



Board of Regents

March 2014

March 28, 2014

9:00 a.m. - 12:00 p.m.

Boardroom, McNamara Alumni Center

BOR - MAR 2014

1. Introductions & Recognitions

Introduction of Dean of the Medical School & Vice
President for Health Sciences

Docket Item Summary 4

Introduction of President & CEO of University of
Minnesota Foundation

Docket Item Summary 5

Recognition of McKnight Land-Grant Professors

Docket Item Summary 6

2. Approval of Minutes (Action)

Draft February Minutes 7

3. Report of the President

Docket Item Summary 53

4. Report of the Chair

Docket Item Summary 54

5. Receive and File Reports

Docket Item Summary 55

Quarterly Report of Grant & Contract Activity 56

Annual Capital Financing & Debt Management
Report 62

Facilities & Operations Committee: Final Project Review	81
6. Consent Report (Review/Action)	
Docket Item Summary	82
Gift Report	85
Finance Committee Consent Materials	103
7. Board of Regents Policy: Student Representatives to the Board of Regents (Action)	
Docket Item Summary	107
Revised Policy	109
8. Board of Regents Policy: Namings (Review)	
Docket Item Summary	112
Revised Policy	113
9. Strategic Planning Update	
Docket Item Summary	119
Presentation Materials	121
10. Trends in Higher Education Food & Agriculture Programs	
Docket Item Summary	135
Supplemental Materials	136
Presentation Materials	142
11. Report of the Committees	
Docket Item Summary	156



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Introduction of Dean of the Medical School and Vice President for Health Sciences

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: President Eric W. Kaler

Purpose & Key Points

Dr. Jay Brooks Jackson's appointment as Dean of the Medical School & Vice President for Health Sciences (Dean & VP) was approved by the Board of Regents on December 13, 2013, and began on February 17, 2014.

The Dean & VP is responsible for excellence in the University's Medical School and affiliated clinical education settings across the state. The Dean & VP will also lead the Academic Health Center, which includes interprofessional education and research through the School of Dentistry, College of Pharmacy, School of Public Health, School of Nursing, College of Veterinary Medicine, and a host of interdisciplinary centers and programs.

Jackson is an experienced leader, educator, and clinician. Previously, he served as Director of Pathology at Johns Hopkins University for 12 years. Under his leadership, the school ranked first in NIH funding among pathology departments and obtained significant philanthropy. Jackson has an MBA and the business acumen necessary to lead a complicated organization like the Academic Health Center.

Jackson is an internationally recognized researcher in HIV diagnostics, prevention, and treatment. He leads a \$500 million NIH-funded global clinical trial that has resulted in new drug development and new therapies that prevent neonatal HIV transmission. Jackson has served on many medical school, hospital, and institutional committees, including chairing the school's promotion and tenure committee for 10 years.

Jackson completed his pathology residency at the University of Minnesota Medical School and served as a junior faculty member there at the start of his career. He also worked at the Minneapolis VA Medical Center.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Introduction of President and Chief Executive Officer of the University of Minnesota Foundation

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: President Eric W. Kaler

Purpose & Key Points

Kathleen Schmidlkofer's appointment as President and Chief Executive Officer of the University of Minnesota Foundation (UMF) began on March 3, 2014.

Schmidlkofer comes to UMF from GREATER MSP, where she was executive vice president and a founding leader. GREATER MSP is a private, nonprofit organization dedicated to providing public- and private-sector leadership, coordination, and engagement to grow the economy of the 16-county Minneapolis-Saint Paul region.

Prior to her roles with GREATER MSP, Schmidlkofer held a variety of increasingly responsible finance roles over a 25-year career at General Mills. Her most recent assignments were vice president of finance for the Meals and Yoplait divisions, and for the Canadian subsidiary in Toronto. In Toronto, she successfully led the integration of Pillsbury Canada after its acquisition in 2001. Schmidlkofer also served as a loaned executive for the Itasca Project, a CEO-led civic organization, focusing on job growth in the Twin Cities region.

A long-time community volunteer, Schmidlkofer is past chair and continues to serve on the board of Tubman, a Twin Cities nonprofit that promotes violence-free communities, families, and relationships. She is on the board of the Saint Paul Foundation and a member of the Minnesota Women's Economic Roundtable. A certified public accountant, Schmidlkofer received her Bachelor of Arts degree in business from the University of Wisconsin-Madison and her MBA from the University of Minnesota's Carlson School of Management.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Recognition of McKnight Land-Grant Professors

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: President Eric W. Kaler
Karen Hanson, Senior Vice President for Academic Affairs and Provost

Purpose & Key Points

To recognize the 2014 McKnight Land-Grant Professors:

- Professor David J. Flannigan, Chemical Engineering and Materials Science, UMTC
- Professor Sarah E. Gollust, Health Policy and Management, UMTC
- Professor Christophe Lenglet, Radiology, UMTC
- Professor Pamela Lutsey, Epidemiology and Community Health, UMTC
- Professor Francis X. Shen, Law, UMTC
- Professor James D. Van de Ven, Mechanical Engineering, UMTC
- Professor Shannon Drysdale Walsh, Political Science, UMD
- Professor Travis Workman, Asian Languages and Literatures, UMTC

Background Information

The McKnight-Land Grant Professors are junior scholars chosen for their potential for important contribution to their field; the degree to which their past achievements and current ideas demonstrate originality, imagination, and innovation; the significance of their research; and the potential for attracting outstanding students.

Recipients are honored with the title “McKnight Land-Grant Professor,” a special award that they will hold for two years. The award consists of a research grant in each of two years, summer support, and a research leave in the second year.

