

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

MINUTES

BOARD OF REGENTS MEETINGS

AND

COMMITTEE MEETINGS

**May 9-10, 2013
May 20, 2013
May 29, 2013**

**Office of the Board of Regents
600 McNamara Alumni Center**

UNIVERSITY OF MINNESOTA
BOARD OF REGENTS

Minutes of the Board of Regents Meetings
and Committee Meetings

May 9-10, 2013
May 20, 2013
May 29, 2013

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UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Audit Committee

May 9, 2013

A meeting of the Audit Committee of the Board of Regents was held on Thursday, May 9, 2013 at 8:15 a.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Richard Beeson, presiding; Clyde Allen, Laura Brod, John Frobenius, and Abdul Omari.

Staff present: President Senior Vice President & Provost Karen Hanson; Vice Presidents Kathryn Brown and Scott Studham; General Counsel Mark Rotenberg; Executive Director Brian Steeves; and Associate Vice Presidents Gail Klatt and Michael Volna.

Student Representatives present: Meghan Mason and Cody Mikl.

APPROVAL OF EXTERNAL AUDITOR CONTRACT

Associate Vice President Klatt introduced Associate Vice President Michael Volna to present the external audit contract for review and action. The University's Office of Technology Commercialization (OTC) proposes to engage the audit firm McGladrey, LLP to audit the royalties paid to the University by Boehringer Ingelheim Vetmedica, INC (BI) and its related affiliates. The evaluation is for the period of July 1, 2007 through December 31, 2012. The fees for this engagement are estimated to be \$83,000.

A motion was made and seconded, and the committee voted unanimously to recommend approval of the external auditor contract.

EXTERNAL AUDITOR REVIEW

Associate Vice President Michael Volna provided an overview of audit and non-audit services provided by Deloitte and Touche, LLP (Deloitte) for FY 2012, as detailed in the docket and on file in the Board Office. He reported that the firm was paid \$580,703 for various engagements during the past year.

EXTERNAL AUDIT PLAN

Associate Vice President Volna introduced Kirsten Vosen, Lead Client Service Partner, and Judi Dockendorf, Senior Audit Manager, from Deloitte & Touche LLP (Deloitte) to review the audit plan to be used by Deloitte in performing the University's external audit for the fiscal year ending June 30, 2013.

Vosen explained that the audit would utilize a variety of Deloitte staff members to examine areas of potential risk such as financial aid, federal research awards and RUMINCO. She noted that the audit would be performed using a team approach, including specialists in information technology, taxes and investments. Dockendorf clarified that the audit plan would also address electronic financial systems.

In response to a question from Regent Allen, Vosen explained that Deloitte frequently seeks feedback from the audit community on changes to A-133 audit requirements.

In response to a question from Regent Brod, Vosen clarified that the audit of general computer controls refers to the level of access and strength of password protection for various computer systems.

RISK PROFILE OF THE TECHNOLOGY ENTERPRISE

Associate Vice President Klatt introduced Vice President Studham to present information on the risk profile of the University's technology enterprise as detailed in the docket.

Studham provided an overview of the risks associated with the technology enterprise at the University. He explained that the Office of Information Technology (OIT) views risk as possible loss. Meaning that data can be corrupted, stolen, or destroyed. He reported that OIT is moving forward with plans to adopt more standardized procedures across the University. Standardization of the workflow process has already begun in the consolidation of Help Desk support and other areas requiring high levels of security clearance. OIT will review a report from Huron Consulting regarding the current organizational structure of the technology enterprise; the report will be released in June 2013.

A lengthy discussion ensued in which the following issues and questions were addressed:

- the accuracy of electronic financial reporting;
- the development of e-Learning initiatives at the University;
- the impact of the Enterprise System Upgrade on OIT;
- the amount of technology infrastructure required for the University's research enterprise; and
- the impact of implementing a more centralized IT function.

UNIVERSITY DATA SECURITY FRAMEWORK

Associate Vice President Klatt introduced Brian Dahlin, Chief Information Security Officer, to present information on the University's data security framework as detailed in the docket.

Dahlin provided an overview of the challenges associated with providing security resources for the University. He explained that significant time, effort, and resources are devoted to the regulatory requirements of the research enterprise. Data classification is used to determine what data requires restricted access and what safeguards are necessary to address possible compromises in security. He noted that

the University has been successful in decreasing the number of security incidences over the last several years.

In response to a question from Regent Brod, Dahlin explained that all security incidences are investigated and reviewed regardless of the level of risk posed to the technology infrastructure.

In response to a question from Regent Allen, Dahlin clarified that the proposed integrated structure agreement with Fairview would not change the University's obligation to protect HIPAA information.

INFORMATION ITEMS

Associate Vice President Klatt referred the committee to the information items contained in the docket materials, which included:

- Report on Audit and Non-Audit Services and Fees.

The meeting adjourned at 9:30 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Litigation Review Committee

May 9, 2013

A meeting of the Litigation Review Committee of the Board of Regents was held on Thursday, May 9, 2013 at 8:17 a.m. in the W.R. Peterson Conference Room, 600 McNamara Alumni Center.

Regents present: Linda Cohen, presiding; David McMillan and Patricia Simmons.

Staff present: President Eric Kaler; General Counsel Mark Rotenberg; and Executive Director Brian Steeves.

Others present: William Donohue, Keith Dunder, and Amy Phenix.

**RESOLUTION TO CONDUCT NON-PUBLIC MEETING
OF THE LITIGATION REVIEW COMMITTEE**

At 8:17 a.m. a motion was made and seconded that the following resolution be approved:

WHEREAS, based on advice of the General Counsel, the Board of Regents Litigation Review Committee has balanced the purposes served by the Open Meeting Law and by the attorney-client privilege, and determined that there is a need for absolute confidentiality to discuss litigation strategy in particular matters involving the University of Minnesota;

NOW, THEREFORE, BE IT RESOLVED, that in accordance with Minn. Stat. § 13D.01, Subd. 3 and 13D.05 Subd. 3(b), a non-public meeting of Litigation Review Committee be held on Thursday, May 9, 2013 at 8:15 a.m. in the William R. Peterson Conference Room, 600 McNamara Alumni Center, for the purpose of discussing attorney-client privileged matters including the following:

- I. *Prescription drug insurance claims*
- II. *West Bank ground contamination claims*
- III. *Patent infringement claims*
- IV. *Dahl v. Regents of the University of Minnesota, et al.*

- V. *Cosgrove v. Regents of the University of Minnesota*
- VI. *Regents of the University of Minnesota v. AGA Medical Corporation*

The meeting adjourned at 9:08 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Facilities & Operations Committee

May 9, 2013

A meeting of the Facilities & Operations Committee of the Board of Regents was held on Thursday, May 9, 2013 at 9:45 a.m. in the West Committee Room, 600 McNamara Alumni Center.

Regents present: Dean Johnson, presiding; Clyde Allen, Laura Brod, John Frobenius, and Peggy Lucas.

Staff present: President Eric Kaler, Chancellor Lendley Black, Vice Presidents Richard Pfutzenreuter and Pamela Wheelock; General Counsel Mark Rotenberg; Executive Director Brian Steeves; and Associate Vice Presidents Michael Berthelsen and Michael Volna.

Student Representatives present: Kevin Lang and Molly Tomfohrde.

SCHEMATIC PLANS

A. Mechanical Engineering Building Infrastructure Remodel, Twin Cities Campus

A motion was made and seconded to recommend approval of the following actions:

The schematic plans for the Mechanical Engineering Building Infrastructure Remodel, Twin Cities Campus, are approved and the appropriate administrative officers authorized to proceed with the award of contracts, the development of construction documents, and construction.

Vice President Wheelock introduced Suzanne Smith, Assistant Vice President for Capital Planning and Project Management, to answer questions.

In response to a question from Regent Johnson, Smith explained that it is difficult to find temporary office space for employees who have been displaced by construction.

The committee voted unanimously to recommend approval of the schematic plans for the Mechanical Engineering Building Infrastructure Remodel, Twin Cities Campus.

UMD CAMPUS MASTER PLAN UPDATE

Vice President Wheelock invited Chancellor Lendley Black and Monique MacKenzie, Director of Planning and Architecture, to present for review the UMD Campus Master Plan Update, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Black and MacKenzie reviewed the University's master planning process for individual campus and corridor plans. Black explained that the plan would build on UMD's land grant and sea grant history, unique location, academic characteristics, and student enrollment projections. He noted that UMD is working with private developers to address student housing issues and traffic management concerns as the campus moves forward with plans to enhance non-motorized transportation in and around the campus area. UMD continues to collaborate with the City of Duluth on the possible reconfiguration of West College St. to allow better access to campus.

In response to a question from Regent Lucas, Black suggested that private developers are showing increased interest in the neighborhoods surrounding UMD.

In response to a question from Regent Allen, Black noted that current residence halls are nearing capacity and additional investment is needed in that area.

In response to a question from Regent Frobenius, Black explained that the health science programs located at UMD are components of the Academic Health Center (AHC) and will be reviewed as part of the strategic planning process for the Medical School.

