff compensation benchmarks, emerging policy, and legal issues related to compensation. The annual senior leader compensation report will be reviewed with three-year post-implementation perspective, including a discussion of the list of positions approved by the Board. This agenda item will include annual appraisal and salary increase information, application of Job Family Study results, a discussion of how the compensation pool should be established and allocated.&lt;br&gt;<strong>Wellbeing: A Holistic Approach to Supporting an Engaged and Productive Workforce</strong>&lt;br&gt;The committee will discuss wellness program initiatives and ways in which academic programs at the University serve employee wellness.&lt;br&gt;<strong>[Consent Report]</strong>&lt;br&gt;<strong>Information Items</strong></td>
</tr>
<tr>
<td>Date</td>
<td>Items</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------</td>
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</tbody>
</table>
| February 9-10 | - **Board of Regents Policy: Reservation and Delegation of Authority**  
                 The committee will take action on the amended policy.        |
|            | - **Primer on the Minnesota Public Employees Labor Relations Act (PELRA) and Labor Relations at the University**  
                 The committee will discuss the law and its impact at the University, as well as a comprehensive overview of how PELRA shapes the institution’s relationship with covered employees. |
|            | - **Update on Best Practices in Hiring and Onboarding**  
                 The committee will discuss best practices in recruiting, hiring, and onboarding top talent, with an emphasis on senior leaders. |
|            | - **[Consent Report]**  
                 - **Information Items** (Including the Annual Workforce Metrics Report) |
| May 11-12  | - **Promotion and Tenure: Context; Policy and Process; Rationale and Role of Tenure in Higher Ed.; and Post Tenure Review**  
                 The committee will review and take action on recommendations for promotion and tenure. The committee will hear a detailed explanation of the tenure process, the context of tenure in higher education, and how post tenure review functions within the University. |
|            | - **Annual Continuous Appointments**  
                 The committee will review and take action on recommendations for annual continuous appointments. |
|            | - **Mutual Obligations of Tenure**  
                 The committee will discuss the value of a tenured career, including the University's long-term financial obligation toward tenured faculty and the faculty's obligations in return. |
|            | - **[Consent Report]**  
                 - **Information Items** |
| June 8-9   | - **The Employee Value Proposition as a Driver in Attracting and Retaining Top Talent**  
                 The committee will learn about and discuss the University's Employee Value Proposition. The item will include reflections from University employees on why they choose to work at the University. |
|            | - **Benefits at the University**  
                 The committee will hear a full overview of all non-health benefits provided at the University, including the expanding optional benefits programs and a description of trends in the benefits area. |
|            | - **Unconscious Bias in Hiring and Promotion**  
                 The committee will discuss the concept and manifestation of unconscious bias, and the specific steps the University is taking in its processes and with leaders and employees to avoid unconscious bias in hiring and promotion. |
|            | - **Annual U Plan Update**  
                 The committee will receive and discuss the annual update on the performance of the University's health and wellness plan. |
|            | - **[Consent Report]**  
                 - **Information Items** |
AGENDA ITEM: Compensation Planning: Philosophy and Practice

☐ Review ☐ Review + Action ☐ Action ☒ Discussion

This is a report required by Board policy.

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

PURPOSE & KEY POINTS

The purpose of this item is to review compensation practices and to discuss compensation principles and strategy that will provide the University with a competitive compensation philosophy regarding senior leaders, faculty and staff.

BACKGROUND INFORMATION

Board of Regents Policy: Employee Compensation and Recognition defines compensation to mean base salary and additional payments to employees, such as augmentations, lump sum payments, and incentives. That same policy sets forth the following principles to guide the University’s compensation and recognition systems:

- The University strives to achieve and maintain a compensation structure that, when combined with benefits and other rewards, is competitive relative to institutional peers and other appropriate labor markets and serves to attract and retain a high performance workforce.
- The University seeks to reward meritorious performance and employee contribution to the success of the University through compensation and other forms of recognition.
- In the setting of initial salaries and subsequent pay adjustments, the University considers the work responsibilities, market, internal equity, experience, expertise, performance, and other criteria as appropriate.
- The University adheres to compensation and recognition practices that are fair and equitable in design, application, and delivery.

At the September 2015 meeting, the committee heard a summary of annual compensation highlights, including salary and fringe as a majority of spend; trends affecting cost of compensation; incremental salary and fringe costs; and components of total compensation. The meeting also included a briefing on national compensation trends and trends in executive compensation for higher education.
At the February 2016 meeting, the committee heard a report describing the importance of the Employee Value Proposition (EVP) and a total rewards strategy. This report contained the following:

- Employee Value Proposition
  - The EVP defines the give and the get between company and worker, encompassing every aspect of the employment experience from the organization’s mission, purpose, and values, to its jobs, culture, and people, to the full portfolio of its total rewards programs.
  - An EVP is important today because it supports the “Grand Challenges” strategy through the following:
    - Enhances and promotes University employment brand as a great place to work with good work/life balance.
    - Creates connection to the University’s mission.
      - Results in powerful, competitive and inspirational messages that allow the University to attract, retain, and engage top talent.
    - Defines the total rewards strategy:
      - Limited resources are directed to programs and tools with the greatest impact.
      - Rewards excellence and success through merit.
      - Affirms and strengthens through recognition and wellbeing.
      - Provides for an overall quality of life through health, welfare, and retirement.
  - An overview of the process to develop and establish an EVP with its respective total rewards strategy.

Both reports reinforced the need to continue to develop a compensation strategy that will reward high performers as well as communicate the total value of employment at the University.
Compensation Planning: Philosophy and Strategy

Faculty and Staff Affairs Committee
Board of Regents

Kathryn F. Brown, Vice President, Office of Human Resources
Kenneth Horstman, Senior Director, Total Compensation
Mary Rohman Kuhl, Director of Compensation
September 8, 2016
Strategic Direction for OHR

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

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

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

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

- **Deliver**
  - Excellent, high-quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice
SECTION III. GUIDING PRINCIPLES

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

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

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

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

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

• Salaries and fringe represent 61% of the spend of non-sponsored funds.
  • Salaries alone count for $1.4 billion for FY16.
  • Benefits count another $393 million, not including FICA and Medicare taxes.
Historical Approach: Annual Compensation Pool Set Forth in Annual Budget Framework
What is our long-term strategy?