DRAFT

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

MINUTES

BOARD OF REGENTS MEETINGS

AND

COMMITTEE MEETINGS

February 13-14, 2014

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

February 13-14, 2014

	PAGE
I. Committee Meetings	
A. Audit Committee - February 13, 2014-----	109
B. Litigation Review Committee - February 13, 2014-----	112
C. Academic & Student Affairs Committee - February 13, 2014-----	113
D. Finance Committee – February 13, 2014-----	120
E. Facilities & Operations Committee – February 13, 2014 -----	124
F. Faculty & Staff Affairs Committee – February 13, 2014 -----	128
III. Board of Regents Meeting - February 14, 2014	
A. Approval of Minutes -----	131
B. Report of the President -----	131
C. Report of the Chair-----	132
D. Approval of Consent Report -----	132
A. Report of the All-University Honors Committee	
B. Gifts	
C. Summary of Expenditures	
E. Annual Report on the Status of University Research & Commercialization of Intellectual Property Rights -----	132
F. Report of the Faculty Consultative Committee -----	133
G. Enhancing the Impact of the University’s Equity & Diversity Efforts -----	134
H. Approval of Updated Bylaws for Eastcliff Committees-----	134
I. Review Amendments to Board of Regents Policy: <i>Student Representatives to the Board of Regents</i> -----	137
J. Approval of Resolution Related to Branding Agreement -----	138
K. Report on Alcohol Sales at TCF Bank Stadium-----	140
L. Report of the Facilities & Operations Committee	
1. Approval of Schematic Plans -----	141
A. TCF Bank Stadium Improvements, Twin Cities Campus	
2. Approval of Resolution Related to Public Safety-----	141
3. Annual Report on Sustainability, Energy Management & Utilities-----	142
3. Information Technology Planning-----	142
M. Report of the Faculty & Staff Affairs Committee	
1. Approval of Consent Report -----	142
2. Review Repeal of Board of Regents Policy: <i>Death Benefits</i> -----	142
3. Engagement Survey Results & Action Plan -----	142
4. Employee Relations Primer -----	142
5. Work+: Designing & Utilizing Space that Supports the Work-----	142
6. Information Items -----	142
N. Report of the Finance Committee	
1. Approval of Consent Report -----	143
2. Approval of Resolution Related to Issuance of Debt: Ambulatory Care Center-----	143
3. Review Amendments to Board of Regents Policy: <i>Endowment Fund</i> -----	145
4. Annual Capital Finance & Debt Management Report -----	145
5. Annual Investment Performance: Peer Comparisons-----	145
6. Annual Insurance & Risk Management Report-----	145
7. Information Items -----	145
O. Report of the Academic & Student Affairs Committee	
1. Approval of Consent Report -----	145
2. Adoption of Amendments to Board of Regents Policy: <i>Commercialization of Intellectual Property Rights</i> -----	145
3. Annual Graduate Education Planning & Update -----	149
4. Research & Interdisciplinarity -----	149
5. Undergraduate Tuition & Financial Aid Philosophy -----	149

6. Information Items -----	149
P. Report of the Audit Committee	
1. Adoption of Amendments to Board of Regents Policy: <i>Audit Committee Charter</i> -----	149
2. Overview of the Fiduciary Responsibilities of Non-Profit Audit Committee Members -	
3. Health Sciences Risk Profile -----	151
3. Compliance Risk Profile -----	151
4. Internal Audit Update -----	151
5. Information Items -----	151
Q. Report of the Litigation Review Committee	
1. Resolution to Conduct Non-Public Meeting of the Litigation Review Committee to Discuss Attorney-Client Privileged Matters -----	151
R. Report of the Special Committee on Academic Medicine	
1. No Meeting this Month -----	151

Year 2013-14

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Audit Committee
February 13, 2014**

A meeting of the Audit Committee of the Board of Regents was held on Thursday, February 13, 2014 at 8:00 a.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Laura Brod, presiding; Clyde Allen, Peggy Lucas, Abdul Omari, and Patricia Simmons. Thomas Devine and Dean Johnson also attended.

Staff present: President Eric Kaler; Chancellor Fred Wood; Senior Vice President and Provost Karen Hanson; Vice Presidents Kathryn Brown, Aaron Friedman, Brian Herman, and Richard Pfutzenreuter; General Counsel William Donohue; Executive Director Brian Steeves; and Associate Vice Presidents Terry Bock, Gail Klatt, and Michael Volna.

Student Representatives present: Joseph Daniewicz and Meghan Mason.

BOARD OF REGENTS POLICY: AUDIT COMMITTEE CHARTER

Associate Vice President Klatt presented for action proposed amendments to Board of Regents Policy: *Audit Committee Charter*, as detailed in the docket materials. The changes are intended to align the policy with new language in Board of Regents Policy: *Board Operations and Agenda Guidelines*; incorporate language to address the committee's oversight responsibility for compliance; update language to reflect the name change of the Audit Department to the Office of Internal Audit; and increase the threshold for the committee's review of audit contracts from \$25,000 to \$100,000.

A motion was made and seconded and the committee voted unanimously to recommend adoption of proposed amendments to Board of Regents Policy: *Audit Committee Charter*.

**OVERVIEW OF THE FIDUCIARY RESPONSIBILITIES OF
NON-PROFIT AUDIT COMMITTEE MEMBERS**

Regent Brod invited Jay Kiedrowski, Senior Fellow, Humphrey School of Public Affairs, to provide an overview of the fiduciary responsibilities of non-profit audit committee members, as detailed in the docket materials.

Kiedrowski presented and explained seven duties for members of the Board of Regents:

1. Represent citizens of Minnesota.
2. Be a fiduciary.
3. Authorize and review audits.
4. Advance the institution's mission.
5. Set policies.
6. Hire and hold president accountable.
7. Assess controversial issues.

Kiedrowski reported that boards of public and nonprofit organizations traditionally have understood their fiduciary responsibility in narrow terms, though experts now argue that board governance requires more than simple fiduciary duty. He presented the concept of a “governance triangle,” which suggests three aspects of duties:

- Fiduciary – duty of care, duty of loyalty, duty of obedience; mission focused;
- Strategic – shifting from conformance to performance; and
- Generative – discerning problems, engaging in sense making; working with the administration effectively.

In response to questions and comments, Kiedrowski discussed meaningful ways to assess a board’s performance; the importance of collaboration between the president and a board; and the responsibility each board member has to be mindful of policy making vs. managing, and to be fully engaged.

HEALTH SCIENCES RISK PROFILE

Regent Brod introduced Vice President Aaron Friedman to present information on the risk profile of the Academic Health Center, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Friedman provided background on the Academic Health Center (AHC), which includes six schools and colleges, more than 20 inter-professional centers and institutes, 62 degree programs, 6,200 students, 1,400 faculty and nearly 7,500 employees overall. Friedman noted that while the AHC shares many of the risks identified by other parts of the University, the interrelationships between the AHC’s clinical, research, and education missions compound its risk profiles.

Friedman outlined specific risk profiles in the areas of research, education, clinical activities, and mission. Risks include the sustainability of the health sciences school business models; technology and informatics infrastructure; information privacy and security; management information for quick decision-making; and organizational agility to respond to the highly competitive clinical and research market. Friedman highlighted a number of factors and where they fall on the “heat map” of impact and likelihood.

A lengthy discussion ensued regarding risks the institution faces from external factors, addressing the challenges of limited clinical sites, increased partnership with the state, and seeking ways to redesign healthcare delivery.

COMPLIANCE RISK PROFILE

Regent Brod introduced Lynn Zentner, Director of Institutional Compliance, to discuss regulatory risks associated with institutional compliance at the University.

Zentner indicated that, in contrast to risks associated with other major operational components of the University, the compliance risk profile focuses solely on regulatory risks managed within the institution. She explained the collaborative process for developing the compliance risk profile. She reported that compliance partners were asked to provide key statutes and regulations governing their compliance risk, consequences associated with non-compliance, whether the risk is shared by more than one area, and whether there is an opportunity to reduce burden while remaining compliant with regulatory requirements.

