The search for the University of Minnesota's 17th president
The University of Minnesota invites applications and nominations for the position of President of the University of Minnesota.

Reporting to the Board of Regents, the President of the University of Minnesota holds a unique role as both leader of the Twin Cities flagship campus and head of the five campus system. The President guides the Board in shaping a vision for the system and executes strategies to achieve excellence in fulfilling the University’s three-part, land-grant mission. As one of the state’s most prominent public leaders, the President also serves as an important advocate for education.

The Presidential Search Advisory Committee is charged by the Board of Regents with recommending lead candidates for President of the University of Minnesota. To complete this charge, the committee is using core leadership criteria approved by the Board of Regents.

**CORE LEADERSHIP CRITERIA**

The 3-4 lead candidates the PSAC recommends to the Board of Regents should be:

- **Leaders of unquestioned integrity** who have a deep commitment to public higher education, and who embrace the role of the University of Minnesota in serving the people of the state;

- **Visionaries who understand and advocate for the University’s three-part land-grant mission**, and who are able to lead the Board of Regents, University community, and statewide stakeholders in crafting a compelling systemwide strategy to guide implementation at the campus and collegiate level;

- **Collaborators who are committed to student and faculty success** and unfettered inquiry in the classroom and in research, and who are driven to build upon the academic and research excellence that makes the University of Minnesota the state’s leading higher education institution and has distinguished it as one of the nation’s preeminent public universities;

- **Action-oriented innovators who have executive leadership experience**, a track record of leading transformative change, a strong commitment to enhancing revenues and driving efficiency, and the ability to shape budgets to position the University of Minnesota for long-term excellence and fiscal sustainability;

- **Systems-thinkers who can observe, understand, and maximize the impact** of the University of Minnesota’s tremendous breadth across five campuses, a major academic medical enterprise, and two Division I athletics programs;

- **Effective communicators who can build relationships**, instill trust, and connect the University of Minnesota’s public mission and impact to elected leaders, alumni, donors, parents, students, and the people of the state, the region, and the world;

- **Open and inclusive decision-makers** who embrace varying backgrounds and views, value equity and diversity, demonstrate steadfast support for freedom of speech, and will work in consultation with members of the University community to develop common ground; and

- **Able managers who can identify and develop leadership talent**, build teams, and inspire commitment to the University’s mission.
Harnessing the Collective Strength of the University of Minnesota System

The next President will take the helm of a system comprised of five campuses located across the state—each with its own distinct identity and a shared commitment and passion for the University’s land-grant mission and heritage. The President will craft and execute visionary strategies for achieving a cohesive and well-integrated system that showcases the unique attributes and strengths of each campus while maximizing the collective intellectual capital and resources of the system in a manner that will better serve the state of Minnesota. In doing so, this individual will create and foster a system environment with a shared sense of mission and culture.

Promoting the 21st Century Land-Grant Mission

As the state of Minnesota’s land-grant university, the University of Minnesota is committed to providing a higher educational environment known for its exceptional academic quality, research endeavors, and contributions to society while maintaining its storied land-grant heritage and commitment to access and student success. The next President will play a significant role in courageously advancing the University’s land-grant identity, reputation, and mission. Moreover, the President will promote and foster interdisciplinary collaboration to ensure that the University of Minnesota’s various campuses meet the needs of rural, suburban, and urban communities across Minnesota’s landscape.

Navigating a Changing Landscape

The President must understand and bring fresh ideas to an evolving higher education business model that requires creative broadening of revenue streams coupled with bold and strategic moves to drive efficiency without compromising mission or student success.

Serving as the Chief Advocate for the University of Minnesota System

The President will be an authentic and passionate advocate on behalf of the University of Minnesota system and its campuses and articulate a compelling vision for the future that will inspire continued investment in the University. In addition, the President will work closely with elected leaders, philanthropic organizations, and industry to enhance their understanding of the importance of higher education and the impact the University of Minnesota has on the lives of Minnesotans everywhere.

Enhancing Philanthropy

The next President must be a talented and persuasive advocate who can stimulate an infectious enthusiasm with a broad spectrum of University partners and stakeholders. The President will work to secure philanthropic resources that will accelerate the University’s upward trajectory and ensure its success in supporting its students, faculty, and communities.