The master plan will return for action at a future meeting of the committee.

PROJECT COMPONENTS OF THE PRESIDENT'S RECOMMENDED SIX-YEAR CAPITAL PLAN

Vice President Wheelock provided for review an overview of the project components of the President's Recommended Six-Year Capital Plan as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Wheelock explained that the capital planning process considers the experiences of faculty, staff, and students as well as geographic balance around the University system. Academic priorities, such as recent investments in STEM education, are reflected in plans for investment in Tate Laboratory and ongoing discussion to invest in aging infrastructure related to computer science and chemical engineering. She noted that the condition and quality of facilities plays a significant role in the recruitment of students and faculty across the system. The plan will be updated at a future meeting pending the adoption of a bonding bill by the state legislature during the 2013 session.

In response to a question from Regent Johnson, Wheelock explained that the University paying the necessary one-third of each project is a barrier to adding additional projects to the list.

In response to a question from Regent Frobenius, Wheelock noted that the needs of the Medical School would be a component of future capital planning.

**PROJECT COMPONENTS OF THE PRESIDENT'S RECOMMENDED
FY 2014 CAPITAL IMPROVEMENT BUDGET**

Vice President Wheelock provided for review an overview of the project components of the President's Recommended FY 2014 Capital Improvement Budget as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Wheelock explained that the FY 2014 Annual Capital Improvement Budget authorizes projects totaling \$289,774,000 to begin design or construction during the next fiscal year. She highlighted the key planning principles of the Capital Improvement Budget:

- Advance the academic excellence of the University of Minnesota;
- Ensure that investments in existing facilities aligns with the University's academic plan;
- Give preference to projects that create flexible space, improve space utilization, and reduce operational costs; and
- Protect the University's financial position by keeping capital expenditures within the projected debt capacity limit.

INFORMATION ITEMS

Vice President Wheelock referred committee members to the following information item:

- Final Project Review – Re-Use Center Engine Research Laboratory.

Regent Johnson announced that the Annual Report on Space Utilization Initiatives would be heard at a future meeting of the committee.

Regent Johnson recessed the meeting at 11:25 a.m.

Regent Johnson reconvened the meeting at 11:35 a.m.

**RESOLUTION APPROVING AGREEMENTS WITH THE MINNESOTA VIKINGS TO
PLAY AT TCF BANK STADIUM**

Vice President Wheelock invited General Counsel Rotenberg to present the Resolution Approving Agreements with the Minnesota Vikings to Play at TCF Bank Stadium, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Rotenberg summarized the resolution, noting that the Minnesota Vikings and the University had come to this agreement over the past 12 months. He praised the Vikings for helping to ensure a positive outcome for the state of Minnesota, and highlighted significant portions of the agreement:

- The Vikings may play at TCF Bank Stadium for up to four consecutive NFL seasons starting in 2014.

- The Vikings may use University facilities for Sunday games only, and one weeknight game each season as approved by the University.
- The Vikings will pay the University \$250,000 for each game played in the 2014 and 2015 season; \$262,000 per game in the 2016 season; and \$275,000 per game in the 2017 season. The Vikings will pay an additional \$50,000 per game for the sponsorship and concession opportunities given to the Vikings.
- The University will be fully reimbursed for all expenses, including for services, equipment and suppliers on game days, and for construction of facility improvements.
- The Vikings will make a contribution to the "Good Neighbor" fund for the University District for each season played at TCF Bank Stadium. The contribution will include \$90,000 in cash and \$35,000 of in-kind services each season.
- Coke, Pepsi, and the parties have agreed that Gatorade products will be allowed on playing field sidelines; Gatorade and Pepsi products will be allowed in one suite; and Gatorade and Pepsi print ads will be allowed in the Vikings programs.

In response to questions from Regent Johnson, Wheelock explained that the Board of Regents would act on a separate resolution pertaining to the use of alcoholic beverages during the May 10, 2013 Board of Regents meeting.

President Kaler expressed his support for the resolution.

Vice President Wheelock invited Kevin Warren, Minnesota Vikings General Counsel, to answer questions.

In response to a question from Regent Johnson, Warren explained that the organization is still determining how to address shortages in tickets due to the smaller capacity of TCF Bank Stadium.

In response to a question from Regent Lucas, Warren specified that in-kind contributions to the Good Neighbor fund would include goods and services beyond the agreed upon \$90,000 in cash.

A motion was made and seconded and the committee voted unanimously to recommend approval of the Resolution Approving Agreements with the Minnesota Vikings to Play at TCF Bank Stadium.

The meeting adjourned at 12:02 p.m.



BRIAN R. STEEVES
Executive Director
and Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Faculty & Staff Affairs Committee

May 9, 2013

A meeting of the Faculty & Staff Affairs Committee of the Board of Regents was held on Thursday, May 9, 2013 at 9:45 a.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Patricia Simmons, presiding; Richard Beeson, Linda Cohen, Thomas Devine, David McMillan, and Abdul Omari.

Staff present: President Eric Kaler; Chancellors Lendley Black, Jacqueline Johnson, Stephen Lehmkuhle, and Fred Wood; Senior Vice President and Provost Karen Hanson; Vice Presidents Kathryn Brown, Brian Herman, and R. Scott Studham; and Executive Director Brian Steeves.

Student Representatives present: Cody Mikl and Mike Schmit.

BOARD OF REGENTS POLICY: SAFETY OF MINORS

Vice President Brown invited William Donohue, Deputy General Counsel, to present for review a proposed Board of Regents Policy: *Safety of Minors*, as detailed in the revised docket and associated materials distributed at the meeting and on file in the Board Office.

Donohue explained that this proposed new policy is a recommendation of the University work group charged by President Kaler to develop new system-wide policies on the safety and protection of children on University of Minnesota campuses. President Kaler's charge stemmed from the 2012 events at Penn State University and the resulting Freeh Report.

Donohue reviewed the proposed policy in detail, noting it aims to protect and provide a safe environment for children (persons under the age of 18) who are on University premises, participating in University sponsored programs, or in the care of University employees or volunteers. The implementation of the proposed policy requires the adoption of an administrative policy to address oversight and governance.

In response to a question from Regent McMillan, Donohue explained that the reporting language in the proposed policy was taken from a Minnesota statute on the reporting of maltreatment of minors. He added that the language is intended to emphasize the importance of reporting such treatment to law enforcement.

In response to questions from committee members, Donohue confirmed that the University of Minnesota Police Department is an appropriate law enforcement entity for reporting mistreatment of children on campus, in addition to any local law enforcement agency. He also confirmed that enrolled students under the age of 18 are covered under this proposed policy.

In response to a comment from Regent Beeson, Donohue agreed that this new proposed policy holds those in prominent positions to the same levels of accountability as any other member of the University community.

This proposed policy will return to the committee in June for action.

ANNUAL PROMOTION AND TENURE RECOMMENDATIONS

Vice President Brown welcomed Senior Vice President and Provost Hanson and Arlene Carney, Vice Provost for Faculty and Academic Affairs, to present candidates for promotion and/or tenure, as detailed in the revised docket and associated materials distributed at the meeting and on file in the Board Office.

Hanson noted that this is an important annual process at the University and pointed out that the Faculty Tenure Policy dates back to 1945. She provided a detailed report on the process for granting promotion and tenure, explained the characteristics between tenure track and non-tenure track (contract) candidates, and highlighted the following statistics about the recommended candidates:

- 154 faculty members recommended for promotion and/or tenure system-wide;
- Candidate pool of 87 men and 67 women; and
- 29 percent of faculty members recommended are faculty of color - the highest percentage in 10 years.

Carney noted that one faculty member was not recommended for tenure, adding that there is a rigorous annual review process and that it is incorrect to assume that almost all faculty achieve tenure at the University of Minnesota. She concluded with detailed information on tenure success rates at the University.

In response to a question from Regent Cohen, Hanson explained that the applicant sorting and decision-making process is handled at the departmental level. In response to a question from Regent Beeson, Hanson emphasized that annual reviews are very detailed and interventions occur as necessary.

A motion was made and seconded, and the committee voted unanimously to recommend approval of the Annual Promotion and Tenure Recommendations, as presented in the revised docket materials.

CONTINUOUS APPOINTMENTS: ANNUAL RECOMMENDATIONS

Vice President Brown invited Senior Vice President and Provost Hanson and Arlene Carney, Vice Provost for Faculty and Academic Affairs, to present the annual recommendations for continuous appointments, as detailed in the revised docket and associated materials distributed at the meeting and on file in the Board Office.

Carney noted that fewer than three percent of academic professionals are on continuous appointments, and that more than half of all continuous appointments are in the University Libraries. The remainder are attorneys, educational or clinical specialists, academic advisors, physicians, psychologists, and curators. She stated that the recommendations include three assistant librarians recommended for promotion to associate librarian with continuous appointments in the University Library. Non-reappointment was recommended for one assistant librarian.

Carney detailed that two of the recommended librarians are men, one is a woman, and all of them are white. The librarian recommended for non-reappointment is a white male. For academic professionals as a class, 53 percent are women; 47 percent are men; and 17 percent are persons of color.

