



Faculty & Staff Affairs

December 2014

December 11, 2014

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

East Committee Room, McNamara Alumni Center

FSA - DEC 2014

1. Update on Job Family Redesign

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2. Business Process Improvement Results from the Enterprise System Upgrade (ESUP)

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3. Human Resources Needs in the Academic Health Center

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BOARD OF REGENTS

DOCKET ITEM SUMMARY

Faculty & Staff Affairs

December 11, 2014

Agenda Item: Update on Job Family Redesign

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters: Kathryn Brown, Vice President, Office of Human Resources
Sheila Reger, OHR Consulting Team Manager

Purpose & Key Points

The redesign of the University's job classification structure is one of the most significant undertakings of the Office of Human Resources, and one that will have a major impact on hiring, retention, and management practices for many years to come. The project is nearing completion, with resolution on 14 of the 18 job families identified. This presentation will update the Board on the study's progress and highlight the positive outcomes it is already bringing to the University's human resource practices.

The scope of the study is exhaustive and ambitious: to analyze every Civil Service and Academic Professional and Administrative job position on all five campuses – affecting about 10,500 employees – in order to simplify, unify, and modernize our job classification system.

To conduct the redesign, the University identified 18 broad job families. We also hired an outside vendor to help with the study. The process was designed to be highly collaborative. For each job family, employees and supervisors are informed about the process and encouraged to attend information seminars. Employees provide basic information such as position descriptions, organization charts, annual reports, and other data. To help create each new job classification structure, the Job Family team conducts staff interviews and forms advisory and focus groups that include employees. The study team also performs a market salary analysis, comparing jobs to other universities and to similar private-sector positions. From that information, the study establishes a clear job classification structure and salary ranges and, in consultation with leadership, maps employees to the new structure. Employees may appeal any decision on their final job classification.

The Job Family Redesign started in August 2013. The last study – the Administrative job family – recently began.

Job Family	Start Date	Progress
Human Resources Legal	August 2013	Completed
Campus Operations & Protection Libraries & Museums	October 2013	Completed
Community Relations Business Development Pre K-12 Education	December 2013	Completed
Purchasing/Audit Grant Administration	February 2013	Completed
Education, Instructional Services & Teaching Development Finance	April 2014	Education and Finance completed. Development tabled.
Athletics & Recreation Student Services	June 2014	Completed
Research Health Care & Animal Care	October 2014	In progress. Expected completion: March 2015
Administrative	November 2014	In progress. Expected completion: April 2015
IT Alumni Relations Communication	Initial review complete. Follow-up review TBD	

The Board presentation will focus on many of the far-reaching impacts of the study, including:

- Attracting and retaining talented employees by:
 - Providing more clearly defined job titles and career paths.
 - Ensuring compensation is competitive with the general job market.
 - Creating equity among similar jobs across the University.
- Streamlining HR practices.
- Replacing outdated classifications.
- Aligning job classifications with external market trends.
- Providing greater guidance for managers in developing and rewarding employees.
- Defining management, supervisory, and individual contributor roles with greater clarity.

The study is expected to be completed in late spring 2015.

Background Information

The Board was last updated on the Job Family Redesign on October 10, 2013, when the study had completed 4 of the 18 job families.

Update on Job Family Redesign

Board of Regents Faculty and Staff Affairs Committee

Kathryn F. Brown, Vice President, Office of Human Resources
Sheila Reger, OHR Consulting Team Manager
December 11, 2014

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 human resource work in colleges, units, and campuses in which roles and responsibilities are clear and understood
 - Leader in providing human resource professional skills and practice, and encouraging best practices in human resource 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

What We Will Cover Today

- Review of Job Families Redesign project
- Project timeline
- Impacts of the study
- Discussion

About the Project

- Civil Service and P&A positions on all five campuses
- Approximately 10,500 employees
 - management
 - professional
 - administrative
- 18 job families; 14 completed
- Spring 2015 anticipated completion date
- Collaborative approach focused on communication and consensus-building

Job Family Project Schedule

Rev. 9/2014

Job Family	Start Date	Completed
Human Resources	August 2013	<input checked="" type="checkbox"/>
Legal		
Campus Operations & Protection	October 2013	<input checked="" type="checkbox"/>
Libraries & Museums		
Community Relations		
Business Development	December 2013	<input checked="" type="checkbox"/>
Pre K-12 Education		
Purchasing/Audit	February 2014	<input checked="" type="checkbox"/>
Grant Administration		
Education, Instructional Services, & Teaching		
Development (tabled)	April 2014	<input checked="" type="checkbox"/>
Finance		
Athletics & Recreation		<input checked="" type="checkbox"/>
Student Services	June 2014	
Research		
Health Care & Animal Care	October 2014	
Administrative	November 2014	
<i>IT</i>		
<i>Alumni Relations</i>	Initial review complete, follow-up review TBD	<input checked="" type="checkbox"/>
<i>Communication</i>		

Impacts of Study

For employees:

- Clearly defined career paths for applicants and employees
- Clear, consistent job titles across the University
- Competitive pay ranges for each job family
- Position descriptions created for all employees to clarify job duties and provide a tool that enhances performance management

Impacts of Study

For leaders and managers:

- Greater ability to manage the workforce
 - Identifying costs
 - Understanding how work is assigned and managed
 - Informing spans-and-layers assessments
- More accurate reporting of employee roles
 - Supervisory vs. non-supervisory
 - Mission support vs. leadership and oversight
- Simplified administration
- Increased recognition of high-level individual contributors
- Richer data to better convey the complex makeup of our workforce

Job Family Effects - “rows” and “columns”

PERSONNEL	Mission	Mission as % of Total	Student Aid	Student Aid as % of Total	Mission Support & Facilities	MS&F as % of Total	Leadership & Oversight	L&O as % of Total	Total
Direct Academic	855,872	99.6%			35,523	13.0%	3,224	0.4%	859,095
Students **	237,185	87.0%			120,916	87.0%	100,838	100.0%	272,708
Leadership					9,772	96.8%	2,972	3.2%	100,838
Campus Operations ***					49,003	100.0%	6,975	12.5%	116,015
Support:					48,945	87.5%	36,344	20.6%	
<i>Audit/Finance/HR/Info Tech/Legal</i>					140,118	79.4%	81,365	14.3%	193,652
<i>Clerical Support</i>					486,416	85.7%			92,744
<i>Coordinators</i>									49,003
<i>Skilled Generalists</i>									55,920
<i>Other Support</i>									176,462
Support Subtotal	0	0.0%	0	0.0%	622,856	32.5%	200,526	10.5%	567,782
Total Personnel	1,093,056	57.0%	0	0.0%					1,916,438

- “Row movements” are between groupings of employees. Job family studies are moving some employees from generalists to more specific job categories.
- “Column movements” are between Mission Support and Leadership & Oversight. Job family studies are defining management roles with greater clarity.

FY13 restated to make valid year-to-year comparisons

End Accomplishment

**An updated job classification system
providing core infrastructure**

Discussion



BOARD OF REGENTS

DOCKET ITEM SUMMARY

Faculty & Staff Affairs

December 11, 2014

Agenda Item: Business Process Improvement Results from the Enterprise System Upgrade (ESUP)

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

In Fall 2012, the University began upgrading its essential human resources, student service, and financial systems as part of the overall Enterprise Systems Upgrade Program (ESUP). As part of this project, we are upgrading our PeopleSoft Human Resources Management System (HRMS) to the latest version (9.2), re-implementing core HR data functions to realize the greatest value from delivered functionality, improve operational efficiency and effectiveness, and to enhance the user experience.

The HRMS Upgrade is more accurately a reimplementation, requiring significant redesign of business process and the associated data. In addition, we are implementing new functionality, including:

- Integrated recruiting and hiring functionality.
- Electronic time and absence recording and approvals.
- New payroll accounting functionality.

The purpose of this presentation is to inform the committee on the current status of the HRMS portion of the ESUP project, and to provide greater detail on the many benefits being realized through this upgrade.

HRMS Upgrade Vision and Principles

The HRMS upgrade project vision and principles were developed in Spring 2012 at the beginning of ESUP, and continue to guide the HRMS system design, consultation, decision-making, change management, communications, and training.

The vision for the HRMS Upgrade is as follows:

- Develop a robust system to meet core University needs in the areas of employment records management, benefits administration, and payroll processing.
- Effectively integrate with other business units to support University responsibilities.

- Provide state-of-the-art functionality to support the complex environment in which the University operates.
- Improve business processes for the benefit of the overall organization.
- Provide easily accessible reporting to support decision-making at all levels of the University.
- Provide a user-friendly and intuitive system.
- Ensure easily managed, consistent, accurate data.

The operating principles guiding this work are to:

- Understand the value and uses of HR data: maintain only useful enterprise data at the enterprise level.
- Simplify and clarify policies and rules at all levels and reduce redundancies across the system.
- Reduce system support costs and streamline business processes by utilizing PeopleSoft delivered functionality when possible.
- Identify and resolve repetitive systemic errors and eliminate costly work-arounds.
- Leverage the system to maximize value-added functionality; ensure the system has sufficient flexibility to adjust to future needs or different levels of risk management.
- Adopt common definitions that are consistent across the system (e.g., primary role), and require use of those definitions.
- Design reporting and data entry to the mainstream workforce, and reduce exceptions in the system to ensure a high level of data integrity.
- Hold business process owners accountable at the appropriate level for "clean" PeopleSoft data.
- Perform work, including data entry, at the level that optimizes accuracy, functionality, and performance.
- Ensure alignment with all other work in the area of metrics and reporting, especially Institutional Research.
- Retain and produce data to ensure legal compliance, to measure OHR against best practices and strategic goals, to support decision-making at all levels of the University, and to produce meaningful reports for oversight.

Benefits of the HRMS Upgrade Project

We anticipate achieving many improvements from the HRMS Upgrade, including:

- Maintain tax and regulatory updates for payroll processing.
- Enhance functionality and ease of use.
- Implement consistent business processes.
- Help create efficiencies for staff and managers in the following ways:
 - Replacing paper-based processes for tracking working hours and vacation and other leaves.
 - Improving reporting functionality, enabling self-service functions for staff, and access to analytics for managers.
 - Providing greater access to data for workforce trend analysis.
 - Enabling HR staff to move into more strategic, less transactional roles.

Project Scope

The HRMS Project Team is working in six primary areas:

1. Core HR
2. Benefits
3. Payroll
4. Time and Labor
5. Recruiting Solutions
6. Absence Management

The ESUP teams, including the HRMS team, continue to work toward a February 2015 go-live date, including extensive communications, change management and training work to support the technical system changes and the University's faculty, staff and students as they adjust to, and benefit from, upgraded systems.

Background Information

The Board has been receiving regular updates on ESUP, and last received an HRMS update at the December 2013 meeting of the Faculty & Staff Affairs Committee.

Business Process Improvements Resulting from Enterprise Systems Upgrade Program

**Board of Regents
Faculty and Staff Affairs Committee**

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

Strategic Imperatives

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

OHR Strategic Dashboard: HRMS Upgrade (Define, Simplify, and Deliver)

Goal: Complete the technical upgrade to the PeopleSoft platform, improve overall data integrity and sustainability, facilitate work across business units, simplify processes, deliver added functionality, and provide a better user experience.

What We Will Cover Today

- What is The Upgrade?
- HRMS major changes and their impact
- Most significant cultural changes
- New MyU portal
- How we're managing change
- Looking ahead 1-5 years
- Takeaways

What is The Upgrade?

- Three PeopleSoft systems will be upgraded to the most recent versions: Campus Solutions (student systems), Enterprise Financial System (EFS), and the Human Resource Management System (HRMS).
- Moving from a heavily customized system to an off-the-shelf solution, which allows better vendor support on regulatory and compliance issues.
- Other changes include: a central access portal; consolidated reporting; streamlined business processes; better infrastructure; and improved tertiary systems

HRMS Major Changes & Impacts

- Separate student and employee data
 - Impact: Simplifies accessing employee data and improves reporting
- Restructure appointment data
 - Impact: Clearer organizational structure; better managed human capital; removes non-employees from key employment record
- Electronic time and absence management
 - Impact: No more handling paper forms; increased accuracy, reliability
- Implement PeopleSoft Recruiting Solutions
 - Impact: Recruiting is integrated with other functionality; smoother, more personalized searches; reduced redundant data entry
- Simplify benefits plan and processes
 - Impact: Improved self-help tools for employees to manage own choices, data
- Streamline payroll and payroll accounting processes
 - Impact: Separates distribution and appointment entry; facilitates management of the general ledger; more timely entry of appointments; increased payroll accuracy and stability; automated retroactive transactions

Most Significant Cultural Changes

- Appointments are entered by first day of employment and are cleaner
- Time and absence is entered and approved electronically, and will be intentionally managed.
- Increased focus on data integrity and data management
 - Data integrity requires the clean-up of actual incorrect data in current system.
 - Data management is thoughtful consideration of the way data is structured and how it affects processes and approvals.
- Personalized MyU portal as new user-friendly point-of-entry and gateway to using technology in your work

MyU Portal: Entry to Employment Experience

- Real-time personalized notifications and financials
- Consolidated reporting (UM Reports, UM Analytics, some PeopleSoft reports)
- Employee time and absence reporting plus approvals
- Research, teaching, and advising tools
- Access to UMarket and purchasing information
- Real-time class schedules, grades, and waitlists
- Here are two examples of MyU portal screen views
 - Sample employee MyU screen view
 - Sample supervisor/manager MyU screen view

Announcements: Employee

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MyU Key Links Recommended Favorites My Interests

Welcome to MyU, Stanley. Your Campus: Twin Cities

Email Calendar Notifications MyU Settings Signout

Announcements

My Time
My Pay
My Benefits
Purchasing
My Info

Pollinating new ideas
Boosting MN's renewable energy
Masonic Charities donates \$25 Million

Get a FREE Flu Shot - and a Sucker.
John Berryman at 100 Centenary Conference
Board of Regents meeting highlights

< More Announcements

U-Wide News

Learning Innovation Grants
Minnesota Obesity Center call for proposals
ExactTarget email transition
A sustainable clean water future for Minnesota

Campus News

Online Writing Environments
Rosas danst Rosas: A Panel Discussion
SOM Collage Concert
The Path Forward: Medical Providers, Payers, and Patients
Open Access Week: Oct. 20-26
Food Day 2014

Notifications Dismissed

Notification : Make your Open Enrollment changes soon. [More](#) Sent From : Employee Benefits Date : 10/13/2014 Dismiss

Update Your W-4 Tax Information. [More](#) Payroll Services Date : 10/11/2014 Dismiss

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MyU Help

Announcements: Managers

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Search MyU Search

MyU Key Links Recommended Favorites My Interests

Welcome to MyU, Stanley. Your Campus: Twin Cities

Email Calendar Notifications MyU Settings Signout

Announcements

My Time

My Pay

My Benefits

Manager Info

Purchasing

My Info


Pollinating new ideas


Get a FREE flu shot and a sucker.


Boosting MN's renewable energy


John Berryman at 100 Centenary Conference


Masonic Charities donates \$25 Million


Board of Regents meeting highlights

< More Announcements

U-Wide News

Learning Innovation Grants

Minnesota Obesity Center call for proposals

ExactTarget email transition

A sustainable clean water future for Minnesota

Campus News

Online Writing Environments

Rosas danst Rosas: A Panel Discussion

SOM Collage Concert

The Path Forward: Medical Providers, Payers, and Patients

Open Access Week: Oct. 20-26

Food Day 2014

Notifications Dismissed

Notification : Sent From : Date : Dismiss

Make your Open Enrollment changes soon. [More](#) Employee Benefits 10/13/2014

Update Your W-4 Tax Information. [More](#) Payroll Services 10/11/2014

?

MyU Help

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How We Are Managing Change

- Coordinated change management, communications and training effort
- Advance team strategy—HR Leads, HR Stars (100+), and RRC Contacts (Finance)
- Integral partnership between HR & Finance
- Comprehensive training and resources—more than 30 online courses, job aids, how-to cards, labs, etc. Online courses available 24/7, repeatable
- Seven-point communications strategy; special focuses on time and absence, quality data entry, faculty and staff supervisors

Ongoing Impacts in 1–5 Years

- Benefiting from clean data in, better data out
- Maximizing capabilities of systems
 - Fewer shadow systems, workarounds
- Leveraging improved delivery on Core HR work (e.g., system will support improved talent management functions)
- Improving reporting
- Capitalizing on improved vendor support and reduced maintenance
- Expanding functionality of the portal

Takeaways

- HRMS Upgrade on schedule; 5 of 6 test moves completed
- Conducted intense critical review of policies, practices, and business processes
- Upgraded system will have impact, transform how we deliver HR services
- MyU portal becomes starting point for work day
- We're successfully managing significant change
- Together, HRMS & Job Family equal better data, reporting
- Extraordinary commitment and collaboration to-date

Discussion



BOARD OF REGENTS

DOCKET ITEM SUMMARY

Faculty & Staff Affairs

December 11, 2014

Agenda Item: Human Resources Needs in the Academic Health Center

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

Presenters: Kathryn F. Brown, Vice President, Office of Human Resources
Terry Bock, Associate Vice President, Academic Health Center
Dorothy Cottrell, Director, AHC Human Resources

Purpose & Key Points

This is the third in a series of reviews of the broad and varied human resources needs of various areas across the University. Earlier reviews focused on HR needs in research and in University Services. These conversations are intended to provide the committee with insight into how the different academic and administrative units approach workforce planning, development, and management and the support that these units need in meeting their HR goals. This insight, in turn, informs board policy on compensation, benefits, classification, labor agreements and other HR matters.

Background Information

The University's Academic Health Center (AHC) is one of the most comprehensive health sciences centers in the nation. It includes six schools: Dentistry, Medicine, Nursing, Pharmacy, Public Health, and Veterinary Medicine. It also includes a Center for Allied Health Professions; 20 interprofessional research, education, and clinical centers; and shared research, education, and administrative services for the health sciences.

The AHC has over 6200 students in 62 programs (professional, graduate, and undergraduate). It educates and trains 70% of the health professionals in Minnesota. AHC faculty members conduct over \$400 million of health research annually (over half of the University's sponsored research). Its faculty and staff provide care to over 1,100,000 patients annually. Including the University of Minnesota Physicians (UMP, the Medical School's faculty practice organization), the AHC is a \$1.8 billion enterprise with 11,500 employees (1,800 of whom are UMP employees).

AHC faculty and staff:

Faculty	2,020	21%
P&A	1,234	13%
Civil Service/Labor	2,546	26%
Grad/Prof in Training	1,995	20%
Students/Temps	<u>1,956</u>	20%
Total AHC University	9,751	
UMPhysicians	<u>1,800</u>	
	11,551*	

*Headcount - November 2014

Key HR challenges:

1. **Recruitment and retention of faculty and staff.** Over 40% of AHC's tenured faculty are 60 years or older and are expected to retire in the next 5-10 years. In fact, 22% of our tenured faculty are 65 years or older. Other universities nationwide are facing similar challenges, so there is intense competition for health sciences faculty. The AHC also competes for faculty and staff against health care systems and the biomedical industry (locally and nationally), which often provide better compensation, benefits and more flexible working arrangements and HR policies.
2. **Faculty development and support.** The demand for ever-greater research, education, and clinical productivity/accountability underscores the need to strengthen AHC faculty mentoring programs. Competition for sponsored research funding has greatly intensified in the last decade. The number of grants awarded by the National Institutes of Health (NIH) for faculty-initiated research has fallen by a third; NIH now awards less than 20% of the grant proposals it receives. The average age of faculty being awarded their first major research grant has increased from the mid-30s to mid-40s over the past 20 years. Changing curricula and educational pedagogy (which reflect changing health care delivery) also demand greater faculty development and support.
3. **Academic supervisory, management, and leadership development.** Many faculty have not received the basic supervisory and administrative training they may need to more effectively supervise other faculty, staff, and students in their research labs and grant programs, in educational activities, and clinical work. The AHC also needs to strengthen management and leadership development programs to develop a more robust pipeline of next-generation department heads and senior academic leaders.
4. **Supporting the respective roles of tenured and clinical faculty.** AHC schools rely on both tenured and clinical faculty to be able to carry out their academic and clinical missions. Clinical faculty is critical to the provision of clinical care, clinical education, and clinical research. The number of clinical faculty, especially in the Medical School, has grown rapidly in response to the demand for increased clinical services and expanded training of medical students. Human resources policies for tenured and clinical faculty differ while at the same time we expect both to work closely together to accomplish the AHC's academic and clinical missions.
5. **Managing the complex HR relationship between the University and the clinical practice.** UMP (the Medical School's faculty practice organization) is a separate non-profit organization.

Medical School faculty physicians who practice medicine have dual appointments in the University and UMP. UMP also employs its own staff and physicians (1,800 employees) who work side by side with University faculty and employees. UMP has its own compensation, benefits, and human resources policies to meet the needs of the clinical enterprise. Managing this complexity is challenging. As the other AHC schools further expand their own faculty practices and consider integrating their practices with UM Health, the management challenges will grow.

6. **Increasing the diversity of our faculty and staff.** As Minnesota becomes more diverse, the AHC is committed to educating and training the next generation of health care professionals that is as diverse as the state. The AHC is expanding pipeline programs to increase the student diversity, and needs to take similar actions to increase the diversity of faculty and staff. Doing so will enable the AHC to better prepare students for practice, for faculty to conduct better research, and for faculty and staff to provide better clinical care.
7. **Employee Engagement.** Engaged faculty and staff are essential to meeting the academic and clinical missions of the AHC and its schools and colleges. The AHC has encouraged faculty and staff to complete the annual employee engagement survey, and expects managers and academic leaders to discuss the results with their faculty and staff, identify key areas of improvement, and implement action plans. Key issues from the first survey included improved coaching and mentoring; expanded professional development opportunities; improved communications; reduced administrative bureaucracy; and greater collaboration among units.

Human Resources Needs in the Academic Health Center

**Board of Regents Faculty & Staff Affairs Committee
December 11, 2014**

Terry Bock, Associate Vice President, Academic Health Center
Dorothy Cottrell, Director, AHC Human Resources



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Academic Health Center Facts

- One of the most comprehensive health sciences centers in the nation
- Six schools: *Dentistry, Medicine, Nursing, Pharmacy, Public Health, Veterinary Medicine, and a Center for Allied Health Professions*
- 20 Interdisciplinary Research and Education Centers
- 6,200 students in 62 programs (professional, graduate, undergraduate)
- Educate/train 70% of the health professionals in Minnesota
- Conduct over \$400 million of health research annually
- Provide care to over 1.1 million patients annually: medicine, dentistry, veterinary medicine
- \$1.6 billion enterprise



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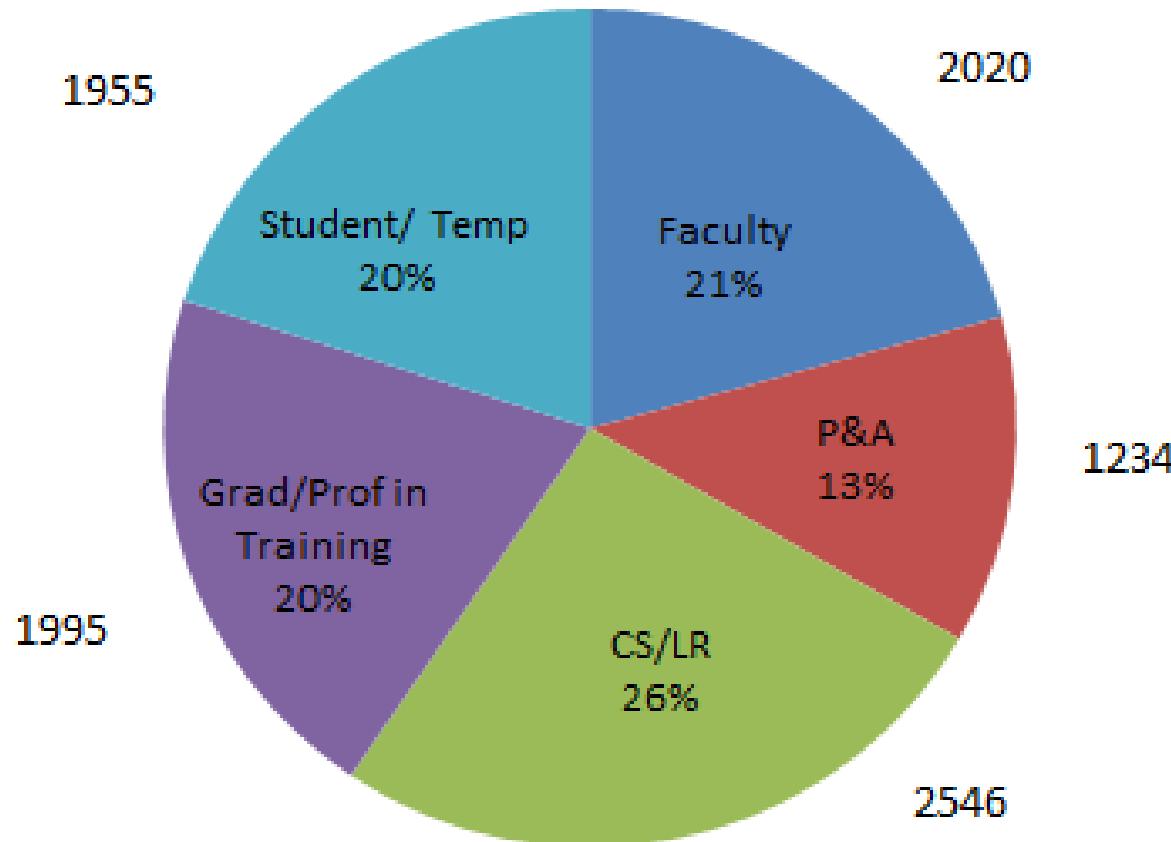
AHC Human Resources Facts

- 11,550 employees: 9750 University and 1800 UM Physicians
- Work on Twin Cities, Duluth, and Rochester campuses
- Faculty, P&A, Civil Service, Labor Represented, Students, Graduate/Professionals in Training
- Labor Represented: AFSCME Clerical, Technical, and Health care units; Teamsters
- Employees in all but two Job Families
- 4000 job postings annually: one third of the University



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AHC Employees



Total = 9750 Headcount November, 2014



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Key Human Resources Challenges in AHC

1. Recruitment and retention of faculty and staff
2. Faculty development and support
3. Academic supervisory, management, and leadership development
4. Supporting the respective roles of tenured and clinical faculty
5. Managing the complex HR relationship between the University and clinical practice
6. Increasing the diversity of our faculty and staff
7. Employee Engagement



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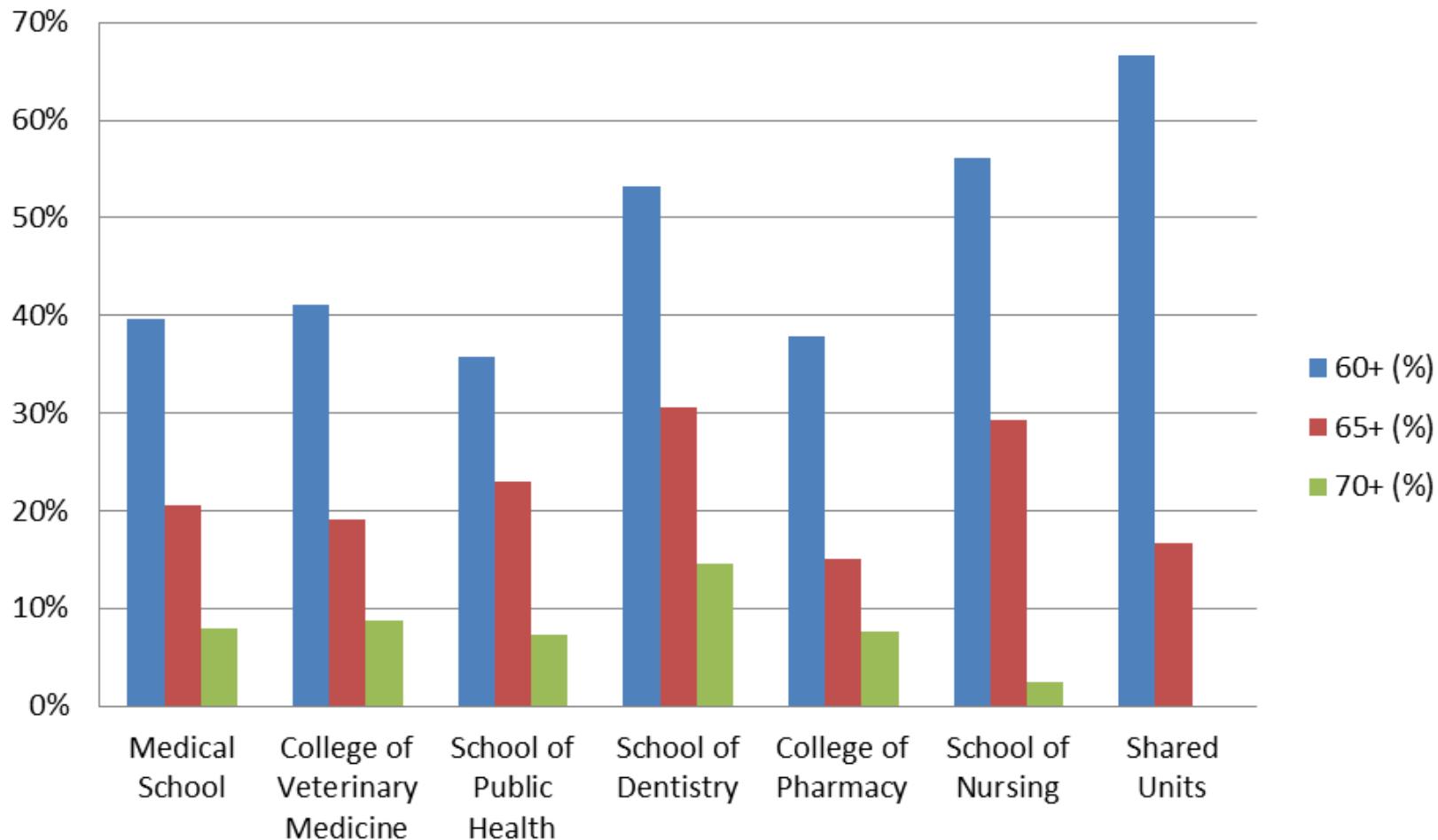
Recruitment and Retention of Faculty and Staff

- Aging of the faculty:
 - 42% of tenured faculty are 60 years +
 - 22% of tenured faculty are 65 years +
 - Major retirements expected in next 5 to 10 years
- Intense competition nationally to replace retiring faculty
- AHC competes for faculty and staff locally and nationally against:
 - Other Universities
 - Health Care Industry
 - Biomedical Industry
- Health Care and Biomedical Industries are also facing shortages
- Many competitors have better compensation, and more flexible working arrangements.
- Strategy: Competitive recruitment and retention packages; review U policies to increase flexibility and competitiveness



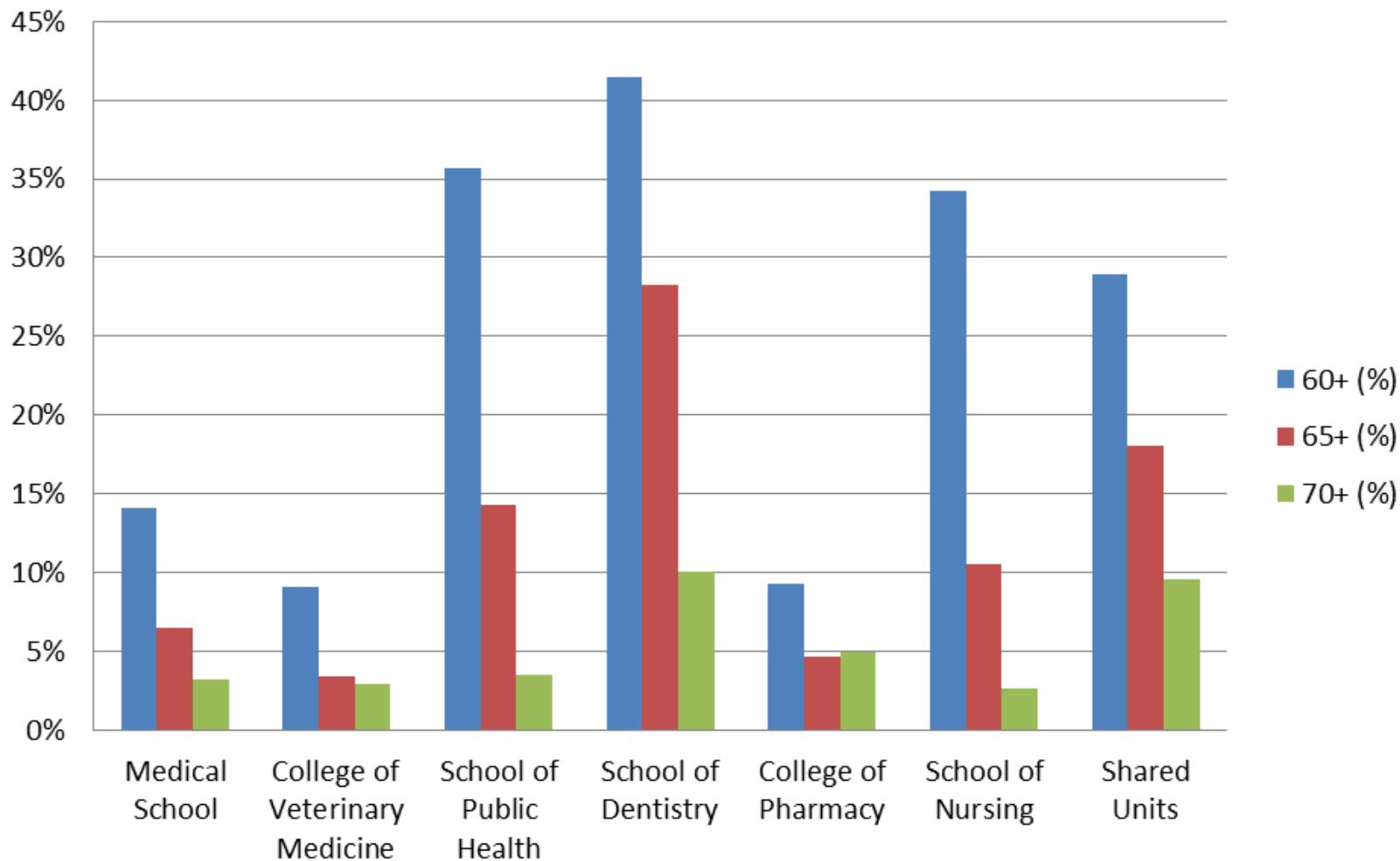
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Tenured Faculty Over Age 60



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Faculty in Other Tracks Over Age 60



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Medical School Faculty Retention 2009-2014

	Faculty # at Start of Period	Retained	Retention Rate	AAMC Retention Rate
Duluth	38	21	55.26%	
Twin Cities Basic Sciences	130	104	80.00%	69.33%
Twin Cities Clinical Sciences	824	584	70.87%	69.56%
Total	992	709	71.47%	69.54%



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Faculty Development and Support

- Increased demands for greater productivity and accountability
- Competition for research funding is intense
 - Number of NIH grants for faculty-initiated research down a third
 - NIH awards less than 20% of grant proposals it receives
 - Average age of first research grant has increased from mid-30s to mid-40s
- Significant financial implications for AHC : highly leveraged faculty
- Changing curricula and pedagogy demand new skills for faculty
- Strategy: Increased investments in faculty mentoring and skill development; increased support for junior faculty during ramp up phase; new strategies for engagement of mid-career and older faculty



Medical School Faculty Compensation

FY 2006 vs FY 2014

Funding Source	Basic Science Faculty		Clinical Science Faculty	
	2006	2014	2006	2014
State/Tuition	56.54%	65.96%	21.82%	9.54%
ICR	2.30%	2.15%	3.09%	1.84%
Clinical Practice	0.07%	0.18%	49.89%	73.80%
Foundations	0.42%	1.24%	3.60%	1.74%
Hospitals	0.00%	0.00%	1.37%	3.15%
Endowments	4.11%	1.87%	1.83%	0.49%
Sponsored	35.65%	28.38%	17.36%	8.60%
Other	0.91%	0.22%	1.04%	0.84%
Total Faculty Salaries	100.00%	100.00%	100.00%	100.00%
Full Time Faculty Count		159		908

Notes:

- Clinical science faculty salaries includes both University and UMP faculty payrolls
- Duluth faculty included in Basic Science faculty



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Academic Supervisory, Management, and Leadership Development

- Strengthening the supervisory skills of front-line academic supervisors
- Strengthening change management skills of academic supervisors and leaders
- Developing more robust pipeline for development of next generation of academic leaders
- Strategy: Develop supervisory training programs for front-line academic supervisors; strengthen and expand pipeline development programs for future academic leaders



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Supporting the Respective Roles of Tenured and Clinical Faculty

- AHC schools rely on both tenured and clinical faculty to carry out academic and clinical missions
- Clinical faculty critical to providing clinical care, education, and research
- Number of clinical faculty has grown rapidly to meet demands for clinical services and for clinical training of students
- AHC schools also use faculty in other non-tenure tracks to assist in research and education
- HR policies for tenured and clinical faculty differ while we expect both to work closely together
- Strategy: Review roles of clinical and other non-tenured faculty and create appropriate supporting policies and practices; increased financial commitments to maintain/restore the tenured faculty core in AHC schools



Paid Faculty by Track and College

College	Tenure/ Tenure Track	Other Tracks	All Tracks
Medical School	441	749	1190
College of Veterinary Medicine	68	88	156
School of Public Health	109	28	137
School of Dentistry	62	198	260
College of Pharmacy	66	43	109
School of Nursing	41	38	79
Shared Units	6	83	89
AHC-wide totals	793	1227	2020



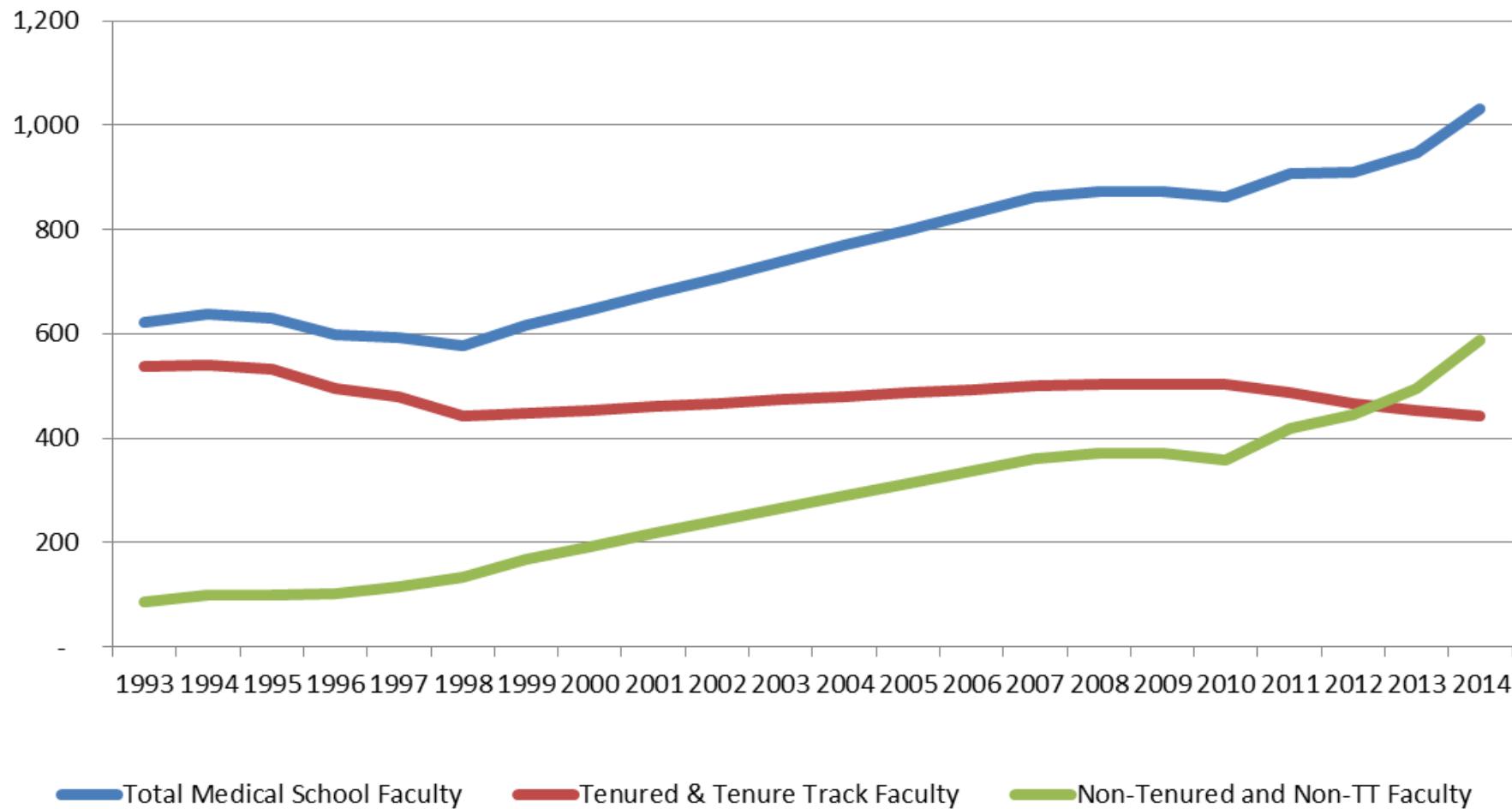
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University of Minnesota Medical School

Faculty Trends



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Managing Complex HR Relationship between U and Clinical Practice

- Medical School faculty who practice medicine do so through UMPhysicians:
 - Dual appointments: U for academic work; UMP for clinical work
 - Small U faculty base; most income from clinical work paid by UMP
- UMPhysicians: own compensation, benefits, and HR policies to meet needs of clinical enterprise
- UMPhysicians also employ their own full time staff
- University, UMP, Fairview employees working side by side:
- Complex management challenge: hiring; supervision; disciplinary action
- Other AHC schools are considering expanding their own faculty practices
- Strategy: Continue to build strategic alignment between academic and clinical enterprises; continue to build management and administrative linkages



Increasing the Diversity of our Faculty and Staff

- AHC commitment to increasing diversity of Minnesota's health care work force
- Increasing diversity of students through pipeline programs and other efforts
- Critical to increase diversity of faculty and staff
- Better able to prepare students for practice; better research; better clinical care
- Goal: a student, faculty, and staff body that reflects Minnesota and its increasing diversity
- Strategy: Enhanced efforts to recruit and support faculty and staff from underrepresented communities and groups; better mentoring programs for diverse faculty and staff, including for academic leadership positions.



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Academic Health Center Ethnicity

	American Indian		Asian		Black		Hawaiian	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Faculty	8	0.40%	277	13.83%	26	1.30%	3	0.15%
Tenure/Tenure Track	6	0.76%	100	12.66%	12	1.52%	1	0.13%
Other Tracks	2	0.16%	177	14.59%	14	1.15%	2	0.16%
P&A	6	0.44%	196	14.52%	35	2.59%	1	0.07%
Civil Service	16	0.95%	165	9.78%	58	3.44%	2	0.12%
Labor Represented	5	0.55%	56	6.16%	78	8.58%	4	0.44%

	Hispanic		White		Unspecified		Total
	Count	Percentage	Count	Percentage	Count	Percentage	
Faculty	51	2.55%	1611	80.43%	27	1.34%	2003
Tenure/Tenure Track	17	2.15%	646	81.77%	8	1.01%	790
Other Tracks	34	2.80%	965	79.55%	19	1.57%	1213
P&A	27	2.00%	1052	78.00%	33	2.44%	1350
Civil Service	37	2.19%	1370	81.00%	39	2.31%	1687
Labor Represented	23	2.53%	717	79.00%	26	2.86%	909



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Academic Health Center Faculty By Gender

	Tenure/Tenure-Track				
	Male		Female		Total Male and Female
	Count	Percentage	Count	Percentage	
Assistant Professor	69	49.29%	72	51.43%	140
Associate Professor	144	58.54%	102	41.46%	246
Professor	295	73.20%	108	26.80%	403

	Other Tracks				
	Male		Female		Total Male and Female
	Count	Percentage	Count	Percentage	
Instructor	21	29.17%	51	70.83%	72
Assistant Professor	351	47.30%	391	52.70%	742
Associate Professor	162	65.85%	84	34.15%	246
Professor	120	78.43%	33	21.57%	153



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Employee Engagement

- Engaged faculty and staff are critical to meeting academic and clinical missions
- Key opportunities from first survey:
 - Improved coaching and mentoring (faculty)
 - More resources and support to pursue scholarly interests (faculty)
 - Expanded professional development opportunities (staff)
 - More equitable distribution of workload
 - Improved communications
 - Reduced administrative bureaucracy
 - Greater collaboration between units
- Strategy: Encourage greater participation in Employee Engagement survey and hold academic and administrative leaders responsible for developing meaningful action plans to address key issues.



ADDITIONAL SLIDES



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5 Year (2009-2014)	UMN Medical School			AAMC Retention Rate
	Faculty (#) at start of period	Retained	Retention Rate	
Duluth	38	21	55.26%	
Biochem,Molec Biol,Biophy	19	18	94.74%	73.08%
Genetics, Cell Biol, Dev TMED	26	21	80.77%	
Microbiology	16	13	81.25%	69.65%
Pharmacology	20	14	70.00%	66.25%
Integrative Biology/Physiology	15	11	73.33%	66.82%
Neuroscience	34	27	79.41%	
Basic Sciences Subtotal			80.00%	69.33%
Anesthesiology	16	11	68.75%	70.91%
Dermatology	6	5	83.33%	72.86%
Family Medicine/Comm Health	39	31	79.49%	64.61%
Lab Medicine/Pathology	60	38	63.33%	
Medicine	202	151	74.75%	70.40%
Neurology	24	19	79.17%	69.60%
Neurosurgery	7	5	71.43%	
Obstetrics and Gynecology	23	17	73.91%	65.46%
Ophthalmology	22	13	59.09%	69.31%
Orthopaedic Surgery	34	26	76.47%	73.65%
Otolaryngology	19	15	78.95%	75.03%
Pediatrics	138	101	73.19%	71.73%
Physical Med/Rehabilitation	21	16	76.19%	67.92%
Psychiatry	50	31	62.00%	66.16%
Radiology	58	38	65.52%	69.11%
Surgery	64	42	65.63%	68.64%
Therapeutic Radiology	21	15	71.43%	
Urologic Surgery	20	10	50.00%	
Clinical Departments Subtotal			70.87%	69.56%
Total	992	709	71.47%	69.54%

*The methodology of this report was taken from the AAMC's "Retention of Full-Time Clinical M.D. Faculty at U. S. Medical Schools". More information about this can be found:
https://www.aamc.org/download/175974/data/aibvol11_no2.pdf.

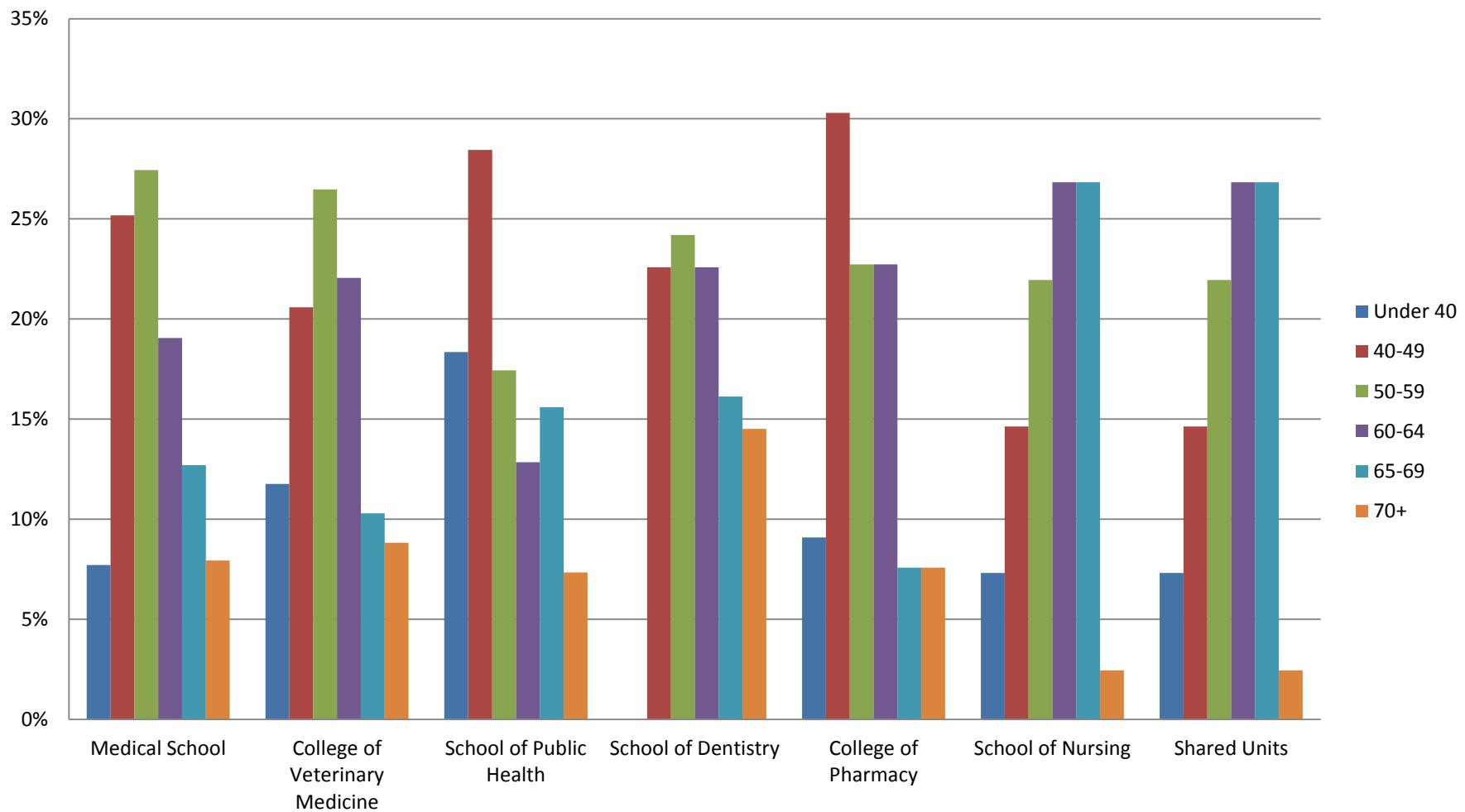
*Retention is the percentage of employees who are still employed at the end of a period of time. This is not necessarily the inverse of turnover. This report shows the percentage of faculty employed per department at the beginning of the 5 year period, who are still working at the Medical School at the end of the 5 year period.

*Movement from one department to another within the Medical School does not impact a department's retention.



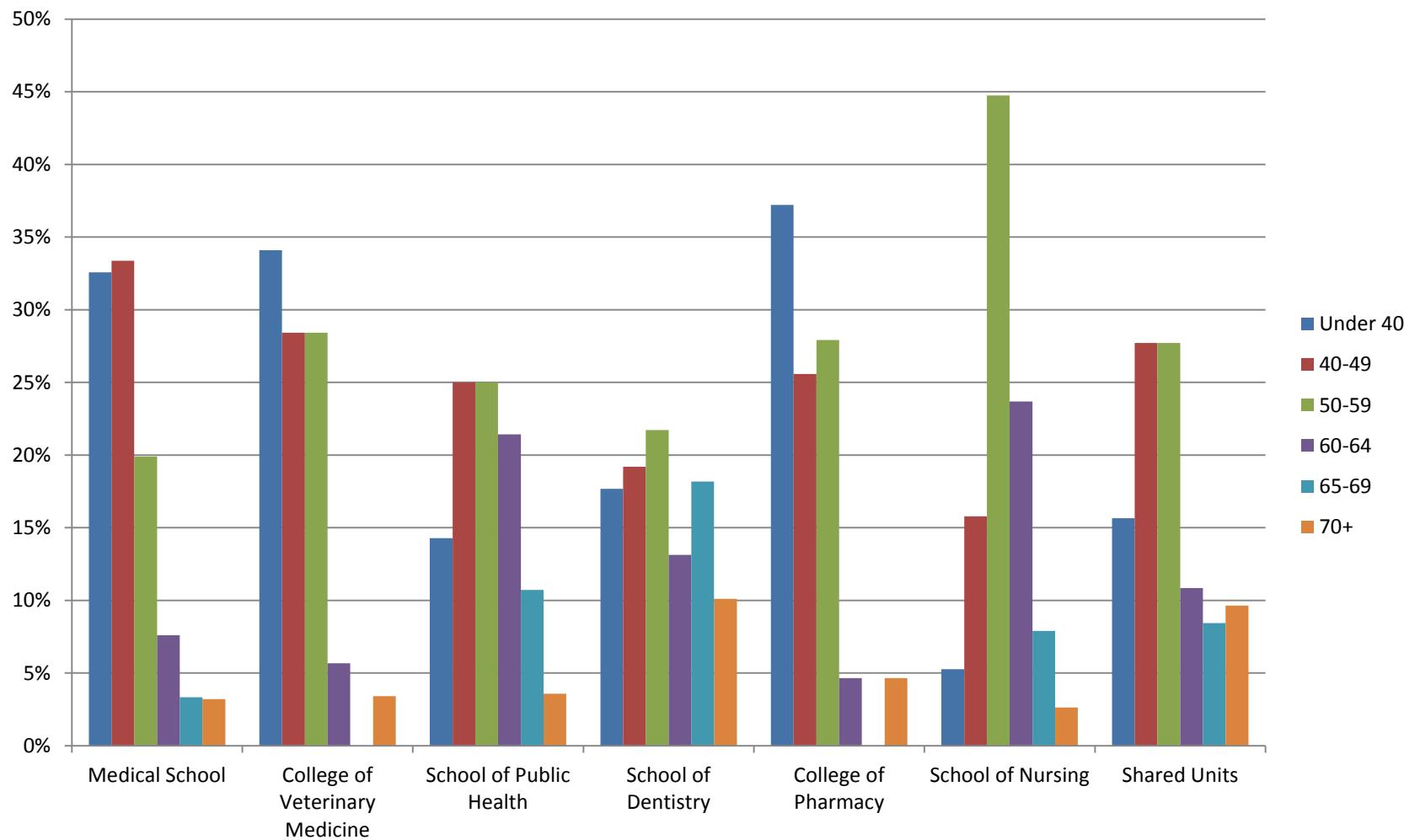
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Age of Faculty Tenure/Tenure Track



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Age of Faculty Other Tracks



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BOARD OF REGENTS

DOCKET ITEM SUMMARY

Faculty & Staff Affairs

December 11, 2014

Agenda Item: Consent Report

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

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

Purpose & Key Points

As required by Board of Regents Policy: *Reservation and Delegation of Authority*, the administration seeks approval for the conferral of tenure for faculty who have been hired at the University of Minnesota and the appointment of senior leaders. This report includes:

- Conferral of Tenure for outside hire

Background Information

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

President's Recommendation

The President recommends approval of the consent report.

Tenured Outside Hires

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

Tenured Hires for December 2014 Board of Regents meeting – Twin Cities campus

Recommended by Senior Vice President for Academic Affairs and Provost Karen Hanson

Charles Doering

Professor with tenure

School of Mathematics

College of Science and Engineering

Charles Doering received his Ph.D. in Physics from the University of Texas at Austin in 1985. Currently, Dr. Doering is a professor at the University of Michigan where he has taught since 1996. He is a highly regarded senior researcher in applied mathematics and mathematical physics spanning the fields of fluid mechanics and turbulence, statistical physics, dynamical systems and stochastic processes. Professor Doering is an excellent instructor with an exemplary service record. In addition to his appointment as professor with tenure in the School of Mathematics, Dr. Doering will also assume the role as Director of the Institute for Mathematics and its Applications (IMA).



BOARD OF REGENTS DOCKET ITEM SUMMARY

Faculty & Staff Affairs

December 11, 2014

Agenda Item: Information Items

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

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

Purpose & Key Points

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

Background Information

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

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

December 11, 2014

Faculty and Staff Affairs Committee Information Report

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

Personnel

No updates this month.

University Highlights

The University of Minnesota, Morris and the Carlson School of Management have each been designated a 2015 Military Friendly® School by Victory Media. The Military Friendly® Schools designation is awarded to the top 15 percent of colleges, universities, and trade schools in the country that are doing the most to embrace military students, and to dedicate resources to ensure their success in the classroom and after graduation.

Following a new gift of \$25 million from the Minnesota Masonic Charities and in recognition of the legacy of support provided by the Masons to the University of Minnesota, the U of M renamed the children's hospital to University of Minnesota Masonic Children's Hospital. The new \$25 million gift will be used to enhance the patient experience for children and families and advance research in areas such as neurobehavioral development, rare and infectious disease, and stem cell therapies. Last year, the hospital cared for children from 80 of Minnesota's 87 counties.

A team from the University of Minnesota Medical School took the top spot on the leaderboard for the 2014 National Bike Challenge in the colleges and universities category. The 33 riders—a combination of medical students and faculty members—logged a total of 19,347 miles biked between May 1 and September 30. The National Bike Challenge is an annual cycling competition that is open to individuals, teams, businesses, and schools across the country.

UMD's Natural Resources Research Institute received a Bronze Excellence in Economic Development Award in the category of Sustainable & Green Development for communities with populations of 200,000–500,000 from the International Economic Development Council. The awards recognize the world's best economic development programs and partnerships, marketing materials, and the year's most influential leaders for their efforts in creating positive change in urban, suburban, and rural communities.

The University of Minnesota Twin Cities was ranked 29th in the inaugural Best Global Universities rankings released October 28 by *U.S. News & World Report*. The U of M ranks

ninth among U.S. public institutions, and third among Big Ten public schools. The 2015 rankings are the publisher's first evaluation of higher education institutions worldwide. They focus specifically on institutions' academic research and reputation overall, not their separate undergraduate or graduate programs.

The University of Minnesota Crookston is listed among "The 30 Best Affordable Online Colleges 2014" by Best Value Schools, an online resource dedicated to helping students find "those schools that can provide the best overall value for [the] educational dollar...and the highest Return on Investment..."

UMD's Swenson Civil Engineering Building received an American Institute of Architects Design Excellence Award in October. The Divine Detail Award was presented to Ross Barney Architects for the design of the Pickle Barrel Scuppers on the building.

Business Insider named the University of Minnesota, Morris and the University of Minnesota Twin Cities among the 104 Smartest Public Colleges in America, the only two Minnesota schools to make the list. They were cited for "brainpower and affordability."

Faculty and Staff Activities and Awards

Abram Anders, finance and management information sciences at UMD, won the 2014 Pearson Award for Innovation in Teaching with Technology from the Association for Business Communication (ABC). ABC is an international, interdisciplinary organization committed to advancing business communication research, education, and practice.

University of Minnesota, Morris American Indian Science and Engineering Society (UMM AISES) received the Outstanding Community Service Award at the 2014 AISES National Conference. UMM AISES advisor Joe Alia, chemistry, was named Advisor of the Year.

William Angell, design, housing and apparel, received the Jack Bartholomew Award for dedication to presenting outstanding radon professional education from the American Association of Radon Scientists and Technologists.

Brian Atwood, Humphrey School, led the United States delegation to a key human rights and democracy conference of the Organization for Security and Cooperation (OSCE) in Warsaw, Poland. OSCE, an organization of 57 states, from Europe, Central Asia, and North America, includes the governments of the United States, Russia, and Ukraine. The U.S. delegation met with human rights activists and international experts from across Europe and Eurasia.

Elizabeth Austin-Minor, chemistry and biochemistry at UMD, was elected as a member-at-large to the Association for the Sciences of Limnology and Oceanography (ASLO) board. ASLO is the leading professional organization for researchers and educators in the field of aquatic science.

Daryl Boeckers, learning technologies media lab, received the 2014 Emma Birkmaier Outstanding World Language Educator Award at the fall conference for the Minnesota Council on the Teaching of Languages and Cultures. The award is given to a teacher credited for a significant impact on the language teaching profession.

The American Mathematical Society has chosen three University of Minnesota mathematics professors as 2015 fellows: Maury Bramson, for contributions to stochastic processes and their applications; Mitchell Luskin, for contributions to numerical analysis and applications to materials science; and Willard Miller, Jr., for contributions to applied mathematics, especially special function theory, and for service to the mathematical community.

Former University president and CEHD dean emeritus Robert Bruininks received the Lifetime Achievement Award from the Association of University Centers on Developmental Disabilities (AUCD). The award is given “... to individuals making a lifetime commitment to serving people with developmental disabilities and their families,” and includes recognition of his work as founding director of the college’s Institute on Community Integration.

Physics professors Priscilla Cushman and Marvin Marshak have been awarded the distinction of fellow by the American Association for the Advancement of Science. Cushman was recognized for her role in the search for dark matter, the precision measurement of the anomalous muon magnetic moment, and the understanding of ultra-low backgrounds. Marshak was recognized for his contributions to underground physics, the measurement of rare phenomena such as proton decay and neutrino oscillations in underground laboratories.

Sharon Danes, family social science, was honored with the Hubler Award for Excellence in Service to Family Businesses for her research, teaching, and consulting on family business disciplines. The award was presented through a partnership between Hubler for Business Families and *Twin Cities Business* magazine.

Donald Dengel, kinesiology, has been inducted as a fellow in the National Academy of Kinesiology, an honorary organization whose members have made significant contributions to the field of kinesiology through scholarship and professional service.

John Fetrow, veterinary population medicine, was honored as the Merck Animal Health Mentor of the Year at the American Association of Bovine Practitioners annual conference. The award honors an individual who has dedicated his or her career to educating, mentoring, and advancing the careers of bovine veterinary medical students.

Jason Ford, UMD philosophy, was elected president of the Minnesota Philosophical Society.

Lorraine Francis, chemical engineering and materials science, received the 2014 John A. Tallmadge Award for Contributions to Coating Technology. This preeminent award for engineers and scientists in the international coating community is given by the International Society of Coating Science and Technology.

Cheri Friedrich, nursing, was named president of the Minnesota Chapter of the National Association of Pediatric Nurse Practitioners.

Allen Goldman, physics, won the 2015 Oliver E. Buckley Condensed Matter Physics Prize from the American Physical Society for his “discoveries and pioneering investigations of the superconductor-insulator transition, a paradigm for quantum phase transitions.”

The following Extension educators and staff members were recognized at the 2014 National Association of Extension 4-H Agents (NEA4-HA) conference: Rebecca Harrington, Excellence in 4-H Volunteerism; Amber Greeley, Mark Haugen, Rebecca Meyer, and Melissa Persing, NEA4-HA Distinguished Service Award; and Marcia Woeste, Meritorious Service Award.

Alok Gupta, information decision sciences, has been named an INFORMS Information Systems Society Distinguished Fellow. This honor is given to those who have made outstanding intellectual contributions to the field through their published research, editorial appointments to relevant journals, and mentorship to doctoral students and young researchers.

Keri Hager, UMD pharmacy, was awarded the 2014 Distinguished Young Pharmacist Award at the Minnesota Pharmacists Association annual meeting. She was recognized for her contributions to patient care, leadership in and out of pharmacy, and her community service.

Doug Jensen, Minnesota Sea Grant, was awarded the first Stop Aquatic Hitchhikers Achievement Award by Wildlife Forever for “.....a lasting mark on invasive species prevention here in Minnesota and far beyond.”

Law professor Heidi Kitrosser’s forthcoming book, *Reclaiming Accountability: Transparency, Executive Power, and the U.S. Constitution*, has been named the recipient of the 2014 IIT Chicago-Kent College of Law/Roy C. Palmer Civil Liberties Prize. The prize honors an exemplary work of scholarship exploring the tension between civil liberties and national security in contemporary American society.

Global Advances in Health and Medicine announced the appointment of Mary Jo Kreitzer, UMN Center for Spirituality & Healing, and Robert Saper, Boston Medical Center, as the journal’s new co-editors-in-chief, forming the first interdisciplinary leadership team for the publication.

Satish Kumar, chemical engineering and materials science, became president of the International Society of Coating Science and Technology. He will hold the position for two years

Robert Lysak, physics, was awarded the Hannes Alfvén Medal by the European Geosciences Union. The medal honors scientists who have achieved exceptional international standing in solar-terrestrial sciences.

Samuel Myers, Jr., Humphrey School, has been named recipient of the Samuel Z. Westerfield, Jr., Award by the National Economic Association (NEA). The award, the NEA’s highest honor, recognizes Myers’ distinguished service, outstanding scholarship, and achievement of high standards of excellence.

Paul Myers, UMM biology, has been named one of “Twitter’s science stars” by John Travis of *Science* magazine. The list includes Twitter’s 100 most followed scientists. Myers is listed at #18 with 156,000 followers.

Jeani O'Brien, history and American Indian studies, has been awarded the American Indian History Lifetime Achievement Award for 2014 by the Western History Association. This honor reflects the work that she has done at the U of M, with the Newberry Consortium in American Indian Studies, and with the Native American and Indigenous Studies Association.

Harry T. Orr, Institute of Translational Neuroscience, is among 70 new members inducted into the Institute of Medicine (IOM). Election to the IOM is considered one of the highest honors in the fields of health and medicine and recognizes individuals who have demonstrated outstanding professional achievement and commitment to service.

Professor emeritus of psychology Gail Peterson received the Lifetime Achievement Award from the Minnesota Northland Association for Behavior Analysis. The association cited Peterson’s work to develop behavioral analysis as a field, his teaching and mentorship of more than 150 practitioners, and research that has benefited families of children with autism.

Jeanne Pfeiffer, nursing, was elected to the International Federation of Infection Control Board, representing the United States, Canada, Japan, Israel, New Zealand and Australia.

Paul Ranelli, UMD pharmacy, has been appointed to the Development Committee of the American Association of Colleges of Pharmacy Public Health SIG for 2014–15.

Eli Sagor, forest resources, received the International Union of Forest Research Organizations Outstanding Doctoral Research, given in recognition of outstanding scientific achievements in doctoral research.

Stephen Schondelmeyer, pharmaceutical care and health systems, received the Harold R. Popp Award from the Minnesota Pharmacists Association. The Popp Award recognizes one pharmacist annually for outstanding services to the profession of pharmacy and is the highest honor bestowed by the association.

Erin Sheets, UMD pharmacy, has been elected to the Council of the Biophysical Society for a three-year term beginning February 2015.

Robert Shumer, organizational leadership, policy, and development was named a Distinguished Scholar by the National Society for Experiential Education (NSEE) because of his leadership in NSEE and his recognized scholarship in the field of experiential education.

Emilie Snell-Rood, ecology, evolution, and behavior, received the Animal Behavior Society’s 2014 Outstanding New Investigator Award, which recognizes an outstanding contribution in animal behavior. The Society cited Snell-Rood’s commitment to education, research and outreach, and noted her work on how animals vary in their ability to learn and adapt to their local environment.

Arkady Vainshtein, physics, won the 2014 Julius Wess Award, presented by the Karlsruhe Institute of Technology Center for Elementary and Astroparticle Physics. The award is granted to elementary particle or astroparticle physicists for outstanding experimental or theoretical scientific achievements which extend our understanding of the fundamental laws of nature.

A team led by professor Jian-Ping Wang, electrical and computer engineering, is one of five Distinguished Award Prize winners in the Nokia Sensing XCHALLENGE, a global competition to develop breakthrough medical sensing technologies that will enable faster diagnoses and easier personal health monitoring. The Golden Gopher Magnetic Biosensing Team developed a handheld device, named “z-Lab,” that can detect a number of infections and health indicators with a single drop of blood or urine. The team includes professors and engineers from the U of M, doctors from the Mayo Clinic and several corporate partners.

David Weissbrodt, Human Rights Center, has been named a 2014 recipient of the Elizabeth Hurlock Beckman Award. The honor recognizes educators who have inspired students to “create an organization which has demonstrably conferred a benefit on the community at large.” In 2010, several of Weissbrodt’s former students established the Global Initiative for Economic, Social, and Cultural Rights, which seeks to end global poverty by addressing its causes, using a mixture of strategic litigation, advocacy for women’s rights, and development of human rights.

Bonnie Westra, nursing, was honored by the American Medical Informatics Association with an outstanding leadership award for her service as the Alliance for Nursing Informatics co-chair, 2009-2014.

Doug Wholey, health policy and management, was recognized by the Minnesota Department of Health for his contributions to the development of health care homes, an approach to primary care in which primary care providers, families and patients work in partnership to improve health outcomes and quality of life for individuals with chronic health care conditions and disabilities.

Jean F. Wyman, nursing, was awarded the John A. Hartford Foundation Award for Leadership in Geriatric Nursing Research at the Midwest Nursing Research Society’s annual conference. The award is bestowed annually to an individual whose research, leadership, and mentorship have had a substantial impact on quality of care for older adults.

Aks Zaheer, strategic management/entrepreneurship, has been elected a fellow of the Strategic Management Society. The purpose of the fellowship is to recognize and honor members who have made significant contributions to the theory and practice of strategic management.

Heather Zierhut, genetics, cell biology, and development, received the National Society of Genetic Counselors (NSGC) 2014 Outstanding Volunteer Award. The annual award recognizes members who have made exceptional contributions through volunteerism to NSGC and go above and beyond what is expected of them.