



Special Committee on University Workforce

February 2025

February 13, 2025

1:30 p.m.

West Committee Room, McNamara Alumni Center

SCUW - FEB 2025

1. Engaging Faculty and Staff to Advance the University's Mission

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BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Workforce

February 13, 2025

AGENDA ITEM: Engaging Faculty and Staff to Advance the University’s Mission

Review Review + Action Action Discussion

This is a report required by Board policy.

PRESENTERS: Andrew Alleyne, Dean, College of Science & Engineering, Twin Cities campus
Brandon Sullivan, Senior Director of Talent Strategy, Office of Human Resources

PURPOSE & KEY POINTS

The purpose of this item is to provide an overview of employee engagement at the University, how this important work advances the mission, and an example of how the College of Science & Engineering on the Twin Cities campus applies employee engagement efforts to build a deep and broad bench of leaders across the college.

Overview

Employee engagement is the extent to which individuals devote time, energy, and effort at work. The highest levels of engagement result from facing meaningful challenges while also having the support, resources, and confidence needed to address those challenges. At the University, employee engagement is a level of employee energy and motivation supported or hindered by the work environment. When discussing employee engagement, the University considers two key metrics:

- Commitment and Dedication – commitment, motivation, and pride for the work and organization
- Effectiveness of the Work Environment – conditions that allow individuals to be effective in their jobs and remove barriers to productivity

The University takes a unique approach—measuring both key metrics allows units to identify the opportunities where they can have the largest positive impact on engagement. This is important to understand when benchmarking against other organizations because most organizations measure only commitment and dedication. Employees can thrive and continue to perform their best in a work environment that supports their efforts, and when University leaders have data on how best to address environmental factors.

Outcomes

Employee engagement is linked to a range of important outcomes for the well-being and productivity of employees and the organization's reputation. Engaged employees remain focused, energetic, mentally resilient, committed and involved, and recommend their workplace to others. This leads to increased recruitment and retention, increased job performance, and going above and beyond for the good of colleagues and the organization. Enhancing employee engagement helps achieve and sustain a higher level of productivity and increases retention of talented faculty and staff by fostering better working relationships, collaboration, and resilience.

Key Drivers

There are several key drivers that can help create a higher level of engagement:

- *Clear and Promising Direction.* Is there an understanding and personal connection to the organization's strategy and goals?
- *Commitment to Excellence.* Is there support and encouragement for excellence in their work and that of the organization?
- *Confidence in Leaders.* Are communications open enough so that they build trust and confidence in leaders?
- *Development Opportunities.* Do individuals have support for their professional and career development?
- *Respect and Recognition.* Are interactions respectful with contributions recognized consistently?
- *Authority and Empowerment.* Do employees have the autonomy to accomplish work and are they empowered to make decisions?
- *Clear Expectations and Feedback.* Are the skills, training, information, and resources available to do the job well?
- *Collaboration.* Are roles and responsibilities clear with performance expectations and regular feedback on how well the expectations of the role are being met?
- *Support and Resources.* Is there cooperation and sharing of ideas within and across the organization?
- *Work, Structure, and Process.* How is the work distributed? Is it in line with goals and priorities?

Employee Engagement Cycle

Every other October, the University sends an employee engagement survey to all faculty and staff across the University system, and the results are shared with leadership in January. Employee engagement is an ongoing process that consists of three stages:

- Input – getting feedback through regular check-ins, meetings, or the University employee engagement survey
- Discussion – discussing informal feedback, employee engagement survey data, and clarifying and prioritizing the issues
- Action – acting on feedback and updating progress

More detailed information about the latest Employee Engagement survey (2023) is included in the docket materials.

BACKGROUND INFORMATION

The Board previously reviewed this topic at the following meetings:

- September 2022: *Overview of the 2021 Employee Engagement Survey*, Finance & Operations Committee



2023 Employee Engagement Survey Executive Summary

When

Administered **Oct 16-Nov 3, 2023**

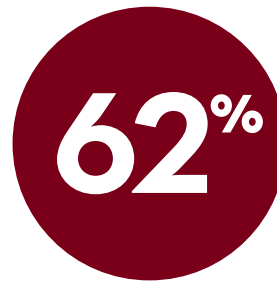
What

36 multiple choice questions, **2** comment questions



Faculty

2,932 faculty employee voices out of **4,753**

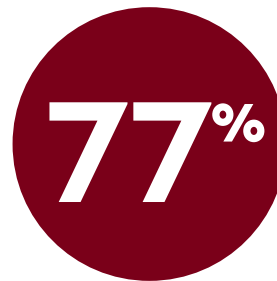


response rate



Staff

12,171 staff employee voices out of **15,708**



response rate



overall 2023 response rate
(inclusive of both faculty and staff systemwide)

Summary of Findings:

The 2023 Employee Engagement Survey includes key data for leaders, managers, and supervisors to understand the experience of faculty and staff since the 2021 survey. This summary highlights important insights.