Compensation is an investment in quality NOT just an expense.
The Employee Value Proposition

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

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

Total Rewards—Must be Competitive—Easy to Replicate

<table>
<thead>
<tr>
<th></th>
<th>Foundational</th>
<th>Performance Based</th>
<th>Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Pay</td>
<td></td>
<td>Threats</td>
<td>Training</td>
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<tr>
<td>Benefits</td>
<td></td>
<td>Opportunities</td>
<td>Leadership Development</td>
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<tr>
<td>Time Away</td>
<td></td>
<td>Challenges</td>
<td>Mentoring</td>
</tr>
</tbody>
</table>

E\(^2\)

Employee Engagement

evp-v2

Office of Human Resources
University of Minnesota
Driven to Discover™
Foundation for a High-Performing Compensation Program

- Compensation must directly relate to strategies that fulfill the larger mission of the University and be a long-term strategy relating to budget planning.
- Compensation philosophy should be clear and understood.
- An agreed upon emphasis on the following factors:
  - Performance
  - Contribution to University goals
  - Market competitiveness
  - Equity, including attention to basic needs
- Compensation must communicate your values.
  - If employees perceive annual actions at cost of living or less, a message is sent whether intended or not.
Designing a Market-Responsive Compensation Program
Civil Service and P & A Salaries Example

Prior State: A Budget Based Model

- Across the board and/or merit increase based on a budget pool
- Salary floors moved by common percentage based on the budget pool

Total Spent
$707.6 M
### Current State

**Civil Service and P & A Salaries Example**

*(19 Job Families)*

<table>
<thead>
<tr>
<th>Department</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$62.7 M</td>
</tr>
<tr>
<td>Alumni Relations</td>
<td>$1.9 M</td>
</tr>
<tr>
<td>Animal Health</td>
<td>$5.3 M</td>
</tr>
<tr>
<td>Athletics &amp; Recreation</td>
<td>$20.2 M</td>
</tr>
<tr>
<td>Audit</td>
<td>$1.2 M</td>
</tr>
<tr>
<td>Business Development</td>
<td>$4.6 M</td>
</tr>
<tr>
<td>Campus Operations</td>
<td>$39.4 M</td>
</tr>
<tr>
<td>Communications</td>
<td>$24.4 M</td>
</tr>
<tr>
<td>Education</td>
<td>$63.5 M</td>
</tr>
<tr>
<td>Finance</td>
<td>$39.7 M</td>
</tr>
<tr>
<td>Grants &amp; Contracts</td>
<td>$8.5 M</td>
</tr>
<tr>
<td>Healthcare</td>
<td>$15.5 M</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$14.6 M</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$90.0 M</td>
</tr>
<tr>
<td>Legal</td>
<td>$3.3 M</td>
</tr>
<tr>
<td>Libraries and Museums</td>
<td>$13.9 M</td>
</tr>
<tr>
<td>Purchasing</td>
<td>$2.0 M</td>
</tr>
<tr>
<td>Research</td>
<td>$117.0 M</td>
</tr>
<tr>
<td>Student Services</td>
<td>$46.9 M</td>
</tr>
<tr>
<td>Other positions not mapped</td>
<td>$133.0 M</td>
</tr>
</tbody>
</table>

- Awarded based on merit
- Salary ranges (not just floors) with midpoints
New Salary Structure Example

Human Resources

Salary

$185,000
$175,000
$165,000
$155,000
$145,000
$135,000
$125,000
$115,000
$105,000
$95,000
$85,000
$75,000
$65,000
$55,000
$45,000
$35,000

Salary Range Midpoint
Average Annualized Salaries
Designing a Market-Responsive Compensation Program
Civil Service and P & A Salaries Example

Possible Future State

- Detailed market data
- Percentage of merit increase indexed to Education market using published surveys
- Ranges moved to precisely match the relevant market allowing for variation between job families
- Analysis of salaries to assess range placement based on work responsibilities, market, internal equity, experience, expertise, performance and other criteria as appropriate
- Create market adjustment funds to make up for gaps in salaries for most in-demand areas where salaries are low.
Possible Next Steps to Creating a Market-Responsive Compensation Program

- Identify appropriate market for each job family, including appropriate geographic and industry comparisons.
- Select our preferred market stance, for example:
  - Concept 1: Base salary goal is at 50th percentile of peer institutions
  - Concept 2: Salary and benefits is at 75th percentile for top performers.
  - Concept 3: Base salary set at a range of 60% to 120% of median salary of peer group with an average internal salary of 5% above median.
- Tie our range midpoints to strong and relevant market data and ensure progress towards our desired stance in the market.
Questions

• Does the Board policy need modification?
• What is most important to you in creating a compensation strategy?
AGENDA ITEM: Update on Employee Engagement

☐ Review  ☐ Review + Action  ☐ Action  ❌ Discussion

☐ This is a report required by Board policy.

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

PURPOSE & KEY POINTS

The purpose of this item is to review and discuss:

- Key results from the 2015 E² Employee Engagement survey that demonstrate progress against the University Progress Card measure of percentage of employee participation, across the system. The progress card goal is a 72 percent overall response rate by 2021.
- Program updates and plans for the development of the next iteration of the survey.

The system-wide engagement program was developed in 2013 to support leaders at all levels—including chancellors, deans, department chairs, and front-line supervisors—to address the needs of University faculty and staff through an employee engagement approach.

The third annual E² survey was administered in October 2015, using the same questions as the two previous versions. The overall response rate was 67 percent, with 56 percent of faculty and 70 percent of staff responding. This is the highest response rate for a system-wide employee survey at the University of Minnesota.

Analysis of the 2015 survey found a high level of engagement within the University, with 48 percent of faculty and 51 percent of staff reporting high levels of commitment and dedication and an effective work environment. These results put the University of Minnesota at or above the norms provided by the external vendor, the Hay Group, for high-performing global firms.

The 2015 results were shared with all deans, chancellors, and vice presidents in-person along with recommended areas for action. Online reports were provided to leaders of units with at least 10 responses to the faculty or staff survey. Over the past five months, approximately 450 academic and administrative leaders participated in two events where panels presented on their experiences and insights using their college’s or unit’s engagement data to take action.

