

**Report of the Presidential Performance Review Committee
University of Minnesota
Board of Regents
June 7, 2007**

The Presidential Performance Review Committee, consisting of Chair Anthony Baraga, Vice Chair Patricia Simmons, and Regent Steven Hunter, reviewed President Robert Bruininks' performance for 2006-2007. The committee interviewed all members of the Board of Regents, selected senior administrators, and representatives of faculty and student leadership. The committee also reviewed the President's Accomplishments Report. Three non-public meetings were held: May 11, May 22, and May 31, 2007. The president joined the committee for its May 31, 2007 meeting.

Overview

The implementation of the Strategic Positioning initiative is now in its third year under the capable direction of President Bruininks, and there is a sense of positive momentum about the University, both within and outside the institution. Internally, it is clear that the goals of Strategic Positioning are well understood, especially among administrators and the leadership. Within state government, there is evidence that the institution's goals have resonated well with key legislative leaders and other stakeholders.

The University's Driven to Discover campaign has provided focus on the institution's efforts to forge connections with the people of Minnesota. By seeking to connect people with the University in ways that are meaningful and important to them, the campaign has opened a new dialogue with the public and built support for the institution's mission.

The President is perceived as a very effective manager who hires good people and then supports them. Recent hires in prominent areas lend credence to his ability to recognize and recruit outstanding talent.

Identifying and realigning resources to fully implement the vision of a "Top 3" public research university continues to be a major focus of the President's effort. The Board recommits itself in partnership with the President to support the fulfillment of the vision and objectives embodied in Strategic Positioning.

President Bruininks is very attentive to the mission of the University, including responding to the state's needs. He has demonstrated his commitment to mission through his efforts at the Legislature and time spent traveling throughout the state speaking with local leaders and citizens, informing them about the University and hearing from them about the University's importance to local communities.

Academic Leadership

Throughout the Strategic Positioning process, President Bruininks has worked well to involve members of the University community. This is particularly evident with the faculty, who contributed to the process by serving on more than 30 task forces. The faculty's involvement has not only generated the buy-in necessary for Strategic Positioning to succeed, but it has contributed to goodwill and strong

working relationships, as demonstrated by the Faculty Senate's unanimous approval this year of amendments to the Tenure Code. The Board applauds the President's involvement of the University faculty and broader community in this important work.

During his tenure, President Bruininks has been steadfastly committed to making sure students succeed. The rising number of freshman applications, the rising quality of applicants, and the increase in student satisfaction are a clear indication that improvements in the undergraduate experience, such as improved student support services, the baccalaureate writing initiative, and the Undergraduate Research Opportunities Program, have enhanced the University's reputation as a place where students thrive. The Board commends the President for his efforts and looks forward to upcoming initiatives, including the campus-wide University Honors Program.

The Board strongly supports continuing efforts to improve undergraduate retention and graduation rates. Recent data indicate that graduation and retention rates are moving in the right direction, and that continued improvement is essential to achieving the University's "Top 3" goal.

President Bruininks' efforts in interdisciplinary research have been well received and there has been notable progress. The Board encourages the President to continue these efforts, consolidating past gains and seeking to further establish the internal and external relationships that will be critical to their success.

Improving the University's standing among research universities is a cornerstone of the Strategic Positioning initiative, but the intensifying competition for research funds makes this a continuing challenge. The Board supports the President's efforts to capitalize on academic strengths and leverage institutional resources in order to secure the University's national rankings in this area.

Administrative Management

The President is uniformly viewed as an outstanding leader who has assembled and inspired a strong team of vice presidents, deans, and chancellors whose competencies reflect not only his good judgment, but also their respect for his leadership. Through Strategic Positioning, he has effectively articulated a vision, set a high standard, and empowered others to work toward established goals.

Now in its third year, it is evident that Strategic Positioning has resulted in measurable progress and substantial institutional change. President Bruininks' implementation of Strategic Positioning is uniformly described as positive. He has remained engaged and passionate about Strategic Positioning, has enlisted the support of key internal constituencies, and has overseen the achievement of a number of critical milestones. Collegiate reorganizations, for example, were effective July 1, 2006, with the creation of the new College of Design, the new College of Food, Agricultural and Natural Resource Sciences, and the new College of Education and Human Development, which now encompasses programs from the College of Human Ecology and the General College. The new colleges represent a significant realignment and they are off to a good start because of their involvement in charting the new course.

President Bruininks is supportive of the mission and success of the coordinate campuses. While the Twin Cities campus to date has been the focus of much of the restructuring, there has been progress as well at the coordinate

campuses. The President has demonstrated leadership and support for change in terms of Strategic Positioning and the future of these campuses. The Board supports the President's attention to the University of Minnesota Crookston and the University of Minnesota Morris enrollment challenges.

Fiscal Management

The University's Balance Sheet remains strong. The institution continues to manage expenses and experience favorable returns on investments.

The Board notes that President Bruininks has made excellent use of the principles of Strategic Positioning to inform financial decisions. He effectively structured and presented the University's budget request around the principles of Strategic Positioning and made a strong case to secure state funding.

During the past year, progress has been substantial in the implementation of two new tools. The new budget model was launched in July 2006, and a new financial system is scheduled to be operational in July 2008. The collegiate reorganizations implemented under Strategic Positioning and the new budget model also have improved resource allocations.

President Bruininks has responded masterfully to budget cuts in recent years, and this will serve the institution well as it continues to face financial challenges. The priorities established through the Strategic Positioning process set the context for budget reallocations. In light of the inevitable fiscal constraints, it will be important for the Board and the President to identify and manage the institution's top priorities.

Fundraising

President Bruininks has been extremely dedicated and successful in seeking philanthropic support, particularly for the priorities of scholarships and capital projects, including the stadium. From building relationships to enhance private giving to securing major gifts to advance academic excellence, it is clear that among the President's strengths are skill and diplomacy, outstanding relationships with foundations and other friends of the University, and his ability to enlist financial support for the University's important initiatives. The Board is deeply appreciative of the President's selfless commitment and time and energy devoted to securing additional resources to advance the University's mission. The Board is grateful as well for the contributions of the President's wife, Susan Hagstrum, who is an effective ally in this important endeavor.

Relationship with Board of Regents

The Board and the President have a trusting, respectful, and warm relationship. The rapport he is able to develop with each Regent inspires confidence in his abilities. The President keeps the Board appropriately well informed and has responded to Board suggestions and directives in meaningful ways. Strategic Positioning is an excellent example, since it is the result of a Board discussion with the President about the vision for the University.

The Board looks forward to continuing to find helpful and effective ways to support President Bruininks.

Relationship with Internal Constituencies

Strategic Positioning has energized the University community, which is engaged and positive about the institution's progress toward established goals.

President Bruininks interacts daily with faculty and students. He is highly regarded by the faculty and has earned the respect of faculty leaders, who have been heavily involved during development and execution of the Strategic Positioning initiative. This spring's unanimous Faculty Senate vote on proposed changes to the Tenure Code is indicative of a positive climate, mutual respect, and the faculty's confidence in President Bruininks.

Faculty express their appreciation of the President's renewed emphasis on academic initiatives and his efforts to enhance recognition, including expansion of the Regents Professorships and his redoubled efforts to increase the number and quality of nominations for internal and external faculty awards and recognitions.

In spite of his leadership responsibilities, President Bruininks remains very engaged with students. Students, especially those who have the opportunity to interact with him, are drawn by his genuine concern and interest in their welfare. Evidence of the President's commitment to students are the initiatives he has implemented to control tuition increases, enhance the undergraduate experience, improve student support services, and upgrade classrooms. The President also is supportive of student leaders, who have found him very responsive to the concerns of student government.

Relationship with External Constituencies

President Bruininks has established strong relationships with the University's many external constituencies. Among Minnesotans in general, the public's perception of the University has improved markedly during his tenure. In his dealings with the Legislature, he is astute and effective and has established an impressive grassroots network to focus attention on the University's priorities.

Among business and civic leaders, the President has established excellent rapport. Through appearances in a number of outstate communities and community visits within the Twin Cities, President Bruininks has carried the University's message and demonstrated the University's commitment to the economic, social, and cultural vitality of Minnesota's regions. Implementation and marketing of the new Academic and Corporate Relations Center and the portal strategy not only will increase opportunities for productive relationships with key corporate partners, but is responsive as well to the business community recommendations on the need for a "front door" to facilitate access to the University.

President Bruininks has established a stellar record of leadership in Minnesota's educational systems. He has been at the forefront of recent discussions to address Minnesota's education needs, from Pre-K12 to higher education, and maintains ongoing partnerships with other public and private higher education institutions throughout the state. The President also has skillfully guided the development of the University's presence in Rochester. His recent designation of Rochester as a coordinate campus demonstrates his commitment to the importance of learning tailored to meet the needs of individuals and to respond to the greater community.

The Board also values and recognizes the President's public engagement. In Minnesota he serves on the Governor's Education Council, the Board of Directors of the Minnesota Early Learning Foundation, and is a founding member/chair-elect of the P-16 Council for Excellence in Education. Nationally, he serves on the Big Ten Conference Council of Presidents/Chancellors; the J. William Fulbright Foreign Scholarship Board; the National Commission on Writing for America's Families, Schools, and Colleges; the National Association of State Universities and Land-Grant Colleges; and the National Collegiate Athletics Association Division I Board of Directors.

Conclusion

President Robert Bruininks is held in universally high regard by faculty and student leadership, by administrators, and by members of the Board of Regents. He is energetic, committed, passionate, hard working, ethical, approachable, and an able communicator. In short, he is well liked and well respected.

The same qualities that have made President Bruininks a leader in Minnesota have now propelled him to a leadership role in higher education nationally. Among his national leadership positions are his recent appointment to the Fulbright Foreign Scholarship Board, his position as chair-elect of the Board of Directors of the National Association of State Universities and Land-Grant Colleges, and his service on the Board of Directors of the National Collegiate Athletics Association – Division I. His outstanding leadership and national stature in higher education were acknowledged by the Board through his recent designation as President and Regents Presidential Leadership Chair.

The Board gratefully acknowledges the extraordinary engagement and commitment of President Bruininks and Susan Hagstrum, and looks forward to the continued excellent leadership of this remarkable team.