Faculty points of pride:

- The percentage of engaged faculty increased by 7 points to 48%
- 91% of faculty say their job provides them with the opportunity to do challenging and interesting work
- Learning and development opportunities increased since 2021 and are above high-performing benchmarks*

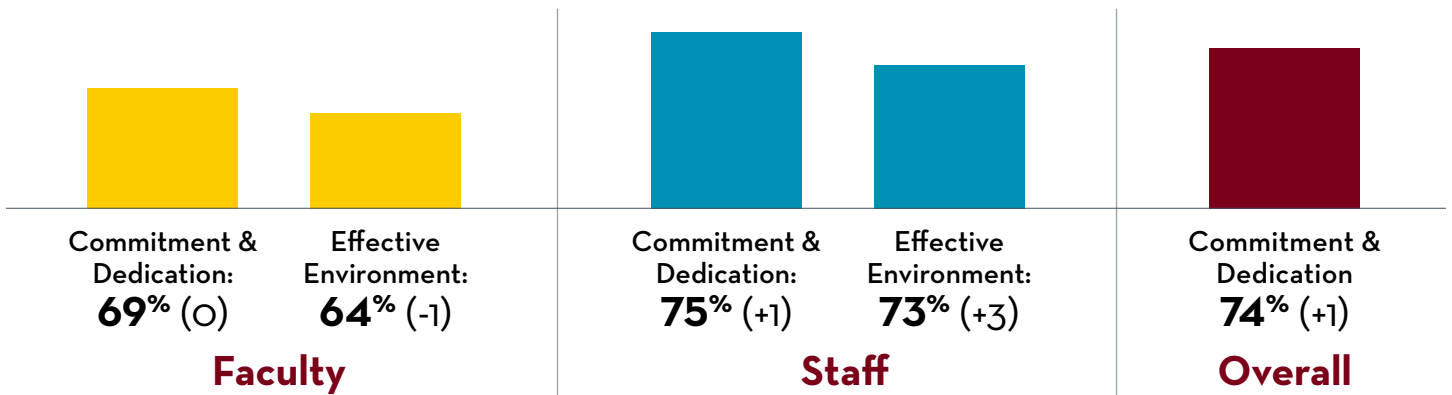
Staff points of pride:

- The percentage of engaged staff increased by 8 points to 59%
- 85% of staff are proud to work at the University of Minnesota
- 32 of the 36 items showed an improvement since 2021

*Korn Ferry High Performing Organization Benchmark

Key Metrics:

(+ or - indicates change since the 2021 survey)



10 Years of Employee Engagement



Effective environment for staff has increased by 10 points since 2013 and has remained between 64-66% favorable for faculty over 10 years

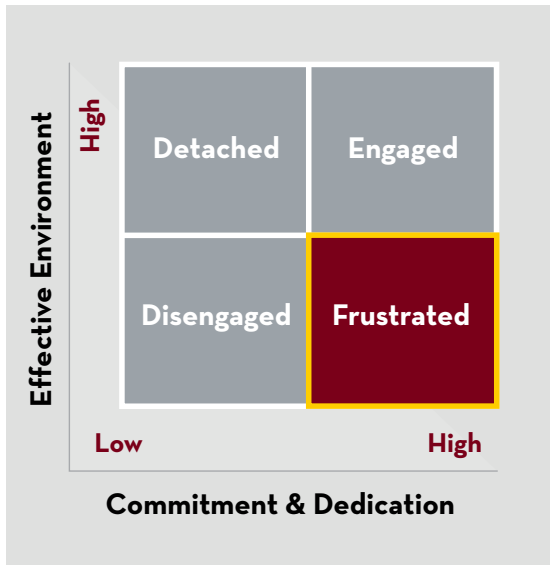


The number of engaged staff is at an all-time high



The number of frustrated employees is at an all-time low

Addressing the Frustrated Employees



Frustrated indicates that employees have a high level of commitment and dedication, but do not have an effective environment. While the number of frustrated employees is at an all-time low for faculty and staff, the University still has a higher percentage of frustrated employees compared to other types of organizations. Addressing the issues that frustrated employees face is one of the most effective ways to boost engagement. Why? Because frustrated faculty and staff are often very talented and hard-working, but will do one of three things if the sources of frustration are not addressed:

- Find innovative ways around environmental barriers and become engaged;
- Get tired of challenging environmental barriers and look for other opportunities; or
- Lower their expectations and become disengaged.

Although the specific issues vary by college, campus, and unit, there are some University-wide trends. Below are the survey items with the biggest gaps between engaged and frustrated faculty and staff. Addressing these items can help shift employees from frustrated to engaged.

Top concerns of frustrated faculty: (biggest difference between frustrated and engaged)

Item	Percent Favorable Difference
I have the resources and support I need to pursue my scholarly interests.	-37%
My department demonstrates a commitment to supporting my overall wellbeing.	-36%
There is an equitable distribution of workload within my department.	-35%
I have the resources and support I need to deliver high quality service.	-34%
My department offers effective mentoring and coaching to support my development.	-31%

Top concerns of frustrated staff: (biggest difference between frustrated and engaged)

Item	Percent Favorable Difference
My department has a strategy and goals that address our most important challenges and opportunities.	-38%
There is an equitable distribution of workload within my department.	-38%
I have the resources I need to do my job effectively.	-36%
My manager/supervisor coaches me in my development.	-36%
The training that new employees receive in my department is effective.	-35%

Survey Follow Up and Action are the Most Powerful Ways to Improve Employee Engagement

