Faculty & Staff Affairs

June 11, 2015

7:45 a.m. - 9:45 a.m.

East Committee Room, McNamara Alumni Center

FSA - JUN 2015

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Faculty & Staff Affairs   **June 11, 2015**

Agenda Item: Human Resource Needs: Office of Information Technology

☐ **Review**   ☐ **Review + Action**   ☐ **Action**   ☒ **Discussion**

☐ *This is a report required by Board policy.*

Presenters: Scott Studham, Vice President and Chief Information Officer, Office of Information
                  Technology
                  Diane Wollner, Director, Office of Information Technology Business Office

Purpose & Key Points

This is the fifth in a series of reviews of the varied and complex human resources needs across the
University of Minnesota. Prior reviews focused on HR needs in research, University Services, the
Academic Health System, and the College of Liberal Arts. 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.

The presentation will focus on how IT leadership is addressing a variety of HR challenges, and the
progress to date. Key HR challenges in the Office of Information Technology (OIT) include:

1. Recruiting and attracting talent in an extremely competitive market.
2. Hiring the right, high-caliber talent.
3. Offering competitive compensation packages.
4. Involuntary departures.
5. Onboarding timeframes.
6. Attrition vs. longevity.
7. Requirements based on experience rather than competency.
8. IT function changes continuously.
9. Balancing day-to-day operations with strategic priorities.
10. Building a diverse workforce.

Background Information

OIT includes more than 1,200 technologists and others across the University system who work to
provide academic and administrative technology services and support to nearly 100,000 students,
faculty and staff.

The OIT Vice President and Chief Information Officer has direct supervisory responsibility for one-third of the University's IT staff ("central IT"). The remaining two-thirds are considered "non-central" and report to their unit executive. A breakdown of IT staff looks like this:

- Employees in IT job classification: 1,212
  - P&A: 541 (45%)
  - Civil Service: 601 (49%)
  - Labor Represented: 70 (6%)

- Central IT employees: 385
  - P&A: 145 (37%)
  - Civil Service: 226 (59%)
  - Labor Represented: 14 (4%)

Human Resource Challenges in IT
Faculty & Staff Affairs

Scott Studham
Vice President
Chief Information Officer

Diane Wollner
Director, Business Office
Office of Information Technology

June 11, 2015

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Today's Agenda

- What are key industry trends?
- How are these trends affecting the IT@UMN community?
- What are our specific HR/talent management challenges?
- What is our strategy?
- Are we making progress?

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Key Industry Trends

- Tight labor market
- Values vs. rules
- Productivity measured by results
- Anytime, anywhere availability

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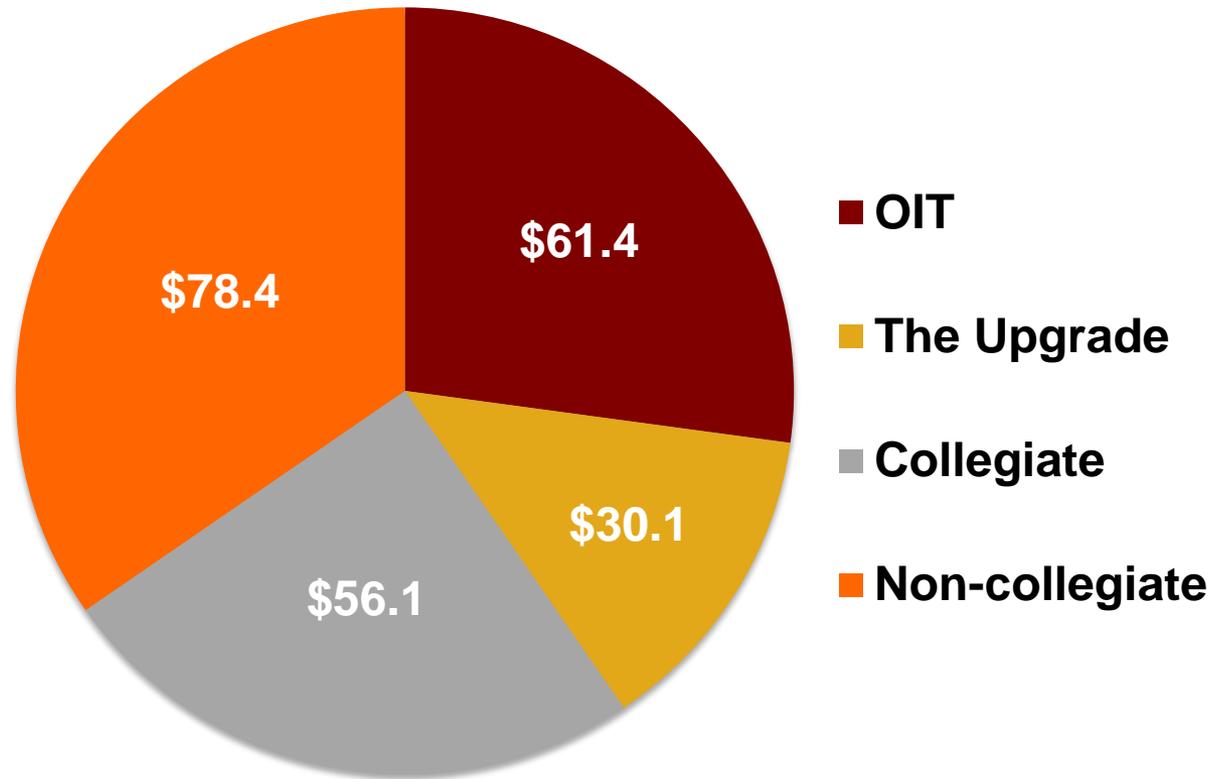
IT@UMN Staffing Trends
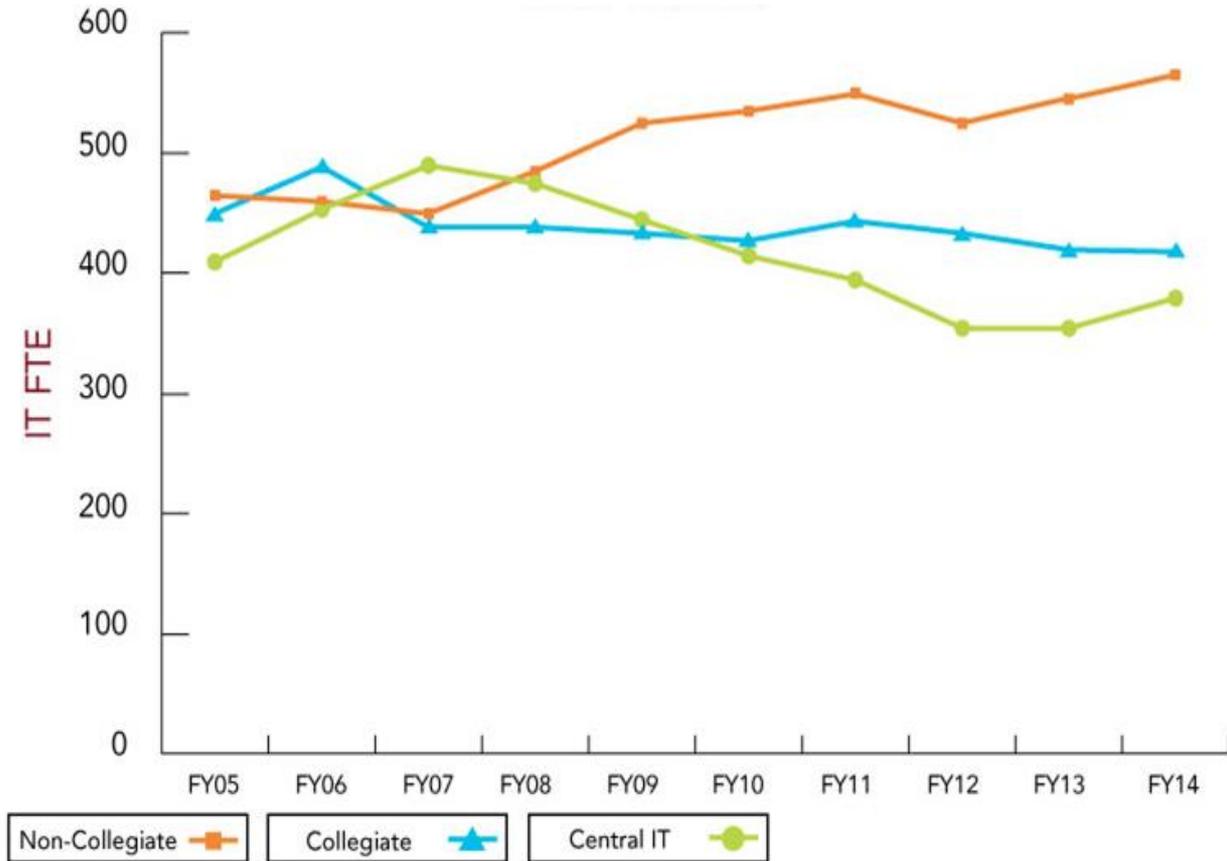
Human Resources: Challenges

- Recruiting and attracting talent in extremely competitive market
- Hiring the right, high-caliber talent
- Offering competitive compensation packages (salary vs. total comp)
- Involuntary departures
- Onboarding timeframes

Human Resources: Challenges

- Attrition vs. longevity (as value)
- Requirements based on experience rather than competency
- IT function changes continuously
  - Reinvent ourselves every 18 months
- Balancing day-to-day operations with strategic priorities
- Building a diverse workforce

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Employee Engagement:
We began at "The Bottom of the Heap"

Bottom of the Heap

2010

Of 51 units at the University...