The next iteration of the engagement survey will be administered in the 2017-18 academic year.
BACKGROUND INFORMATION

Research Behind Employee Engagement

Engagement is “the mental state underlying high degrees of work motivation.” Highly engaged people are able to do three things:

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

Strong engagement is created by meaningful challenges with the support, resources, and confidence to address them:

<table>
<thead>
<tr>
<th>Five Factors That Drive Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Individual characteristics (e.g., personality traits)</td>
</tr>
<tr>
<td>• Leadership behaviors (e.g., concern for wellbeing of others)</td>
</tr>
<tr>
<td>• Job resources (e.g., autonomy, positive climate)</td>
</tr>
<tr>
<td>• Job hindrance demands (e.g., role ambiguity)</td>
</tr>
<tr>
<td>• Job challenge demands (e.g., job complexity)</td>
</tr>
</tbody>
</table>

High levels of engagement have been linked with:

<table>
<thead>
<tr>
<th>Organizational Performance</th>
<th>Individual Performance</th>
<th>Work-Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit-level financial performance, productivity and turnover</td>
<td></td>
<td></td>
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<tr>
<td>• Workplace safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Customer / patient / student satisfaction</td>
<td></td>
<td></td>
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<tr>
<td>• Individual job performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Going above and beyond</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Relationship satisfaction</td>
<td></td>
<td></td>
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<tr>
<td>• Emotional wellbeing</td>
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</tbody>
</table>

Previous Board Discussions

- January 2016: 2015 Employee Engagement Results, Faculty & Staff Affairs
- October 2015: University Progress Card, Board of Regents work session
- February 2015: 2014 Employee Engagement Results, Faculty & Staff Affairs
- September 2014: Update on Employee Engagement, Faculty & Staff Affairs
- February 2014: Employee Engagement Survey: Review of University-Wide Results, Faculty & Staff Affairs
- September 2013: Discussion of Plan for Enhancing Employee Engagement, Faculty & Staff Affairs
Update on Employee Engagement

Board of Regents
Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
Brandon Sullivan, Director, Leadership and Talent Development

September 8, 2016
What We Will Cover Today

- Engagement metrics
- Progress and benefits of engagement efforts
- Challenges
- What we are doing to enhance efforts
- Next steps
- Discussion
# Progress Card: Gold Measures To-Date

<table>
<thead>
<tr>
<th>Entering Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>Goal/Year</th>
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<tbody>
<tr>
<td>4-year graduation rate</td>
<td>Crookston</td>
<td>35.5%</td>
<td>34.7%</td>
<td>42.5%</td>
<td>44.5%</td>
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<tr>
<td></td>
<td>Duluth</td>
<td>37.4%</td>
<td>37.5%</td>
<td>38.2%</td>
<td>39.0%</td>
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<tr>
<td></td>
<td>Morris</td>
<td>57.4%</td>
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<td>52.6%</td>
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<tr>
<td></td>
<td>Rochester</td>
<td>NA</td>
<td>50.0%</td>
<td>50.0%</td>
<td>63.1%</td>
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<tr>
<td></td>
<td>Twin Cities</td>
<td>58.1%</td>
<td>59.1%</td>
<td>60.9%</td>
<td>63.3%</td>
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<tr>
<td>Entering Year</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>Goal/Year</td>
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<tr>
<td>6-year graduation rate</td>
<td>Crookston</td>
<td>53.4%</td>
<td>46.6%</td>
<td>51.7%</td>
<td>48.4%</td>
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<td></td>
<td>Duluth</td>
<td>59.6%</td>
<td>66.7%</td>
<td>65.5%</td>
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<td></td>
<td>Morris</td>
<td>64.2%</td>
<td>68.2%</td>
<td>73.5%</td>
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<td></td>
<td>Rochester</td>
<td>NA</td>
<td>NA</td>
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<td>60.0%</td>
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<td></td>
<td>Twin Cities</td>
<td>73.2%</td>
<td>75.7%</td>
<td>78.7%</td>
<td>77.6%</td>
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<td>Entering Year</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
<td>Goal/Year</td>
</tr>
<tr>
<td>4-year graduation rates of Pelli-eligible students — system</td>
<td>35.8%</td>
<td>41.7%</td>
<td>41.9%</td>
<td>43.9%</td>
<td>54%/2017 cohort</td>
</tr>
<tr>
<td>Twin Cities freshman average ACT</td>
<td>27.5</td>
<td>27.7</td>
<td>27.9</td>
<td>27.9</td>
<td>&gt;28.0</td>
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<tr>
<td>Institutional gift aid</td>
<td>$177M</td>
<td>$209M</td>
<td>$217M</td>
<td>$224M</td>
<td>$275M/2021</td>
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<tr>
<td></td>
<td>FY2010</td>
<td>FY2011</td>
<td>FY2012</td>
<td>FY2013</td>
<td>Goal/Year</td>
</tr>
<tr>
<td>R&amp;D expenditures</td>
<td>$786M</td>
<td>$847M</td>
<td>$826M</td>
<td>$858M</td>
<td>$900M/2021</td>
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<tr>
<td></td>
<td>FY2011</td>
<td>FY2012</td>
<td>FY2013</td>
<td>FY2014</td>
<td>Goal/Year</td>
</tr>
<tr>
<td>Medical School ranking</td>
<td>29</td>
<td>28</td>
<td>27</td>
<td>30</td>
<td>Top 20/2021</td>
</tr>
<tr>
<td>Faculty awards N and (Rank: Public Universities)</td>
<td>23 (16th)</td>
<td>34 (7th)</td>
<td>25 (10th)</td>
<td>33 (5th)</td>
<td>35+ (Top 10/2021)</td>
</tr>
<tr>
<td></td>
<td>2013</td>
<td>2014</td>
<td>Goal/Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Participation in Employee Engagement Survey</td>
<td>57%</td>
<td>64%</td>
<td>72%/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY2014</td>
<td>FY2015</td>
<td>FY2016</td>
<td>Goal/Year</td>
<td></td>
</tr>
<tr>
<td>Op-Ex—continued progress on $90M</td>
<td>$18.8M</td>
<td>$40.4M</td>
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Engagement Metrics

Input → Discussion → Action
Engagement Metrics

- Input: 57%, 64%, 67%, 72%
- Discussion: 54%, 61%
- Action: 33%, 38%

Years: 2013, 2014, 2015, 2021 Target
Progress and Benefits

• Where action is being taken, scores are improving.
  • Confidence in, and connection to, goals and priorities
  • Trust in leaders; open communication
  • Support for scholarship, teaching, and service

• Leaders are working to integrate engagement into everyday processes for how work gets done.
  • Taking action on areas that are integral to achieving their organizational objectives/priorities
  • Addressing barriers to achieving priorities
Challenges

• Defensiveness to survey data
  • Frame in terms of development, not evaluation.