While survey follow up items are lower in favorability, there have been significant increases since the 2021 survey demonstrating that **your follow up efforts are making a difference.**

Faculty

Survey Follow Up	% Fav	Change from 2021
I participated in a feedback meeting about the previous survey results.	47%	+4
Action was taken on issues raised in the last survey.	32%	+9
The information from this survey will be used constructively.	38%	-4

Staff

Survey Follow Up	% Fav	Change from 2021
I participated in a feedback meeting about the previous survey results.	53%	+6
Action was taken on issues raised in the last survey.	37%	+7
The information from this survey will be used constructively.	57%	+5

Survey follow up and taking action is the most important thing you can do to support employee engagement. Here are some ideas to get started:



Express thanks to your employees for providing feedback in upcoming communications



Communicate high-level survey results



Celebrate the high survey response rate of 74% overall



Plan for discussions to take action

We're here to help

Resources to help with next steps are available at z.umn.edu/eesurvey. Talent Strategy consultants can help you understand your survey data, prepare for discussions, and identify promising areas where actions could make a big impact. Please email ee2@umn.edu with questions or [fill out this form](#) to schedule a 30-minute consultation.

Engaging Faculty & Staff to Advance the University's Mission

Board of Regents | Special Committee on University Workforce | February 13, 2025

Brandon Sullivan, PhD

Senior Director of Talent Strategy
Office of Human Resources

Andrew Alleyne, PhD

Dean
College of Science and Engineering, UMTC

Goal

The goal of this presentation is to educate members of the committee about what employee engagement is and how it advances the University's mission.



What engagement is

How people show up when highly engaged



Why engagement matters

Improves key outcomes

- Student experience
- Patient care quality
- Customer satisfaction



Improves the workplace & employee experience

- Employee retention and turnover
- Individual performance and productivity
- Organizational performance
- Support for colleagues
- Reducing disrespectful work behaviors

What creates engagement



Engagement at the University of Minnesota

Surveys of faculty, staff, and students plus programs, trainings & resources are tools to support engagement

Employee Engagement

Faculty

Staff

Students

Student Engagement

Engagement must be considered holistically to support effective education, scholarship, clinical care, and community outreach



Efforts that support employee engagement

Focus area	Current programs and resources
Leadership development	<ul style="list-style-type: none">• Academic Department Leadership Program• College Leads Program• Leadership assessment and coaching
Supervisory development	<ul style="list-style-type: none">• New Supervisor Orientation• Supervisory Development courses and webinars
Talent development	<ul style="list-style-type: none">• Tools for setting performance and development goals• Training to give effective feedback and development coaching
Strategic planning	<ul style="list-style-type: none">• Consultation, frameworks, and facilitation for strategic planning
Employee surveys	<ul style="list-style-type: none">• Employee engagement survey• Consultation, tools, and training to support input sessions and action planning



Employee engagement survey – what it measures

Key metrics: commitment & dedication plus effective environment

Nature of the work

- Recognition & respect for individuals & contributions
- Autonomy
- Innovation encouraged
- Skills, information & resources to do the job well

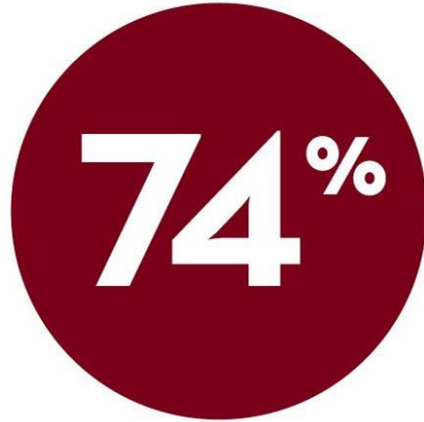
Interactions with others

- Open communications
- Cooperation and idea sharing in & across departments
- Equitable workload
- Support for high-quality teaching, research, and service

Leadership & supervision

- Support for improving work processes
- Connection to unit strategy & goals
- Clear performance expectations and regular feedback

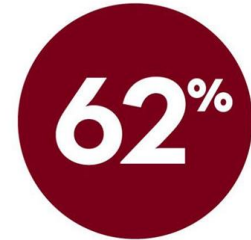
Snapshot of our most recent engagement survey



overall 2023 response rate
(inclusive of both faculty and staff systemwide)