A motion was made and seconded, and the committee voted unanimously to recommend approval of the Continuous Appointment: Annual Recommendations, as presented in the revised docket materials.

NATIONAL ISSUES & TRENDS RELATED TO FACULTY

Vice President Brown welcomed Senior Vice President and Provost Hanson to introduce the discussion on national issues and trends related to faculty, across all system campuses, as detailed in the docket. Hanson invited each system campus chancellor to share information on how these trends relate to the recruiting and retaining of faculty on their campus.

Chancellor Fred Wood explained that the University of Minnesota Crookston (UMC) seeks faculty who will contribute to the campus mission by providing applied, career-oriented learning programs in a technologically rich environment. He added that being open to the modality of online learning is important, as UMC currently offers 10 fully online academic programs. Wood stated that UMC's remote location creates a challenge in recruiting and retaining high-quality faculty, particularly faculty of color.

University of Minnesota Duluth (UMD) Chancellor Lendley Black described desirable faculty characteristics driven by the campus's land grant/sea grant mission centered on research and public engagement. He shared that many faculty at UMD are outstanding teachers and researchers who take advantage of the research opportunities provided by the geography of the Great Lakes. While he identified the campus's spousal placement program as an asset to faculty recruitment, Black noted that UMD is working on increasing the racial diversity in its faculty, having recently lost several faculty of color. He added that retaining faculty who receive more lucrative offers from other institutions is an ongoing challenge.

Chancellor Jacqueline Johnson presented the mission of the University of Minnesota Morris (UMM), indicating it is the driving force behind faculty recruitment. UMM emphasizes public outreach, environmental stewardship, and dynamic learning in its approach to student development. Johnson contrasted her campus from other system campuses by noting that UMM focuses on being a residential, selective, solely undergraduate institution providing all face-to-face instruction from very few adjunct professors and no graduate students. She noted the national trend of lack of Science, Technology, Engineering, and Math (STEM) graduates with undergraduate degrees, and explained there are currently not enough such graduates to fill workforce needs.

This is also an issue at UMM, along with the challenges of location and salaries in recruitment and retention.

University of Minnesota Rochester (UMR) Chancellor Stephen Lehmkuhle explained that UMR is a niche-based institution focused on preparing students for careers in health care. He noted the UMR seeks faculty who have a strong understanding of factors that affect student success and a focus on professional development in students. Lehmkuhle emphasized the focus on development of junior faculty, and the importance of innovation and risk taking to the culture of continuous advancement at UMR.

Arlene Carney, Vice Provost for Faculty and Academic Affairs, stated that the University of Minnesota Twin Cities (UMTC) has a strong focus on recruiting and retaining a diverse faculty, in addition to mentoring junior faculty. Mentoring is key to success, in both professional and social situations, to foster a balance of work life and personal life. She indicated that losing strong faculty who are recruited by peer institutions and dual career household recruitment are challenges for UMTC.

In response to questions from Regent Simmons, Black commented that UMD has the greatest difficulty recruiting faculty for its engineering department. Johnson noted that retention is more of an issue than recruiting at UMM. Carney stated that she has not seen faculty moving from one system campus to another but has seen faculty moving across departments on the Twin Cities campus.

In response to a comment from Regent Omari about social integration model theories from Durkheim and Pascarella & Terenzini as an influence in fostering campus pride in faculty, Carney offered that the large size of the Twin Cities campus makes this approach difficult.

In response to a question from Regent Cohen, Lehmkuhle stated that UMR faculty do not always have experience with interdisciplinary work but that curiosity and enthusiasm exist. Black noted that interdisciplinary initiatives are increasing at UMD and Carney added that the term “intersection” was prevalent in the current batch of promotion and tenure documents, which speaks to interdisciplinary work.

CONSENT REPORT

Vice President Brown presented for action the Revised Consent Report, which included the following items:

- Appointment of General Counsel

Regent Simmons invited President Kaler to provide a brief summary of William Donohue’s appointment as General Counsel. Kaler described the position, Donohue’s background and qualifications, comparable market data, and Donohue’s employment agreement. Kaler indicated that his appointment is effective starting May 22, 2013 and continuing up to June 30, 2015.

A motion was made and seconded and the committee voted unanimously to recommend approval of the Revised Consent Report.

INFORMATION ITEMS

Vice President Brown referred the committee to the information items contained in the docket materials, which included:

- Personnel highlights;
- University highlights; and
- Faculty and staff activities and awards.

The meeting adjourned at 11:41 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Academic & Student Affairs Committee

June 13, 2013

A meeting of the Academic & Student Affairs Committee of the Board of Regents was held on Thursday, June 13, 2013 at 9:45 a.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Patricia Simmons, presiding; Linda Cohen, Dean Johnson, David Larson, David McMillan, and Abdul Omari.

Staff present: Chancellors Lendley Black, Stephen Lehmkuhle and Fred Wood; Senior Vice President & Provost Karen Hanson; Vice President R. Scott Studham; General Counsel William Donohue; Associate Vice Presidents Gail Klatt and Meredith McQuaid; and Executive Director Brian Steeves.

BOARD OF REGENTS POLICY: TUITION AND FEES

Senior Vice President & Provost Hanson presented for consideration proposed amendments to Board of Regents Policy: *Tuition and Fees*, as detailed in the docket. Hanson explained that the proposed amendments came to the committee for review at the May 9, 2013 meeting, and that no changes had been made since that review.

A motion was made and seconded, and the committee voted unanimously to recommend adoption of proposed amendments to Board of Regents Policy: *Tuition and Fees*.

UPDATE ON STUDENT MENTAL HEALTH TRENDS AND SERVICES

Vice Provost and Dean of Undergraduate Education Robert McMaster presented an analysis of degree-seeking Twin Cities undergraduates by income category. The analysis was conducted in response to an assertion in the December 2012 report of the Student Representatives to the Board that the University was losing middle-income students as a result of higher attendance costs.

McMaster noted that by including all students, not just students who applied for aid, the analysis produces a more accurate depiction of family income distribution shifts over time. His analysis shows a slight increase in middle-income degree-seeking Twin Cities undergraduates from 2001 to 2011, with "middle income" defined as family income between \$30,001-\$110,000. McMaster indicated that this analysis will be conducted each year and shared with the committee.

INTERNATIONALIZING THE UNIVERSITY

Vice Provost McMaster and Vice Provost and Dean of Graduate Education Henning Schroeder presented information on academic program review, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

McMaster reminded the committee that academic program review is one of four main inputs into the University's overall academic assessment work, with the other three being approval process for new, changed, and/or discontinued programs; regional and specialized accreditation; and assessment of student learning. He stated that the goal of academic program review is to evaluate quality and aid planning.

He walked through the outcomes and benefits of program review, noting that perhaps the most important of these is the focus on both strengths and weaknesses via recommendations that lead to programmatic improvement. McMaster also explained the structure of program review, touching on issues and questions related to scope, timing, and coordination with other review activities.

Schroeder shared the review steps, emphasizing that the self-study by program faculty is widely seen as core to the process. The steps culminate in an action plan for the program being reviewed.

McMaster described an extensive set of undergraduate program review components. These components include program history; curriculum and advising analysis; and profiles and retention/graduation rates of students. He also shared key data sources for undergraduate programs, such as space and facilities; budgets; credit hours; grades; and time to degree.

Schroeder then presented core questions to be asked of graduate programs:

- What is the purpose of the program? Desired outcomes?
- What is the rationale and educational purpose of each element of the program? Which elements of the program should be retained and affirmed? Which could be usefully be changed or eliminated?
- What evidence helps answer those questions?

He also addressed key metrics for graduate programs, such as time to degree; level of student funding support; student research and scholarly productivity; and job placements and continued contributions to the field.

McMaster reviewed future directions for academic review on the Twin Cities campus. He detailed seven characteristics of good program review as part of his presentation on future directions for academic program review on the Twin Cities campus:

1. Collaborative
2. Comprehensive
3. Developmental
4. Value-added
5. Sustainable
6. Culturally sensitive
7. Adaptive

In response to a question from Regent McMillan, Schroeder responded that the issue of program relevance to employers could be brought to program review via

external review teams that include a breadth of perspectives from outside the academy. Senior Vice President for Academic Affairs and Provost Karen Hanson added that, where relevant, self-study frequently involves gathering feedback and input from members of the industries most likely to employ the program's graduates.