• Focus on the survey items and data rather than action.
  • Encourage discussion and action and limit analysis paralysis.

• Need for experience using data for decision-making
  • Provide examples, assessment and training, and accountability.

• Focus on engagement in isolation.
  • Start with priorities as the focus for action.

• Results take time and action may create conflict.
  • Set realistic expectations for the speed of change.
  • Expect that productive conflict will arise.
What We are Doing to Enhance Efforts

• April 6, 2016 event: *Senior Academic Leaders Share Best Practices on Motivating and Engaging Faculty and Staff*
  • Laura Bloomberg, associate dean, Humphrey School of Public Affairs
  • Connie Delaney, dean, School of Nursing
  • Stephen Lehmkuhle, chancellor, University of Minnesota, Rochester
  • Becky Yust, interim dean, College of Design.
  • Greg Cuomo, associate dean, College of Food, Agricultural and Natural Resource Sciences
  • Jean Quam, dean, College of Education and Human Development
What We are Doing to Enhance Efforts

• August 3, 2016 event: *Leadership: The Essential Ingredient to Employee Engagement*
  • Lisa Erwin, vice chancellor for Student Life and dean of students, University of Minnesota Duluth
  • Kathy M. Schmidlkofer, president and CEO, University of Minnesota Foundation
  • Rob Super, administrative center director, Obstetrics, Gynecology, & Women's Health and Pediatrics
  • Chuck Tombarge, chief public relations officer, University Relations and deputy chief of staff to the President
  • Sue Van Voorhis, associate vice provost, Academic Support resources and university registrar
What We are Doing to Enhance Efforts

• Input sessions with faculty and staff to identify root-cause issues and possible solutions
• Consultation with leaders to advise on strategies for discussion and action
• Partnerships with the Office of the Vice Provost for Faculty and Academic Affairs and the Office for Equity and Diversity
• Leadership assessment and development programs and consultation at the campus, college, and unit levels
Next Steps

• Finalize plans for 2017-18 survey.
• Continue to support ongoing engagement efforts at the local-level.
• Further segment audiences to see greater impact of programming and consultation.
  • Level of experience, expertise, and development
Discussion
AGENDA ITEM: Consent Report

☐ Review     ☑ Review + Action     ☐ Action     ☐ Discussion

This is a report required by Board policy.

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

PURPOSE & KEY POINTS

This report includes:

- Appointment of Douglas R. Peterson as General Counsel, effective September 19, 2016.
- Conferral of tenure for three outside hires.

BACKGROUND INFORMATION

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

PRESIDENT’S RECOMMENDATION

The President recommends approval of the consent report.
Faculty & Staff Affairs Committee
Consent Report
September 8, 2016

Personnel Appointment

Pending approval by the Board of Regents, Douglas R. Peterson will be appointed General Counsel, effective September 19, 2016.

Position Overview

As chief legal officer of the University of Minnesota system, the General Counsel provides legal services to the Board of Regents and senior leadership. The General Counsel reports directly to the University’s Board of Regents and to the President, provides legal guidance and counsel in executive and policy decision-making, and serves as a member of the President’s senior leadership group. More specifically, the General Counsel is responsible for:

- providing legal services and advice to the Board of Regents, President, and senior leaders;
- serving as parliamentarian and ethics advisor for the Board of Regents;
- leading the Office of the General Counsel and its team of attorneys, staff, and any outside counsel retained to represent the University;
- resolving legal claims and initiating and appealing all lawsuits and administrative proceedings;
- advising on complying with federal and state laws and regulations affecting the University;
- managing outside counsel budgets, issuing contracts for legal services, and retaining outside counsel on behalf of all University units;
- establishing internal controls to evaluate and protect the University’s legal interests and reduce its legal risks;
- reviewing all University contracts relating to employment, purchasing, real estate, patents, technology marketing, sponsored research, external sales, and other activities;
- reviewing all Board of Regents resolutions and policies for form and legality;
- providing administrative leadership to the Board of Regents Litigation Review Committee, serving as attorney to the Board of Regents in legal matters, and communicating legal issues and concerns to the Regents, President, and senior leaders; and
- performing such other duties as related to your employment position and as assigned.

Appointees Background and Qualifications

Doug Peterson has extensive knowledge of the law as well as litigation and public sector experience. He comes to the University from Stinson Leonard Street LLP, a top 100 law firm with an office in Minneapolis. There, he was a partner practicing in the areas of complex business litigation and white-collar defense. Previously, he was an Assistant U.S. Attorney for the District of Minnesota where he tried a variety of criminal cases and argued numerous cases before the Court of Appeals for the Eighth Circuit. He has also served as a clerk for the Honorable Robert G. Renner, U.S. District Judge for the District of Minnesota. Doug received his J.D. *cum laude* from Harvard Law School and his B.A. *summa cum laude* in economics from Yale University. A native of Mankato, Minnesota, Doug has a deep understanding and appreciation of the singular impact the University of Minnesota has on our state and the world.
Recommended Salary and Appointment Type

Doug Peterson’s annual salary will be $350,000. His appointment as General Counsel is a 100%-time, A-term (12-month), L-type (limited) appointment, reporting to and serving at the pleasure of the University President and Board of Regents. The full employment agreement between the University of Minnesota and Douglas R. Peterson is attached as an exhibit.

Individually Negotiated Terms of Employment or Separation Agreements

There are no individually negotiated terms of this employment agreement and no separation agreement exists.