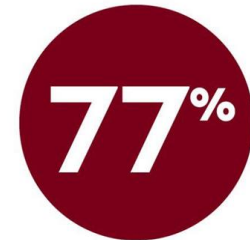
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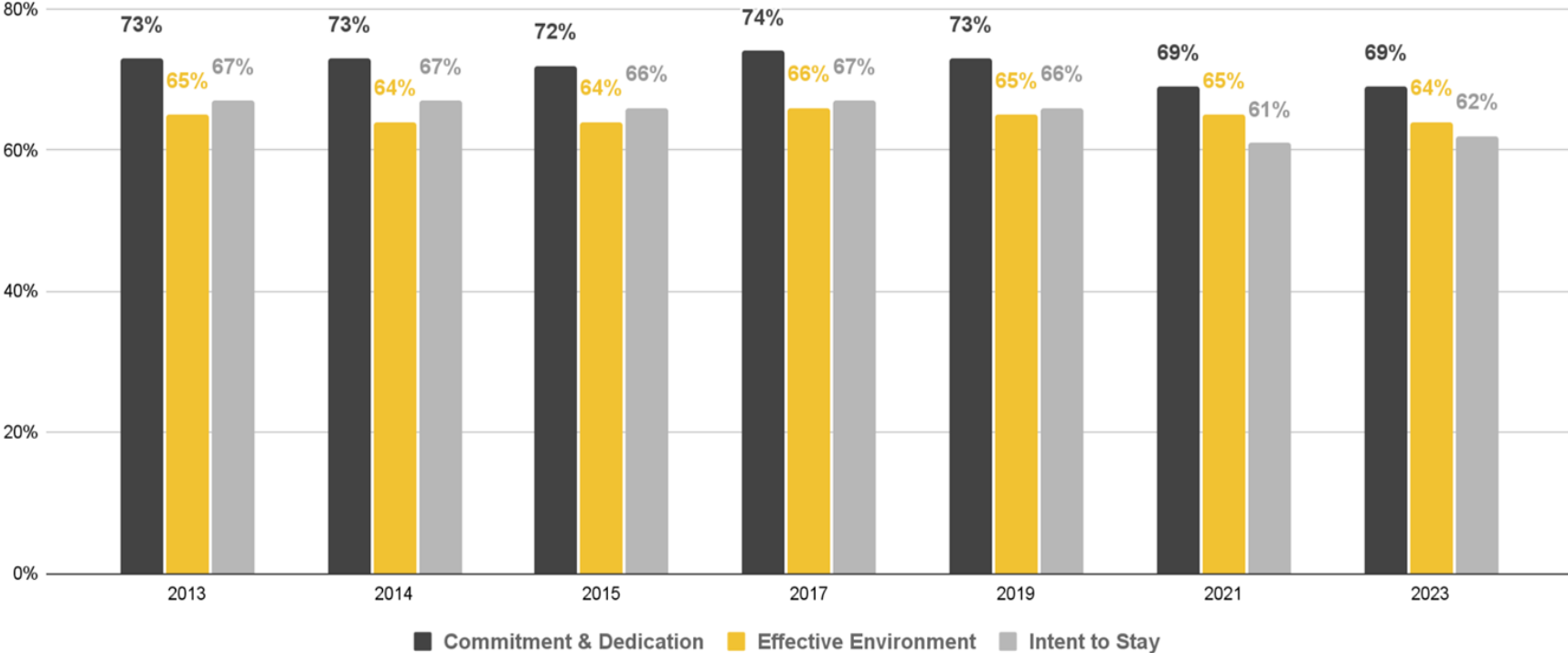


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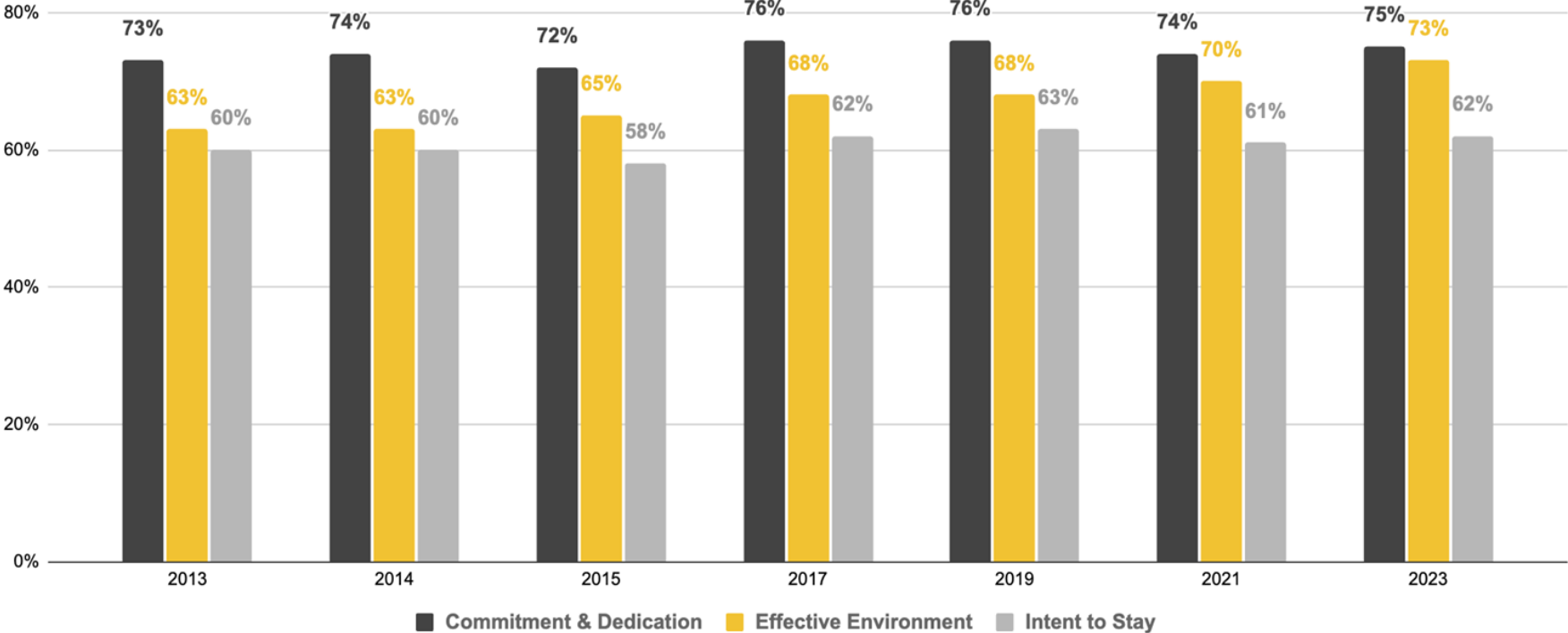