CONSENT REPORT

A motion was made and seconded, and the committee unanimously recommended approval of the following academic program changes, as described in the Consent Report:

- **New Academic Programs**
 - College of Food, Agricultural, and Natural Resource Sciences (Twin Cities campus)—Create B.S. degree in Plant Science
 - Medical School (Twin Cities campus)—Create research fellowship in Neuroanatomy
 - College of Biological Sciences (Twin Cities campus)—Create undergraduate minor in Marine Biology
 - College of Education and Human Development (Twin Cities campus)—Create undergraduate minor in Outdoor Recreation and Education
 - College of Education and Human Service Professions (Duluth campus)—Create B.S.W. degree in Social Work
 - College of Liberal Arts (Duluth campus)—Create B.A. degree and undergraduate minor in Chinese Area Studies
 - College of Liberal Arts (Duluth campus)—Create B.A. degree and undergraduate minor in Latin American Area Studies
 - Labovitz School of Business and Economics (Duluth campus)—Create B.B.A. degree in Marketing and Graphic Design
 - School of Fine Arts (Duluth campus)—Create B.F.A. degree in Graphic Design and Marketing
 - Swenson College of Science and Engineering (Duluth campus)—Create M.S.E.E. degree in Electrical Engineering
 - Swenson College of Science and Engineering (Duluth campus)—Create B.A. degree in Biochemistry
 - Swenson College of Science and Engineering (Duluth campus)—Create B.A. degree in Computer Science
 - Labovitz School of Business and Economics (Duluth campus)—Create undergraduate certificate in Business Administration available through online delivery

- College of Liberal Arts (Duluth campus)—Create undergraduate minor in Cognitive Science
- College of Liberal Arts (Duluth campus)—Create undergraduate minor in Russian Area Studies
- Swenson College of Science and Engineering (Duluth campus)—Create undergraduate minor in Biochemical Engineering
- Crookston campus—Create B.S. degree and undergraduate minor in Finance available through online delivery
- Crookston campus—Create undergraduate minor in Humanities
- **Changes to Academic Programs**
 - College of Education and Human Development (Twin Cities campus)—Deliver online the post-baccalaureate certificate in Adult Literacy
 - College of Education and Human Development (Twin Cities campus)—Deliver online the post-baccalaureate certificate in Undergraduate Multicultural Teaching and Learning
 - College of Education and Human Development and College of Liberal Arts (Twin Cities campus)—Transfer the academic home of the post-baccalaureate certificate in Teaching English as a Second Language from the College of Liberal Arts to the College of Education and Human Development
 - Humphrey School of Public Affairs and College of Education and Human Development (Twin Cities campus)—Transfer the academic home of the post-baccalaureate certificate in Early Childhood Policy from the College of Education and Human Development to the Humphrey School of Public Affairs
 - College of Food, Agricultural and Natural Resource Sciences (Twin Cities campus)—Create sub-plan in Agricultural Markets and Risk Management. Change the names of the following sub-plans from Business Management to Entrepreneurship and Business Management; Financial Management to Financial Analysis and Business Management; and Marketing, Sales, and Food Industry Management to Food Sales and Industry Management within the B.S. degree in Agricultural and Food Business Management
 - College of Food, Agricultural and Natural Resource Sciences (Twin Cities campus)—Create sub-plans in Companion Animal and Equine. Change the names of the following sub-plans from Animal Industry to Industry and Business; Animal Production to Production within the B.S. degree in Animal Science
 - College of Food, Agricultural, and Natural Resource Sciences (Twin Cities campus)—Change the name of the Nutritional Science sub-plan to Nutrition Science within the B.S. degree in Nutrition

- College of Education and Human Service Professions (Duluth campus)—Change the name of the B.A.Sc. degree in Recreation-Outdoor Education to Environmental and Outdoor Education
- Labovitz School of Business and Economics and College of Liberal Arts (Duluth campus)—Transfer the academic home of the B.A. degree and minor in Economics from the College of Liberal Arts to the Labovitz School of Business and Economics
- **Discontinued Academic Programs**
 - College of Food, Agricultural and Natural Resource Sciences (Twin Cities campus)—Discontinue sub-plans in Food Retailing, Individualized Professional, Management and Finance, Marketing, Regional and Public Economics, Resources and the Environment, and Trade and Development within the B.S. degree in Applied Economics
 - Medical School (Twin Cities campus)—Discontinue the M.S. degree in Otolaryngology

The meeting adjourned at 11:28 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Finance Committee

May 9, 2013

A meeting of the Finance Committee of the Board of Regents was held on Thursday, May 9, 2013 at 1:15 p.m. in the West Committee Room, 600 McNamara Alumni Center.

Regents present: John Frobenius, presiding; Clyde Allen, Richard Beeson, Laura Brod, Thomas Devine, and Peggy Lucas.

Staff present: President Eric Kaler; Chancellor Lendley Black; Vice Presidents Richard Pfutzenreuter, R. Scott Studham, and Pamela Wheelock; Executive Director Brian Steeves; and Associate Vice Presidents Bernard Gulacheck, Gail Klatt, Stuart Mason, Laurie Scheich, Julie Tonneson and Michael Volna.

Student Representatives present: Kevin Lang and Cody Miki.

**FINANCIAL COMPONENTS OF THE PRESIDENT'S RECOMMENDED
SIX-YEAR CAPITAL PLAN**

Vice President Pfutzenreuter presented for review the President's Recommended Six-Year Capital Plan, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

The Six-Year Capital Plan includes major capital improvements planned for FY 2014-19. The plan includes projects to be funded with state capital support as well as projects to be funded by the University through a combination of University debt obligations, local unit resources, and fundraising. The plan envisions a total of \$1,116,700,000 in capital investments and is built on a state contribution of \$878,700,000, which will be requested through the normal state capital request process and a University expenditure of \$238,000,000. The University's share of the plan will be funded through a combination of debt, local academic unit resources, user fees and fundraising.

The plan attempts to align capital planning with strategic academic and financial planning. Specific capital projects listed for each year are driven by academic priorities and facility conditions. Academic programs proposing capital projects have been evaluated in terms of long-standing academic review criteria, including:

- Centrality to the University's mission;
- Quality, productivity and impact;
- Uniqueness and comparative advantage;
- Enhancement of academic synergies;

- Demand and availability of resources;
- Efficiency and effectiveness; and
- Development and leveraging of resources.

In response to questions from Regents Beeson and Brod, Pfutzenreuter confirmed that the University's Higher Education Asset Preservation and Replacement (HEAPR) request to the legislature is smaller in odd years.

FINANCIAL COMPONENTS OF THE PRESIDENT'S RECOMMENDED FY 2014 CAPITAL IMPROVEMENT BUDGET

Vice President Pfutzenreuter presented for review the President's Recommended FY 2014 Capital Improvement Budget, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Pfutzenreuter explained that the FY 2014 Annual Capital Improvement Budget authorizes projects totaling \$289,774,000 to begin design or construction during the next fiscal year. Approximately 60 percent of the capital budget is State of Minnesota supported debt for the University's 2013 capital request. The remaining 40 percent of the capital budget supports the University's share of the state bonding projects as well as University-funded capital improvements.

In response to questions from Regent Allen, Pfutzenreuter confirmed that a debt capacity discussion would occur at the next meeting of the Debt Management Advisory Committee. President Kaler commented that projects with an established revenue stream, such as the Ambulatory Care Center, keep the risk profile low.

PURCHASING AND ePROCUREMENT UPDATE: OPERATIONAL EXCELLENCE

Vice President Pfutzenreuter invited Associate Vice President Volna to provide an update on purchasing and eProcurement, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Volna reported on purchasing services process updates. The focus has shifted from a transactional approach to a strategic approach, intended to streamline procedures and increase cost effectiveness. A new online purchasing tool called U Market will be implemented July 1, 2013. U Market is a comprehensive e-procurement system that consolidates purchasing and delivery methods, provides easy-to-use technology, and offers University-wide contract pricing.

In response to questions from committee members, Volna explained that currently, 20 percent of total goods purchased at the University are through University Stores (U Stores); the goal is to increase that to 40 percent with U Market. He agreed that there is a 6.5-6.75 percent savings over retail purchasing. President Kaler stated that the integrated structure of U Market allows the University to purchase from the lowest bidder, resulting in increased operational efficiency.

DECENTRALIZATION VS. CENTRALIZATION: FINANCE AND BUDGET FUNCTION

Vice President Pfutzenreuter welcomed Associate Vice President Volna to review decentralized and centralized financial functions at the University, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Volna provided an overview of factors to consider when determining whether centralization, decentralization, or some other model is best for the performance of any particular financial function. Those factors include complexity and frequency of activity, the reduction of duplication and cost, and level of service required. Volna also discussed the evaluation of the current distribution of financial functions across the University system, which was conducted to determine the viability of incorporating clustered financial service models or shared service models into the University's financial management system.

In response to questions and comments from committee members, Volna explained that a data analysis was conducted in 2007 to evaluate current and ideal work distribution. This information was used to determine optimal performance goals in this initiative. Pfutzenreuter added that opportunities for improvement exist, but involve tough decisions on best practices.

CONSENT REPORT

Vice President Pfutzenreuter presented the Consent Report, as detailed in the docket and on file in the Board Office, which included:

Purchase of Goods and Services \$1,000,000 and Over to:

- Blue Cross Blue Shield, HealthPartners, Medica, and UCare for the estimated amount of \$49,900,000 of Medicare supplemental insurance for the six-year period of January 1, 2014 - December 31, 2020, through the University of Minnesota Office of Human Resources Employee Benefits. There is no cost to the University for this coverage since retirees pay all premiums. Vendors were selected through a competitive process.
- Delta Dental and HealthPartners for \$114,192,000 for administering a self-funded UPlan dental plan option for the six-year period of January 1, 2014 - December 31, 2020, through the University of Minnesota Office of Human Resources Employee Benefits. The administrative fees and claims are funded on an annual basis through the fringe pool. Vendors were selected through a competitive process.
- Minnesota Life/ING for the estimated amount of \$32,700,000 for life insurance coverage for the six-year period of January 1, 2014 - December 31, 2020, through the University of Minnesota Office of Human Resources Employee Benefits. These services are funded on an annual basis through the fringe pool. The vendor was selected through a competitive process.