Zentner reported on 30 risk areas identified by the compliance partners and whether they were deemed high, medium, or low risk for likelihood and impact. She noted that next steps are conversations with the compliance partners and senior leaders about future monitoring efforts, along with following up with each compliance partner to determine how administrative burden can be reduced.

INTERNAL AUDIT UPDATE

Associate Vice President Klatt presented the Internal Audit Update, as detailed in the docket. Since the last update to the Audit Committee in September 2013, University departments implemented 36 percent of outstanding recommendations rated as “essential,” slightly less than the expected implementation rate of 40 percent. Five units fully implemented all their remaining “essential” recommendations. Nine audit reports containing 11 recommendations rated as “essential” were issued in the last five months.

INFORMATION ITEMS

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

- External Auditor’s Review.
- Report of Engagements with Accounting Firms.

The meeting adjourned at 9:27 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Litigation Review Committee
February 13, 2014**

A meeting of the Litigation Review Committee of the Board of Regents was held on Thursday, February 13, 2014 at 8:47 a.m. in the W.R. Peterson Conference Room, 600 McNamara Alumni Center.

Regents present: David Larson, presiding; Richard Beeson and David McMillan.

Staff present: President Eric Kaler; General Counsel William Donohue; and Executive Director Brian Steeves.

Others present: Keith Dunder, Amy Phenix, Tim Pramas, Brian Slovut, and Tracy Smith.

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

At 8:47 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, February 13, 2014 8:45 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. *Patent infringement claims*
- II. *Prescription drug insurance claims*
- III. *Kathryn Brenny v. University of Minnesota*
- IV. *Olga Issaenko v. University of Minnesota*

The committee voted unanimously to approve the resolution.

The meeting adjourned at 9:49 a.m.



**BRIAN R. STEEVES
Executive Director and
Corporate Secretary**

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Academic & Student Affairs Committee
February 13, 2014**

A meeting of the Academic & Student Affairs Committee of the Board of Regents was held on Thursday, February 13, 2014 at 10:00 a.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: Patricia Simmons, presiding; Linda Cohen, Thomas Devine, David Larson, Peggy Lucas, and Abdul Omari.

Staff present: President Eric Kaler; Chancellor Stephen Lehmkuhle; Senior Vice President & Provost Karen Hanson; Vice Presidents Kathy Brown and Brian Herman; Executive Director Brian Steeves; and Associate Vice President Bernard Gulachek.

Student Representatives present: Meghan Mason and Joelle Stangler.

**BOARD OF REGENTS POLICY:
COMMERCIALIZATION OF INTELLECTUAL PROPERTY RIGHTS**

Senior Vice President and Provost Hanson presented for action proposed changes to Board of Regents Policy: *Commercialization of Intellectual Property Rights*, as detailed in the docket. She explained that the proposed amendments came before the committee in December 2013 for review and that no changes had been made since then.

A motion was made and seconded, and the committee voted unanimously to recommend adoption of proposed amendments to Board of Regents Policy: *Commercialization of Intellectual Property Rights*.

RESEARCH & INTERDISCIPLINARITY

Provost Hanson invited Vice President for Research Brian Herman to provide the committee an overview of the University's efforts to foster interdisciplinary research, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Herman noted that interdisciplinary research and thinking gives students an advantage in pursuing answers to interesting problems, and that employers eagerly seek graduates who can bring a broader view. He suggested that interdisciplinarity is challenged by the traditional vertical integration of universities, and that there are persistent cultural and financial barriers to working across disciplines.

Herman introduced three faculty members who highlighted the impact and promise of current interdisciplinary projects:

Trevor Ames, Dean, College of Veterinary Medicine, walked through the Minnesota Global Food Venture, a public-private partnership working on issues of food safety, nutrition and affordability. The work of this partnership includes researchers from the College of Food, Agriculture and Natural Resource Sciences; College of Veterinary Medicine; and School of

Public Health. Ames spoke on the evolution of food research and pointed out that the food industry seeks employees with more than just technical and scientific knowledge.

Timothy J. Ebner, Head, Department of Neuroscience, shared research on neuromodulation deep brain stimulation (DBS) to treat brain conditions. He spoke of nervous system disorders as a grand challenge, and explained that neuromodulation DBS combines basic knowledge of brain function with new technology and then translates those advances into successful therapy. Ebner noted that 27 faculty members from seven University departments worked together to prepare a neuromodulation grant application. While the application was not successful, the process yielded a novel closed loop stimulation for neuropsychiatric disease.

Carissa Schively Slotterback, Chair, Regional Policy and Planning, Humphrey School of Public Affairs, introduced the Resilient Communities Project (RCP), which establishes a year-long community partnership to advance sustainability and resilience. The partner community identifies 15-25 projects, RCP matches those projects with University courses, and students complete the projects as part of their coursework. In two years, RCP has involved more than 400 students across dozens of departments and 10 colleges.

In response to a question from Regent Omari, Hanson acknowledged that the interconnection between a growing emphasis on interdisciplinarity and the promotion and tenure process is an important issue. She noted the need to look at tenure statements and examine cultural barriers.

In response to a question from Regent Devine, Ebner noted that MnDRIVE (Minnesota Discovery, Research and Innovation Economy) strongly supports collaboration and positions the University to be competitive. Schively Slotterback added that the challenge is sustaining success over time given that this kind of work doesn't align with existing budget processes, which send money to specific colleges.

President Kaler added that MnDRIVE is a "game-changer" and is a model that is here to stay.

ANNUAL GRADUATE EDUCATION PLANNING & UPDATE

Provost Hanson and Vice Provost Robert McMaster introduced Sally Gregory Kohlstedt, Acting Vice Provost and Dean of Graduate Education, to update the committee on the configuration and value of graduate education within the University, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Kohlstedt reviewed a variety of statistics related to graduate education, including changes in enrollment across disciplines and projected growth in employment by level of educational attainment. She shared that post-baccalaureate students make up 32 percent of the enrollment on the Twin Cities campus.

Kohlstedt walked through Minnesota student debt by degree category, with average debt of those graduating with a master's degree at \$30,304; a doctoral degree at \$54,892; and a professional degree at \$114,170. She explained that stipend expenditures for graduate assistants have fallen by 1.9 percent in the past five years, while expenditures for fellows and trainees have fallen by 2.5 percent. At the same time, the amount of tuition waivers for graduate assistants have fallen 4.6 percent.

In response to a question from Regent Devine, Kohlstedt noted that the arts and humanities are a particular concern for attracting and retaining graduate students.

In response to a question from Regent Simmons, Kohlstedt discussed the need to determine whether the University is "right-sized" in terms of its offerings. She explained that the University recently eliminated 22 programs but added 22 others, which indicates the institution is being strategic about what is offered and why.

In response to a question from Regent Lucas, Kohlstedt agreed that current efforts are insufficient regarding the recruitment of under-represented students.