Comparable Market Data

Douglas Peterson’s annual salary falls below the 25th percentile in the Sibson Executive Survey* for the position of General Counsel (The Ohio State University, Penn State, Florida, Michigan, Texas and Washington):

25th percentile – $357,910
50th percentile – $431,597
75th percentile – $557,922

Among Big 10 peers, his salary falls appropriately within the range of the 2016 salaries for the position of General Counsel (Purdue University, The Ohio State University, University of Iowa, University of Michigan, and University of Wisconsin):

Minimum – $240,000
Average – $337,079
Maximum – $557,000

With respect to a broad set of research universities that submitted data for the 2016 CUPA-HR (College and University Professional Association for Human Resources) salary survey, which includes both public and private institutions of various sizes, many of whom are not our peers, the median salary for the position of General Counsel is $243,120.

Recommendation

The president recommends the appointment of Douglas R. Peterson as General Counsel.

*2014 data aged to 2016
EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT is entered into as of this August 17, 2016, by and between Regents of the University of Minnesota, a Minnesota constitutional educational corporation (the "University"), and Douglas R. Peterson.

WHEREAS, the University wishes to employ Douglas R. Peterson as the General Counsel and Douglas R. Peterson wishes to accept employment as General Counsel;

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

THEREFORE, the University and Douglas R. Peterson agree as follows, subject to the approval of the Board of Regents:

I. EMPLOYMENT TERM AND DUTIES

Subject to the terms and conditions of this Agreement and University Policies and Procedures, the University appoints Douglas R. Peterson as General Counsel and he agrees to be so employed by the University for a term commencing on September 19, 2016. The General Counsel is a 100 percent time, 12-month L appointment in the professional and academic personnel classification who serves as an at will employee. As such, you report to and serve at the pleasure of the Board of Regents and the President, and your appointment may be terminated at any time without advance notification.

II. DUTIES

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

A. Provide legal services and advice to the Board of Regents, President, and senior leadership;

B. Serve as parliamentarian and ethics advisor for the Board of Regents;

C. Lead the Office of the General Counsel and its team of attorneys, staff, and any outside counsel retained to represent the University;

D. Resolve legal claims and initiating and appealing all lawsuits and administrative proceedings;

E. Advise on complying with federal and state laws and regulations affecting the University;

F. Manage outside counsel budgets, issue contracts for legal services, and retain outside counsel on behalf of all University units;

G. Establish internal controls to evaluate and protect the University's legal interests and reduce its legal risks;

H. Review all University contracts relating to employment, purchasing, real estate, patents, technology marketing, sponsored research, external sales, and other activities;

Page 1 of 4
I. Review all Board of Regents resolutions and policies for form and legality;

J. Provide administrative leadership to the Board of Regents Litigation Review Committee, serve as attorney to the Board of Regents in legal matters, and communicate legal issues and concerns to the Regents, President, and senior leaders; and

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

III. PERFORMANCE

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

IV. COMPENSATION

A. Subject to the terms of this Agreement for all services provided by you on behalf of the University, the University shall pay you an annual salary of Three Hundred and Fifty Thousand Dollars and No Cents ($350,000).

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

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

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

V. BENEFITS

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

VI. SEPARATION

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

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

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

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

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

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

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

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

VIII. BOARD OF REGENTS APPROVAL

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

By: 
Douglas R. Peterson

REGENTS OF THE UNIVERSITY OF MINNESOTA

By: 
Eric W. Kaler  
President
Tenured Outside Hires

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

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

**Timothy Beebe**

Professor with tenure and Division Head  
Division of Health Policy and Management  
School of Public Health

Timothy Beebe received his Ph.D. in Sociology from the University of Minnesota in 1996. Most recently, he has served as professor of health services research at the Mayo Clinic College of Medicine. His research interests include health services research, health care policy, patient-reported outcomes measurement, and survey methodology. According to external reviewers, Professor Beebe ranks among the top 1% of his peers in survey methodology research with a national and international standing. Dr. Beebe has extensive experience mentoring students and junior faculty and brings to the University an exemplary record of leadership and service.

**Joseph Bump**

Associate professor with tenure  
Department of Fisheries, Wildlife, and Conservation Biology  
College of Food, Agricultural, and Natural Resource Sciences

Joseph Bump received his Ph.D. in Forest Science from Michigan Technological University in 2008. Currently he is a tenured associate professor in the School of Forest Resources & Environmental Science at Michigan Technological University. Professor Bump’s research focuses on understanding mammalian control of forest nutrient dynamics, climate change effects on predator-prey relationships, and aquatic-terrestrial links via herbivory. He is recognized nationally and internationally for his research and brings to the University an active research program that is well funded. Dr. Bump is regarded by colleagues as a brilliant educator and an outstanding mentor to graduate and undergraduate students.

Tenured Hires for September 2016 Board of Regents meeting – Duluth campus
Recommended by Chancellor Lendley Black

**Nesrin Ozalp**

Professor with tenure  
Department of Mechanical & Industrial Engineering  
Swenson College of Science and Engineering

Nesrin Ozalp received her Ph.D. in Mechanical Engineering from the University of Washington. Dr. Ozalp joins UMD from Katholieke Universiteit (KU) Leuven in Belgium where she was an associate professor in the Department of Mechanical Engineering. At KU Leuven, she was the head of the Thermal and Electrical Systems Research (THELES) Research Group and founding head of the Solar Thermal Technology Laboratory. Dr. Ozalp is considered one of the leading experts in advanced energy systems...
including development of solar energy conversion systems and production of innovative fuel, steam and power systems with zero emission footprints. She is the recipient of numerous awards and honors including being the keynote speaker at the 14th World Renewable Energy Congress and election as a Fellow of the American Society of Mechanical Engineers. Dr. Ozalp will serve UMD and the Swenson College of Science and Engineering as the Department Head of Mechanical & Industrial Engineering.
AGENDA ITEM: Information Report

☐ Review  ☐ Review + Action  ☐ Action  ☒ Discussion

This is a report required by Board policy.

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

PURPOSE & KEY POINTS

To inform the Board of Regents of noteworthy items, administrative actions, and local, regional, and national policy issues affecting University units and departments. Specific items covered include personnel highlights, University highlights, and faculty and staff activities and awards.