- Oracle America, Inc. for an estimated \$4,565,000 to purchase Exadata and Exalogic computer appliances, including installation services and one year of maintenance and support for all components, for the Enterprise System Upgrade Program (ESUP). ESUP is a University-wide program. Purchase of this equipment is included in the approved budget for the program.
- Siemens Medical Solutions USA, Inc. in the amount of \$1,100,000 for a five-year service contract on the 7.0T magnet electronics for the period June 8, 2013 - June 7, 2018, for the Center for Magnetic Resonance Research, Department of Radiology. The service contract will be funded by usage charges to grants and is included in financial forecasts for this facility. The vendor was selected through a competitive process.

A motion was made and seconded and the committee voted unanimously to recommend approval of the Consent Report.

INFORMATION ITEMS

Vice President Pfutzenreuter referred the committee to the information item contained in the docket materials:

- Quarterly Investment Advisory Committee update;
- Quarterly Asset Management Report; and
- Debt Management Advisory Committee update.

The meeting adjourned at 2:54 p.m.


BRIAN R. STEEVES
Executive Director
and Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

May 9, 2013

A meeting of the Board of Regents of the University of Minnesota was held on Thursday, May 9, 2013, at 8:00 a.m. in the Boardroom, 600 McNamara Alumni Center.

Regents present: Linda Cohen, presiding; Clyde Allen, Richard Beeson, Laura Brod, Thomas Devine, John Frobenius, Dean Johnson, Peggy Lucas, David McMillan, Abdul Omari, and Patricia Simmons.

Staff present: President Eric Kaler and Executive Director Brian Steeves.

OATH OF OFFICE

The Honorable Lorie Skjerven Gildea, Chief Justice of the Minnesota Supreme Court, administered the oath of office to the following Regents:

Linda A. Cohen, representing an at-large position – Six-year Term
Dean E. Johnson, representing an at-large position – Six-year Term
Peggy E. Lucas, representing the 5th Congressional District – Six-year Term
Abdul M. Omari, representing an at-large position – Six-year Term

The meeting adjourned at 8:10 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

May 9, 2013

A meeting of the Board of Regents of the University of Minnesota was held on Thursday, May 10, 2013 at 3:30 p.m. in the Boardroom, 600 McNamara Alumni Center.

Regents present: Linda Cohen, presiding; Clyde Allen, Laura Brod, Richard Beeson, Thomas Devine, John Frobenius, Dean Johnson, Peggy Lucas, David McMillan, and Abdul Omari.

Staff present: President Eric Kaler; Senior Vice President and Provost Karen Hanson; Vice Presidents Kathryn Brown and R. Scott Studham; and Executive Director Brian Steeves.

RECOGNITIONS

RECOGNITION OF DISTINGUISHED McKNIGHT UNIVERSITY PROFESSOR AWARDS

Recognition was given to the 2013 Distinguished McKnight University Professorship award recipients. This award honors and rewards the highest-achieving faculty at the University of Minnesota who recently attained full professor status. The recipients were:

Paul W. Glewwe
Applied Economics

Gary J. Muehlbauer
Agronomy and Plant Genetics

Andrew J. Oxenham
Otolaryngology

Barbara Y. Yelke
History

Zhi-Li Zhang
Computer Science and Engineering

NATIONAL ACADEMY MEMBERS

The University of Minnesota actively promotes distinguished faculty for induction into national academies, which are typically the highest honor granted to faculty in their respective disciplines. The national academies recognized by the Board of Regents are the American Academy of Arts and Sciences, the Institute of Medicine,

the National Academy of Engineering, the National Academy of Sciences, and the American Philosophical Society.

The recent inductees into national academies were:

Institute of Medicine – Bruce Blazar, M.D., Regents Professor, Department of Pediatrics

National Academy of Engineering – Steven Crouch, Dean, College of Science and Engineering

National Academy of Sciences – Sarah Hobbie, Professor, Department of Ecology, Evolution, and Behavior

American Academy of Arts and Sciences – Renata Wentzcovich, Professor, Chemical Engineering and Materials Science

American Philosophical Society – Kathryn Sikkink, Professor, Department of Political Science

ACADEMY OF DISTINGUISHED TEACHERS

Recognition was given to the 2013 recipients of the following awards:

Horace T. Morse-University of Minnesota Alumni Association Award for Outstanding Contributions to Undergraduate Education

This award recognizes faculty members and instructional academic professionals for excellence in contributing directly and indirectly to student learning through teaching, research, and creative activities; advising; academic program development; and educational leadership.

Jennifer Kolpacoff Deane
History Division of Social Sciences
University of Minnesota Morris

Chris J. Dovolis
Computer Science and Engineering

Carrie P. Earthman
Food Science and Nutrition

Karen L. LaBat
Design, Housing, and Apparel

Rachel S. McCoppin
Literature and Humanities
University of Minnesota Crookston

Susan Staats
Postsecondary Teaching and Learning

Susan M. Wick
Plant Biology

Outstanding Contributions to Postbaccalaureate, Graduate & Professional Education Award

This award recognizes faculty members for excellence in instruction; instructional program development; intellectual distinction; advising and mentoring; and involvement of students in research, scholarship, and professional development.

Jerry D. Cohen
Horticultural Science

Ronald Hadsall
Pharmaceutical Care and Health Systems

Karen Ho
Anthropology

Kevin P. Murphy
American Studies

Michael T. Osterholm
Environmental Health Sciences

Keshab K. Parhi
Electrical and Computer Engineering

Lisa A. Schimmenti
Pediatrics Division of Genetics and Metabolism

Robert J. Washabau
Veterinary Clinical Sciences

JOHN TATE AWARDS FOR EXCELLENCE IN UNDERGRADUATE ADVISING

Recognition was given to the 2013 recipients of the John Tate Award for Excellence in Undergraduate Advising. The Tate Award serves to recognize and reward high quality academic advising. It calls attention to the contribution academic advising provides in helping students formulate and achieve intellectual, career, and personal goals. The recipients are:

Jennifer A. Goodnough
Division of Science and Mathematics
University of Minnesota Morris

Amy Hackett
College of Education and Human Development Student
Services

Elizabeth Hruska
Office of Student Affairs Career and Internship Services

Chris Schlichting
College of Design Student Services

JOSIE R. JOHNSON AWARD FOR HUMAN RIGHTS AND SOCIAL JUSTICE

Recognition was given to Nathan Whittaker, Assistant Academic Advisor, College of Education and Human Development, the 2013 recipient of the Josie R. Johnson Award for Human Rights and Social Justice. The award was established in honor of Dr. Josie R. Johnson in recognition of her lifelong contributions to human rights and social justice. The award honors University of Minnesota faculty, staff, and students who, through their principles and practices, exemplify a standard of excellence in creating respectful and inclusive living, learning, and working environments.

OUTSTANDING COMMUNITY SERVICE AWARDS

Recognition was given to four individuals from the University community for their significant contributions to improving the quality of life and the well-being of society. The 2013 recipients are:

Donna Gabaccia
Department of History

Kristine Miller
Landscape Architecture

Natasha Wright
School of Public Health

JoAnn Velde
City of Minneapolis Housing Inspections Department

PRESIDENT'S COMMUNITY-ENGAGED SCHOLAR AWARD

The University of Minnesota President's Community-Engaged Scholar Award recognizes one faculty or professional and administrative individual annually for exemplary engaged scholarship in his/her field of inquiry. Ignacio San Martin, Professor, School of Architecture, was recognized as the 2013 recipient for demonstrating a longstanding academic career that embodies the University of Minnesota's definition of public engagement.

PRESIDENT'S AWARD FOR OUTSTANDING SERVICE

The President's Award for Outstanding Service was established in 1997 to recognize faculty and staff who have provided exceptional service to the University of Minnesota. The award is presented each year in the spring and honors active or retired faculty or staff who have gone well beyond their regular duties and have demonstrated an extraordinary commitment to the University community. The 2013 recipients are:

Linda DeBeau-Melting
University Libraries

Sharon Emde
College of science and Engineering

Emily Hoover
Department of Horticultural Science
College of Food, Agricultural and Natural Resource
Sciences

Sandi Larson
Center for Economic Development
University of Minnesota Duluth

Juavah Lee
Multicultural Center for Academic Excellence
Office for Equity and Diversity

Victoria Munro
Undergraduate Research Opportunities Program
Office of Undergraduate Research

Neal Nickerson, Jr.
Organizational Leadership, Policy and Development
College of Education and Human Development

Margaret O'Neill-Ligon
College of Continuing Education

Duane Rohovit
International Student and Scholar Services
Global Programs and Strategy Alliance

George Sheets
Department of Classical and Near Eastern Studies
College of Liberal Arts

Raymond Troyer
Office of Classroom Management

Kris Wright
Office of Student Finance
Academic Support Resources

NATIONAL SCHOLARSHIP RECIPIENTS

Recognition was given to the following recipients of national scholarships:

Harry S. Truman Scholarship

Established in 1975, the foundation is the official federal memorial to President Truman. First awarded in 1977-78, the Truman Scholarship is presented to undergraduates with exceptional leadership potential who are committed to careers in government, the nonprofit or advocacy sectors, education, or elsewhere in public service.