In response to a comment from Student Representative Mason, Kohlstedt wondered what "interdisciplinarity" actually means to various graduate students. Kaler noted that the time-to-degree measure is controversial and very disciplinary-specific. He added that it is incredibly important to have disciplinary strength as a graduate student.

UNDERGRADUATE TUITION & FINANCIAL AID PHILOSOPHY

Chair Simmons introduced a memo from Provost Hanson summarizing December 2013 discussions by the committee and full Board on undergraduate tuition and financial aid philosophy, as detailed in the docket.

A motion was made and seconded to incorporate the memo, as follows, into the minutes:

TO: Members of the Board of Regents Academic and Student Affairs Committee

FROM: Karen Hanson, Senior Vice President and Provost

DATE: January 31, 2014

RE: U of M Twin Cities Tuition Philosophy and Financial Aid

Summary of the December meeting

The December BOR Work Session on Twin Cities Campus Undergraduate Tuition Philosophy and Financial Aid provided the University of Minnesota administration an opportunity to discuss the current tuition philosophy and related financial aid strategies, and to hear Board member's perspectives on this important topic. In this memo we summarize the discussion (from both the Academic and Student Affairs Committee meeting and the full Board work session) that was scheduled as part of the Board's 2013-14 work plan. In particular, we address some of the key questions and issues that arose in these discussions.

Some of the important topics discussed by the Board included: controlling the cost of education as a Board priority, the determination of the non-resident tuition rate, concern over the rapid rise of indebtedness after the fourth year, the need to account for the full cost of attendance in establishing policy, the importance of investing in student support (to improve graduation rates), the role of endowment in providing financial aid, and the need for both need-based and merit-based strategies.

Current board policy on tuition and fees (*Board of Regents Policy on Tuition and Fees*), establishes the basic principles for assessing, collecting, and managing tuition and fees, provides a solid base for future discussions about tuition. The guiding principles of this policy include:

- Shared responsibility by the student, U of M, and the State of Minnesota
- Support access, retention, and timely progress toward degree

- Take into account the competitive environment, benefits to students, social needs, and level of state appropriation.

Likewise, the Office of the Provost has established a set of principles for financial aid that guide our current financial aid decisions and investments. These include:

- The University will fund and administer a comprehensive financial aid program, including merit-based aid and need-based aid programs.
- The University's financial aid strategies will be linked to University and state goals and priorities. These strategies will be evaluated regularly, and adjusted as necessary, to improve effectiveness of spending as it relates to institutional and state goals.
- In support of retention and timely graduation, multi-year financial aid packages (four years for freshmen, two years for transfer students) will be offered whenever possible. Financial aid will be targeted to degree-seeking students, and continuation of aid for a student will depend upon the student's making satisfactory and timely academic progress toward a degree.
- Financial aid packages will be tailored to each student's circumstances and may include a variety of forms of need-based and/or merit-based aid from numerous funding sources including, but not limited to, University funds, federal and state aid programs, external scholarships and donor-directed funds.
- The University of Minnesota financial aid package for an individual student will not exceed the federal cost of attendance for any given year.
- The University is committed to providing constituents with accurate and clear information about college costs, financial aid, and debt burdens. The University will provide responsive service to its students and their families.
- As a public institution, the University supports access for qualified students, and its review of applicants for undergraduate admissions is need-blind. A student's ability to pay is not a factor in determining admissibility.

Principles Specific to Need-Based Aid:

- Financial aid strategies and tuition strategies will be closely aligned.
- Institutional need-based financial aid will be a critical component in maintaining access for many promising students who otherwise would not be able to attend the University.
- As a public land-grant institution, the University will focus its need-based aid on Minnesota residents.
- The largest amounts of University of Minnesota need-based aid will be provided to the students with the greatest need as determined by the FAFSA, and based on the Expected Family Contribution.
- Need-based financial aid will be provided to families with incomes up to the "middle income" level. This level will be reviewed and defined annually.

Principles Specific to Merit-Based Aid:

- A major focus of merit-based aid will be to attract high-achieving students to the University and support their retention and timely graduation.
- As a public land-grant institution, the University will award the majority of freshman academic merit-based scholarships to Minnesota residents, but will also use merit aid to attract and retain excellent non-resident students.
- Scholarship awards will be leveraged to enhance the diversity of the freshman class, with diversity broadly defined to include geographic, ethnic, and socioeconomic differences, as well as special talents.
- The University may award merit-based financial aid to support its signature strengths and increase enrollments in priority areas.

The December work session and board discussion largely affirmed current policy and philosophy concerning undergraduate tuition philosophy and financial aid. However, Board members did focus on two major issues: Long-term Tuition Philosophy / Financial Aid Strategies and Administrative Plans Moving Forward.

Long-term Tuition Philosophy and Financial Aid Strategies

- Tuition philosophy and financial aid policy are strongly related to enrollment management and are established, in part, to achieve our enrollment goals while also balancing access for all qualified students.
- The Minnesota resident tuition will be kept as low as possible, given budgetary considerations which are largely driven by State of Minnesota investment in the University.
- The non-resident tuition will be based on the average of the U of M peer group.
- International student tuition will be the same as non-resident tuition, with additional fees applied that reflect the additional costs of educating and supporting international students.
- The Office of Student Finance will continue to fully package students with aid (including loans) up to the cost-of-attendance.
- The University will continue to maintain a balance between merit-based aid and need-based aid strategies. Need-based resources should be sufficient to enable financial access for all qualified students. Merit-based resources should enable the University to maintain competitiveness in attracting the best and brightest students. Many students receive a mixture of need- and merit-based aid.
- The University will continue to support through state funds the U of M Promise program, which provides need-based financial aid for low- and middle-income Minnesota undergraduate students.
- Given adequate resources, the University of Minnesota will continue to cover full tuition and fees for those students with zero-Expected Family Contribution (EFC), through a combination of Pell, State Grant, and U of M Promise funds.
- The University will continue to offer competitive financial aid packages to attract the very brightest students.
- The University will maintain and enhance the financial literacy programs at all levels with a focus on careful management of finances and the reduction of student debt.

Administrative planning for accessibility and affordability-Twin Cities Campus Undergraduates

The University is committed to ensuring that the U of M is both accessible and affordable to qualified Minnesota students. On the Twin Cities campus, this will involve a multi-pronged approach focused on: enhancing student success in order to increase timely graduation, better messaging to students on the importance of debt management and loan behavior, and securing additional scholarship resources.

Plans to accomplish our goals include:

Student Debt: The Office of the Provost will continue to carefully monitor the debt loads of students at all income levels. The work of the Financial Aid Advisory Committee will continue to focus on utilizing all possible resources (gift aid, work study, loans) in packaging. The Provost's office will continue to work closely with the University of Minnesota Foundation in order to identify and secure new scholarship funds for both

need-based and merit-based programs and to ensure that all scholarship funds are fully utilized.