Increasing the University’s National and International Presence

In serving as its most ardent champion, the University of Minnesota’s next President will envision and lead the system’s future efforts in promoting and highlighting its unique campuses, programs, and offerings. The President will spearhead aggressive efforts for increasing the University’s visibility and reputation nationally and internationally to create new opportunities for building upon the University’s distinguished history, contributions, and impact on a global scale.

Championing Diversity

The President must not only be committed to diversity, this individual must be an outspoken and empathetic advocate. Whether in faculty or staff recruitment and retention, or in student admissions systemwide, the President must be an inclusive leader who sets a welcoming tone and holds the institution accountable.
Application and Nomination Process

The search committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants are encouraged to submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail to UMPresident@agbsearch.com is strongly encouraged. Nomination letters should include the name, position, address, and telephone number of the nominee. All nominations and applications will be handled in confidence and should be submitted to AGB Search.

AGB Search is assisting the University of Minnesota in this very important search, and candidates are also encouraged to reach out to one of the consultants to discuss this opportunity. The search committee will begin serious deliberations about applicants on October 29. For full consideration, applicants are encouraged to submit materials by this date.

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The University provides equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, familial status, disability, public assistance status, membership or activity in a local commission created for the purpose of dealing with discrimination, veteran status, sexual orientation, gender identity, or gender expression.
The University of Minnesota—among the world’s top research universities—drives innovation that lifts Minnesota and solves global challenges.

We are a university whose settings are both urban and rural, and our impact is global. The next President of the University of Minnesota will lead an institution with global impact whose work changes the lives of every single Minnesotan.

The University of Minnesota has more than 60,000 students, 26,000 employees, and half a million alumni living around the world. Students from 130 countries are enrolled on our campuses, and thousands of U of M students study abroad.

We are the 8th most active public research university in the United States. In fact, we rank 35th among the world’s top universities. Our distinguished intellectual history includes 26 Nobel Prize winners.

Founded in 1851, near Saint Anthony Falls on the banks of the Mississippi River, today the University of Minnesota system has five distinct campuses across the state:

- **U of M Crookston** is known for its focus on experiential learning and is one of the nation’s pioneers in online education.
- **U of M Duluth** is a comprehensive regional university with a focus on undergraduate education, and a global reputation for natural resources and freshwater research.
- **U of M Morris** helps students shape a liberal arts education that prepares them for graduate study, challenging careers, and deep civic engagement.
- **U of M Rochester** trains health professionals in partnership with the world-renowned Mayo Clinic and other medical organizations in the community, and offers an innovative curriculum focused on student success like no other campus in the country.
As the state’s sixth largest employer, our impact translates into jobs and economic activity statewide. The President leads our workforce efforts, guiding the output of talented graduates who our employers seek and compete to hire.

University of Minnesota staff are passionate about working where their work matters. Every two years we survey our employees to ask what they think about their jobs and work environment. The results show staff have very high levels of commitment and dedication that exceed the levels of many top-performing private companies worldwide.

With an annual operating budget (z.umn.edu/budget) of $3.8 billion, the University of Minnesota generates $8.6 billion for Minnesota’s economy annually.

- Roughly half the U of M budget either goes to mandated research and educational activities or is self-funding.
- Operations funding is less than half the U of M budget.

Operations funding goes to core U of M education, research, and public engagement.

Operations funding has two primary sources: tuition and state appropriations.

To produce efficiencies that advance academic excellence, in 2014 the U of M set a six-year goal to cut administrative costs by $90 million and reinvest those savings directly into core mission activity. Since then the University has documented savings of $79.1 million.

The University of Minnesota grants roughly 16,000 degrees each year.

Today in Minnesota, more than 225,000 U of M graduates will go to work as community leaders; health professionals; teachers and counselors; business analysts and experts; designers, artists, and architects; executives and entrepreneurs; engineers and builders.

Because of this skilled workforce, Minnesota is home to 19 Fortune 500 companies—per capita, that’s second in the nation.
By all measures, we are world-class.

The President leads an institution that has distinguished faculty across every single campus. From Crookston to Rochester, from Morris to Duluth, and then back to the Twin Cities, our faculty are world-class leaders.