Katrina Klett

Undergraduate majoring in Asian languages and literature/Chinese, College of Liberal Arts and University Honors Program

2013 Morris K. and Stuart L. Udall Scholarship

Established by Congress in 1992, the Udall Foundation is dedicated to educating a new generation of Americans to preserve and protect their national heritage through scholarship, fellowship, and internship programs focused on environmental and Native American issues.

Katrina Klett

Undergraduate majoring in Asian languages and literature/Chinese, College of Liberal Arts and University Honors Program

Marissa Kramer

Undergraduate majoring in political science, College of Liberal Arts

Goldwater Scholarship

Congress established the Barry M. Goldwater Scholarship and Excellence in Education Program in 1986 to honor Senator Barry Goldwater. The prestigious scholarship is awarded to students who intend to pursue research-oriented careers in mathematics, the natural sciences, and engineering.

Daniel Boman

Junior majoring in mechanical engineering and minoring in Spanish studies

Karen Leopold

Junior majoring in biochemistry and genetics

Maxwell Shinn

Sophomore majoring in neuroscience and mathematics

NCAA CHAMPIONS

Recognition was given to the following teams and student athletes for capturing NCAA championships this year, and to one student-athlete for winning the Patty Kazmaier Memorial Award:

NCAA Champions

Women's Hockey Team, Twin Cities, Brad Frost, Coach

Tony Nelson, Wrestling, Heavyweight, Twin Cities, J
Robinson, Coach

Patty Kazmaier Memorial Award

Amanda Kessle, Women's Hockey, Twin Cities, Brad Frost,
Coach

The meeting adjourned at 4:08 p.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

May 10, 2013

A meeting of the Board of Regents of the University of Minnesota was held on Friday, May 10, 2013 at 9:00 a.m. in the Boardroom, 600 McNamara Alumni Center.

Regents present: Linda Cohen, presiding; Clyde Allen, Richard Beeson, Thomas Devine, John Frobenius, Dean Johnson, Peggy Lucas, David McMillan, and Abdul Omari.

Staff present: President Eric Kaler; Chancellors Lendley Black, Jacqueline Johnson, Stephen Lehmkuhle, and Fred Wood; Senior Vice President and Provost Karen Hanson; Vice Presidents Aaron Friedman, Kathryn Brown, Brian Herman, Richard Pfitzenreuter, R. Scott Studham, and Pamela Wheelock; General Counsel Mark Rotenberg; Executive Director Brian Steeves; and Associate Vice Presidents Terry Bock, Gail Klatt, and Michael Volna.

RECOGNITIONS

General Counsel

Recognition was given to Mark B. Rotenberg, General Counsel. Rotenberg will serve as Vice President and General Counsel at Johns Hopkins University in Baltimore, Maryland beginning June 3, 2013. He briefly addressed the Board.

Student Representatives to the Board of Regents

Recognition was given to the 2012-13 Student Representatives to the Board of Regents:

Cody Mikl, Chair
Twin Cities (GAPSA)

Meghan Mason, Vice Chair
Twin Cities (GAPSA)

Molly Tomfohrde, Vice Chair
Duluth

Melissa Erlandson
Rochester

Jessie Jennings
Crookston

Kyle Kroll
Twin Cities (MSA)

Josh Preston
Morris

Mike Schmit
Twin Cities (MSA)

APPROVAL OF MINUTES

A motion was made and seconded, and the Board of Regents voted unanimously to approve the minutes of the following meetings:

Facilities & Operations Committee - March 8, 2013
Board of Regents - March 8, 2013

REPORT OF THE PRESIDENT

President Kaler extended his best wishes to members of the graduating class of 2013. He pointed out that students of the first graduating class from the University of Minnesota Rochester would receive their diplomas in the coming days.

Kaler shared several of his recent activities across the system campuses, announced a number of awards and honors granted to faculty and staff, and noted an agreement to have the Minnesota Vikings play at TCF Bank Stadium would come before the Board for consideration later in the meeting.

Referencing that the University Senate recently passed a resolution supporting a smoking ban on the Twin Cities Campus, Kaler indicated that a smoke-free campus has become an expectation among peer institutions and that Duluth and Crookston are already smoke- or tobacco-free. Kaler reported that a draft implementation plan for the proposed smoking ban would be prepared soon for consideration by the campus community.

Kaler reported that the administration was seeking approval from the Board later in the meeting on a new agreement with the University of Minnesota, University of Minnesota Physicians, and Fairview Health Services to finalize the integrated structure agreement. He noted that the agreement sets a course that will advance the Academic Health Center and the Medical School.

A copy of the Report of the President is on file in the Board Office.

REPORT OF THE CHAIR

Chair Cohen welcomed newly elected Regents Peggy Lucas, representing the 5th Congressional District, and Abdul Omari, filling an at-large seat.

Cohen reported on a number of events the Regents attended in previous weeks. She noted that Regents would confer degrees at 29 commencement ceremonies system-wide.

Cohen announced the appointment of the Presidential Performance Review Committee comprised of herself and Regents Larson and McMillan. She indicated that because the work of the committee was expected to take place over several days, the committee's meeting would be recessed and reconvened until the committee completed its work. The committee's work was expected to take place in May and June. Cohen noted that the committee would present its report at the June 2013 Board of Regents meeting.

Cohen also announced the establishment of the Board of Regents Nominating Committee, composed of Regent Allen, Chair, and Regents Frobenius and Omari. The committee was charged with recommending a slate of candidates to serve as Board chair, vice chair, secretary, and treasurer at the Board's annual meeting in June 2013.

The next meeting of the Board of Regents is scheduled for June 5, 2013 when the Board will review President Kaler's recommended FY 2014 annual operating budget and hear comments from the University community.

A copy of the Report of the Chair is on file in the Board Office.

RECEIVE AND FILE REPORTS

Chair Cohen noted the receipt and filing of the Annual Review of the President's Delegations.

CONSENT REPORT

Chair Cohen presented the Consent Report as described in the docket materials, including:

- Report of the All-University Honors Committee recommendation forwarded in a letter from President Kaler dated May 1, 2013; and
- Summary of Gifts through March 31, 2013.

A motion was made and seconded, and the Board of Regents voted unanimously to approve the Consent Report.

REPORT OF THE STUDENT REPRESENTATIVES TO THE BOARD OF REGENTS

Cody Mikl, Chair of the Student Representatives to the Board of Regents, presented the group's semi-annual report. The report reflected the student perspective on issue and concerns facing University students and included items from each student assembly detailing goals, accomplishments, and obstacles. Mikl addressed the report's three main areas: tobacco-free campus; instructor evaluation transparency, and the Open Educational Resource Initiative.

Regents expressed appreciation to the Student Representatives for their contributions and commitment.

A copy of the Report of the Student Representatives to the Board of Regents is on file in the Board Office.

RESOLUTION RELATED TO NEW INTEGRATED STRUCTURE FOR PATIENT CARE SERVICES

President Kaler opened the discussion of the Resolution Related to New Integrated Structure for Patient Care Services, as outlined in the docket and associated materials distributed at the meeting and on file in the Board Office. Kaler recounted that the advancement and reputation of the institution's Academic Health Center (AHC) and Medical School remains a priority for his administration, and that Minnesota's health care future is closely linked to the University as the state's largest institution for health care education and services. He introduced Vice President Friedman; Bobbi Daniels, CEO, University of Minnesota Physicians (UMP); Chuck Mooty, Interim CEO and Chair, Fairview Health Services (FHS); and Carolyn Wilson, president of University of Minnesota Medical Center, Fairview (UMMC).

Friedman reported that the University, UMP, and FHS are committed to three essential goals for the state of Minnesota: providing excellent patient care, advancing health through breakthrough research, and educating the next generation of physicians and other health care providers. The organizations recognize that health care is changing and the relationship between the institutions needs to evolve to provide the best care to patients now and in the future. Friedman reported that to fulfill the commitment the University, UMP and FHS intended to create a new integrated structure to better coordinate management, governance, and operation of UMP and FHS patient services.

Friedman described the proposed integrated clinical model as a co-management structure that will be co-managed by the CEO of UMP and the president of UMMC. He outlined the proposed board structure, vision, and goals of the integrated structure, and how the structure would improve patient care and support enhanced clinical quality and efficiency, which would in turn drive growth and revenues. Friedman reported that the integrated structure allows the opportunity to generate additional earned revenue for investments in academic medicine, research, and education, with the potential for incentives and additional revenue if targets are exceeded.