BACKGROUND INFORMATION

This Information Report appears as a regular item on the Faculty & Staff Affairs Committee agenda.
This report does not capture and record a complete listing of the significant awards and activities of the University community but, rather, makes note of unit reported items in these areas. It also highlights reports and activities at the local, regional, and national level in the area of faculty and staff affairs.

Personnel
Mike Berthelsen, Associate Vice President for Facilities Management, is serving as Interim Vice President for University Services beginning August 16, 2016. He has agreed to serve in the interim VP role for one year, thereby giving the new Senior Vice President for Finance and Operations sufficient time to determine the needs for filling the Vice President for University Services position on a permanent basis.

Samuel B. Mukasa was appointed dean of the College of Science and Engineering (CSE), effective August 31, 2016. As dean, he is chief executive officer and chief academic officer of CSE, the University’s second-largest college. Mukasa comes to the U from the University of New Hampshire, where he has been dean of the College of Engineering and Physical Sciences and Eric J. Essene Professor of Geochemistry. He holds a Ph.D. in geochemistry from the University of California, Santa Barbara, an M.S. in geology from Ohio State University and a B.S. in geology from UNH.

Douglas Peterson has been named as the new General Counsel for the University of Minnesota effective September 19, 2016, pending Board of Regents approval. He comes to the U from Stinson Leonard Street LLP, a top 100 law firm, where he was a partner practicing in the areas of complex business litigation and white-collar defense. He received his J.D. cum laude from Harvard Law School and his B.A. summa cum laude in economics from Yale University.

Mike Volna, Associate Vice President and Controller, is serving in the role of Interim Vice President and Chief Financial Officer. In addition, he has already been elected by the Board of Regents as Interim Treasurer, until a permanent Treasurer is elected.

University Highlights
The University of Minnesota received the Pro Patria Award from Minnesota’s state committee of the Employer Support of the Guard and Reserve in the U.S. Department of Defense. The award is the highest honor given by state committees and recognizes
employers who have demonstrated the greatest support to Guard and Reserve employees through their leadership and practices.

The American Orchid Society awarded the College of Biological Sciences Conservatory a Certificate of Cultural Merit for its *Dendrochilum Tenellum* orchid. The plant was estimated to have over 11,000 blooms on it.

Archives and Special Collections, University of Minnesota Libraries, received a Leadership in History Award from the American Association for State and Local History (AASLH) for the exhibit *People on the Move: 50 Years of Documenting and Researching Migration Experiences at the Immigration History Research Center & Archives*. The Leadership in History Awards Program was initiated in 1945 to build standards of excellence in the collection, preservation, and interpretation of state and local history throughout America. The awards represent the AASLH’s highest distinction.

Global academic course search engine Hotcourses has released a list of the most diverse colleges in the U.S., with the University of Minnesota ranked sixth. The Hotcourses Diversity Index ranks schools by the number of reported nationalities on campus, as listed by government data.

UMD’s Department of Intercollegiate Athletics received five “Best of” awards (three gold, one silver, and one bronze) from the National Association of Collegiate Marketing Administrators (NACMA). The awards were for marketing and fan-experience work launched during the 2015-16 sports season. This is the third year in a row that UMD has been honored by NACMA.

The Tweed Museum of Art exhibition catalog for *The Way of Cheng-Khee Chee: Paintings 1974-2014* recently won two awards: the Northeast Minnesota Book Award in the Art and Photography Category and the full-color catalog Best of Class Award from Printing Industry Midwest, a five-state competition. This 72-page exhibition catalog features reproductions of 39 of the artist’s most important works, depicting 40 years of artistic reproductions.

The University of Minnesota, Morris, has been recognized recently in a number of publications and ranking systems:

- According to *Great College Deals*, UMM is one of the best small-college deals for environmentally-minded students.
- For the sixth consecutive year, UMM is included in the *Fiske Guide to Colleges* among the “best and most interesting schools” in the United States, Canada, and the UK.
- UMM was included on the ninth annual *FORBES* ranking of the best colleges and universities in the country, based on post-graduate success, student debt, student satisfaction, graduation rate, and academic success.
- *MONEY* magazine listed UMM as one of the 10 most-improved colleges of 2016 and made special mention of the school’s graduation-rate increase from 63.4 to 66.8 percent.
The University produced a record number of startups during its most recent fiscal year, launching 17 companies developing products ranging from road patches to drone software. The previous record was 16 startups, set in the 2015 fiscal year. The U's venture center has now launched 100 companies over the past decade, with about 82 percent of those startups still in business.

The Immigrant Law Center of Minnesota (ILCM) has named the Law School’s Center for New Americans as its 2016 National Advocate of the Year. In announcing the award, ILCM cited the Center’s “commitment to immigrant and refugee issues over the past year” and its “ongoing commitment to educating our next generation of lawyers in immigration issues.” The ILCM is a nonprofit agency that provides immigration legal assistance to low-income immigrants and refugees in Minnesota.

According to the influential blog, Brian Leiter's Law School Reports, the University of Minnesota Law School ranked 15th among all U.S. law schools (tied with the University of Michigan, Ann Arbor) for the number of times its tenured faculty’s published scholarship was cited in legal journals.

LeadingAge National has named the Walker Methodist Health Center Dental Clinic, which is operated in partnership with the School of Dentistry, as the recipient of its 2016 Innovations Award. Since its launch in 2006, the clinic has served 2,300 patients and has been a geriatric education site for more than 300 oral health professionals. It was recently expanded and now will serve as home to Dentistry’s Oral Health Services for Older Adults Program and will be a rotation site for senior dental/dental hygiene students. LeadingAge is a national organization of 6,000+ not-for-profit organizations representing the entire field of aging services.

**Faculty and Staff Activities & Awards**

Mustafa al’Absi, UMD Medical School, was selected as a 2016 National Institute on Drug Abuse (NIDA) International Program Awards of Excellence winner. NIDA recognized al’Absi for Excellence in Collaborative Research and cited his work with colleagues in Africa and the Middle East in “advancing scientific understanding, building research capacity, improving global health, and fostering understanding and shared goals in a turbulent region.”

Ioanna Apostolidou, anesthesiology, recently became president of the Minnesota Society of Anesthesiologists (MSA). She is the first woman to serve in this role for MSA in its nearly 70-year history.