response
rate

Key metrics over 10 years - Faculty

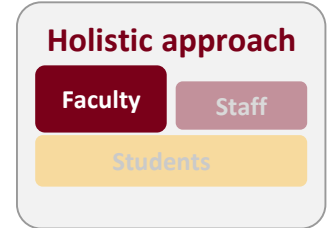


Key metrics over 10 years - Staff



College of Sciences & Engineering: Faculty Engagement Strategy

Building A Deep And Broad 'Bench' Of Leaders Across The College Of Science And Engineering



College of Sciences & Engineering: Faculty Engagement Strategy

- Carefully planned 1-year cohort strategy
- 6 months+ of planning
- Collaborative with the College of Biological Sciences
- Exploring multiple pathways to leadership and service
- Highly engaged faculty
 - Also, fills key critical leadership needs of the colleges

Sample semester for college leadership program

Participants: Faculty (associate/full professor)

Learning objective: Understand what it means to lead larger group of people

College goal: Identify those ready and able to step into leadership roles in the future (department head, chair, etc.)

Key session activities:

- Panel discussions on why leadership is important
- Leadership assessment & debriefs
- Coaching session
- Setting & achieving strategic goals and planning
- Collaboration, leading others

College of Science & Engineering: Staff Engagement Strategy

Staff Dean's Fellow
Team based approach

CSE Dean's Staff Fellows

Beth Kluge, Erin Flathmann, & Katie Sauer
College of Science and Engineering

Holistic approach

Faculty

Staff

Students

- Professional development of a group of staff members addressing a meaningful CSE issue over the course of one year
- Reviewing our Finance operations across the college to determine how we become more resilient and effective
- Four initial recommendations provided to the Dean and two have been acted upon after Q1 of program



Questions?





BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Workforce

February 13, 2025

AGENDA ITEM: Labor Relations at the University

Review Review + Action Action Discussion

This is a report required by Board policy.

PRESENTERS: Mani Vang, Senior Director for Employee and Labor Relations, Office of Human Resources
Coy Hillstead, Assistant Senior Director for Labor Relations, Office of Human Resources

PURPOSE & KEY POINTS

The purpose of this item is to provide an overview of labor relations at the University. The presentation will describe the structure of human resources across the institution, the work of the Office of Human Resources Labor Relations team (ELR), and their engagement with union partners.

Labor-Represented Workforce

The University of Minnesota workforce consists of 28,130 individual employees from all backgrounds providing direct and indirect support of the University’s mission of teaching, research, and public service. Labor-represented employees make up 31 percent of the University’s workforce and are represented by the following unions with the corresponding employee-represented counts noted:

- University Education Association (UEA): 535
- Graduate Labor Union – United Electrical (GLU-UE): 4,370
- AFSCME Clerical: 1,128
- AFSCME Healthcare: 183
- AFSCME Technical: 653
- Law Enforcement Labor Services (LELS): 68
- Trades (Trades Council, Local 1M, Local 1B, IBEW 292): 286
- Teamsters Local 320: 1,396

Objectives

There are three objectives the University strives for in labor relations:

- support a culture of respect;
- ensure regulatory and collective bargaining agreement (CBA) compliance; and

- collaborate with labor unions.

Organizational Structure

The University's central Office of Human Resources has five ELR staff members, including the Senior Director of ELR, who support labor relations activities. The ELR team works in partnership with a distributed human resources function that consists of 33 campus, college, or unit human resource teams.

Labor Relations Activities

The University engages in multiple labor relations activities. The negotiation process has the following key stages:

- ELR team members negotiate new or expiring contracts on behalf of the University with union representatives;
- University and union representatives participate in mediation if the Bureau of Mediation Services (BMS) is petitioned;
- the union ratifies the CBA in accordance with their internal bylaws;
- the Board approves the CBA; and
- ELR works on implementation of the CBA and/or changes to existing CBAs.

ELR is also involved in resolving disputes, including problem solving, grievances, and arbitrations, and consults with management, ensures compliance, and conducts labor management meetings and training.

Labor Relations at the University

Board of Regents | Special Committee on University Workforce | February 13, 2025

Mani Vang

Senior Director
Employee & Labor Relations
Office of Human Resources

Coy Hillstead

Senior Labor Consultant
Employee & Labor Relations
Office of Human Resources



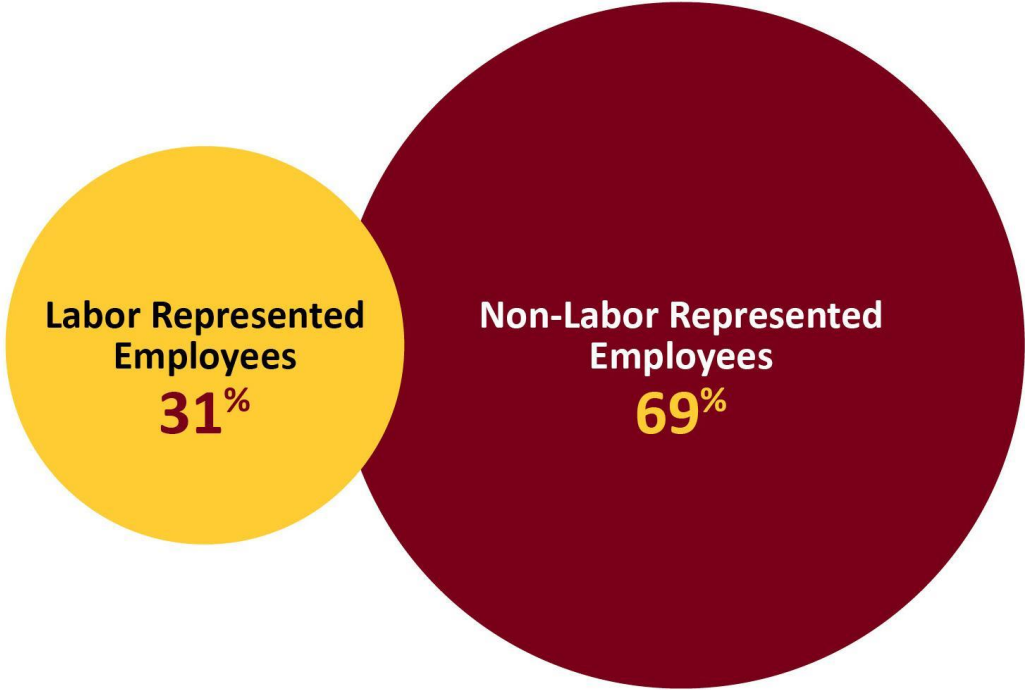
UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Goal

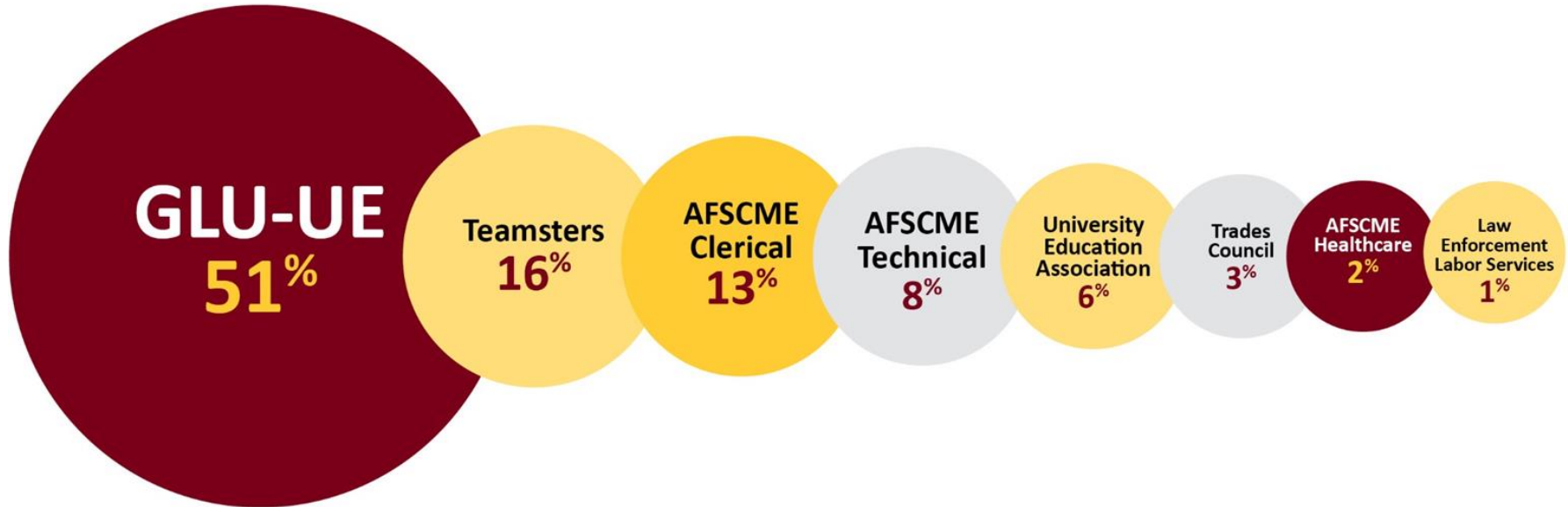
To educate the committee about labor relations at the University – including highlights of our labor represented workforce and how we engage with unions to advance the mission of the University.



Portion of Workforce Represented by Labor



Breakdown of Labor Represented Workforce



Objectives

CULTURE

Establish respectful, inclusive and productive working relationships with union employees and labor representatives

COMPLIANCE

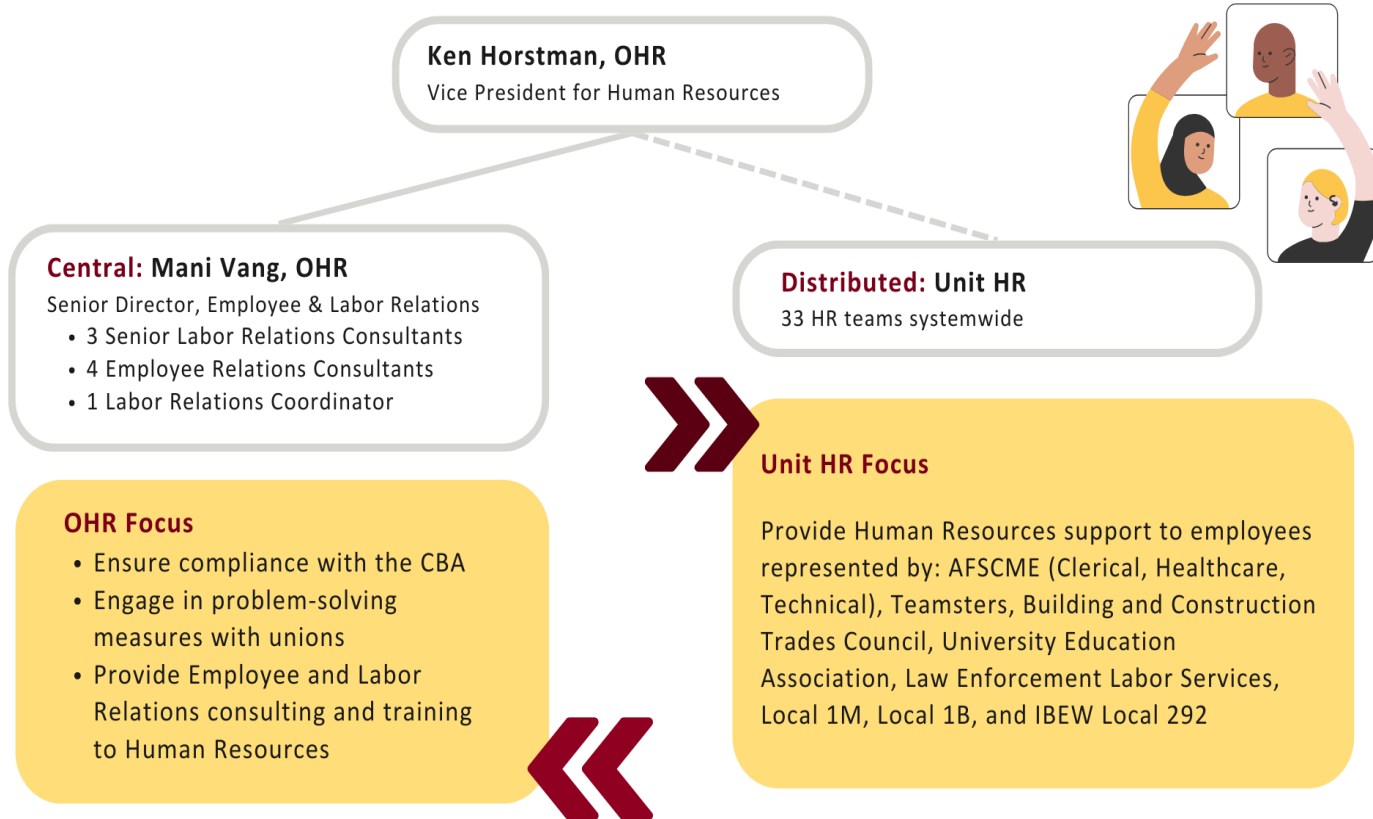
Ensure University compliance with labor laws and collective bargaining agreements

COLLABORATION

Collaborate with unions to resolve disputes as well as identify opportunities for improvement



Organizational Structure

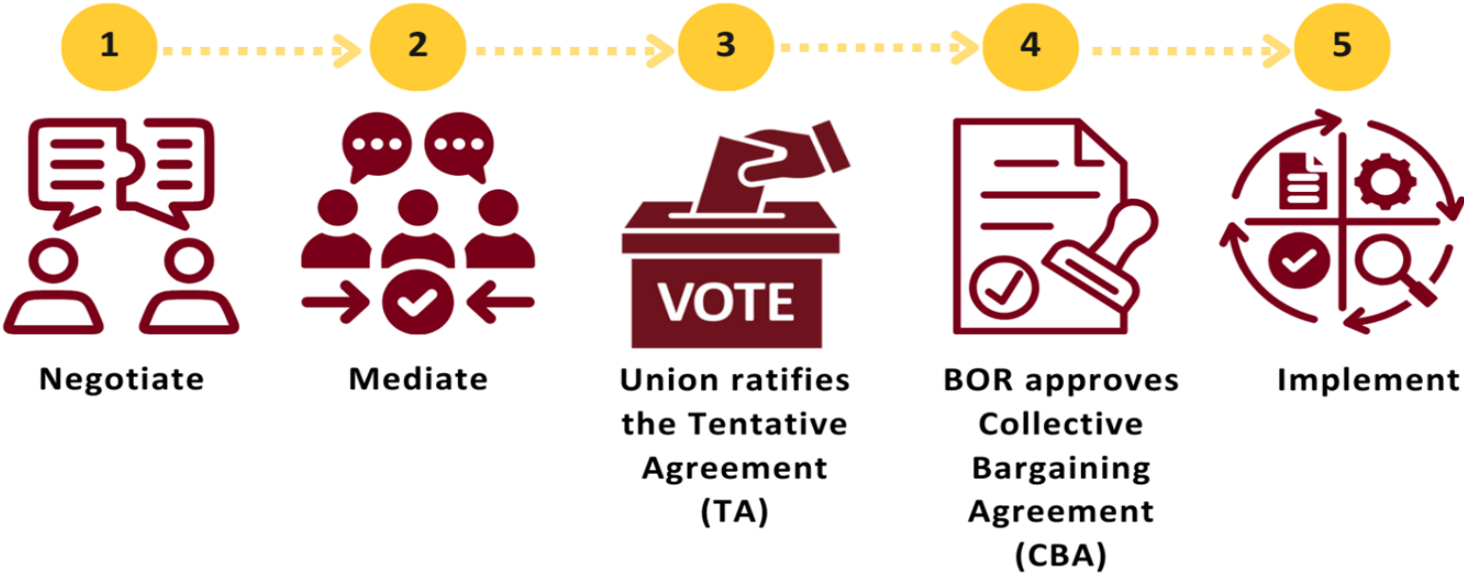


Key Labor Relations Activities

- Negotiate contracts on behalf of the University
- Resolve disputes
- Consult with management and ensure compliance
- Conduct labor management meetings and trainings



Negotiation Process



Dispute Resolution



Problem Solving

Informal process to resolve disputes at the lowest level



Grievance

Dispute process established in individual Collective Bargaining Agreement



Arbitration

Dispute is resolved by an arbitrator agreed upon by the University and Union



Training & Resources

ELR provides training and resources for the HR community and supervisors.



Training



Best Practices



Guides



Employee Profile

Meet Emily Oberfoell

“My days go quickly, as my work keeps me busy and engaged. Every day I get to learn from experts in the trades, including carpenters, electricians, plumbers, and custodians. I like that at the end of every day, I’ve accomplished a lot.”



Emily Oberfoell
Principal Office and Administrative Specialist
AFSCME Unit 6 - Clerical

Employee Profile

Meet Professor Katie Kask

“I started as an adjunct at UMD the spring semester of 2024 and I am now full time. I chose UMD for multiple reasons. I am drawn to the academic environment that UMD offers. Hope is fostered in a setting where people are encouraged to explore new ideas and new perspectives. I enjoy being a part of that.”



Katie Kask, Assistant Professor
UMD Exercise & Rehabilitation Sciences Program
University Education Association (UEA)



Questions?





BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Workforce

February 13, 2025

AGENDA ITEM: Information Items

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Kenneth Horstman, Vice President for Human Resources

PURPOSE & KEY POINTS

In-Progress and Upcoming Contract Negotiations and Current Contract Expiration Dates

The purpose of this item is to provide the committee with a summary of the University’s employee groups governed by the Public Employment Labor Relations Act (PELRA), the name of the respective union for each group, and the current status of the collective bargaining agreements and their respective effective dates.

BACKGROUND INFORMATION

Per Board of Regents Policy: *Reservation and Delegation of Authority*, “the Board reserves to itself, or to one of its committees, authority to approve all contracts and other agreements with the exclusive collective bargaining representatives of its employees.”

In-Progress and Upcoming Contract Negotiations and Current Contract Expiration Dates		
<i>PELRA Employee Groups</i>	<i>Union</i>	<i>Contract Effective Dates</i>
1 – Law Enforcement	LELS (Law Enforcement Labor Services of Minnesota)	January 1, 2023, through December 31, 2025
2 – Crafts and Trades	Minn. State Building & Construction Trades Council There are 18 affiliate agreements under the Trades umbrella agreement.	July 1, 2024, through June 30, 2027
2 – Crafts and Trades	Graphic Communications Conference of the International Brotherhood of Teamsters (Local 1-M)	July 1, 2024, through June 30, 2027
2 – Crafts and Trades	Graphics Communication Conference International Brotherhood of Teamsters (Local 1-B)	July 1, 2024, through June 30, 2027
2 – Crafts and Trades	International Brotherhood of Electrical Workers (IBEW Local 292)	June 17, 2024, through June 30, 2027
3 – Service, Maintenance & Labor	Teamsters (Local 320)	July 1, 2022, through June 30, 2025
4 – Health Care Non-Professional	AFSCME Council 5 (Local 3260)	July 1, 2022, through June 30, 2025
6 – Clerical & Office	AFSCME Council 5 (Locals 3800 & 3801)	July 1, 2022, through June 30, 2025
7 – Technical	AFSCME Council 5 (Locals 3937 & 3801)	July 1, 2022, through June 30, 2025
9 – Faculty Outstate Instructional UMD/UMC Faculty	University Education Association (UEA) Labor Agreement	July 1, 2023, through June 30, 2026
10 - Graduate Assistants	Graduate Labor Union, United Electrical, Radio & Machine Workers of America (GLU-UE Local 1105)	January 21, 2025, through June 30, 2027