Daniels summarized the integrated structure master agreement. She detailed shared governance and management under a single strategic, operational, and management model. She noted that it would be a functional integration of clinical and administrative services, and build on a strong foundation of previous agreements. Daniels also provided details on potential patient visit statistics, staff and physicians, revenues, organizational structure, strategic plan, and the financial model. She stressed the three organizations remain independent as separate entities with separate balance sheets.

Regent Frobenius noted that ongoing changes in the delivery of health care education are particularly challenging to financing medical education, a critical responsibility of this institution. He pointed out that each party in the integrated structure is searching for the best process to improve the delivery of health care and that this is an important first step. He indicated his support for the resolution.

In response to comments from Regent Johnson, Friedman stressed that each of the involved organizations plays a vital role in the delivery of health care throughout the state of Minnesota. This affiliation strengthens the ability to create a top-tier academic health system that provides outstanding care. Mooty added that the agreement is

critical at a time when the world of health care is rapidly evolving and organizations are working together to have greater impact in the marketplace.

A motion was made and seconded, and the Board of Regents voted unanimously to approve the Resolution Related to New Integrated Structure for Patient Care Services, as follows:

WHEREAS, the University of Minnesota (“University”) is party to an academic Affiliation Agreement with Fairview Health Services, a Minnesota nonprofit corporation (“Fairview”), pursuant to which the academic mission of the University and its Academic Health Center (“AHC”) is supported through collaboration in the provision of healthcare services to the people of Minnesota and others;

WHEREAS, University of Minnesota Physicians, the designated practice organization of the faculty of the University of Minnesota Medical School Twin Cities (“UMP”), is party to an Affiliation Agreement and other agreements with Fairview pursuant to which the practice of medicine is conducted at Fairview facilities in a manner supportive of the academic mission of the AHC;

WHEREAS, the University, Fairview, and UMP wish to collaborate in the development of a new business model (“Integrated Structure”) to virtually integrate the governance and management of clinical operations on the University of Minnesota Medical Center (UMMC) campus and in UMP managed service lines in the Fairview system, and to create greater coordination and support of the medical education and research activities of the University’s Medical School to better manage and deliver clinical care; to align the resources and investments of each of them to achieve their mutual goals in research, education, and outreach; and to enhance the long-term development of the entire affiliated academic healthcare system;

WHEREAS, the University, Fairview, and UMP have negotiated a Master Agreement and an Academic Support Agreement that set forth the parties’ goals and commitments with respect to the development of the Integrated Structure;

NOW, THEREFORE, BE IT RESOLVED, that the president and other appropriate University officers are hereby authorized to finalize, execute, and deliver a Master Agreement and an Academic Support Agreement between the University, Fairview, and UMP, and take such further action as may be necessary and appropriate to carry out their intended purpose, subject to obtaining any additional approvals required under Board of Regents Policy: *Reservation and Delegation of Authority*.

PRESIDENT’S RECOMMENDED SIX YEAR CAPITAL IMPROVEMENT PLAN

President Kaler introduced the President’s Recommended Six-Year Capital Improvement Plan (Plan), with its major capital improvements planned for FY 2014-19. Kaler indicated the Plan focuses on renewal of facilities system-wide, more efficient use of space, and better stewardship of resources. He noted the projects align with a platform of excellence in teaching and learning, innovation and discovery, and impact

and reputation. He invited Vice Presidents Pfitzenreuter and Wheelock to present the Plan as included in the docket and associated materials distributed at the meeting and on file in the Board Office.

Wheelock reported that the Plan aligns capital planning with strategic academic and financial planning. It includes projects to be funded with state capital support as well as projects funded by the University through a combination of University debt obligations, local unit resources, fundraising, and public/private partnerships. Wheelock noted that Higher Education Asset Preservation and Restoration (HEAPR) was a key portion of the request and was used with other resources to improve space and complement functionality. Wheelock described several representative projects in the Plan and discussed other projects under consideration system-wide.

Pfitzenreuter summarized the Plan's \$1.1 billion financial framework, which assumes \$879 million in state support, a University contribution of \$204 million, and \$33 million in University self-funding. He summarized the history of HEAPR requests, and the impact on the institution's debt capacity, and preliminary operating costs.

The President's Recommended Six-Year Capital Plan will return for action at the June 2013 Board of Regents meeting.

PRESIDENT'S RECOMMENDED FY 2014 ANNUAL CAPITAL IMPROVEMENT BUDGET

President Kaler introduced the President's Recommended FY 2014 Annual Capital Improvement Budget (Budget), which authorizes projects to begin design and construction during the upcoming fiscal year. He invited Vice Presidents Pfitzenreuter and Wheelock to lead the discussion.

Wheelock stated that the Budget represents the first year of the Six-Year Capital Improvement Plan and authorizes projects that have funding in place to proceed with design and/or construction. She noted that each project in the Budget has a value greater than \$500,000, a completed predesign, and is fully funded. Wheelock highlighted a number of projects included in the Budget, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Wheelock described the Higher Education Asset Preservation and Renewal (HEAPR) request, which is intended to preserve and renew existing campus facilities around a number of key elements related to the core integrity of a physical structure, code compliance, and upgrades.

Pfitzenreuter summarized the financial elements of the \$289.5 million Budget and described how local funds, grants and gifts, University funds, and state and University debt finance the projects included in the Budget. Wheelock noted that the Budget will be updated to reflect upcoming legislative action, with a revised Budget presented at the June 2013 Board of Regents meeting.

In response to a question from Regent Omari, Pfitzenreuter explained that student fees in general do not support the institution's capital plan, and if so, they are specific to a particular capital project such as the new recreation center.

In response to comments from Regent Beeson, Wheelock clarified that the capital planning process is dynamic and evolves to meet unanticipated needs of the institution that require changes to the physical space.

The President's Recommended FY 2014 Annual Improvement Budget will return for action at the June 2013 Board of Regents meeting.

COLLABORATION ACROSS THE BIG TEN: AN OVERVIEW OF THE COMMITTEE ON INSTITUTIONAL COOPERATION (CIC)

Chair Cohen invited Senior Vice President and Provost Hanson to present an overview of the Committee on Institutional Cooperation (CIC), as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office. Cohen noted Hanson currently serves as CIC chair.

The CIC was founded in 1958 and is a consortium of the Big Ten member universities plus the University of Chicago, as well as the recent addition of the University of Nebraska and the forthcoming addition of Rutgers and the University of Maryland. Members meet and involve themselves in a variety of partnerships.

Hanson explained that the work of the CIC is carried out in targeted partnerships that meet established criteria, and through communities of peers that meet together to address common issues and share best practices. She aired a short video illustrating the national impact of CIC institutions, including educating over 500,000 students annually, securing over \$8.4 billion in funded research, generating over \$337 million in licensing agreements, and earning over \$15 million in investment returns. Hanson noted that CIC institutions share information, create programs for faculty leadership development, leverage buying power, and expand educational opportunities in ways that would not be possible to accomplish alone.

Hanson described a number of benefits of CIC involvement for students, including enriched academic experiences, increased research opportunities, shared study abroad, reciprocal library borrowing, and course sharing. For faculty, benefits include academic leadership development, library and technology collaborations, and diversity and recruitment benefits. Hanson also discussed benefits of CIC membership to the University, and invited Renée Cheng, head of the School of Architecture, College of Design, to discuss her participation in and benefits of the Academic Leadership Development Program.

In response to a question from Regent McMillan, Hanson indicated that a number of academic collaborative committees have formed throughout the country but none has had the longevity of CIC.

REPORT OF THE AUDIT COMMITTEE

Regent Beeson, Chair of the committee, reported that the committee voted unanimously to recommend:

- a) Approval of an engagement with an external audit firm as presented to the committee and described in the May 9, 2013 committee minutes.

The Board of Regents voted unanimously to approve the recommendation of the Audit Committee.

Beeson reported that the committee also received an external auditor review; discussed the external audit plan; received presentations on the risk profile of the technology enterprise and the University data security framework; and discussed the information items included in the docket materials.

REPORT OF THE ACADEMIC & STUDENT AFFAIRS COMMITTEE

Chair Cohen reported that the committee voted unanimously to recommend:

- a) Approval of the Consent Report for the Academic & Staff Affairs Committee as presented to the committee and described in the May 9, 2013 committee minutes.

The Board of Regents voted unanimously to approve the recommendation of the Academic & Student Affairs Committee.

Cohen reported that the committee also reviewed proposed amendments to Board of Regents Policy: *Tuition and Fees*; discussed a summary of undergraduate income distribution trends; received a report on the status of academic program review; and received a graduate education update and trends overview.