Jeannette Munoz Aguayo and Cristian Flores Figueroa, MidCentral Outreach Center in Willmar, were awarded the inaugural Unsung Heroes Award at the Minnesota Turkey Growers Association summer conference. They were recognized for their development of an early avian influenza detection tool. By sampling the drinking water in turkey barns, this technique is able to detect the virus two to three days before clinical signs show up in a flock.
School of Dentistry Dean Leon Assael is president-elect of the American Dental Education Association Board of Directors.

Joyce Bell, sociology, won the Distinguished Early Career Award from the American Sociological Association Section on Racial/Ethnic Minorities.

Jeff Bishop, experimental and clinical pharmacology, has been named a fellow by the American College of Clinical Pharmacy (ACCP). Recognition as a fellow is awarded to ACCP members who have demonstrated a sustained level of excellence in clinical pharmacy practice and/or research.

Peter Bruggeman, mechanical engineering, was awarded the U. S. Department of Energy Office of Science Early Career Award. He is one of only 27 awardees from universities across the U.S.

The Metropolitan Regional Arts Council (MRAC) recognized Ananya Dance Theatre with a 2016 Arts Achievement Award. Ananya Chatterjea, theatre arts and dance, is the theatre’s founder and artistic director. The award is given to two organizations each year that exemplify MRAC’s mission of increasing access to the arts in the seven-county Twin Cities metropolitan area.

Brenda J. Child, American studies, received a Leadership in History Award from the American Association for State and Local History for her book *My Grandfather’s Knocking Sticks: Ojibwe Family Life and Labor on the Reservation*. The award is considered the most prestigious recognition for achievement in the preservation of state and local history. Child also received an honorary doctorate from Knox College for her contributions to the history of the Ojibwe people and her support of a new telling of American Indian history for a general audience.

Lesa Clarkson, curriculum and instruction, and Andrea Schokker, UMD civil engineering, have been honored with the INSIGHT Into Diversity 2016 Inspiring Women in STEM Award and will be featured in the September issue of *INSIGHT into Diversity* magazine. The award honors “remarkable women in STEM professions who continue to make a significant difference through mentoring and teaching, research, successful programs and initiatives, and other efforts worthy of national recognition.” *INSIGHT Into Diversity* is the oldest and largest diversity magazine and website in higher education today.

Matteo Convertino, environmental health sciences, received an Outstanding Reviewer Award for his work with the journal *Environmental Modeling & Software*. He is one of just 10 researchers worldwide to receive the yearly award. The awards are given to researchers based on the volume, rigor, constructiveness, and timeliness of their reviews. On average, Convertino reviews three to four papers a month for the journal, and reviewed a total of 42 papers in 2015.
Laura J. Cooper, law, was elected as a vice president of the National Academy of Arbitrators, an honorary and professional association of labor and employment arbitrators in the U.S. and Canada.

Tianhong Cui, mechanical engineering, received the Outstanding Editor Award from Nature Publishing Group and Chinese Academy of Sciences. As an executive editor-in-chief, Cui was the founder for two Nature journals: Microsystems & Nanoengineering and Light: Science & Applications.


Vivian Ferry, chemical engineering and materials science, is included in MIT Technology Review’s list of 35 innovators under 35 who are “pushing the edge of science” and “creating new approaches to tackling technology challenges.”

Alok Gupta, information/decision sciences, has been named editor-in-chief of Information Systems Research, the journal of the Institute for Operations Research and the Management Sciences (INFORMS). INFORMS is the largest society in the world for professionals in the field of operations research, management science, and analytics. Gupta will serve a two year term beginning January 2017.

David Halvorson, professor emeritus in veterinary population medicine, received the President’s Award from the Minnesota Turkey Growers Association. Halvorson was recognized for his leadership in initiating and implementing the Secure Poultry Supply Plan, which establishes science-based testing protocols to enable poultry and poultry products from non-infected farms within a disease control zone to move to market or the next production phase.

Rachel Hardeman, health policy and management, has been named to the advisory board of Square Roots, a life sciences company focused on integrating technology and human services to improve and optimize the state of maternal and infant care.

Jacquelyn Harvey, Department of Communication at UMD, was honored by the Interpersonal Communication Division of the International Communication Association for her dissertation, entitled “Caring for Caregivers: Assessing the influence of expressive writing on cancer caregivers’ emotional well-being, relational satisfaction, and comforting sensitivity.”

Raymond Hozalski, civil, environmental, and geo- engineering, has been invited to serve on the United States Environmental Protection Agency Science Advisory Board’s Drinking Water Committee. He was selected for his expertise in environmental and chemical engineering and biological treatment processes for drinking water.
David Israels-Swenson, UMM student activities, has been elected director of the Association of College Unions International Region V.

Lisa Johnson, KUMD Radio, received the 2016 Broadcaster of the Year Award from the Association of Minnesota Public Educational Radio Stations for her accomplishments as KUMD’s Northland Morning host and producer for the past 25 years.

The American Institute of Physics presented the 2016 Andrew Gemant Award to James Kakalios, physics and astronomy. The prize recognizes significant contributions to the cultural, artistic or humanistic dimension of physics. Kakalios is known for his devotion to making physics fun and communicating science in an entertaining, easy-to-understand and even humorous way, through books such as *The Physics of Superheroes*.

President Eric Kaler was named chair of the NCAA’s Division I board of directors. He will now be leading a 24-member group which represents the governing body of Division I athletics. “I look forward to this new role and the opportunity to provide leadership to the division as we navigate the constantly changing landscape,” Kaler said in a statement. “As we do, our focus will remain on ensuring the well-being of student-athletes at all institutions.”

Katy Kozhimannil, Rural Health Research Center, is the recipient of this year’s Alice S. Hersh New Investigator award from AcademyHealth. AcademyHealth is the professional society for health policy and services research, and the award recognizes early-career researchers who are already making major contributions to the field and demonstrating exceptional promise.

Kozhimannil’s research focuses on analyzing the effects of policies and services specific to women, children, and families, particularly in maternity care.

Brent Larson, developmental/surgical science-orthodontics, received the Roger J. Fredsall Distinguished Service Award from the Minnesota Association of Orthodontists (MAO). Larson is a past president of both the MAO and of the Midwestern Society of Orthodontists, and is a trustee of the American Association of Orthodontists (AAO). He will serve as AAO president in 2018-19.

Arthur Leon, kinesiology, has been named 2016-17 Top Doctor of the Year in Higher Education by the International Association of Top Professionals (IAOTP). IAOTP is a networking organization that identifies the most prestigious top professionals from different industries. These professionals are given an opportunity to collaborate, share ideas, be keynote speakers, and help influence others in their field.

Kevin Linderman, supply chain and operations, is the recipient of the Academy of Management’s (AOM) 2016 Operations Management Distinguished Scholar Award. The award honors leaders in the field of operations management (OM) and helps define the unique position of the OM division within the larger field of academic OM scholars. Linderman’s expertise is in process improvement, environmental and socially responsible operations, and innovation and knowledge management.
Caren S. Martin, design, housing and apparel, is the winner of the 2016 Nancy Vincent McClelland Merit Award from the American Society of Interior Designers. The award honors individuals, organizations, manufacturers, or research projects for outstanding support of the interior design profession through education, research, promotion of the value or impact of interior design, or another significant contribution.

Jeylan Mortimer, sociology, has been awarded the Distinguished Career Award from the American Sociological Association’s Section on Children & Youth.

Richard Nadeau, primary dental care, was appointed by the Department of Human Services Commissioner to a position on the Opioid Prescribing Work Group. The group, created in 2015 at the direction of the governor and the Minnesota legislature, will set prescribing protocols to address the opioid crisis currently affecting Minnesota and help shape the opioid prescribing improvement and monitoring program.

Paige J. Novak, civil, environmental and geo-engineering, was named as a fellow in the Water Environment Federation, a designation that recognized achievement, stature and contributions in water quality.

Hari Osofsky, law, received the Distinguished Service Award from The Association for Law, Property, and Society. The award recognizes honorees for “using their expertise to improve the quality of people’s lives locally, nationally, or internationally; serving as mentors to junior faculty and others interested in teaching and research in property law; and serving and enlarging the community of property law scholars.”

Christopher Paola, geology and geophysics, will receive the 2016 C. K. Gilbert Award in Surface Processes from the Earth and Planetary Surfaces Processes Focus Group of the American Geophysical Union (AGU). The AGU awards recognize work and service toward the advancement and promotion of discovery in Earth and space science for the benefit of humanity.

*Mpls. St. Paul* magazine honored the following School of Nursing faculty and staff members with Outstanding Nurses Awards for 2016: Judy Pechacek, outstanding administrative leader; Cheryl Robertson, outstanding public health/activist; Diane Treat-Jacobson, outstanding nurse researcher. Nominees were assessed on a seven-point rubric that included: professionalism, bedside manner, patient interaction, credentials and experience, impact on an organization, leadership, and an "it" factor exemplifying kindness, compassion, and empathy.

Jeff Peterson, Water Resources Center, has been named to the Water Use Advisory Council of the Foundation for Food and Agricultural Research, an innovative coalition of public and private sector experts in support of science that addresses food and agriculture challenges.

UMC Associate Vice Chancellor for Student Affairs Peter Phaiah has received the College Administrator of the Year Award from the Northwest Minnesota School Counselors
Association. The award signifies outstanding promotion and support of school counseling programs aligning with the American School Counselor Association national model.

Anu Ramaswami, Humphrey School, was recently elected vice chair of the Industrial Ecology Gordon Research Conference (GRC). Held every two years, GRCs are meant to “promote discussions and the free exchange of ideas at the research frontiers of the biological, chemical and physical sciences” with a focus on pre-published research. As vice chair, Ramaswami will help organize the GRC to be held in 2018 then will assume the role of chair for the subsequent conference in 2020.

Sarah Rohne, Law School Career Center, has been elected to a position on the Minnesota Women Lawyers Board of Directors.

Misha Shifman and Arkady Vainshtein, both from physics and astronomy, are two of the three recipients of the 2016 Dirac Medal and Prize for their collaborative work in quantum field theories. The prize is awarded by the International Centre for Theoretical Physics.

Aaron Sojourner, Center for Human Resources and Labor, is a recipient of the 2015 John T. Dunlop Scholar Award. This award, given by the Labor and Employment Relations Association, recognizes outstanding academic contributions to research by scholars new to the field within the past 10 years. Sojourner’s research analyzes the effects of labor unions and other labor market institutions on workers, business, and society. Sojourner has also been appointed as a senior economist on President Obama’s Council of Economic Advisers, where his duties will include helping to prepare briefings for the president on labor market and education topics, and contributing to the annual Economic Report of the President.

Heinz Stefan, civil, environmental, and geo-engineering, has been awarded American Society of Civil Engineers (ASCE) Distinguished Member status, the highest honor ASCE can bestow, reserved for professionals who have attained eminence in some branch of civil engineering.

Abbey Strong, UMD intercollegiate athletics, was named to the NCAA Division I Women’s Ice Hockey Committee for a four-year term.

Chris Uggen, sociology, has been elected vice president of the American Sociological Association. The organization, founded in 1905, has over 13,000 members and is dedicated to advancing sociology as a scientific discipline and profession serving the public good.

Gary Warren, UMC intercollegiate athletics, was inducted into the Hall of Fame at Proctor High School in Proctor, Minnesota.

Pamela Webb, sponsored projects administration, has received this year’s Award for Outstanding Achievement in Research Administration from the National Council of University Research Administrators (NCURA). The award recognizes Webb’s significant contributions to the field of research administration, as well as the time, knowledge, and service she has provided to NCURA.
Kathy White, nursing, has been selected for induction as a fellow into the American Academy of Nursing. The Academy is currently comprised of more than 2,400 nurse leaders in education, management, practice, policy, and research. Academy fellows include hospital and government administrators, college deans, and renowned scientific researchers. Fellow selection criteria include evidence of significant contributions to nursing and health care, and sponsorship by two current Academy fellows.

Dean Sri Zaheer, Carlson School, has been named to the board of directors of the Graduate Management Admission Council (GMAC). GMAC is a non-profit association of leading global business schools committed to advancing the art and science of admissions so that talent matched with aspiration can always benefit from the best business school education possible. Its board members are responsible for overseeing and defining the council’s strategic goals in service of its mission.