Student Support: The Office of the Provost will continue to enhance student support programs for academic advising, career counseling, and student engagement. Messaging about financial literacy and timely graduation will be better harmonized among central offices, the Colleges, and their academic departments. Where appropriate, the University will continue to develop new programs, such as the recently developed “Retaining all Our Students (RaOS)” to provide both academic and financial support.

Financial Aid Scorecard: A student financial aid scorecard will be developed to provide all students, on a semi-yearly basis, information on financial aid received, loans and potential payback schedules, debt loads, and degree progress. It will encourage students with excessive debt loads to seek assistance from the Office of Student Finance.

Accountability: A full tuition and financial aid report will be provided to the Board of Regents each December.

In summary, the robust discussion among the Board of Regents and the U of M administration affirmed the Board policy on tuition and financial aid, as well as the direction of new plans moving forward.

Regent Cohen noted that while she agreed with the contents of the memo, the Board’s December discussions included neither the major philosophical discussion of high tuition/high aid vs. lower tuition/lower aid nor the ratio of need aid to merit aid. She added that the memo was very specific and did not reflect a Board-level statement.

Regent Omari praised the memo for moving the University in the right direction and noted the institution’s emphasis on financial literacy.

Chair Simmons suggested highlighting the open issues with the Board chair and University leadership to determine how best to proceed.

The committee voted unanimously to include the memo in its minutes.

CONSENT REPORT

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

- **Request for Approval of New Academic Programs**
 - College of Liberal Arts (Twin Cities campus)—Create B.A. degree in Biblical Studies
 - College of Liberal Arts (Twin Cities campus)—Create B.A. degree in Classics
 - Law School (Twin Cities campus)—Create Master of Science Patent Law (M.S.P.L.) degree
 - Medical School (Twin Cities campus)—Create Fellowship in Integrated Orthopaedic Surgery/Neurosurgery Spine

- **Request for Changes to Academic Programs**
 - College of Education and Human Development (Twin Cities campus)—Create sub-plan in Interdisciplinary Studies within the M.Ed. degree in Curriculum and Instruction
 - College of Education and Human Development (Twin Cities campus)—Create sub-plan in Parent Education Specialty Teaching License within the M.Ed. degree in Family Education
 - College of Liberal Arts (Twin Cities campus)—Create sub-plans in Classical Civilization, Greek, Greek and Latin, and Latin within the B.A. degree in Classics
 - College of Liberal Arts (Twin Cities campus)—Create sub-plans in Organization, Business, or Non-Profit, Health Care and Careers, Policy Analysis, and Quantitative Emphasis within the B.S. degree in Sociology
 - College of Science and Engineering (Twin Cities campus)—Create Plan C option within the M.S. degree in Aerospace Engineering and Mechanics
- **Request for Approval of Discontinued Academic Programs**
 - College of Liberal Arts (Twin Cities campus)—Discontinue B.A. degree in Classical Civilization
 - College of Liberal Arts (Twin Cities campus)—Discontinue B.A. degree in Greek
 - College of Liberal Arts (Twin Cities campus)—Discontinue B.A. degree in Latin
 - College of Science and Engineering (Twin Cities campus)—Discontinue M.Aero.E. in Aerospace Engineering and Mechanics

The meeting adjourned at 11:49 a.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Finance Committee
February 13, 2014**

A meeting of the Finance Committee of the Board of Regents was held on Thursday, February 13, 2014 at 10:00 a.m. in the West Committee Room, 600 McNamara Alumni Center.

Regents present: David McMillan, presiding; Clyde Allen, Richard Beeson, Laura Brod, John Frobenius, and Dean Johnson.

Staff present: Chancellor Fred Wood; Vice Presidents Kathryn Brown and Richard Pfitzenreuter; General Counsel William Donohue; Executive Director Brian Steeves; and Associate Vice Presidents Stuart Mason and Michael Volna.

Student Representatives present: John Reichl and Drew Underdahl.

Regent McMillan introduced Drew Underdahl, new student representative to the Board of Regents.

**RESOLUTION RELATED TO ISSUANCE OF DEBT:
AMBULATORY CARE CENTER**

Vice President Pfitzenreuter and Carole Fleck, Director of Debt Management, provided an overview of the resolution related to issuance of debt, as detailed in the docket materials.

Fleck explained that the University of Minnesota Physicians (UMP), the University of Minnesota Medical Center Fairview (Fairview), and the University of Minnesota (University) are undertaking development of an Ambulatory Care Center (ACC) to provide patient and family centered health care services. The University has agreed to finance the construction of the ACC contingent upon the receipt of corporate guarantees of the debt from UMP and Fairview and negotiated leases. If approved, the resolution authorizes the issuance and sale of debt up to an aggregate principal amount of \$165,500,000 to finance the ACC project.

A motion was made and seconded and the committee voted unanimously to recommend approval of the Resolution Related to Issuance of Debt.

BOARD OF REGENTS POLICY: ENDOWMENT FUND

Vice President Pfitzenreuter and Associate Vice President Mason presented for review proposed amendments to Board of Regents Policy: *Endowment Fund*, as described in the docket materials.

Mason noted that the proposed amendments relate to reporting on sustainability and renewable energy investments in an effort to address concerns raised by various student and community groups.

The required annual report to the Board of Regents will now:

- Outline a comparison to peer institutions of relative performance and asset allocation.
- Include steps taken to provide opportunities to emerging minority-owned and woman-owned investment management firms.
- Include an evaluation of investments related to sustainability and renewably energy.

In response to questions, Mason indicated that Board of Regents Policy: *Endowment Fund* sets forth four long-term investment objectives, provides for review of the investment program, sets asset allocation guidelines, and specifies reporting to the Board. The proposed amendments are intended to provide information to the Board, but do not create specific investment strategies around sustainable investments.

Student Representative Reichl expressed appreciation for the proposed amendments and to the administration for bringing this issue forward in a collaborative and constructive way.

Board of Regents Policy: *Endowment Fund* will return for action at a future meeting of the committee.

ANNUAL CAPITAL FINANCING & DEBT MANAGEMENT REPORT

Vice President Pfutzenreuter invited Carole Fleck, Director of Debt Management, to provide an update of the University's debt profile, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Fleck reported that as of June 30, 2013, the University's long-term outstanding debt was \$1,300,730,000, consisting of general obligation bonds, special purpose revenue bonds, commercial paper notes, auxiliary revenue bonds, infrastructure development bond obligations, and capital leases. The balance outstanding at June 30, 2013 was \$1,002,398,000, excluding the special purpose revenue bonds (state-supported debt for TCF Bank Stadium and the biomedical science research facilities).

Fleck reviewed guiding principles for issuance of debt, provided a long-term debt analysis, and reviewed the current amortization structure. She discussed the institution's credit rating and debt capacity determinants, noting that an analysis of student demand, market position, and financial indicators places the institution solidly in the strong "Aa" category.