REPORT OF THE FACILITIES & OPERATIONS COMMITTEE

Regent Johnson, Chair of the committee, reported that the committee voted unanimously to recommend:

- a) Approval of Schematic Plans for the following project as presented to the committee and described in the May 9, 2013 committee minutes:
 - 1) Mechanical Engineering Building Infrastructure Remodel - Twin Cities Campus.
- b) Approval of a Resolution Approving Agreements with the Minnesota Vikings to Play at TCF Bank Stadium, as follows:

WHEREAS, on May 11, 2012 the Board of Regents adopted a resolution approving a non-binding Letter of Intent ("LOI") for the Minnesota Vikings' use of TCF Bank Stadium during construction of a new stadium for the Minnesota Vikings; and

WHEREAS, pursuant to the LOI, the University of Minnesota ("University") and the Minnesota Vikings have negotiated the terms of a Facility Use Agreement and a Storage Space Agreement (collectively, "Agreements") for the Vikings' use of TCF Bank Stadium during some or all of the 2014, 2015, 2016, and 2017 NFL football seasons; and

WHEREAS, the University desires to support the Vikings during construction of the team's new stadium by allowing the team to play its

games in TCF Bank Stadium pursuant to an arrangement that is mutually beneficial to the Vikings and the University; and

WHEREAS, the Agreements reflect a mutually beneficial arrangement between the Vikings and the University;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Regents approves the Agreements and authorizes President Kaler to execute the Agreements and take appropriate steps to carry out their terms, including advancing predesign on the capital improvements to be funded by the Vikings.

The Board of Regents voted unanimously to approve the recommendations of the Facilities Committee.

Johnson reported that the committee also reviewed changes to the University of Minnesota Duluth Campus Master Plan; reviewed project components of the President's Recommended Six Year Capital Plan and the FY 2014 Capital Improvement Budget; and discussed a number of information items presented in the docket materials.

REPORT OF THE FACULTY & STAFF AFFAIRS COMMITTEE

Regent Beeson, Vice Chair of the committee, reported that the committee voted unanimously to recommend:

- a) Approval of the revised Consent Report for the Faculty & Staff Affairs Committee as presented to the committee and described in the May 9, 2013 committee minutes.
- b) Approval of annual promotion/tenure recommendations as presented in the revised docket materials, with the beginning dates of their terms of appointments in 2013-14.
- c) Approval of continuous appointment status along with promotion for staff in the academic professional series as presented in the revised docket materials, effective with the beginning of the 2012-13 appointment period.

The Board of Regents voted unanimously to approve the recommendations of the Faculty & Staff Affairs Committee.

Beeson reported that the committee reviewed proposed new Board of Regents Policy: *Safety of Minors*; discussed national issues and trends related to faculty; and reviewed a number of information items described in the docket materials.

REPORT OF THE FINANCE COMMITTEE

Regent Frobenius, Chair of the committee, reported that the committee voted unanimously to recommend:

- a) Approval of the Consent Report for the Finance Committee as presented to the committee and described in the May 9, 2013 committee minutes.

The Board of Regents voted unanimously to approve the recommendation of the Finance Committee.

Frobenius reported that the committee also reviewed financial components of the President's Recommended Six-Year Capital Plan and the President's Recommended FY 2014 Capital Improvement Budget; received a purchasing and eProcurement update on operational excellence; discussed decentralization vs. centralization; finance and budget function; and reviewed a number of information items included in the docket materials.

REPORT OF THE LITIGATION REVIEW COMMITTEE

Chair Cohen reported that pursuant to notice sent by the University, the Litigation Review Committee met on May 9, 2013. A resolution was considered and passed that authorized the closing of the meeting. In the closed meeting a discussion was held of matters subject to the attorney-client privilege.

NEW BUSINESS

Chair Cohen noted one item of new business, to review and consider a resolution authorizing alcoholic beverage sales and service at TCF Bank Stadium, Mariucci Arena Club Room, and Williams Arena Club Room during Vikings Games (associated materials distributed at the meeting and on file in the Board Office). She invited Vice President Wheelock and General Counsel Rotenberg to lead the discussion.

Rotenberg reported that, if approved, the resolution would allow for certain opportunities for sale and service of alcoholic beverages in various athletic facilities to the extent that those facilities were used before and during football games. Rotenberg presented the provisions of the resolution.

A motion was made and seconded to approve the resolution.

In response to comments from Regents Frobenius and Johnson, Wheelock indicated that a remaining operational issue was setting a time when the sale of alcoholic beverages would cease on game day.

The Board of Regents voted unanimously to approve the Resolution Related to Alcoholic Beverage Sales at TCF Bank Stadium, Mariucci Arena Club Room, and Williams Arena Club Room During Vikings Games, as follows:

WHEREAS, the University of Minnesota ("University") has important policy, public safety, and educational interests in controlling the consumption, use, and sale of alcoholic beverages on its campuses; and

WHEREAS, Board of Regents policy prohibits the sale of alcoholic beverages on University property except when authorized by license,

approved by the Board of Regents, and sold and served in accordance with applicable law; and

WHEREAS, the University and Minnesota Vikings Football, LLC ("Vikings") have reached an agreement whereby the Vikings may play football games in TCF Bank Stadium while a new Vikings stadium is being constructed under specific terms provided in a Facility Use Agreement; and

WHEREAS, the Vikings desire to sell and serve alcoholic beverages at TCF Bank Stadium and in the club rooms of Williams Arena and Mariucci Arena ("Arena Club Rooms"), to the extent the Arena Club Rooms are made available for the Vikings' use in accordance with the terms of the Facility Use Agreement;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Regents, exercising its exclusive constitutional authority to govern and manage University property and facilities, and consistent with Board of Regents Policy: *Alcoholic Beverages on Campus*, directs that the sale and service of alcoholic beverages shall be permitted at TCF Bank Stadium and in the Arena Club Rooms during Vikings games played in the TCF Bank Stadium, subject to applicable law as amended from time to time, including without limitation, Minn. Stat. § 340A.404 Subd. 4a., and subject to University policies and restrictions, and further subject to the following limitations provided in the Facility Use Agreement: (i) beer and wine may be sold throughout TCF Bank Stadium pursuant to the University's license, (ii) beer, wine, and other alcoholic beverages ("hard liquor") may be sold in premium seating areas only (i.e., club seating, loge boxes, and suites) pursuant to the University's license; (iii) beer, wine and hard liquor may be sold in the Arena Club Rooms pursuant to University's license, to the extent such space is made available for, and used by, the Vikings; (iv) no alcoholic beverages may be sold or served in the Minnesota Tribal Nations Plaza; and (v) the University administration shall approve all alcohol sales locations.

The meeting adjourned at 12:03 p.m.



BRIAN R. STEEVES
Executive Director
and Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Nominating Committee

May 10, 2013

A meeting of the Nominating Committee of the Board of Regents was held on Friday, May 10, 2013 at 12:05 p.m. in the W.R Peterson Conference Room, 600 McNamara Alumni Center.

Regents present: Clyde Allen, presiding; Linda, Cohen, John Frobenius, and Abdul Omari.

Staff present: Executive Director Brian Steeves.

Regent Allen called the meeting to order at 12:05 p.m. Regent Cohen outlined the committee's responsibilities and then left the meeting. Regent Allen then proposed a process for the committee that would include soliciting nominations and interviewing candidates. The committee discussed and made minor revisions to the document "Desirable Attributes of Board Chair." They agreed that an important part of their emphasis would be on individuals who could advise and support the president, preside well over meetings, and address the functioning of the Board. They agreed to several questions to ask candidates.

The committee agreed to the process proposed by Regent Allen and to meet again on May 20, 2013.

The meeting adjourned at 1:00 p.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Nominating Committee

May 20, 2013

A meeting of the Nominating Committee of the Board of Regents was held on Monday, May 20, 2013 at 9:00 a.m. in 600 McNamara Alumni Center.

Regents participating by phone: Clyde Allen, presiding; John Frobenius; and Abdul Omari.

Staff present: Executive Director Brian Steeves.

Regent Allen called the meeting to order at 9:00 a.m. The committee discussed issues related to a possible slate of officers. Regents were interviewed individually regarding their goals, qualifications, and experience. The meeting recessed at 10:30 a.m.

Regent Allen reconvened the Nominating Committee at 3:30 p.m. on Tuesday, May 21, 2013. Regents were interviewed individually regarding their goals, qualifications, and experience. The committee discussed issues related to a possible slate of officers. The meeting recessed at 4:50 p.m.

Regent Allen reconvened the Nominating Committee on Thursday, May 23, 2013 at 10:30 a.m. The committee discussed issues related to a possible slate of officers. The meeting recessed at 11:00 a.m.

Regent Allen reconvened the Nominating Committee on Tuesday, May 28, 2013 at 10:00 a.m. The committee discussed issues related to a possible slate of officers.

The meeting adjourned at 10:25 a.m. on Tuesday, May 28, 2013.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Nominating Committee

May 29, 2013

A meeting of the Nominating Committee of the Board of Regents was held on Wednesday, May 29, 2013 at 10:00 a.m. in 600 McNamara Alumni Center.

Regents participating by phone: Clyde Allen, presiding; John Frobenius and Abdul Omari.

Staff present: Executive Director Brian Steeves.

Regent Allen called the meeting to order at 10:00 a.m. The committee discussed and unanimously approved a slate of officers to forward to the Board of Regents.

The meeting adjourned at 10:12 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary