



**HUMAN RESOURCES COMMITTEE
MARCH 17, 2010
11:00 A.M.**

**BOARD ROOM
WELLS FARGO PLACE
30 7TH STREET EAST
SAINT PAUL, MN**

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Committee Chair Ruth Grendahl calls the meeting to order.

- (1) Minutes of January 19, 2010 (pp. 1-3)**
- (2) Human Resources Update
 - Labor Relations Summit Executive Summary (pp. 4-9)
- (3) Appointment of President of Inver Hills Community College (pp. 10-11)**
- (4) Appointment of President of North Hennepin Community College (pp. 12-13)**
- (5) Human Resources Strategic Plan Feedback (pp. 14-16)
- (6) Follow-up to OLA Evaluation of the System Office (pp. 17-18)

Members

Ruth Grendahl, Chair
David Paskach, Vice Chair
Cheryl Dickson
Jacob Englund
Christopher Frederick
David Olson
Christine Rice
Scott Thiss

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE
MEETING MINUTES
January 19, 2010**

Human Resources Committee Members Present: Ruth Grendahl, Chair; Cheryl Dickson; Christopher Frederick; David Olson; David Paskach; Christine Rice; Scott Thiss

Human Resources Committee Members Absent: Jacob Englund

Other Board Members Present: Dan McElroy, James Van Houten

Leadership Council Committee Members Present: Lori Lamb, Vice Chancellor for Human Resources, and Earl Potter, President, St. Cloud State University

The Minnesota State Colleges and Universities Human Resources Committee held its committee meeting on Tuesday, January 19, 2010, at Wells Fargo Place, 4th Floor, Board Room, 30 Seventh Street East, in St. Paul. Chair Grendahl called the meeting to order at 2:00 p.m.

1. MINUTES OF NOVEMBER 17, 2009

Chair Grendahl called for the motion to approve the minutes of the Human Resources Committee meeting on November 17, 2009. The minutes were moved, seconded and passed without dissent.

2. HUMAN RESOURCES UPDATE

- Vice Chancellor Lamb reported that the human resources strategic planning efforts are underway and scheduled to conclude by June 30, 2010.
- The Labor Relations Summit was held on December 17-18, 2009, at St. Cloud State University, which was a first-time event aimed at assisting in the development of effective, long-term labor relations strategies for future bargaining. There were approximately 120 participants. Discussion focused on what the future learning environment will look like and how to prepare ourselves to meet those challenges.
- Vice Lamb reported on the status of the current presidential searches for Bemidji State University, Inver Hills Community College, Lake Superior College and North Hennepin Community College. She acknowledged that work has been done to address Trustee Van Houten's issues related to needing more information on the search processes.
 - More in-depth information has been included in the action sheet of the board packet.
 - A web site has been created for accessible information, and the web address will be communicated to the all board members for their ease of access.
 - In consultation with Trustees Olson and Grendahl, Vice Chancellor Lamb reported that if trustees are interested in attending and observing interviews on campuses, they can request permission from Chair Olson,

and he will respond to those requests to insure we do not run into open public meeting issues. Any input can be provided to the three designated trustees who participate in the interview process.

- We will continue to have the Board of Trustees represented by three trustees in the interview process at the Office of the Chancellor.

3. APPOINTMENT OF VICE CHANCELLOR FOR INFORMATION TECHNOLOGY

Trustee Grendahl provided background for the search. Chancellor McCormick stated that upon the announcement of Ken Niemi's retirement as vice chancellor for information technology in the Office of the Chancellor, a nationwide search was conducted with the assistance of an executive search firm. Robert Musgrove, president of Pine Technical College, chaired the search committee. Chancellor McCormick, members of the Board of Trustees and Cabinet, as well as student leadership, interviewed three finalists. Also, public forums were held where employees from the Office of the Chancellor and chief information officers heard from each candidate. As a result of this process, Chancellor McCormick recommended Darrel S. Huish as the next vice chancellor for information technology.

The Human Resources Committee recommended that the Board of Trustees adopt the following motion:

The Board of Trustees, upon the recommendation of Chancellor McCormick, appoints Darrel S. Huish as the vice chancellor for information technology, effective on a date to be negotiated with the Chancellor, subject to the completion of an employment agreement. The Board authorizes the Chancellor, in consultation with the Chair of the Board and Chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Personnel Plan for Minnesota State Colleges and Universities Administrators.

The motion was seconded and passed without dissent.