Overall Satisfaction
#46

Work Satisfaction
#48

Unit Leadership Satisfaction
#49

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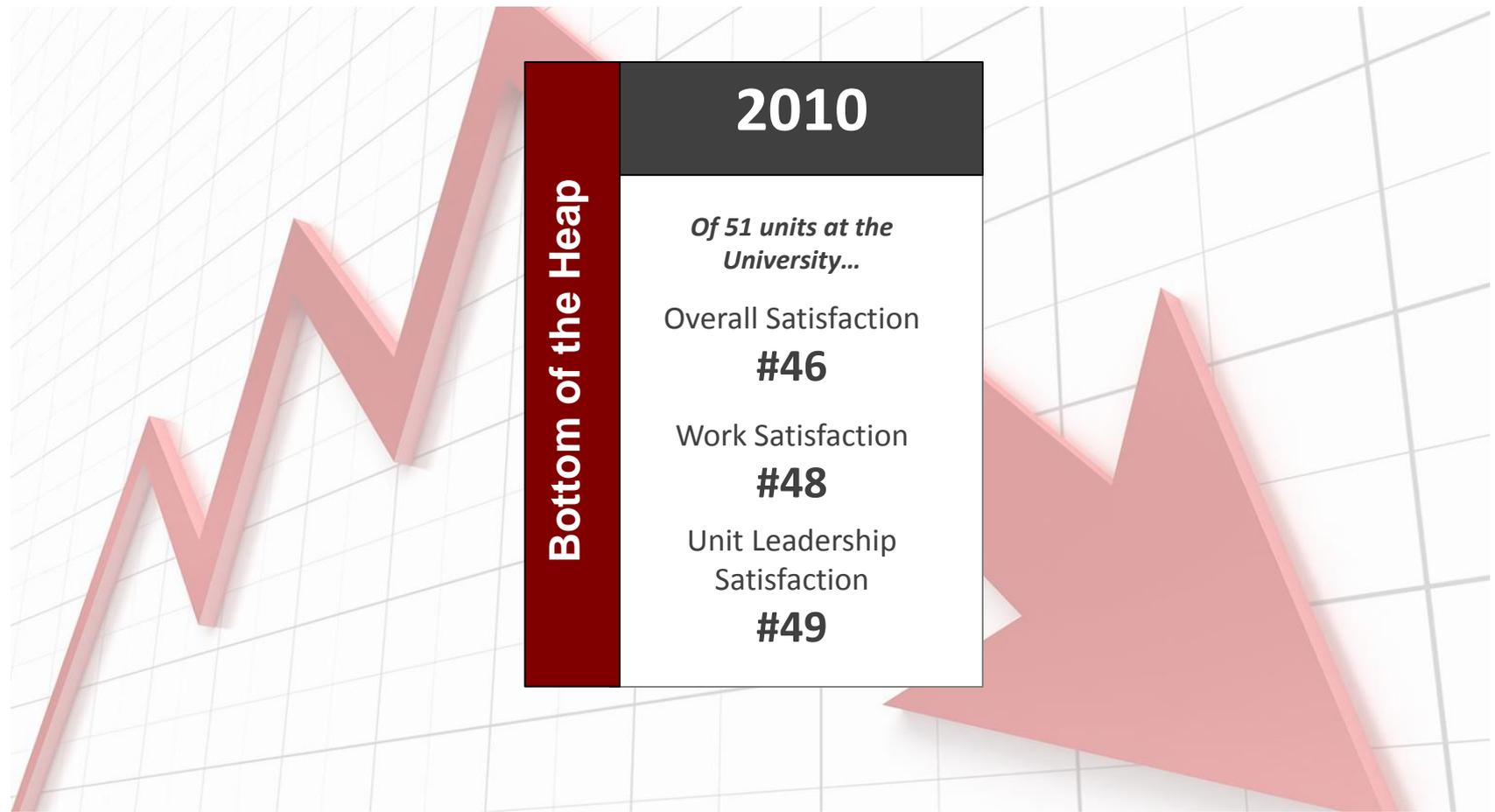
Human Resources: Strategies

1

Recruit and Develop

Focus on talent needed to support the institution's key strategic and operational priorities

2

Engage and Innovate

Focus on engaging leaders and staff in culture and values; foster accountability and innovation

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Building our IT Leadership Pipeline

Emerging Leadership Program

- Up-and-coming future leaders and managers of IT@UMN
- Typically first-line managers or team leads
- Skills: Personal awareness and management
- First cohort: 2014

IT Leadership Program

- IT leaders at UMN
- Typically line managers or Service Directors responsible for millions
- Skills: Leadership/ Management
- First cohort: 2011

Advanced Leadership Program

- 20-30 senior IT leaders
- Typically graduates of IT leadership program
- Skills: Strategy and Leading Change
- First cohort: 2015

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Merit Pay and Meaningful Calibration Process

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FY14 Performance Rating Distribution

0x	0x	1x	2x	4x
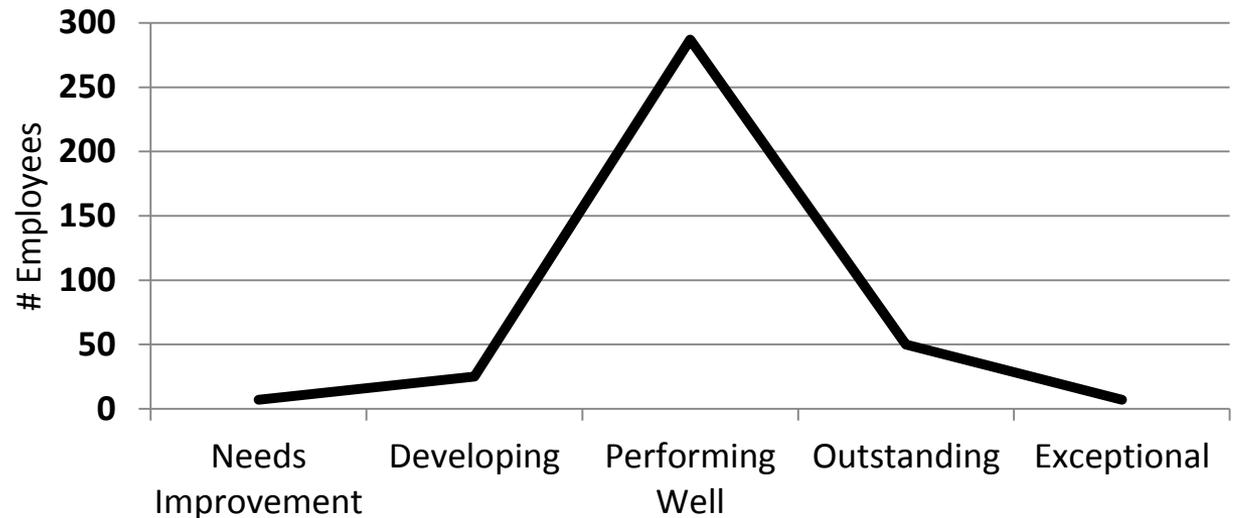
Merit-based Compensation Increases

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Making Improvements to Rewards and Recognition

- Foundation for building culture
- Encouraged at every level
- Simplified processes
- Highlighted and reinforced through various communications

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Recognized for Operational Excellence

InformationWeek Elite 100 2015

◆ Nation's most innovative business technology users

◆ Core IT operations: deployment, budgeting, infrastructure, strategy

◆ UMN honored to represent higher-ed sector
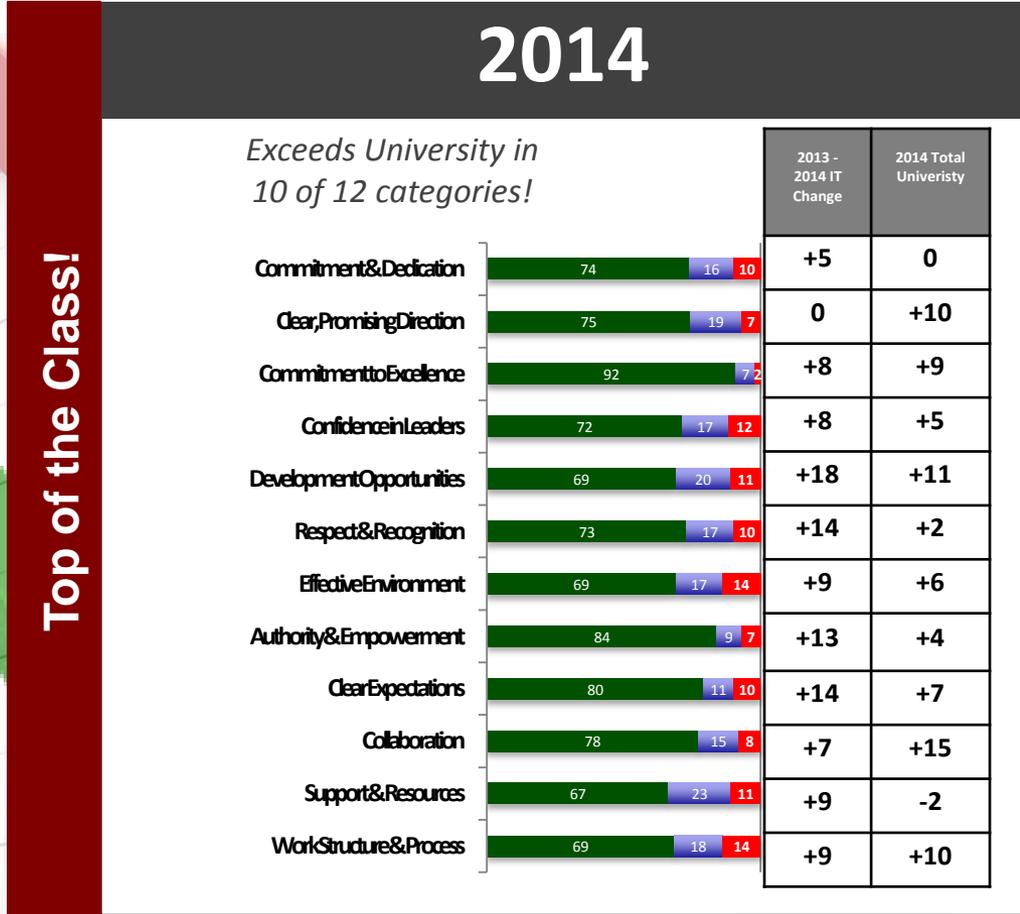
◆ The country's largest consumers, users of information technology

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Employee Engagement:
Journey to "The Top of the Class"

Top of the Class!

2014

Exceeds University in 10 of 12 categories!

			2013 - 2014 IT Change	2014 Total Univeristy
Commitment & Dedication	74	16 · 10	+5	0
Clear, Promising Direction	75	19 · 7	0	+10
Commitment to Excellence	92	7 · 2	+8	+9
Confidence in Leaders	72	17 · 12	+8	+5
Development Opportunities	69	20 · 11	+18	+11
Respect & Recognition	73	17 · 10	+14	+2
Effective Environment	69	17 · 14	+9	+6
Authority & Empowerment	84	9 · 7	+13	+4
Clear Expectations	80	11 · 10	+14	+7
Collaboration	78	15 · 8	+7	+15
Support & Resources	67	23 · 11	+9	-2
Work Structure & Process	69	18 · 14	+9	+10

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Human Resources in IT: Key Takeaways

- The IT workforce is unique
- We are faced with a number of industry, University challenges
- Our strategy is focused on:
  - Recruiting and developing
  - Engaging and innovating
- We are making real progress

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BOARD OF REGENTS
DOCKET ITEM SUMMARY

Faculty & Staff Affairs   **June 11, 2015**

Agenda Item: Annual UPlan Health Insurance Update

☐ **Review**   ☐ **Review + Action**   ☐ **Action**   X **Discussion**

☒ *This is a report required by Board policy.*

Presenters: Kathryn F. Brown, Vice President, Office of Human Resources
Kenneth Horstman, Director of Employee Benefits

Purpose & Key Points

The UPlan is the University's self-insured health benefits plan provided to eligible University of Minnesota employees. The UPlan includes medical, dental and pharmacy coverage, as well as a robust Wellness Program. Board of Regents Policy: *Employee Health Benefits* requires an ongoing review of the effectiveness of the University's health benefit programs, and an annual report to the Board of Regents on performance against the principles that govern the provision of health benefits.

The presentation will provide the required annual performance report, and will cover the following key points:

- UPlan governance and administration.
- UPlan history.
- Health care trends.
- UPlan performance.
- 2016 premium rates.
- The Affordable Care Act update.
- Wellness program overview.
- Promoting total wellbeing in the workplace.

Annual UPlan Health Insurance Update

Board of Regents
Faculty and Staff Affairs Committee

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

Kenneth Horstman, Director of Employee Benefits

June 11, 2015

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

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EMPLOYEE HEALTH BENEFITS

Adopted: December 8, 2006

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BOARD OF REGENTS POLICY

Page 1 of 2

EMPLOYEE HEALTH BENEFITS

SECTION III. GUIDING PRINCIPLES.

The following principles shall guide the University's provision of health benefits.

(a) The University, in partnership with its employees, seeks to encourage a healthy and productive workforce.

(b) The University is committed to providing employees, retirees, and their families a health plan that offers choice and high quality, comprehensive, and cost-effective care.

(c) The University is committed to offering a health plan that is competitive with peer institutions as to its structure, coverage, and cost to employees.

(d) The University encourages the use of programs provided through its health plan to improve the health and wellness of plan participants, with emphasis on programs that over time control health care costs for the University and its employees.

(e) The University is committed to the consultation of covered employee groups in the design, implementation, and evaluation of the health plan.

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What We Will Cover Today

- UPlan Governance and Administration
- UPlan History
- Health Care Trends
- UPlan Performance
- Pharmacy Performance
- UPlan 2016 Premium Rates
- The Affordable Care Act Update
- Wellness Program Overview
- Promoting Total Wellbeing in the Workplace
- Takeaways
- Discussion

5

UPlan Governance and Administration

- Administrative Working Group (AWG)
  - Makes recommendations to the President
- Benefits Advisory Committee (BAC)
  - Consultative to all employee groups
- Administered by OHR

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UPlan History

- **Prior to 2002:** Most employee benefits (except academic retirement) were obtained through the State Employees Group Insurance Program.

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

- **2003:** Dental and remaining benefits were first purchased and managed independently from State Employees Group Insurance Program.

- **2006:** Pharmacy benefits were 'carved out' to better manage our pharmacy spend and trend.

- **Jan. 2006-present:** Wellness Program carved out and expanded to include vendor and University partner programs.

UPlan History

- **2009:** New Medication Therapy Management Program implemented for all UPlan members.

- **2011:** Specialty Pharmacy Program added to assist members and the University in managing specialty medications.

- **2012:** Medica became the single Medical Plan administrator, and HealthPartners providers were included as in-network providers.

- **2014:** The ACO Plan offered as a lower-cost, restricted network option. Deductible introduced on non-copay items and copays increased to reduce excise tax liability under ACA.

- **2015:** Rate tiers merged; same-sex domestic partner coverage ended; Insights by Medica plan eliminated.

UPlan is Well Managed

- 95 cents out of every dollar goes to care. This is well above the large employer-insured plans' standard of 85 cents required by ACA.

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Aggregate National Healthcare Trend
(UPlan continues to be at or below the national trend in health care costs)
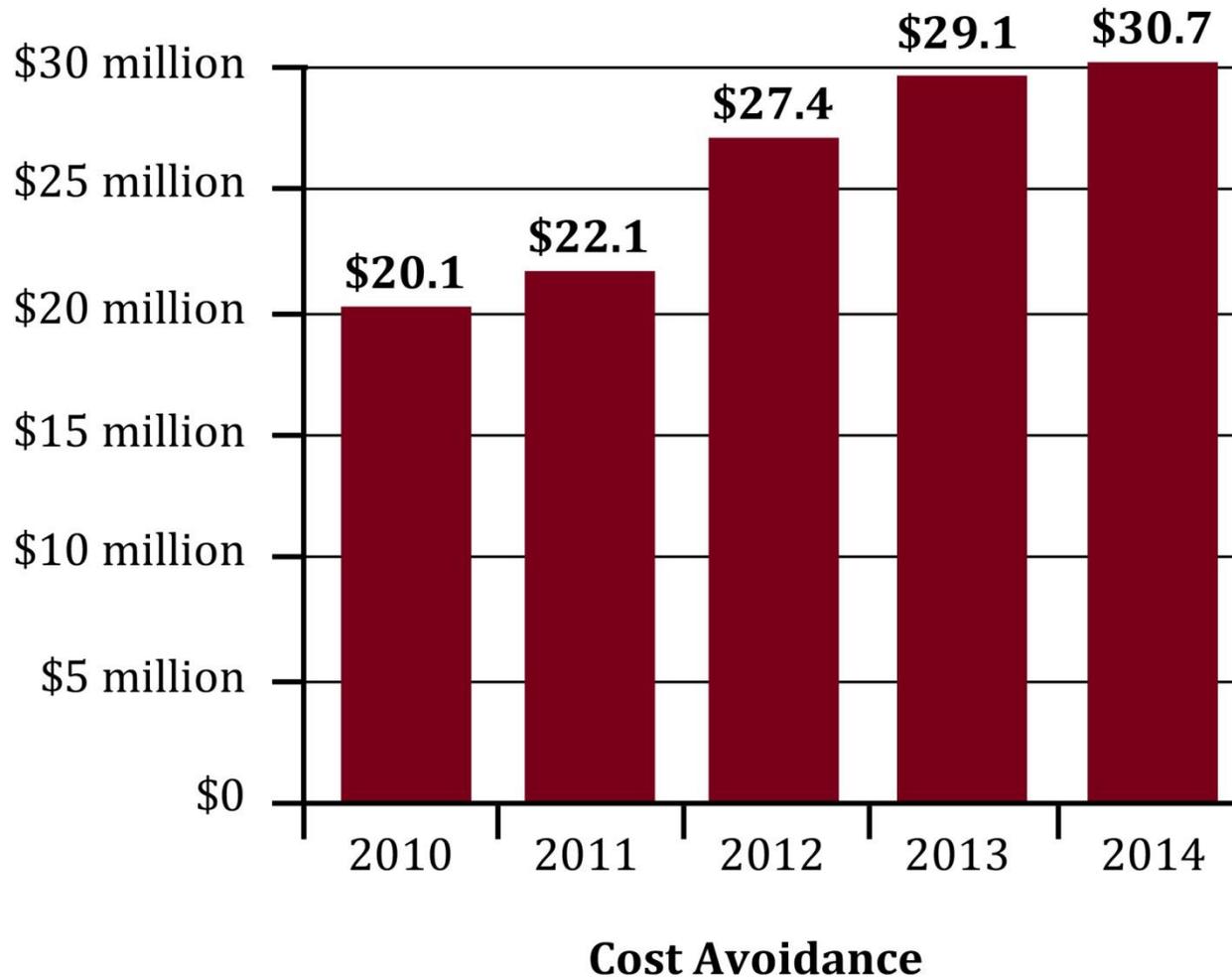

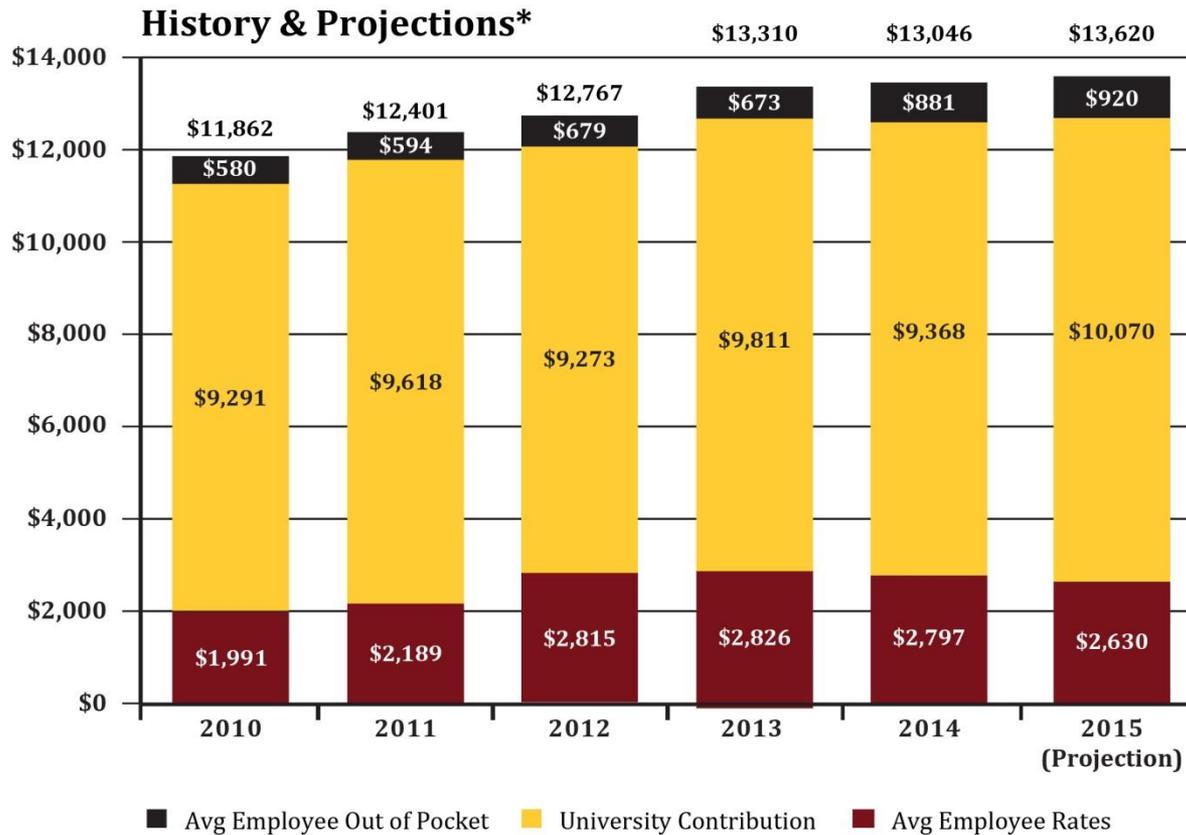Aggregate Health Care Trend 2008-2015
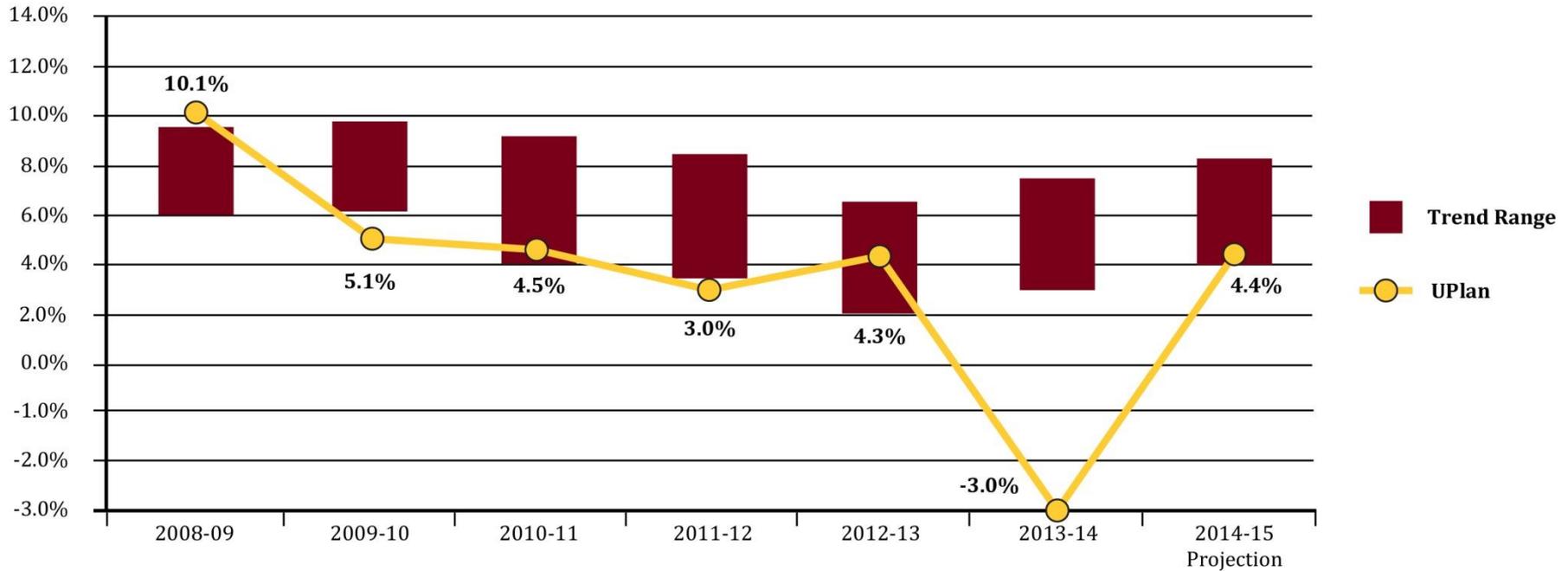
How the UPlan Manages Costs

- UPlan is self-insured.
- Negotiates with vendors for cost savings.
- Introduced restricted network plan options.
  - Care system networks as base plan
  - Accountable Care Organizations
- Manages pharmacy costs through increased generic utilization.
- Established performance guarantees with vendors.
- Promotes wellness participation.
  - Healthy actions and choices result in lower employee premium.

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Good Management Avoids Costs

Cost Avoidance

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UPlan Yearly Health Care Cost Per Employee
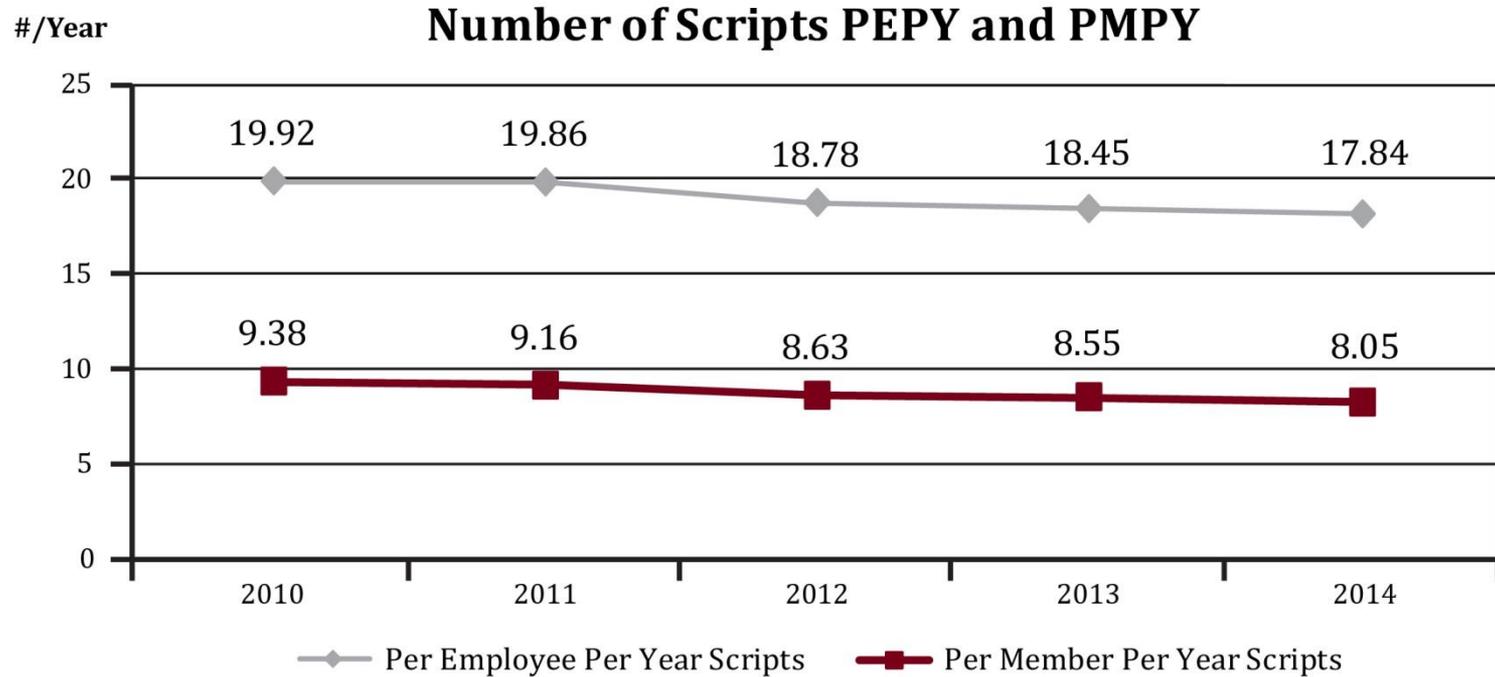

History & Projections*

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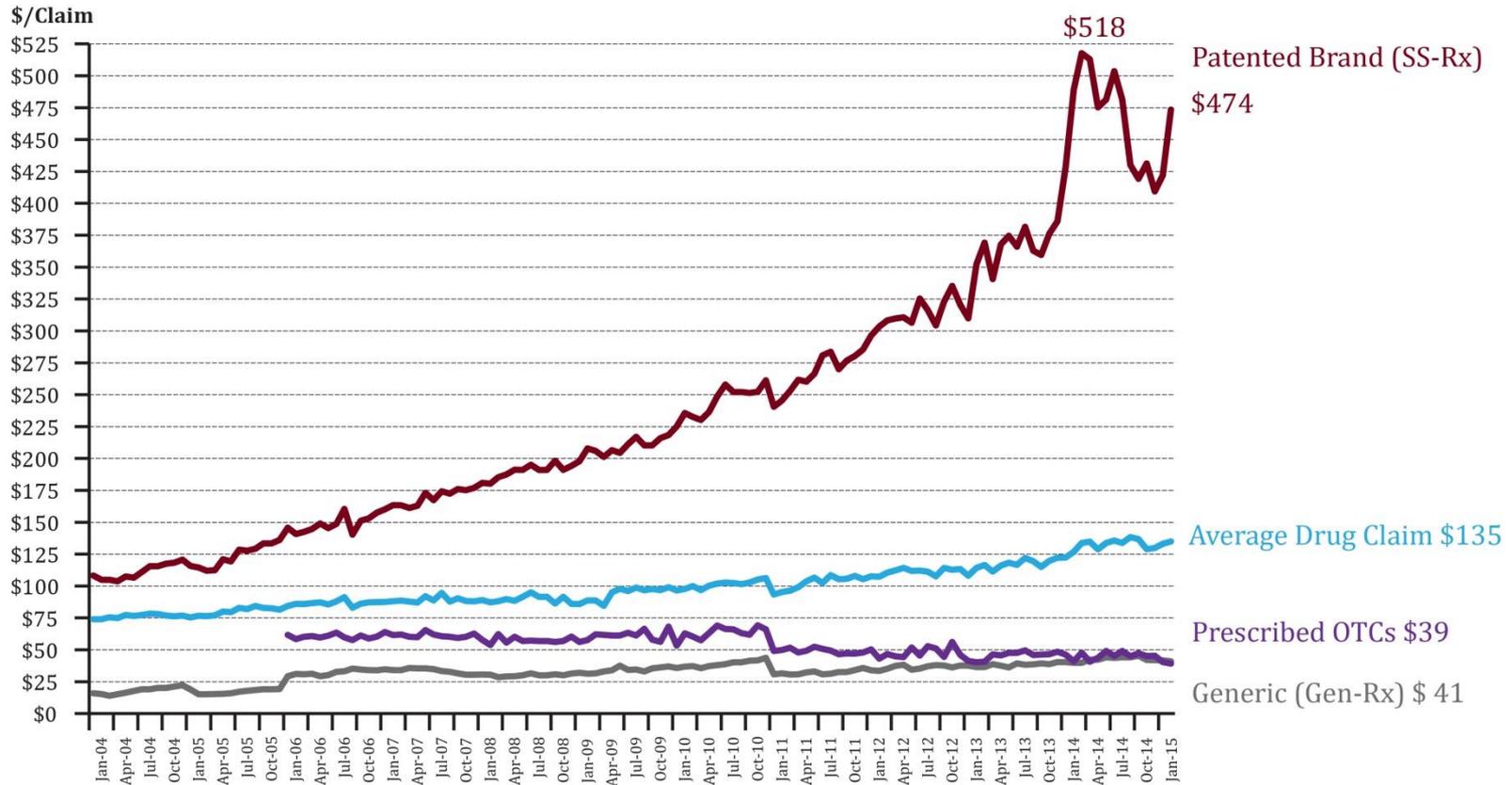
Managing Pharmacy Costs

- Pharmacy program carved out from Medical Plan Administrator.
- Generic use currently at 83%, which is above Prime book of business.
- College of Pharmacy consulted when making program decisions.
  - UPlan Clinical Committee
- Specialty program carved out for better management.
  - Fairview Specialty Pharmacy
- Medication Therapy Management pharmacist network developed in collaboration with the College of Pharmacy.
- Significant communication sent to members encouraging appropriate medication use.

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Number of Prescriptions Declining

Number of Scripts PEPY and PMPY

#/Year

Per Employee Per Year Scripts: 2010: 19.92, 2011: 19.86, 2012: 18.78, 2013: 18.45, 2014: 17.84

Per Member Per Year Scripts: 2010: 9.38, 2011: 9.16, 2012: 8.63, 2013: 8.55, 2014: 8.05

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UPlan Average Prescription Cost
2004-2015 (Feb.)

Based on data from Univ. of Minnesota self-insured drug benefit (UPlan) 2004 to 2013 & compiled by PRIME Institute, University of Minnesota.

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2016 Medical Premium Rates

- We have been able to keep costs below the national trend.

- There will be no medical plan premium increase in 2016 and no plan changes.*

- The low income subsidy program will continue in 2015-2016.

* Rates subject to negotiation with our labor-represented employees.

The Affordable Care Act Update

- UPlan tax exposure estimated at $48 million over a five-year period (2018-2022).

- Changes made in plan design in 2014 and 2015 reduced the excise tax exposure.

- On target to avoid the excise tax in 2018 for high value health plans.

- Flat premiums in 2016 will continue to reduce our excise tax exposure.

Wellness Program Overview

- Program is well-received by employees.
  - Currently the premium reduction is $400/$600.
- Programs include exercise, weight management, chronic disease management, and stress reduction.
- Studies show that once employees engage and participate, the positive impact is long-lasting.
- StayWell website improvements based on user feedback, including single sign-in to StayWell Online.

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Promoting Total Wellbeing in the Workplace

- Health Risk Assessment
  - 12,264 participants
- Biometric Screening
  - 8,461 participants
- On Campus Flu Shots
  - 9,421 participants
- Employee Assistance Program
  - Sand Creek EAP doubled the number of counseling sessions in its second year.
- Financial Counseling
  - LSS Financial Counseling provided workshops and counseling in the last year for more than 700 employees.
  - Average debt reduction after counseling is $4,161.

Employers with Wellness Programs Generally Reduce Health Risks

Health risks have decreased at the U by 16.9%*

U of M
- 0-2 Risks
- 3-5 Risks
- 6+ Risks

Staywell's Book of Business
- 0-2 Risks
- 3-5 Risks
- 6+ Risks
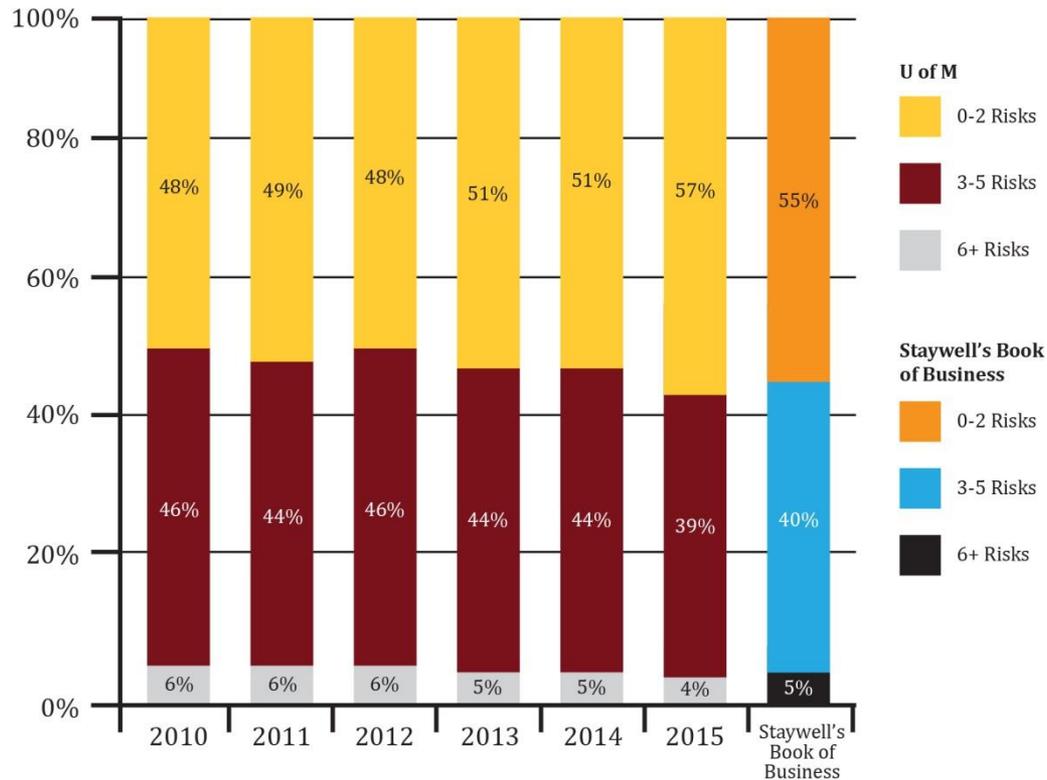
* The average number of risks among 9,917 repeat participants has decreased 16.9% between the participant's first wellness assessment (2006-2014) and the 2015 wellness assessment

Source: Health Risks Continue to Decline, StayWell, April 27, 2015

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Future Efforts to Continue to Manage the Upward Cost Trend of Healthcare

- Encourage employee health and wellbeing.
- Foster better health care decisions by employees, through greater transparency on cost and quality.
- Continue to control cost and improve service through ongoing vendor management.
- Continue to manage significant UPlan health and cost drivers.
  - Monitor market release of specialty drugs and possible UPlan usage.
  - Address chronic conditions.

Takeaways

- UPlan is a well-managed plan with costs below medical trend.

- Our Wellness Program is delivering value and mitigates our cost trend.

- Future trends in healthcare and pharmacy will require continued vigilance.

Discussion

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Faculty & Staff Affairs   **June 11, 2015**

Agenda Item: Recruiting Field-Shaping Faculty

| | Review | | Review + Action | | Action | X | Discussion |

☐ *This is a report required by Board policy.*

Presenters: Karen Hanson, Senior Vice President for Academic Affairs and Provost
Kathryn F. Brown, Vice President for Human Resources
Allen S. Levine, Vice Provost for Faculty and Academic Affairs

Purpose & Key Points

Throughout this year, the Faculty & Staff Affairs Committee has heard a series of presentations that have highlighted the broad and varied human resources needs across the University. This presentation focuses on the unique aspect of recruiting and retaining field-shaping faculty.

The purpose of this item is to present to the Board the opportunities and challenges in recruiting and retaining field-shaping faculty, which is one of the four related goals of the Twin Cities strategic plan and a primary focus across all five campuses. The presenters will focus on the challenges of recruiting and retaining field-shaping faculty at the top of their fields, tools to better understand faculty job satisfaction, and opportunities and actions related to implementation of the strategic plan and the foundational role of field-shaping faculty.

The Landscape of Higher Education

Institutions of higher education are challenged by multiple external and internal forces, and the higher education landscape is shifting. The forces and influences that challenge and shape the University include the:
- Interests and demands of students – not just for a degree, but for a career and a purpose.
- Needs of communities in the public and private sectors.
- Changing grant making priorities among philanthropic organizations and federal agencies.
- Internationalization of higher education.
- Technologies that enhance faculty collaborations across the globe and create new opportunities for teaching and learning.
- Decreased state funding and a shift toward viewing public higher education as a private rather than a public good.
- Range of institutional options – from publics to privates, from large research universities to small, elite colleges – that creates fierce competition for the best faculty and students.

The University is responding to these interrelated and complex forces through a variety of efforts. Key to meeting these challenges is the ability to recruit and retain field-shaping faculty. Faculty members are the foundation of the University; they are the wellspring of the innovative ideas that shape the academic future of the institution. Through retention of creative researchers and teachers and recruitment of faculty in new and established areas of scholarship, the University enhances its strengths as a world-class research university and offers exceptional education to students.

Challenges and Strategies in Recruiting and Retaining Faculty

[The strategic plan for the Twin Cities campus](#) is a framework for reinvigorating the University's academic excellence at a time of great challenge and change in higher education and society. An essential component of the plan is the recruitment and retention of field-shaping researchers and teachers – those individuals best positioned to inspire the next generation and to help solve the grand challenges of a diverse and changing world.

A key challenge to recruitment and retention is the highly competitive market for the outstanding tenured and tenure-track faculty essential to the educational experience and world-class research. The candidate pool for the elite among the elite is small. Many institutions, particularly the private colleges and universities, have sizable flexible funds to attract and reward top-quality faculty.

Competitive compensation and benefits packages are essential, but must be combined with other commitments in order to attract excellent faculty and to sustain the environment that enables faculty to work at the peak of their capacity. Working across academic and administrative units and structures, the University is developing and implementing specific strategies in key areas of faculty recruitment and retention, including:
- Reallocating budget resources across the University to support strategic hiring and retention.
- Improving the diversity of faculty hires in order to help spark innovative research and creative activity and to provide our students with the knowledge and perspectives needed for life, work, and citizenship in the globalized 21st century. Strategies include cluster hiring (the hiring of multiple faculty into one or more departments based on shared, interdisciplinary research strengths), pipeline programs, and faculty of color bridge fund opportunities.
- Developing an aggressive approach to partner and spousal hires.
- Reinvigorating the faculty campus interview process at departmental, college, and campus levels.

The University needs to:
- Build pipelines to recruit a strong and diverse faculty
- Develop faculty talent across the course of the entire career.
- Support field-shaping work with an infrastructure and culture of high expectations.
- Reduce barriers to interdisciplinary partnerships.

The aim is to create a transformational culture of innovation in which there is flexibility as well as responsibility and accountability.

Tools are also being used that provide data on faculty job satisfaction and career development. These include the University's employee engagement survey and the national Collaborative on Academic Careers in Higher Education (COACHE) survey. Data from the COACHE and University surveys highlight areas of strength and areas for improvement. That information, combined with

actions based on the strategic plan's 15 multicomponent recommendations for attracting and retaining field-shaping faculty, should enable the University to enhance the quality and impact of its faculty and the educational experience they provide for students.

Recruiting and Retaining Field-Shaping Researchers and Teachers

Faculty and Staff Affairs Committee
Board of Regents

June 11, 2015

Karen Hanson
Senior Vice President for Academic Affairs and Provost

Kathryn Brown
Vice President for Human Resources

Allen Levine
Vice Provost for Faculty and Academic Affairs

Timothy Kehoe
Professor of Economics; Co-lead of Strategic Planning Workgroup: Field-Shaping Researchers and Teachers

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Overview

- Why is it critical to attract and nurture the very best faculty?

- How satisfied are faculty with working at the University compared to faculty at peer institutions?

- What are new initiatives emanating from the strategic plan?

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Why does recruitment and retention matter?

Faculty at top research institutions have a particular set of attributes:

- Stellar researchers
- Dedicated teachers
- Publicly engaged
- Boundary crossing
- Self-governing
- Diverse

How do we compare to our peers?

- Harvard University Collaborative on Academic Careers in Higher Education (COACHE)

- 81 participating institutions (2013-2014 survey year)

- Peer Institutions (2013-2014 survey year)
  - Purdue University
  - University of Arizona
  - University of California, Davis
  - University of North Carolina, Chapel Hill
  - University of Virginia

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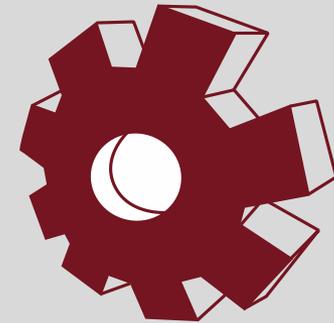Driven to Discover™

We Compare Favorably to Our Peer Institutions

Peers:
- Purdue University
- University of Arizona
- University of California, Davis
- University of North Carolina, Chapel Hill
- University of Virginia

Peers: 64%

71%

OF FACULTY SAID THEY WERE SATISFIED WITH UNIVERSITY OF MINNESOTA AS A PLACE OF WORK

66%

If I had to do it all over, I would again choose to work at this institution

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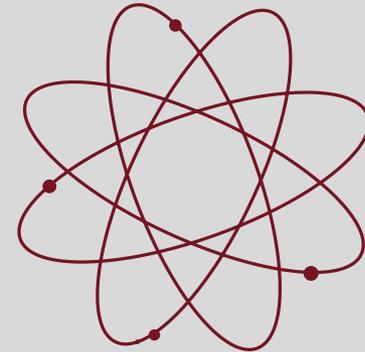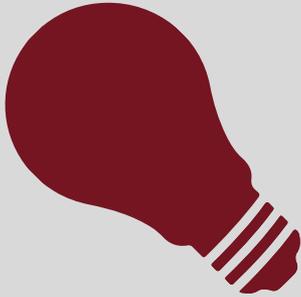
90%

OF FACULTY SAID THEY WERE SATISFIED WITH THE INFLUENCE THEY HAVE OVER THE FOCUS OF THEIR RESEARCH AND SCHOLARLY WORK

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I AM SATISFIED WITH MY DEPARTMENT AS A PLACE TO WORK

69%
Agree

Peers: 70%

ON THE WHOLE, MY DEPARTMENT IS COLLEGIAL

73%
Agree

Peers: 76%

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DEPARTMENT CULTURE

% POSITIVE

54% COLLEAGUES HELP WITH WORK/LIFE BALANCE — Peers: **51%**

76% MEETINGS OCCUR AT TIMES THAT ARE COMPATIBLE WITH MY PERSONAL/FAMILY NEEDS — Peers: **75%**

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FACILITIES AND WORK RESOURCES

48% 42%
LAB/STUDIO SPACE

Peers

56% 52%
EQUIPMENT

57% 58%
COMPUTING AND IT SUPPORT

48% 48%
CLERICAL AND
ADMINISTRATIVE SUPPORT

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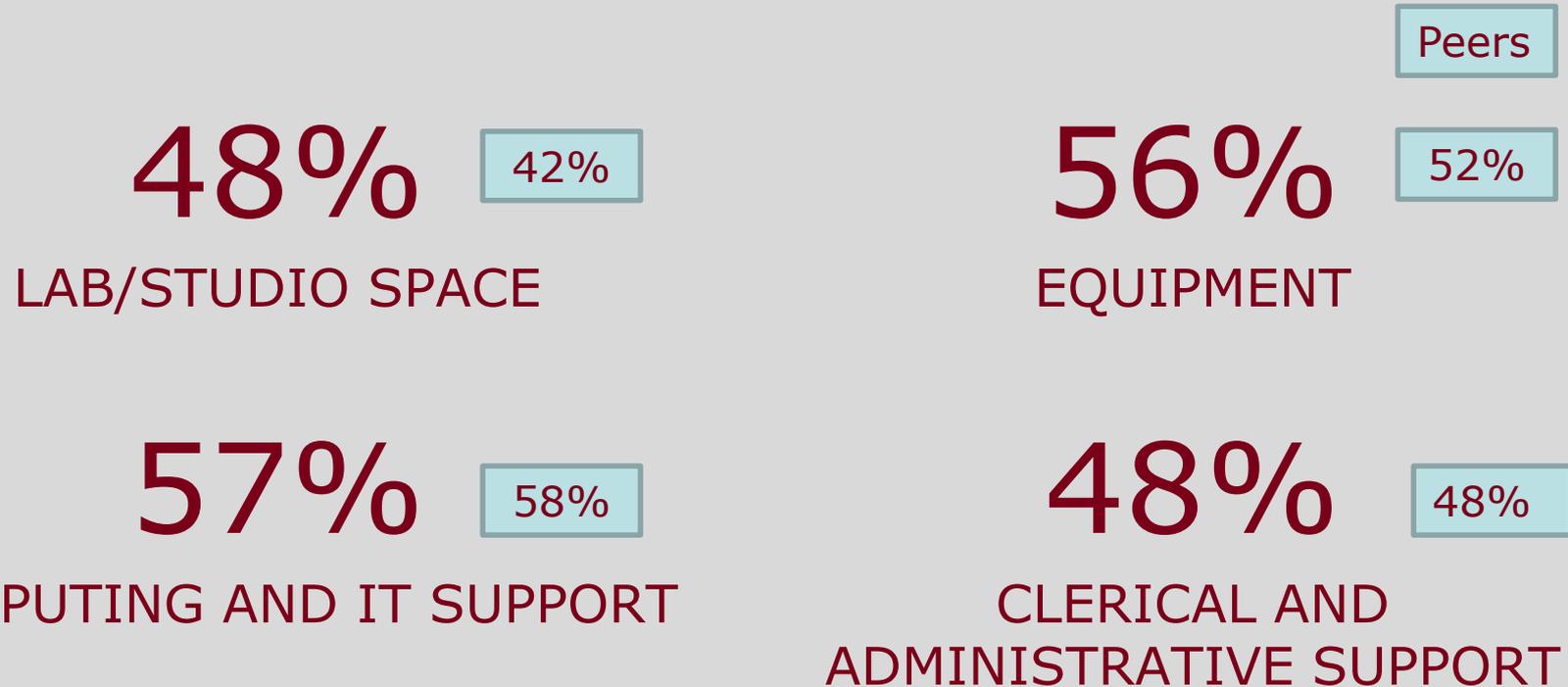
DEPARTMENTAL COLLEGIALITY

% POSITIVE

58% HOW WELL YOU FIT
Peers: **62%**

67% COLLEGUES PITCH IN WHEN NEEDED
Peers: **66%**

73% DEPARTMENT IS COLLEGIAL
Peers: **76%**

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Driven to Discover™
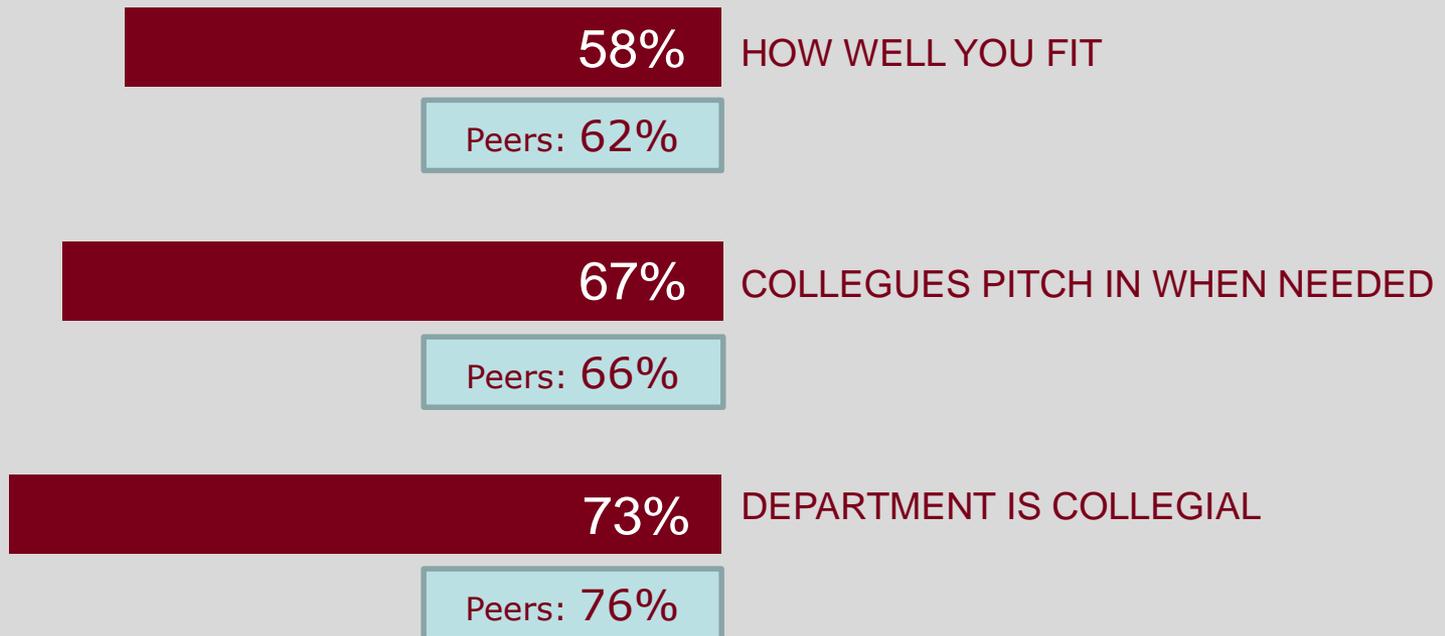
Attract and Keep Diverse Faculty

- Non-recurring bridging funds

- The *IDEA* faculty diversity program supports and fosters ties among faculty

- Training program for search committees

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Dual Career Hires

- Non-recurring bridging funds for dual career hires

- Relocation Assistance Program and Upper Midwest Higher Education Recruitment Consortium (HERC)

- Develop effective recruitment material

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Driven to Discover™

Reward and Recognize Field Shapers

- Internal and external awards

- Analyze successful trajectories

- Use annual review process to identify field shapers early and provide rewards

- Ensure that all faculty meet expectations

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Strategic Hiring

- Use compact process to address faculty recruitment and retention

- Encourage interdisciplinary cluster hires

- Focus on special opportunities such as endowed chairs

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Improve Hiring and Data Collection

- Annual college reports about key recruitment and retention issues

- Exit interviews for faculty

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BOARD OF REGENTS
DOCKET ITEM SUMMARY

Faculty & Staff Affairs   **June 11, 2015**

Agenda Item: Collective Bargaining Agreement between the Regents of the University of
                   Minnesota and the Graphic Communications International Union Local 1-B

| | Review | **x** | **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 contract provides the terms and conditions of employment between the date of signing and
November 1, 2017. A summary of this contract, the members covered and the associated financial
impact is attached.

President's Recommendation

The President recommends adoption of the Resolution.

GRAPHIC COMMUNICATIONS INTERNATIONAL UNION LOCAL 1-B

This unit is composed of Journeyperson Production Workers. The total number of employees in this unit is 6.

ECONOMIC SETTLEMENT

2.11% in Fiscal Year 2015. Same percentage as compensation plan for non-represented employees in Fiscal Years 2016 and 2017.

BASE ANNUAL PAYROLL	$277,605
Recurring Cost 2015	$ 5,851

NON-ECONOMIC HIGHLIGHTS

Inclusion of MLK holiday to be consistent with other employee groups.

REGENTS OF THE UNIVERSITY OF MINNESOTA

**RESOLUTION RELATED TO
THE PROPOSED LABOR AGREEMENT WITH
GRAPHIC COMMUNICATIONS INTERNATIONAL UNION LOCAL 1-B**

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

WHEREAS, the Graphic Communications International Union Local 1-B has ratified acceptance of the agreement; and

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

NOW, THEREFORE, BE IT RESOLVED that on the recommendation of the President, the Board of Regents approves this labor agreement as outlined in the docket for June 11, 2015.

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Faculty & Staff Affairs   **June 11, 2015**

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 the appointment of senior leaders, and the appointment of certain trustees and board members. This report includes:

• Conferral of Tenure for five outside hires, and one internal 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 June, 2015 Board of Regents meeting – Twin Cities campus
Recommended by Senior Vice President for Academic Affairs and Provost Karen Hanson

Jodi Byrd   **Associate Professor with tenure**
                                 Department of American Indian Studies
                                 College of Liberal Arts

Jodi Byrd received her Ph.D. in English Literature from the University of Iowa in 2002. Currently, she is an associate professor of American Indian Studies and English at the University of Illinois at Urbana-Champaign where she has taught since 2006. Dr. Byrd specializes in theoretical approaches to indigenous studies and governance, indigenous and postcolonial literatures, cultural studies, and videogaming theory and design. Her book *The Transit of Empire: Indigenous Critiques of Colonialism* won the 2012 Wordcraft Circle Award for Academic Work of the Year, and the 2013 Best First Book of the Year Award from the Native American Indigenous Studies Association. As a whole, Dr. Byrd's scholarly, teaching, and service contributions are described as "many and impressive."

Robin Codding   **Associate Professor with tenure**
                                 Department of Educational Psychology
                                 College of Education and Human Development

Robin Codding received her Ph.D. in School Psychology from Syracuse University in 2003. Dr. Codding is currently an associate professor in the Counseling and School Psychology Program at the University of Massachusetts-Boston where she has worked since 2006. Her scholarly interests include math intervention and/or assessment research and consultation and intervention implementation. Dr. Codding has an impressive publication record of research in high-impact journals with very high citation counts. External reviewers recognize her as a true up-and-coming star of the school psychology field with outstanding work in teaching, research, and service.

Clayton Cook   **Associate Professor with tenure**
                                 Department of Educational Psychology
                                 College of Education and Human Development

Clayton Cook received his Ph.D. in School Psychology from the University of California Riverside in 2008. Currently he is in his fifth year as an assistant professor in the School Psychology program at the University of Washington. Dr. Cook describes himself as a scientist-practitioner who is dedicated to advancing school-based mental health services for all students with the aim of reducing the prevalence of social, emotional and behavioral problems. External evaluators noted Dr. Cook's record of studies with rigorous methodology, excellent productivity in grant sponsored activity, and publication of research in high-impact journals. He has an outstanding teaching and service record and is a well-published and funded researcher.

Vicente Diaz   **Associate Professor with tenure**
                                    Department of American Indian Studies
                                    College of Liberal Arts

Vicente Diaz received his Ph.D. from the Board of Studies in the History of Consciousness at the University of California at Santa Cruz in 1992. He was an associate professor at the University of Michigan at Ann Arbor for eleven years and currently is an associate professor of American Indian Studies and Anthropology at the University of Illinois at Urbana-Champaign. Dr. Diaz specializes in comparative native cultural and historic studies; Pacific historiography and cultural critique; indigenous postcoloniality, religious expression, and nationhood; Pacific masculinities and sports; and new media and ancient (seafaring) technologies and knowledges. He brings with him innovative methodologies in research and teaching, and promises to enhance, enrich, and deepen indigenous studies at the University of Minnesota.

Robert Warrior   **Professor with tenure**
                                    Department of American Indian Studies
                                    College of Liberal Arts

Robert Warrior received his Ph.D. in 1992 from Union Theological Seminary. Dr. Warrior has been Director of American Indian Studies at the University of Illinois at Urbana-Champaign since 2008, where he is also Professor of American Indian Studies, English and History. Over the course of his six books, he has worked within literary criticism, intellectual history, critical theory, documentary history, and native and indigenous studies. External evaluators speak highly of Dr. Warrior's scholarly research, consistently offering high praise for the international impact his work is having in the fields of Native American studies, American studies, and indigenous studies. Additionally, Dr. Warrior is a seasoned teacher with an impressive service record.

Tenured Internal Hire

Gerald Raymond   **Professor with tenure**
                                    Department of Neurology
                                    Medical School

Gerald Raymond received his doctorate in medicine from the University of Connecticut in 1984. Dr. Raymond taught at Johns Hopkins University from 1993-2012 and is currently a professor on the tenure-track in the Department of Neurology in the Medical School at the University of Minnesota Twin Cities. Professor Raymond has an admirable record of scholarship and has obtained considerable funding as principal investigator. He has maintained a strong presence of scholarly, teaching, and community involvement while upholding an active clinical presence. External reviewers speak highly of his teaching abilities as well as his expertise in the field of pediatric neurology.

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Faculty & Staff Affairs   **June 11, 2015**

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

1. 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.
2. The annual Senior Leader Compensation Report.

Background Information

This report appears as a regular item on the committee's agenda.

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

June 11, 2015

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
None.

University Highlights
The University of Minnesota, Morris Office of Sustainability (OOS) and Center for Small Towns (CST) are winners in the Community Action Category of the 2015 Environmental Initiative Award. OOS and CST, along with Jefferson Center and Institute for Agriculture and Trade Policy, the city of Morris, the Morris Area High School Future Farmers of America, and Federated Church, were recognized for a project called *Morris Engaged: Planning and Action for Climate Resilience*. The project was developed to expand involvement in community-based efforts to address local climate and extreme weather impacts in the Morris area. Environmental Initiative is a nonprofit that builds partnerships to address Minnesota's environmental problems.

The University of Minnesota, Morris is among the nine colleges and universities to receive the first-ever U.S. Department of Education Green Ribbon Schools Postsecondary Sustainability Award.

The University of Minnesota has been named one the nation's most innovative users of information technology by *Information Week*, a leading technology industry publication. The Elite 100 list recognizes innovation in core IT operations, including technology deployment, budgeting, infrastructure and strategy. The University was the only full public university system on the list. Among the strategies leading to this recognition were the introduction of a comprehensive governance process to align IT priorities and business practices; the creation of a capital planning process to ensure alignment of technology spending with strategic priorities; the alignment of more than 70 end-user help desks; the creation of an information security program that serves as a model for higher education; and the Enterprise Systems Upgrade Program.

For the fourth consecutive year, the *Princeton Review* has included the University of Minnesota, Morris in its *Guide to 353 Green Colleges*. The guide profiles colleges with exceptional commitments to sustainability.

The Pre-Med Scholars program, based in CBS Student Services, received a regional Innovation Award from the National Academic Advising Association. The award honors advisors, faculty or administrators who use unique and creative means to enact excellence in advising.

According to *Bloomberg News* research, the University of Minnesota's endowment tied with Grinnell College as the nation's best-performing. The U of M's endowment recorded a return on investment of 20.4 percent for the one-year period ending June 30. Bloomberg noted the U of M and Grinnell beat out Ivy League schools traditionally considered savvy endowment-fund managers, including Yale and Princeton.

Faculty and Staff Activities and Awards
Doug Arnold, mathematics, has been selected for the J. Tinsley Oden Medal of the U.S. Association of Computational Mechanics "for seminal contributions as a research mathematician and educator specializing in computational mathematics, interdisciplinary research, numerical analysis, finite element methods, partial differential equations, mechanics, the interplay between these fields, and finite element exterior calculus."

Three University of Minnesota professors have been elected members of the American Academy of Arts and Sciences, one of the nation's most prestigious honorary societies. They are:
- Dante Cicchetti, Institute of Child Development, one of the world's leading researchers in developmental and clinical psychology who has long studied the effects of child maltreatment.
- Allen Isaacman, history, a preeminent Africanist. He is co-founder of the Interdisciplinary Center for the Study of Global Change, an innovative interdisciplinary program in international studies.
- Donald G. Truhlar, chemistry, considered among the top physical chemists in the world. His work includes developing the use of accurate quantum dynamics calculations to explore the quantum mechanics of reactive dynamics and transition states.

Law School professor Jessica Clarke's article, "Inferring Desire," was selected by the Williams Institute and UCLA School of Law to receive the Dukeminier Award and Ezekiel Webber prize. The Dukeminier Awards recognize each year's best sexual orientation and gender identity law review articles.

Max Donath, mechanical engineering, was awarded the 2014 Kathy Swanson Outstanding Service Award for his contributions in transportation safety research. The award, bestowed by the safety program Minnesota Toward Zero Deaths, recognizes an individual who has shown exceptional leadership in efforts to improve traffic safety in Minnesota, build partnerships, and mentor others in the field.

CBS academic advisor Kristin Economos recently received the Outstanding New Advisor award from the National Academic Advising Association. The award honors advisors who have worked

in the field three years or less and demonstrate excellence. She is one of 14 advisors nationwide to receive the award this year.

Mary Feller, UMC financial aid and scholarships, recently completed a year of service as the chair of the Corporate Support/Development Committee for the Minnesota Association of Financial Aid Administrators.

Bin He, biomedical engineering, received the Academic Career Achievement Award from the IEEE Engineering in Medicine and Biology Society for outstanding contributions and achievement in the field of biomedical engineering.

The University's Urban Research and Outreach-Engagement Center has been named the Robert J. Jones Urban Research and Outreach-Engagement Center in honor of former University Senior Vice President Robert J. Jones. Minneapolis Mayor Betsy Hodges declared May 20 *Robert J. Jones Day in Minneapolis* to honor Jones' work in bringing transparency, accountability and trust to relations between the University and the Minneapolis community. An internationally recognized professor of agronomy and plant genetics, Jones spent more than 15 years in key administrative leadership positions at the University and is nationally recognized for his work to advance university-communication engagement.

Jane Kirtley, journalism and mass communication, was a juror in the Commentary category for the 2015 Pulitzer Prizes. This year's award went to Lisa Falkenberg of the *Houston Chronicle*.

Herbert Kritzer, law, has been awarded the Law and Society Association's (LSA) Ronald Pipkin Service Award for sustained and extraordinary service to LSA for more than 35 years. Kritzer was recognized for serving on the Board of Trustees, and as Editor of the *Law & Society Review*, and for promoting LSA's work, recruiting new members and mentoring his students.

Gordon Legge, psychology, has been awarded the 2015 Helen Keller Prize for Vision Research. The award is jointly presented by the Helen Keller Foundation for Research and Education and BrightFocus Foundation. Legge was recognized for his seminal contributions to understanding vision and reading, especially the consequences of low vision.

Lawrence Que, Jr., chemistry, will receive the Japan Society of Coordination Chemistry (JSCC) International Award. The award is annually presented to a JSCC member for remarkable and pioneering research. Coordination chemistry is the science concerned with the interactions of organic and inorganic ligands (atoms, ions, and molecules) with metal centers.

Carol Shield, civil, environmental, and geo-engineering, received the Delmar L. Bloem Distinguished Service Award from the American Concrete Institute for her work as chair of the Fiber Reinforced Polymer Reinforcement Committee.

Joan Tronto, political science, is the recipient of the 2015 Laurence and Lynne Brown Democracy Medal, awarded by the Pennsylvania State University McCourtney Institute for Democracy. The award celebrates exceptional innovations that advance the design and practice of caring democracy.

Senior Leader Compensation Report for the 2014-15 Board of Regents Year

Following is the Senior Leader Compensation Report for the 2014-15 Board of Regents' year. This report was last presented in December 2013, as part of the 2013-14 Board of Regents' year, and pursuant to the work plan for the Faculty & Staff Affairs Committee of the Board approved for that year. This report was originally scheduled on the Committee's work plan for February 2015, but was postponed due to a scheduling complication for that meeting.

Board of Regents Policy: *Employee Compensation and Recognition* calls for an annual report to the Board of Regents on compensation provided to senior leaders. For this purpose, the University's senior leaders are those individuals who the Board reserves the right to appoint and approve individual negotiated terms of employment according to Board of Regents Policy: *Reservation and Delegation of Authority.* These positions are:

1. Senior Vice President for Academic Affairs and Provost
2. Senior Vice President for Academic Administration of University System (this title is not currently in use.)
3. Vice President for Health Sciences and Medical School Dean
4. Chancellor, UM-Crookston
5. Chancellor, UM-Duluth
6. Chancellor, UM-Morris
7. Chancellor, UM-Rochester
8. Vice President and Chief Financial Officer
9. Vice President and Chief Information Officer
10. Vice President for Human Resources
11. Vice President for Research
12. Vice President for University Services
13. General Counsel
14. Associate Vice President for Internal Audit
15. Chief of Staff
16. Director, Intercollegiate Athletics, Twin Cities Campus
17. Dean, College of Biological Sciences
18. Dean, College of Continuing Education
19. Dean, College of Design
20. Dean, College of Education and Human Development
21. Dean, College of Food, Agriculture, and Natural Resources Sciences
22. Dean, College of Liberal Arts
23. Dean, College of Science and Engineering
24. Dean, Carlson School of Management
25. Dean, Hubert H. Humphrey School of Public Affairs
26. Dean, Law School
27. Dean, University Extension
28. Dean, University Librarian
29. Dean, School of Dentistry
30. Dean, School of Nursing
31. Dean, School of Pharmacy
32. Dean, School of Public Health
33. Dean, School of Veterinary Medicine

34. Dean and Vice Provost for Undergraduate Education
35. Dean and Vice Provost, Graduate Education
36. Dean and Vice Provost for Student Affairs
37. Dean and Associate Vice President, International Programs/Global Alliance Strategy
38. Dean, Swenson College of Science and Engineering, UM-Duluth
39. Dean, College of Liberal Arts, UM-Duluth
40. Dean, School of Fine Arts, UM-Duluth
41. Dean, College of Education and Human Service Professions, UM-Duluth
42. Dean, Labovitz School of Business and Economics, UM-Duluth
43. Dean, Vice Chancellor for Academic Affairs and Dean, UM-Morris

These 43 positions are presented individually to the Board for approval at time of hire. The approval process is included as part of the consent agenda in the Board's Faculty & Staff Affairs Committee, and the individual hires are presented and discussed. In that process, the following information is presented:

- The specifics of the compensation package offered;
- The position description and scope of responsibilities; and
- The terms and conditions contained in the employment contract.

Board policy further requires provision of an annual report on the compensation provided to senior leaders. The most frequently voiced question around senior leader salaries is how does the University compare to other comparable institutions. Benchmarking the compensation for senior leader positions is challenging for a number of reasons, including the following:

- It is difficult to match positions in scope and responsibility.
- It is difficult to identify University comparison peer institutions across all positions.
- Not all peer institutions share this information readily, or define compensation elements in a similar fashion.
- There are limited sources for comparisons, each presenting some challenge:
  - *Chronicle of Higher Education*—report, no analysis
  - CUPA—not comparable institutions
  - Commission of an independent study by group or position at significant cost.

Each of the above challenges was present when the December 2013 Senior Leader Compensation Report was provided, and noted during the presentation. Given that, and following conversations with several peer institutions where many shared an interest in this kind of analysis, the University of Minnesota, together with Penn State, the University of Michigan, and the University of Pittsburgh, commissioned a study with Sibson Consulting for an Executive Comp Base Salary study. The study was conducted in 2013 and it covered 52 administrative and academic executive positions from 41 leading public and private institutions. Data was gathered using a custom survey and IRS Form 990 filings.

The Sibson study data has been used for this report. Focusing on base salary and retirement as the most common elements of total compensation across institutions, the data was aged by 2.5% to bring it forward for a comparison for 2014. It was also necessary to narrow the Sibson

list of institutions studied to 20 public and private peer universities where there is a closer match between positions and scope of responsibility. However, it is important to note that even with that, there are only 22 positions (compared to our total of 43 senior leader positions) with a comparable and relevant match. Nonetheless, the data does demonstrate how the compensation (defined for this purpose as base salary and retirement) for these positions compares with their peers at 20 public and private universities with similar positions. Following is the table of data.

Comparable Positions Where Relevant Match Existed
Total Remuneration 2014 Base Salary and Retirement

Selected Position Match	UMN Remuneration	Percentile	Percentile Range From 10-90th
President of Institution	$659,050	<10th	$676,690-$1,020,286
Head of Finance & Business	$304,620	<10th	$329,638-$826,306
Head of Legal Affairs/General Counsel	$297,625	<10th	$351,798-$729,956
Head of Student Affairs	$219,527	<10th	$273,553-$405,773
Dean, Architecture	$204,308	<10th	$213,056-$342,593
Dean, Biological and Physical Sciences	$257,654	<10th	$258,005-$436,050
Dean, Engineering	$348,260	<10th	$368,036-$525,633
Dean, Graduate Education	$241,023	<10th	$256,766-$415,740
Dean, Nursing	$320,654	<10th	$335,995-$475,476
Dean, Pharmacy	$274,531	<10th	$325,134-$353,881
Head of Academic Affairs	$450,927	<25th	$434,797-$606,993
Head of Development/Advancement	$376,000	<25th	$310,906-$972,992
Chief of Staff	$238,844	<25th	$217,873-$377,716
Head of Human Resources	$266,511	<25th	$241,277-$485,569
Head of Library/Libraries	$261,348	<25th	$232,755-$363,229
Dean, Education	$276,166	<25th	$273,511-$358,592
Athletics Director	$503,000	<50th	$476,765-$1,443,676
Head of Information Technology/Chief Information Officer	$285,822	<50th	$245,145-$351,411
Head of Research	$342,725	<50th	$308,645-$433,184
Dean, Liberal Arts	$286,000	<50th	$231,637-$399,668
Dean, Business	$551,530	<75th	$375,698-$701,530
Dean, Law	$450,530	<75th	$359,305-$521,158

The structure of salaries and the amount of each salary generally does not vary significantly year-to-year. The University works to ensure that the total compensation strategy for the senior leader group is competitive, market-driven, performance-based, equitable and transparent. Ongoing analysis and benchmarking have challenges as discussed earlier. We anticipate bringing a full presentation on senior leader compensation to the Faculty & Staff Committee in fall 2015.