U of M faculty have been elected to the National Academy of Sciences, American Academy of Arts and Sciences, National Academy of Medicine, and National Academy of Engineering. They’ve received the National Medal of Science, National Book Award, MacArthur Foundation Fellowship, Andrew Carnegie Fellowship, Lasker Award, Wolf Prize, and Pulitzer Prize. The U of M has more than 170 Guggenheim Fellowship recipients and 26 Nobel Prize winners.
Our Faculty

The University of Minnesota honors its faculty with awards for outstanding contributions to teaching, research, and outreach. These include:

- Awards for **Outstanding Contributions to Education** (Distinguished Teaching Awards)
- **Departmental Legacy Scholars**
- **McKnight Professorships**
- **President’s Community-Engaged Scholar Awards**
- **Regents Professorships**—the highest honor for faculty at the University of Minnesota

Faculty have received many major academic awards, including the prestigious:

- **American Academy of Arts and Sciences**
- **Guggenheim Fellowships**
- **National Academy of Medicine**
- **National Academy of Engineering**
- **National Academy of Sciences**
- **National Academy of Public Administration**

With over 7,900 direct academic providers systemwide, our faculty members form the cornerstone of the University.
Outstanding Students

**U of M undergraduates** have won the Rhodes Scholarship, Harry S. Truman Scholarship, Churchill Scholarship, British Marshall Scholarship, Udall Scholarship, Goldwater Scholarship, Gilman International Scholarship, and Astronaut Scholarship.

- In 2017, four U of M Morris students won **Fulbright scholarships**.
- In 2016-17, a record 37 new U of M graduate students were awarded **National Science Foundation Fellowships**.

- The average ACT composite scores of the U of M Twin Cities fall 2017 incoming class was **28.4**. The composite score for honors students was **32.9**.
- The Duluth campus has led the nation since 1972 in **training physicians for rural medicine** and serving American Indian communities.

System Campuses

University of Minnesota **systemwide enrollment is** (fall 2017)

**44,544** undergraduate students

**17,143** graduate and professional students

- U of M Crookston
crk.umn.edu

- U of M Duluth
d.umn.edu

- U of M Morris
morris.umn.edu

- U of M Rochester
r.umn.edu

- U of M Twin Cities
tc.umn.edu
The University of Minnesota’s commitment to undergraduate success begins with our outreach to prospective students and extends through recruitment, enrollment, orientation, academic advising, career services, graduation, and beyond.

The President sets the strategy and process by which we recruit incredible scholars who achieve outstanding results.

We provide a high-quality education and experience while remaining affordable to a broad cross-section of students. We foster ethnic, social, economic, and geographic diversity. And we provide students with the opportunities of a world-class research university.

With our development of living and learning communities, freshman seminars, undergraduate research, internships, and service-learning opportunities, the U of M Twin Cities four-year graduation rate is 68.4 percent—more than double the rate in 2002.

Each University of Minnesota system campus has its own strategy to serve the students who thrive in its distinctive environment:

- **U of M Duluth** students participate each year in the Undergraduate Research Opportunity Program, and several departments have nationally recognized summer undergraduate research programs.

- **U of M Morris** offers the same focused experience as the Upper Midwest’s top private liberal arts colleges—yet at half or one-third the price.

- **U of M Crookston’s** experiential learning lets students apply concepts through projects, simulations, site visits, service learning, and interaction with professionals. UMC offers 14 of its 34 majors entirely online, as well as on campus.

- **U of M Rochester** provides each student with a success coach. This is only one of UMR’s innovations that have produced its high success rate for underrepresented students.

- **U of M Twin Cities** undergraduates can enroll in Grand Challenge courses that feature solution-driven interdisciplinary approaches to global problems.
Accountability and Progress: A Board of Regents Initiative

The Board of Regents has set specific aspirational goals in concert with the Administration. The Board’s intent is to focus oversight on a limited number of measurable goals and trends that indicate or drive excellence, understanding that the University measures progress and accountability broadly throughout the institution in many ways.

Accountability Report: z.umn.edu/accountabilityreport
Progress Card: z.umn.edu/progresscard

Student Life by the Numbers

University of Minnesota students come from all 50 states and 130 countries. In 2017-18 there were 31,535 undergraduates on the Twin Cities campus alone, 6,195 of whom were freshmen. Ethnicities on our campuses include Asian/Pacific (11.8%), African-American (5.6%), Chicano/Latino (3.8%), and American Indian (1.4%). International students made up 9% of the total student enrollment.

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<tr>
<th>U of M Twin Cities</th>
<th>U of M Crookston</th>
<th>U of M Morris</th>
<th>U of M Duluth</th>
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<tr>
<td>51,759 students (Fall 2017)</td>
<td>2,834 students (Fall 2017)</td>
<td>1,627 students (Fall 2017)</td>
<td>11,168 students (Fall 2017)</td>
<td>561 students (Fall 2017)</td>
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<td>19.7% students of color or underrepresented groups</td>
<td>15% students of color or underrepresented groups</td>
<td>28% students of color or underrepresented groups</td>
<td>12% students of color or underrepresented groups</td>
<td>65.7% students of color or underrepresented groups</td>
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<td>150 undergraduate majors</td>
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<td>180+ graduate majors</td>
<td>40+ student organizations</td>
<td>130+ student organizations</td>
<td>25 graduate majors</td>
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<td>108 doctoral majors</td>
<td>11 athletic teams</td>
<td>19 athletic teams</td>
<td>3 doctoral majors</td>
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<td>900+ student organizations</td>
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<td>23 athletic teams</td>
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<td>16 athletic teams</td>
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The University of Minnesota’s $8.6 billion annual economic impact on Minnesota is rooted in our discoveries. Our 10 Research and Outreach Centers statewide bring new knowledge of vital importance to Minnesota’s rural and urban communities. As President, you will explore every county in the state, knowing that our research improves the lives of every Minnesotan.

Through MnDRIVE—Minnesota’s Discovery, Research, and InnoVation Economy—we partner with the state to align research with Minnesota’s key and emerging industries and solve pressing challenges. In 2013, the state authorized an $18 million recurring annual investment in four research areas—robotics, global food, environment, and brain conditions. In 2017 another $4 million per year was added for a fifth area—cancer clinical trials.

For eight consecutive years, the U of M has launched record numbers of startups, which have garnered some $400 million in outside investment. Between 2013 and 2017, our patent disclosures rose from 331 to 406, new U.S. patent filings from 148 to 232, and U of M startups from 14 to 18. A 2017 Milken Institute report ranked the U of M’s Office for Technology Commercialization sixth among U.S. public research institutions.

The University of Minnesota builds on a strong tradition of partnering with arts, design, and humanities throughout Minnesota. Our unique Imagine Fund, for example, supports innovative lines of research and scholarship that may not otherwise be possible.

Across the U of M system, our researchers are producing major discoveries—from unlocking the secrets of neutrinos and the solar corona to illuminating the development of Alzheimer’s disease.

- **U of M Morris** researchers are leading the way to an all-renewable-energy campus.
At the University of Minnesota we have a long history of innovation.

- **U of M Duluth’s** Large Lakes Observatory uses sediment cores to understand the history of climate change, and the Natural Resources Research Institute has developed, among other new products, a renewable “instant coal.”

- **U of M Crookston** became known as “laptop U” for its early embrace of new technology.

- **U of M Rochester** offers an unparalleled focus on curriculum and instruction by all faculty members, closing the achievement gap in the most recent year to virtually zero.

- **U of M faculty, Josephine Tilden,** established the Pacific Northwest’s first marine biological station, on Vancouver Island, in 1901. She published a book, The Algae of Minnesota, in 1910, and in 1935 became the first American scientist to publish a book describing marine and freshwater algae.

- In 1940, at the request of Enrico Fermi, U of M physicist Alfred O.C. Nier used an instrument he had built to separate the isotopes of uranium and prepare a sample of uranium-235. That achievement ushered in the nuclear age.

- **U of M graduate student Raymond Lindeman,** working at Minnesota’s Cedar Bog Lake, revolutionized ecology in 1941 and 1942 with papers that described mathematically how energy and nutrients move through ecosystems.
• After World War II, U of M physicists led the way in cosmic ray and nuclear physics. **Phyllis Freier, Edward Ney, and C. Jake Waddington** found the first evidence of heavy ions in cosmic rays. Their work began the U of M’s stellar tradition in balloon, rocket, and satellite-borne research in space physics and astrophysics.

• **James J. “Crash” Ryan**, a U of M mechanical engineering professor from 1931 to 1963, created and tested car safety features himself. In 1963 he received a patent for the first automatic retractable seat belt. He also developed a crash-proof box to record and preserve flight information—it became the “black box” recorder.

• In 1957, U of M surgeon **C. Walton Lillehei** asked alumnus and Medtronic Inc. founder **Earl Bakken** to solve the problem of plug-in pacemakers, which were useless during power blackouts. Bakken promptly invented the battery-powered transistorized pacemaker. The first clinically reliable bubble oxygenator, developed by U of M physicians **Richard DeWall** and Lillehei in 1955, transformed cardiac surgery. In the early 1950s, U of M surgeons Lillehei, **Richard L. Varco, Morley Cohen, and Herbert Warden** and others pioneered the technique of cross-circulation, in which a blood-matched donor served as the heart-lung “machine” for a patient.

• In 1968 U of M physician **Robert Good** used HLA matching to perform the world’s first successful human bone marrow transplant between siblings who were not identical twins.

• U of M economics professor **Leonid Hurwicz** pioneered the application of game theory and showed how desired outcomes are achieved in economics, social science, and political science.

• In the early 1990s, U of M ecology professor **David Tilman** demonstrated the pivotal role of biodiversity in ecosystem health.

• In the mid-1990s, U of M medical scientist **Karen Ashe** developed the “gold standard” mouse model of Alzheimer’s disease.

• In 2016, The Thurber Prize for American Humor was awarded to English professor **Julie Schumacher** for her book “Dear Committee Members: A Novel.”

• **David Bedford** and **Jim Luby**, professors in the Department of Horticultural Science, introduce “First Kiss” in August 2018, the newest apple pioneered by the University of Minnesota.
Three University of Minnesota campuses—Crookston, Morris, and the Twin Cities—were named to the 2016 President’s Higher Education Community Service Honor Roll, the highest federal recognition for community service. And the Association of Public and Land-grant Universities named the University of Minnesota as winner of its inaugural (2016) Institutional Award for Global Learning, Research, and Engagement.

We work with communities in all 87 Minnesota counties—on agricultural issues, the environment, the educational needs of youth, health care access, business innovation, economic development, and more.

- The U of M’s Office for Public Engagement leads a dedicated systemwide effort to integrate public engagement into our research and teaching.
- The Robert J. Jones Urban Research and Outreach-Engagement Center has vital partnerships with North Minneapolis to advance learning, improve quality of life, and find solutions to critical urban-based problems.

We are committed to community service and the vitalization of every corner of the state. And our commitment is nationally recognized.
• The Center for Urban and Regional Affairs is a national model for university-community engagement to determine key issues and discover new approaches to solving them.

• U of M Extension’s regional sustainable development partnerships now have 145 active sustainable development projects across our state.

• The University’s commitment to Minnesota agriculture has never been stronger. The Veterinary Diagnostic Laboratory serves Minnesota’s citizens and animal populations by identifying and monitoring emerging diseases, developing new diagnostic methods, and preparing the next generation of veterinary scientists.

• The U of M’s Landscape Arboretum has 1,200 acres of gardens and tree collections, prairie and woods, and miles of trails for the tens of thousands of Minnesotans who annually visit to recreate and reflect on nature’s best ideas.

The University of Minnesota has one of the nation’s most comprehensive academic health centers. We train 70 percent of Minnesota’s new physicians. U of M research produces new treatments to enhance the health and well-being of our state’s communities and beyond.

• The Rural Physician Associate Program has placed more than 600 students across greater Minnesota to bolster communities’ access to health care while offering third-year medical school students real-world experience.

• The Mobile Dental Clinic travels our state to serve those areas where dentistry is scarce, while providing hands-on experience to U of M students seeking to become dentists, dental hygienists, and dental therapists.

• The U of M College of Pharmacy educates 70% of Minnesota’s pharmacists and has programs on the Duluth and Twin Cities campuses.

• The U of M’s Veterinary Food Animal Scholars Program (VetFAST) accelerates training to meet the shortage of food animal veterinarians and ensure that communities in greater Minnesota have livestock care.

• The U of M’s Doctor of Nursing Practice program produces highly trained nurses to practice medicine to alleviate care shortages across Minnesota.

• The Community-University Health Care Center is one of the largest urban clinical training sites, with nearly 300 students and residents serving South Minneapolis communities, with over a dozen racial and ethnic groups from five continents.
Every dollar invested in the U of M by our state generates $13.83 in Minnesota’s economy.

We contribute more than $8.6 billion annually in economic activity to our state. With 26,000+ employees (we’re Minnesota’s 6th largest employer), a large student population, and research centers and health care services, there is little in the state that we don’t have a hand in.

- **MnTAP—Minnesota Technical Assistance Program**—pairs U of M student interns with Minnesota businesses to implement industry-tailored solutions to save money through energy, water, and waste reduction.

- **U of M Duluth’s Center for Economic Development** in 2017 helped 1,040 entrepreneurs and businesses grow by consulting on finances, marketing, and loan packaging, as well as partnering UMD students with area businesses.

- **Extension Center for Community Vitality** engages Minnesotans to strengthen the social, civic, economic, and technological capacity of their communities and to expand local businesses.

- **MN Cup** is Carlson School of Management’s startup competition to connect U of M students with Minnesota’s entrepreneurs. In 2017, out of 520 competing MN Cup teams, 29 percent were led by minorities and 37 percent by women.

- **The Metropolitan Design Center**, at U of M Twin Cities’ College of Design, brings together U of M faculty and graduate students to explore critical design challenges to build livable and sustainable cities.

- **U of M Duluth’s Natural Resources Research Institute** works with Minnesota businesses to promote entrepreneurship, job creation, economic diversification, and resource stewardship to foster resilient communities.
Our distinguished intellectual history includes 26 Nobel Prize winners, plus Guggenheim Fellows, Pulitzer Prize winners, MacArthur Fellowships (“genius awards”), and members of the American Academy of Arts and Sciences and the National Academy of Sciences.

Famous University of Minnesota alumni include Nobel Peace Prize–winning agronomist Norman Borlaug; former U.S. Vice Presidents Hubert Humphrey and Walter Mondale; journalists Harry Reasoner, Eric Sevareid, and Michele Norris; Earl Bakken, inventor of the battery-powered pacemaker and founder of Medtronic; civil rights activist Roy Wilkins; author Patricia Hampl; jazz composer Maria Schneider; and athletics greats Lindsay Whalen, Tony Dungy, and Paul Molitor.

Our living alumni total more than 570,000—and 63 percent of them live in Minnesota.

- **U of M Crookston** has more than 11,000 living alumni, with over 6,500 residing in Minnesota—the majority working in the fields of agriculture, natural resources, and business. Alums include 2013 graduate Wemimo Abbey—cofounder of Clean Water for Everyone and Esusu, a peer-to-peer social banking venture.

- **U of M Duluth** living alumni number more than 70,000 (45,400 in Minnesota), from NHL player Brett Hull to 2012 Nobel Prize recipient Brian Kobilka, actor Joel McKinnon Miller, and Emily Larson—the current mayor of Duluth.

- **U of M Morris** living alumni number 22,000 (14,000 in Minnesota), including Lorie Skjerven Gildea, chief justice of the Minnesota Supreme Court; Ravi Norman, CEO of Thor Construction—the largest minority-owned business in Minnesota; and Olympic medalist Dennis Koslowski.

- **U of M Rochester**’s first graduating class emerged in 2013. Today there are 539 living alums, like 2017 graduate Jake Anderson—the first UMR student
accepted to the Mayo Clinic School of Medicine, where he’s pursuing a PhD in chemical biology and is a leader of Pre-Med Insight, a student group that acts to increase underrepresented and minority students in medicine.

- **U of M Twin Cities** counts more than 485,000 living alumni worldwide. More than a third of them hold doctorate or master’s degrees.

And systemwide, **our alumni are generous**. In fiscal year 2018, more than 39,000 of them gave over $170 million to the University of Minnesota—that’s 54 percent of all donors and nearly 50 percent of all gifts.

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**Rankings and Accolades**

Among U.S. public research universities, **U of M Twin Cities**—our flagship campus—ranks:

- **9th overall** (Shanghai Jiao Tong University rankings)
- **8th in research expenditures** (Top American Research Universities Report)
- **7th for annual giving**. Forbes has rated the U of M #1 as a “Rising Star College.” We don’t aspire to be in the top ten...we aspire to be number 1.

**Our system campuses are equally excellent.**

- U.S. News & World Report named **U of M Morris** one of the nation’s Top 10 public liberal arts colleges.
- U.S. News & World Report ranked **U of M Crookston** second among the Midwest’s public regional colleges.
- **U of M Duluth** is a highly ranked regional university.
- **U of M Rochester** maintains partnerships with world-renowned medical organizations.

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**Centers and Institutes**

The U of M is home to more than 300 centers and institutes whose impact is felt worldwide—from our renowned Institute on the Environment; to the Center for Drug Design, which developed Ziagen, one of the world’s most effective HIV/AIDS drugs; to the National Center on Educational Outcomes; to the National Center for Food Protection and Defense.

As President, you could visit a center a day for almost a year without repeating a single visit! U of M centers and institutes **serve every corner of our state**:

- **U of M Crookston’s Center for Rural Entrepreneurial Studies** serves an eleven-county region in Northwest Minnesota.
- **U of M Morris’s Center for Small Towns** helps rural Minnesota’s many small communities find new ways to successfully transition through this period of rapid change, focusing on locally identified issues.
- **U of M Duluth’s Center of American Indian and Minority Health** educates Native American students in the fields of health care and Indian health.

For further reading on Centers and Institutes: centers.umn.edu
LIVING IN THE TWIN CITIES

Our dramatic skyline is the riverfront setting for world-famous Fortune 500 companies and nonprofits. Yet the Twin Cities—Minneapolis and Saint Paul—are remarkable for many reasons.

The Twin Cities are a center for art and culture. Home to the nation’s first sculpture garden, several fine arts museums, the nation’s third-largest market for dance, two professional orchestras, an internationally renowned opera company, and great jazz clubs. And of course, we rock. Prince, Bob Dylan, the Replacements, Atmosphere—there’s a reason they loved it here.
We lead the nation in the percentage of residents who volunteer—more than 40 percent—and we are also among the most civically engaged, based on levels of community and neighborhood involvement and voter turnout.

Lakes, trails, parks—in the Twin Cities you’re never more than six blocks from a park. There are nine state parks in the metro area and dozens of lakes. Summer here means walking, running, skating, and biking on our many local trails—in winter we ski on those same trails.

Consistently named among the best-value metro areas in America, the Twin Cities offer a huge range of communal amenities and housing. Our strong work-life balance, low cost of living, and high rates of health coverage earned us third place on NerdWallet’s recent quality of life rankings. For further reading on Greater MSP: greatermsp.org

**U of M Duluth** has been a Division I power in both women’s and men’s hockey for many years. Our women’s hockey team has won five national championships (2001, 2002, 2003, 2008, and 2010)—second most of any program. Our men’s hockey team has won two national titles this decade (2011, 2018). U of M Duluth also won the Division II national football championship (2008, 2010).

**U of M Crookston**’s equestrian program made its first-ever appearance at the National Collegiate Equestrian Association championships in 2018, competing with the nation’s top teams.

The U of M is home to iconic sports facilities on the Twin Cities campus. Ridder Arena and 3M Arena at Mariucci are the envy of hockey fans everywhere. TCF Bank Stadium is one of the newest collegiate football stadiums in the country. And our brand new Athletes Village complex provides student-athletes with state of the art academic, leadership, and nutrition support.

Beyond varsity sports, thousands of University of Minnesota students on all of our campuses participate in **intramural and club sports**—from soccer and volleyball to broomball and dodgeball.
The U of M Twin Cities is in the heart of a buzzing metropolis, yet the campus takes much of its identity from its unique setting astride the east and west banks of the Mississippi River.

Since our origins in 1851, we have grown exponentially, and the U of M’s footprint now spans Minnesota. The Twin Cities campus alone has 263 buildings and covers nearly 14 million square feet. The campuses of Crookston, Duluth, and Morris add another 159 buildings and 3 million square feet.

Each U of M system campus reflects its neighboring communities and has undertaken its own expansions, renovations, and renewals to offer ideal learning environments for U of M students. We have invested heavily in infrastructure and buildings related to science, health, and technology—areas critical to the wellbeing of Minnesota and beyond.

- In partnership with the State of Minnesota, U of M Twin Cities built the Biomedical Discovery District, a five-building complex of the most advanced research found anywhere in the country. Within the district, researchers work across disciplines to pursue discoveries that will change the face of health care. As an incubator for new ideas and products, the district will bolster Minnesota’s economy, positioning our state as a leader in the bioscience industry.

- The Bell Museum—the newest building on the Twin Cities campus—is a model of science and public engagement. Again in partnership with the State of Minnesota, the U of M created a vibrant new facility that enables visitors to experience and explore the geological story of Minnesota.

- At U of M Duluth, we began construction (2017) on the Heikkila Chemistry and Advanced Materials Science Building. Its 56,000 square feet of dynamic research labs and learning spaces will meet Minnesota’s growing needs in STEM fields.
• U of M Crookston’s new **Wellness and Recreation** facility (2016) fosters student success and development throughout its 36,070 square feet—with a two-court gymnasium, suspended jogging/walking track, fitness/cardio areas, and flexible spaces for learning and group exercise.

• New construction and renovation throughout the U of M system is undertaken with an eye toward sustainability. Last fall, for example, a deteriorated, decommissioned 104-year-old heating plant on the U of M Twin Cities campus was resurrected as a “co-generation” combined heat and power utility. It’s 83 percent energy-efficient—more than double the efficiency of a coal-fired power plant. Fueled by natural gas, the new **Main Energy Plant** is a key investment in the University of Minnesota’s climate action plan to reduce campus emissions in half by the year 2020.

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**Eastcliff**

High upon the cliffs of the Mississippi River in St. Paul stands Eastcliff, the official residence of the president of the University of Minnesota.

Eastcliff is almost **10,000 square feet** and has 20 rooms. Surrounded by a white wooden fence, the home sits on two acres along with its carriage house, summerhouse, pool, and terraces.

U of M faculty in design and architecture assist with renovations and improvements for the home, and U of M land-care staff design and tend the native perennials, specimen plants, and exotic trees in Eastcliff’s gardens.

• Artwork and some of the furniture within Eastcliff are on loan from U of M collections, including **Weisman Art Museum** and **Goldstein Gallery**.

• As a fine example of 1920s Colonial Revival architecture, Eastcliff is on the **National Register of Historic Places**.

• Eastcliff’s architect, **C.H. Johnston Sr.**, designed all but two of the University of Minnesota buildings constructed between 1904 and 1936, and many other famous buildings, including Glensheen in Duluth, and the Minnesota State Fair Grandstand in St. Paul.

For further reading on Eastcliff History: president.umn.edu/welcome-eastcliff/eastcliff-history
Driven: The University of Minnesota Campaign is the largest philanthropic initiative in the history of the University of Minnesota. Our goal: raise $4 billion in private investments between July 1, 2011, and June 30, 2021.

The Driven campaign has five priorities:

- Elevate a world-class student experience
- Accelerate advances in health
- Protect and sustain agriculture, food, and water
- Drive a Minnesota plan for innovation
- Provide a place of opportunity for everyone

Driven campaign donations go to scholarships; fellowships; curriculum enhancements; internships; study abroad opportunities; professorships; lecture series; clinical, academic, and field research; professional development; capital improvements; strategic initiatives; urban and rural community outreach; hospitals/clinics; programming; patient care; and more.

To date, the Driven campaign has raised more than $3 billion. In fiscal year 2018 alone, more than 72,000 donors contributed $476 million—the highest year ever of private investment in the U of M.

For further reading on campaign news: give.umn.edu
When the University of Minnesota was founded in 1851, the government of the University was vested in a Board of 12 Regents. Today, the Board of Regents remains a 12-member body elected by a joint convention of the Minnesota legislature. One member is elected from each of Minnesota’s eight Congressional districts; four seats are at-large.

As the University’s governing board, Regents articulate a vision for the University and work to ensure the University of Minnesota fulfills its mission of education, research, and outreach for the benefit of the people of Minnesota, the nation, and the world.

David J. McMillan, Chair
Kendall J. Powell, Vice Chair
Thomas J. Anderson
Richard B. Beeson
Linda A. Cohen
Michael D. Hsu

Dean E. Johnson
Peggy E. Lucas
Abdul M. Omari
Darrin M. Rosha
Randy R. Simonson
Steven A. Sviggum

A HISTORY OF SHARED GOVERNANCE

We have one of the strongest and most active shared governance systems among major research universities. When it was established, in 1912, the University Senate consisted only of faculty. Today, there are four senates—Faculty Senate, Student Senate, P&A Senate, and Civil Service Senate. This shared governance body provides an opportunity for diverse voices of the U of M community to weigh in on key issues.

The University Senate takes pride in its collaborative relationship with both the Board of Regents and the University administration.

For further reading on University Senate Governance: usenate.umn.edu