4. DEMOGRAPHIC REPORT FOR FY 2009

Vice Chancellor Lamb stated that the demographic report is intended as a quick reference for anyone needing demographic information regarding the Minnesota State Colleges and Universities workforce. She highlighted several areas in the demographic report for FY 2009—breakdown of employees, employee separations, retirements, duplicated and unduplicated headcount.

5. HUMAN RESOURCES PLANNING AND INFRASTRUCTURE

Vice Chancellor Lamb stated that, as part of the overall strategic planning process for human resources, particular attention had been given to technology systems that support those processes. A review and assessment of the human resources functions was conducted with the support of Rob Etten of Insight Solutions Group and Heather Kidd from the Office of the Chancellor Human Resources Division, who presented a brief overview of their findings. Next steps include the establishment of an implementation team that will develop an action plan, timeline, outcomes and measurement items to move forward with the strategic planning process.

Meeting adjourned at 3:00 p.m.

Submitted by,
Vicki Schoenbeck, Recorder



Minnesota
STATE COLLEGES
& UNIVERSITIES

Labor Relations Summit Executive Summary

Background

The Human Resources Committee of the Leadership Council, under the leadership of Vice Chancellor Lori Lamb and President Earl Potter, convened a gathering of leaders from across the Minnesota State Colleges and Universities to begin conversations on “meeting the future needs of our students through a targeted workforce (labor relations) strategy.” Over 130 leaders participated in the Summit hosted at St. Cloud State University on December 17 and 18, 2009. Participants included: presidents, vice presidents, provosts, chief academic officers, chief human resources officers, chief financial officers, labor relations staff, and other leaders.

Participants first envisioned what the future of higher education would look like in the Minnesota State Colleges and Universities. Then they participated in a series of conversations to explore the implications of the future learning environment for our workforce. Thousands of ideas were generated and discussed during the Summit. A brief summary follows.

What Will Higher Education Look Like?

Creating a future timeline, participants identified the major future events, trends, and issues that could impact or influence the way the Minnesota State Colleges and Universities provides services, conducts business, or operates over the next 10 years. From the hundreds of ideas generated during this exercise, the most prevalent events, trends, and issues included:

1. Flexible programs including more modular and collaborative design, expedited program development, stackable credentials, and flexible entry and exit
2. Restructuring of the system including merging of institutions and shared services
3. A shared vision between labor and management
4. A student experience that is customized and personalized to their interests and needs, available to them 24/7, and integrates with their academic interests
5. Profound change in the nature of work at all levels of the system
6. Flexible contracts and calendars in support of academic operations and student needs
7. Succession planning at all levels of the system
8. Management of ongoing funding challenges
9. New paths to learning that blur educational experience across K-12, 2-year, and 4-year missions
10. Changing influence of government: decreased state role and increased local and federal roles
11. Increased competition from private for-profit providers

Implications of the Future Learning Environment for Labor Relations

Participants answered the following eight questions to begin conversations about what we need to do with our workforce to meet the future needs of students:

1. Are there any areas in bargaining unit contracts that have fostered disagreement or have been repeatedly problematic on your campus? If so, share one example and what you would recommend to improve it.
2. What characteristics of the future learning environment will require rapid and/or dramatic changes in the terms and conditions of employment of the workforce?
3. How will our workforce need to adapt to support future programmatic changes?
4. How will our workforce need to adapt to support future operational governance and management changes?
5. How will our workforce need to adapt to meet future learner needs and expectations?
6. How will future changes in the delivery of instruction affect the work periods and/or academic calendar of the instructional workforce?
7. How can we leverage the strengths of our system to improve services to students in the future?
8. If you could do one thing to strengthen our labor relations strategy for the future, what would it be?

The top 5 common themes that emerged from these discussions, included:

- 1. Strengthen and Support Employee Performance**
- 2. Contract Flexibility**
- 3. Contract Simplification**
- 4. Facilitate and/or Redefine Partnerships with Stakeholders**
- 5. Flexibility in College Faculty Credentialing**

Below each theme are the most commonly identified ideas that emerged:

1. *Strengthen and Support Employee Performance*

- Clearly defined expectations for faculty roles in teaching, advising, service responsibilities and research
- Revised assessment of competencies
- Support faculty and staff development in order to advance and pursue innovation in student learning and services
- Faculty and staff development to keep pace with technology skill set expectations
- Create performance measures that link to clearly articulated outcomes
- Revised compensation model to include performance pay and reward innovation

2. *Contract Flexibility*

- Fluid time and place work requirements (24/7, online, campus)
- Academic calendar flexibility
- Flexible appointments (new appointment types; workload calculations)
- Flexible scheduling and work arrangements to accommodate 24/7 expectations
- Shared programs, services, and staffing across campuses
- Other terms and conditions (layoffs, combined courses, staffing classification)
- Unique idea: MnSCU-specific contracts for all units

3. Contract Simplification

- Define sabbatical expectations to measure return on investment
- Merger of MSCF Contract to eliminate blue and green side bifurcation
- Address claiming rights and current staff classifications to improve operations
- Succession planning hindered by classification process
- Workload compensation definitions incorporate on-line classes
- *Specific 2 year Faculty Contract Terms:* Advising, Class Assignments, Credit Loads, Office Hours, Tuition Waiver
- *Specific 4 year Faculty Contract Terms:* Duty day to 9 month, Defined Faculty Expectations (advising, chairs)

4. Facilitate and/or Redefine Partnerships with Stakeholders

- Seek to enhance partnership and reduce barriers with unions
- Move toward true shared governance
- Engage students in strategic vision planning
- Explore interest-based bargaining

5. Flexibility in College Faculty Credentialing

- New, seamless approach to credentialing to reflect flexible contracts
- System-wide UFT faculty appointments
- Address recruitment issues created by emerging fields and accredited program funding
- Unique idea: creation of a charter college

Sector Discussions

During the summit, participants explored the issues that were most common to their sector, and ideas for addressing those issues. Below are highlights of themes that emerged during those discussions:

Community Colleges:

- Underrepresented population outreach
- Consideration of the role of high schools as stakeholders in higher education
- Change advising paradigm by empowering faculty to advise students
- Need to equalize work load over two years

Community and Technical Colleges:

- Core values of contract incorporated into flexibility
- Explore whether reorganization of system can lead to new collective bargaining agreements (CBAs)
- Professional approach to issues increases student benefit

Comprehensive Colleges:

- Funding structure needs to support rising cost of occupational programs
- Explore new MSCF contract

Consolidated Colleges:

- Bifurcation of MSCF contract creates two sets of rules
- Four year tuition not available to staff
- Cost of accredited programs can lead to recruiting barriers
- Difficult to fit technical program into liberal arts model (e.g. calendar)

Universities:

- Recalibrate shared governance to promote need for common understanding
- Manage faculty roles (service, advising, research)
- Instructional delivery change has implications beyond faculty contract

Technical Colleges:

- Faculty with appropriate academic qualifications and industry experience/skills
- Outcome-based focus (degree with technical skills)
- Vision must be system wide and responsive to stakeholders

Regional Discussions

Participants explored the issues that were unique to their region, and ideas for addressing those issues. An overarching theme was the need for regionalized flexibility between campuses. Below are the highlights of themes that emerged during those discussions.

Northwest:

- Lack of community access to technology (many homes have dial up connections)
- Equip first generation immigrant population with comprehensive learning and services
- Inability to hold on to youth of region (high schools as stakeholders, culture of poverty)

Metro:

- Competition with private sector, out-state schools coming into metro area
- Emphasis on graduation rate as outcome ignores use of resources for least college-ready students; explore module-based outcomes
- Faculty concerns with enrollment growth
- Partnerships for general education delivery

Central Region:

- Shared, flexible services
- Eliminate redundancy of services
- Use regional strength to create efficiencies

South/Southeast/Southwest:

- Prevalence of health care industry
- Coordinate economic development across region
- Border state benefits (out-of-state students, adjuncts)
- Create Southern Alliance

Northeast:

- Eliminate any contractual barriers to shared services
- Define success as completion rates.

Values and Concerns from Discussions

Throughout the Summit, several topics endured in discussions in both large group and small group settings. These topics reveal the following underlying values and concerns of the participants:

- Promotion of life- long learning
- Shared, student-centered vision
- Need for technology resources for alternative teaching/learning needs
- Movement toward regionalization
- Leverage power of system (marketing/legislature/purchasing)
- Need for succession planning

Next Steps

Near the end of the Summit, participants generated ideas for next steps. Below are the highlights of those discussions:

1. Broaden the Conversation

Engage a broader group of stakeholders in envisioning what the future of higher education will look like and generating ideas for building the workforce of the future.

Stakeholders most commonly mentioned included: Board of Trustees, faculty, staff, union leaders and representatives from all Minnesota State Colleges and Universities institutions. It was noted that more people of color should also be included in these conversations in order to seek feedback from a diverse set of stakeholders.

2. Organize, Synthesize, and Summarize Stakeholder Feedback

Synthesize the ideas generated from the stakeholder feedback and begin to identify the ideas with the most feasibility and impact to set strategies for Labor Relations. Share this information with stakeholders and others who may be interested in and/or impacted by these discussions.

3. Create a Vision for the Workforce of the Future

Engage the Human Resources Committee of the Leadership Council and Labor Relations Staff to create a document that offers a vision for the workforce of the future. The document could include the following:

- a. Answer the “Why” Question: why is a new strategy necessary? (Information could include market research on what our competition is doing in relation to labor relations, along with financial realities.)
- b. How the workforce will need to adapt for MnSCU to remain competitive into the future
- c. What changes might be needed

Share this vision with the Leadership Council and Board of Trustees for endorsement.

4. Develop a Multi-Year Action Plan

Work with Leadership Council HR Committee and Labor Relations staff to create an action plan that connects the vision to conditions that need to be administered in bargaining unit agreements. Prioritize goals and objectives. Utilize a planning process that includes all needed stakeholders and helps to build buy-in.

Conclusion

The Labor Relations Summit represents the first time that such a large representation of system administration has gathered to discuss mutual interests and challenges with regard to labor relations. While an accomplishment in its own right, the summit is just the beginning of a long-term, strategic approach to working with our bargaining units. The energy, ideas, and strategies generated require further development in assessing feasibility and impact and in consultation with stakeholders.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Human Resources Committee **Date of Meeting:** March 17, 2010

Agenda Item: Appointment of President of Inver Hills Community College

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda:

Board Policy 4.2 Appointment of Presidents

Scheduled Presenter(s):

James McCormick, Chancellor
Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points:

It is anticipated that the Chancellor will recommend an individual for the presidency at Inver Hills Community College. Additional information will be provided in advance of the committee meeting.

Background Information:

The presidential semi-finalist interviews are being held on March 9, 2010, in the Office of the Chancellor.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

APPOINTMENT OF PRESIDENT OF INVER HILLS COMMUNITY COLLEGE

1 **BACKGROUND**

2 It is anticipated that Chancellor McCormick will recommend an individual for the presidency at
3 Inver Hills Community College.

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5 **RECOMMENDED COMMITTEE ACTION**

6 The Human Resources Committee recommends that the Board of Trustees adopts the following
7 motion.

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9 **RECOMMENDED MOTION**

10 The Board of Trustees, upon the recommendation of Chancellor McCormick, appoints
11 _____ as president of Inver Hills Community College effective _____,
12 subject to the completion of an employment agreement. The Board authorizes the Chancellor, in
13 consultation with the Chair of the Board and Chair of the Human Resources Committee, to
14 negotiate and execute an employment agreement in accordance with the terms and conditions of
15 the Personnel Plan for Minnesota State Colleges and Universities Administrators.

16
17 *Date of Adoption:* *March 17, 2010*

18 *Date of Implementation:*

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Human Resources Committee **Date of Meeting:** March 17, 2010

Agenda Item: Appointment of President of North Hennepin Community College

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda:

Board Policy 4.2 Appointment of Presidents

Scheduled Presenter(s):

James McCormick, Chancellor
Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points:

It is anticipated that the Chancellor will recommend an individual for the presidency at North Hennepin Community College. Additional information will be provided in advance of the committee meeting.

Background Information:

The presidential semi-finalist interviews are being held on March 11, 2010, in the Office of the Chancellor.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

APPOINTMENT OF PRESIDENT OF NORTH HENNEPIN COMMUNITY COLLEGE
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1 **BACKGROUND**

2 It is anticipated that Chancellor McCormick will recommend an individual for the presidency at
3 North Hennepin Community College.

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5 **RECOMMENDED COMMITTEE ACTION**

6 The Human Resources Committee recommends that the Board of Trustees adopts the following
7 motion.

8
9 **RECOMMENDED MOTION**

10 The Board of Trustees, upon the recommendation of Chancellor McCormick, appoints
11 _____ as president of North Hennepin Community College effective
12 _____, subject to the completion of an employment agreement. The Board authorizes
13 the Chancellor, in consultation with the Chair of the Board and Chair of the Human Resources
14 Committee, to negotiate and execute an employment agreement in accordance with the terms and
15 conditions of the Personnel Plan for Minnesota State Colleges and Universities Administrators.

16
17 *Date of Adoption:* *March 17, 2010*

18 *Date of Implementation:*

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Human Resources Committee **Date of Meeting:** March 17, 2010

Agenda Item: Human Resources Strategic Plan Feedback

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda:
To continue discussions from prior board committee meetings and provide information on the ongoing work in the area of human resources strategic planning

Scheduled Presenter(s):
Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points:
We will discuss the draft strategic goals identified on the information sheet.

Background Information:
The Human Resources Division has undertaken a comprehensive strategic planning process. The process has included consultation with a broad group of stakeholders across the system. It is being brought before the Board at this time for their feedback.

1 **BOARD OF TRUSTEES**
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**
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INFORMATION ITEM
HUMAN RESOURCES STRATEGIC PLAN FEEDBACK

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7 The Human Resources Division has undertaken a comprehensive strategic planning process. The
8 process has included consultation with a broad group of stakeholders across the system. The
9 draft strategic goals are printed for feedback from the Board of Trustees.

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11 The goals are:

- 12 1. Attract, retain and develop employees to meet current and future educational needs.
- 13 2. Cultivate a work and learning environment that is inclusive, welcoming and supportive.
- 14 3. Provide employees with accurate and timely HR information to make informed decisions
- 15 affecting their work and life.
- 16 4. Advance a labor relations strategy that promotes flexibility and responsiveness to meet
- 17 the changing needs of higher education.
- 18 5. Build HR processes, systems and infrastructure to provide efficiency, quality and cost
- 19 effectiveness.
- 20 6. Build HR capacity to advance system goals.
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Date: March 17, 2010

HR Strategic Goals Minnesota State Colleges and Universities

Goal 1: Attract, retain, and develop employees to meet current and future educational needs.

Identify the workforce skills and competencies that are needed in our colleges, universities, and the Office of the Chancellor to ensure the success of our system well into the future. Design positions and recruit talent to meet these needs. Support employee and organizational success through an integrated approach to performance management, learning and development, competency management, compensation, leadership development, and succession planning.

Goal 2: Cultivate a work and learning environment that is inclusive, welcoming and supportive.

Promote a culture of accountability that fosters diversity and inclusion, provides opportunities for professional and personal development, fosters employee retention, and supports work-life balance.

Goal 3: Provide employees with accurate and timely HR information to make informed decisions affecting their work and life.

Create an effective communication framework to provide timely, clear, and consistent communication to all employees.

Goal 4: Advance a labor relations strategy that promotes flexibility and responsiveness to meet the changing needs of higher education.

Develop a strategic labor relations approach that will promote innovation and responsiveness. Strengthen partnerships across constituencies and promote positive working relationships with all of the system's labor unions.

Goal 5: Build HR processes, systems, and infrastructure to provide efficiency, quality and cost effectiveness.

Seek and secure resources to implement a comprehensive and integrated Human Resources Information Systems (HRIS). Align common HR processes. Provide managers access to reliable workforce information to assess costs and plan for future needs. Support institutional and system decision making through the systematic use of HR data. Promote accountability for results by providing stakeholders access to meaningful data and analysis.

Goal 6: Build HR capacity to advance system goals

Develop HR competency and expertise among HR professionals and strengthen HR's role as a strategic partner to meet future challenges, remove barriers to innovation and responsiveness, and advance College, University, and Office of the Chancellor goals.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Human Resources Committee **Date of Meeting:** March 17, 2010

Agenda Item: Follow-up to OLA Evaluation of the System Office

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda:

Chair Olson has delegated assignments to various committees to follow-up on the recommendations from the program evaluation conducted by the OLA.

Scheduled Presenter(s):

Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points:

An update will be presented on the two areas which have been assigned to the Human Resources Committee, as well as other issues raised by the evaluation.

Background Information:

An evaluation report on the Office of the Chancellor was conducted by the Office of the Legislative Auditor. We are following up on their findings.

1 **BOARD OF TRUSTEES**
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**
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INFORMATION ITEM
FOLLOW-UP TO OLA EVALUATION OF THE SYSTEM OFFICE

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7 Chair David Olson has delegated assignments to various committees to follow-up on the
8 recommendations from the program evaluation conducted by the Office of the Legislative
9 Auditor (OLA). The Human Resources Committee has been assigned two areas:

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 - College faculty credentialing
 - Job classifications

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14 Vice Chancellor Lori Lamb will update the committee on plans to address these areas and other
15 issues raised by the OLA evaluation.
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23 *Date: March 17, 2010*