Fleck presented and discussed significant debt transactions in fiscal years 2013 and 2014, which included funding a portion of the Northrop renovation, construction of residence halls, a portion of the biomedical science research facilities, and the combined heat and power plant. She provided an analysis of this institution relative to its peers in total resources, discussed direct debt, total resources to direct debt, expendable resources to direct debt, debt service as a percentage of operations, and expendable resources to operations.

A discussion ensued regarding debt capacity, debt service to facility operations, and the need to be continually mindful of capital projects and opportunities that arise and how they may impact debt capacity.

ANNUAL INVESTMENT PERFORMANCE: PEER COMPARISONS

Associate Vice President Stuart Mason provided an overview of the University's annual investment performance and peer benchmarking report as detailed in the docket materials.

Mason reviewed the Annual Peer Benchmarking Report, which contains a summary of investment performance and asset allocation data relative to peer institutions for the fiscal year ending June 30, 2013. He highlighted the following:

- Consolidated Endowment Fund (CEF) investment performance of 12.8 percent ranked in the upper decile of peer institutions.
- Drivers of performance included distressed debt and venture capital managers who produced greater than 20 percent returns, in addition to overweight to U.S. equities.
- Other factors contributing to outperformance included an underweight to international developed equities and an underweight to hedge fund managers, both of which significantly underperformed their long-term performance trends.
- Increased portfolio liquidity and an enhanced asset allocation framework have positioned the endowment fund for continued success in coming years.

Mason provided information on CEF performance relative to peer institutions, reporting that overall, this institution's CEF performed favorably among its peers.

ANNUAL INSURANCE & RISK MANAGEMENT REPORT

Associate Vice President Volna and Steven Pardoe, Director of Risk Management and Insurance, provided a report on the risk management and insurance programs at the University for FY 2013, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Pardoe reported that the financial consequences of risk may be retained or transferred. Risk retention, often called "self-insurance," is characterized by retention of financial risk consequences by the entity, while risk transfer is the passing of financial risk consequences to a third party, typically an insurance company via purchase of a contract. Pardoe noted that this institution categorizes its risk as liability, workers' compensation, or property and miscellaneous. He reported that the University's total cost of risk for FY 2013 was \$12.5 million, which remained virtually unchanged from \$12.4 million during the previous year. (Total cost of risk is the sum of captive costs, self-insured costs, and the cost of commercially purchased insurance.)

Pardoe provided a summary of FY 2013 milestones and accomplishments in the Office of Risk Management and reported FY 2014 goals, which are to:

- Explore possibilities for reducing the incidence of slip/trip/fall accidents on campus.
- Investigate education and engineering remediation of back injuries arising from improper lifting of trash bags.
- Consider alternatives for addressing risks specific to the use of cell phones while operating a vehicle in the course of University business.

Pardoe reported that University property is insured to the highest reasonable level. Insured value and policy limits have increased while the premium has remained stable. He reported that in FY 2010, the deductible was increased from \$200,000 to \$500,000, resulting in \$2.7 million savings over the past three years.

CONSENT REPORT

Vice President Pfutzenreuter presented the Consent Report, as detailed in the docket, including:

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

- To North Highland Company for \$1,300,000 for consulting services to support the Program Management Office of the Enterprise Systems Upgrade Program (ESUP). ESUP is a University-wide program approved by the Board of Regents of the University of Minnesota. The cost of these services and products is covered by the approved budget for the program. Vendor was selected through a competitive process.

General Contingency:

- Expenditure of \$275,000 by the Vice President for University Services for increased student-related public safety operations.

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 Items contained in the docket materials:

- Annual Report on Central Reserves
- Quarterly Asset Management Report
- Emergency approval of purchase of goods and services \$1,000,000 and over:
 - To IntraSee, Inc. for an estimated \$1,600,000 for consulting services and products related to the implementation of the Oracle PeopleSoft portal as part of the Enterprise System Upgrade Program.

The meeting adjourned at 12:01 p.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Facilities & Operations Committee
February 13, 2014**

A meeting of the Facilities & Operations Committee of the Board of Regents was held on Thursday, February 13, 2014 at 1:45 p.m. in the West Committee Room, 600 McNamara Alumni Center.

Regents present: Clyde Allen, presiding; Linda Cohen, Thomas Devine, Dean Johnson, Peggy Lucas, and Abdul Omari.

Staff present: President Eric Kaler, Chancellor Jacqueline Johnson, Vice President Pamela Wheelock, Executive Director Brian Steeves, and Associate Vice President Michael Berthelsen.

Student Representatives: Hannah Keil and Benjamin Metcalf.

SCHEMATIC PLANS

A. TCF Bank Stadium Improvements, Twin Cities Campus

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

The schematic plans for the TCF Bank Stadium Improvements, 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 invited Suzanne Smith, Assistant Vice President for Capital Planning & Project Management, to answer questions.

In response to a question from Regent Lucas, Smith indicated that the field heating system, winterization in several areas of the building, and additional storage space would remain intact at the end of the Vikings' use of the stadium.

In response to a comment by Regent Johnson, Vice President Wheelock agreed that a strong partnership with the Vikings is important to ensure that the operations, staffing, and expectations for behavior are consistent with the University's goals and standards.

The committee voted unanimously to recommend approval of the schematic plans for the TCF Bank Stadium Improvements, Twin Cities Campus.

**ANNUAL REPORT ON SUSTAINABILITY,
ENERGY MANAGEMENT, & UTILITIES**

Vice President Wheelock introduced Chancellor Jacqueline Johnson, University of Minnesota Morris and co-chair of the system-wide Sustainability Committee; Amy Short, Director of Sustainability; Mike Berthelsen, Associate Vice President for Facilities; and Jerome Malmquist, Director of Energy Management, to provide an update on progress made to advance Board of Regents Policy: *Sustainability and Energy Efficiency*, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Johnson walked through the obligations of the Presidents' Climate Commitment, signed in 2008, which include reducing greenhouse gas emissions and the University's carbon footprint. She noted that the distinct attributes and varied locations of system campuses and research and outreach centers present challenges to a system-wide approach for addressing sustainability but offer the opportunity to model a variety of approaches.

Short updated the committee on key sustainability program areas, stating that significant work has been done in the area of waste diversion and minimization. A zero-waste effort at TCF Bank Stadium has resulted in diversion of more than 80% of the waste, equivalent to 50 tons, to recycling and compost. She also shared that between 2008 and 2012 the system reduced CO₂ by 22 percent.

Berthelsen explained that the reductions were achieved by focusing on areas where the most energy is consumed. He added that research labs account for 27 percent of University space but 56 percent of energy use. Benchmarking against other universities has shown that energy consumption can be reduced by up to 50 percent in those spaces.

Malmquist outlined the University's recommissioning program, which returns buildings to "like new" performance specifications. Projects are selected that will show a return on investment in five years or less. Malmquist shared that the Biological Sciences Building was recommissioned in 2013, resulting in a 14 percent reduction in energy consumption over the 2012 baseline and projected cost savings of \$400,000 annually.

In response to a question from Regent Johnson, Malmquist explained that the University received a Customer of the Year award from CenterPoint Energy for saving the most therms of energy among their customers, after adjusting for size.

INFORMATION TECHNOLOGY PLANNING

Vice President Wheelock introduced Vice President and Chief Information Officer Scott Studham to discuss progress toward setting and implementing University IT priorities, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Studham updated the committee on four key initiatives currently underway: the addition of 450 new wireless access points on the Twin Cities campus; enhancements to the academic technology tool Moodle; development of a common process for end user support; and learning space redesign to accommodate student use of laptops and other devices.

He explained the process for plotting and tracking emerging technologies on a hype-cycle that graphically illustrates where a technology exists within a timeline to mainstream adoption and peak expected productivity. He showed how several notable technologies such as massive open online courses, cloud email, and e-textbooks have moved through this cycle in the last three years. Studham also shared an overview of the IT Capital Plan through 2020, including a key identifying which projects have funding streams already identified.

In response to a question from Regent Johnson, Studham said a just-in-time approach is used to move a new technology from a small, local investment to an enterprise-wide deployment. He indicated that the University benefits most when the adoption occurs as needed or after a slight delay.

In response to a question from Regent Allen, Studham explained that the University uses technical controls around sensitive data, such as two-factor authentication, as well as administrative controls enforced through human resources policies that set guidelines for protecting sensitive information.

CAMPUS SAFETY UPDATE AND RESOLUTION

Vice President Wheelock provided an update on the University's approach to promote safety on and near the Twin Cities campus through education, environment, enforcement and engagement. Wheelock also provided an overview of the proposed resolution related to public safety, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Wheelock shared that a new student awareness campaign has been rolled out to heighten consciousness around safety and the Office for Student Affairs is exploring expanded self-defense and personal safety workshops for students, faculty and staff. She affirmed the University's commitment to working in partnership with other agencies and the public by outlining a variety of town hall meetings, discussions and strategy sessions with students, student groups, law enforcement agencies, and civic leaders.

Wheelock introduced Greg Hestness, Assistant Vice President for Public Safety and Chief of Police, to provide an update on enforcement. Hestness informed the committee that three new officers were added to the University of Minnesota Police Department (UMPD) in mid-December, for a total of 50 officers. He added that in partnership with University Services, an additional 20-30 student staff would be added to the Security Monitor Program.

Wheelock walked through the resolution language and explained that it shows support for the University's decision to re-allocate Facilities Management Repair and Replacement funds to invest at least \$4.1 million for use on a variety of campus safety projects. Those projects include improved lighting along University and Washington avenues, additional security cameras on highly traveled pedestrian routes, implementation of a building access program, and funding for the increases in UMPD officers and student monitors.

In response to a question from Regent Johnson, Hestness indicated that the vast majority of crimes are property crimes that result in few arrests. Wheelock added that during the fall semester, UMPD made 20 arrests and 100 stops in partnership with the Minneapolis Police Department while surveying for pre-robbery, predatory behavior.

In response to a question from Regent Omari, Wheelock explained that biggest challenge is the lack of distinction between on-campus and off-campus, which requires the University to be good partners with businesses and community organizations to extend the same efforts around cameras and lighting upgrades into the neighborhoods around campus.

A motion was made and seconded and the committee voted unanimously to recommend approval of the Resolution Related to Public Safety.

INFORMATION ITEM

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

- TCF Bank Stadium Improvements – Twin Cities Campus

The meeting adjourned at 3:54 p.m.



BRIAN R. STEEVES
Executive Director
and Corporate Secretary

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Faculty & Staff Affairs Committee
February 13, 2014**

A meeting of the Faculty & Staff Affairs Committee of the Board of Regents was held on Thursday, February 13, 2014 at 1:45 p.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: John Frobenius, presiding; Richard Beeson, Laura Brod, David Larson, David McMillan and Patricia Simmons.

Staff present: Chancellors Lendley Black and Stephen Lehmkuhle; Senior Vice President and Provost Karen Hanson; Vice President Kathryn Brown; General Counsel William Donohue; and Executive Director Brian Steeves.

Student Representatives present: Joseph Daniewicz and Kevin Lang.

REPEAL OF BOARD OF REGENTS POLICY: DEATH BENEFITS

Vice President Brown presented for review a proposed repeal of Board of Regents Policy: *Death Benefits*, as detailed in the docket.

Board of Regents Policy: *Death Benefits* was adopted in 1945 and provides for the payment of one month's salary for certain faculty and staff members who die while they are employed by the University. Brown noted that the benefit called for under the policy was essentially replaced decades ago by employer-provided life insurance coverage for University faculty and staff. Moreover, it is not an insured benefit, and therefore does not provide the ability to name a beneficiary or a policy owner. Brown explained that this has caused administrative complexity for both the University and estates of deceased employees.

Brown added that the benefit called for in this policy was negotiated out of the contracts with the University's labor-represented employees several years ago, with the exception of the labor-represented faculty at University of Minnesota Duluth.

This policy will return to the committee for action at a future meeting.

ENGAGEMENT SURVEY RESULTS AND ACTION PLAN

Vice President Brown invited Brandon Sullivan, Director of Employee Engagement, Office of Human Resources (OHR), to provide an overview of results from the 2013 employee engagement survey, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Sullivan noted that the degree to which employee engagement is present significantly shapes the quality of experiences and outcomes in the workplace. He walked through the survey's goals: to understand the current state of the University workforce, and to inform action planning to enhance the workplace. He shared the record high survey response rate of 47

percent of faculty and 60 percent of staff, noting that more than 3,000 more employees responded to this survey than to the last faculty/staff survey administered system-wide.

On the survey's two key metrics of commitment/dedication and effective environment, the University scored on par with or above private-sector norms. Sullivan reminded the committee that the survey was designed to include a variety of items on specific drivers of engagement so individual units could identify clearly where they needed to take action. The survey will be repeated annually so progress can be tracked.

In response to a question from Regent Frobenius, Sullivan acknowledged great variability in engagement across both the norm group and at the University.

In response to a question from Regent Larson, Sullivan responded that the survey reached only the 80 percent of University employees who are benefits-eligible.

In response to questions from Regent Brod, Sullivan observed that a 47 percent faculty response rate is very high relative to the 32 percent faculty response rate from the last survey. He offered that there is less correlation between high engagement scores and high survey participation than some might think.

EMPLOYEE RELATIONS PRIMER

Vice President Brown invited Patti Dion, Director of Employee Relations and Compensation, Office of Human Resources (OHR), to present foundational information on employee relations, as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Dion walked through the statutory employee group structure; employee groups designated by Board policy; and Fair Labor Standards Act designations. She noted that about two-thirds of the University's work force is non labor-represented, which is unusual for a public entity.

Brown acknowledged various challenges related to so many employee groups and the complicated intersection of federal and state law and Board and administrative policies. Dion walked through some of OHR's ongoing work to review terms and conditions of employment and policies to improve efficiency of administration and equity among employee groups.

In response to a question from Regent Simmons, Dion explained that state law is not a barrier to the University and that the Public Employees Labor Relations Act brings value to employees by categorizing them into communities of interest.

WORK+: DESIGNING & UTILIZING SPACE THAT SUPPORTS THE WORK

Vice President Brown invited Patricia Franklin, Associate to the Vice President for Human Resources, and Brian Swanson, Assistant Vice President for Finance, University Services, to provide an update on the University's Work+ Program, as detailed in the docket.

Franklin reminded the committee that OHR began a Work+ pilot in July 2013. This pilot involved redesign and renovation of the first floor of the Donhowe Building to reflect and accommodate the space and human resource needs of workers from target OHR departments. Noting that 60 percent of all office space is empty at any given time, Franklin and Swanson showed a short video tour of the new space, and shared a variety of key outcomes of the Work+ pilot. They include:

- Reduced assigned square feet by 22 percent while increasing the number of employees housed.
- Reduced OHR's building footprint from five buildings to two.
- Removed more than 12 tons of paper from the Donhowe Building.
- Avoided almost \$55,000 in labor and materials costs through installation of LED lighting with bulbs that last 16 years.
- Cost \$75 per square foot, substantially lower than the traditional University office remodel.

In response to a question from Regent Frobenius, Swanson explained that the University owns its Work+ models and that the rest of Donhowe will be redesigned when funds are available.

CONSENT REPORT

Vice President Brown presented for action the Consent Report, which included two amendments to the Faculty Retirement Plan and the appointment of Dr. Jay Brooks Jackson as Dean of the Medical School and Vice President for Health Sciences.

A motion was made and seconded, and the committee voted unanimously to separate the Consent Report into three items for separate votes.

Brown walked through the two proposed Faculty Retirement Plan (Plan) amendments:

1. Include all summer research and instructional earnings as eligible for Plan contributions, regardless of funding source.
2. Eliminate the waiting period for professional and administrative employees to enter the Plan.

In response to a question from Regent Brod, Brown explained that new costs incurred by eliminating the waiting period would be distributed through the fringe pool, thus paid locally by units.

Motions were made and seconded, and the committee voted unanimously three times to recommend approval of the items in the 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
- Faculty and staff activities and awards

The meeting adjourned at 3:46 p.m.



BRIAN R. STEEVES
Executive Director and
Corporate Secretary

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

**Board of Regents
February 14, 2014**

A meeting of the Board of Regents of the University of Minnesota was held on Friday, February 14, 2014 at 9:00 a.m. in the Boardroom, 600 McNamara Alumni Center.

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

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

APPROVAL OF MINUTES

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

Ad Hoc Nominating Committee - December 12, 2013
Special Committee on Academic Medicine - December 12, 2013
Audit Committee - December 12, 2013
Academic & Student Affairs Committee - December 12, 2013
Finance Committee - December 12, 2013
Facilities & Operations Committee - December 12, 2013
Faculty & Staff Affairs Committee - December 12, 2013
Board of Regents - December 12, 2013

REPORT OF THE PRESIDENT

President Kaler reported on "Retaining All Our Students," a recently launched initiative focused on improving first-year retention rates among low-income University students. The program is built around four components: financial literacy, summer seminar, enhanced advising, and peer tutoring in key courses. Kaler showed a video clip of First Lady Michelle Obama, who specifically mentioned the University at a recent White House summit on expanding higher education opportunities.

Kaler announced the completion of work by a task force convened by Senior Vice President for Academic Affairs and Provost Karen Hanson to examine a potential merger of the College of Food, Agricultural and Natural Resource Sciences and the College of Biological Sciences. The task force was charged with reviewing the idea of a new college from varied perspectives with no foregone conclusions, including a vigorous process of consultation with internal and external stakeholders. The task force recommended against merging the two colleges.

Kaler provided updates on campus safety, fostering alumni relationships, and meetings with legislators to advance the institution's capital request. He also reviewed and distributed an update on his 2013-14 work plan.

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

REPORT OF THE CHAIR

Chair Beeson reported that he had the pleasure of speaking to over 400 alumni, community members, students, and others attending the University of Minnesota Alumni Association's legislative briefing. Several Regents attended and heard about the impact capital request projects will have on research and learning.

Chair Beeson emphasized the Board's strong support for President Kaler's commitment to public safety, reported on several events attended by Regents, and highlighted the student art on display throughout the Office of the Board of Regents.

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

CONSENT REPORT

Chair Beeson presented for action 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 January 29, 2014;
- Summary of Gifts through December 31, 2013; and
- Summary of Expenditures.

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

ANNUAL REPORT ON THE STATUS OF UNIVERSITY RESEARCH & COMMERCIALIZATION OF INTELLECTUAL PROPERTY

Chair Beeson invited Vice President Brian Herman to present the annual report on the status of University research and commercialization of intellectual property as outlined in the docket and associated materials distributed at the meeting and on file in the Board Office.

Herman reported that University of Minnesota faculty and staff competed successfully for \$693 million in sponsored research awards in FY 2013, a decrease of 7.5 percent from FY 2012. He noted that sources of federal research funding have remained relatively constant, with the National Institutes of Health and National Science Foundation accounting for approximately 70 percent of the federal total and other sources showing a decline over FY 2012.

Data comparing schools in the Big Ten over the past five years show that the University ranks third among the Big Ten for total awards received. Herman pointed out that a majority of the universities have seen a decrease in award amounts or remained flat with the exception of Michigan, which showed an increase for the second year in a row. He offered that this data demonstrates that a majority of universities cannot afford to rely on unpredictable federal funding levels and remain competitive in the long run.

In highlighting year-to-year variations in research funding throughout the past five years, Herman noted that without including funding from the American Recovery and Reinvestment Act (ARRA), the University's funding has remained stable, consistent and competitive. He stated that throughout the duration of ARRA funding, the University received a total of \$251.6 million in ARRA funds, the second highest amount in the Big Ten behind Michigan.

Herman reported that the institution has been successful in technology commercialization, with an increase in patent filings and invention disclosures. In addition, a record 14 start-up companies were launched in the past year, topping the previous record in FY 2012. He noted that the University of Minnesota ranks ninth in research expenditures among public research universities nationally, with the Twin Cities campus posting over \$826 million of the system-wide total of more than \$849 million.

Herman presented the "Triple Helix," an illustrated model of innovation and business development. The Triple Helix represents the complex relationship between the entrepreneurial university, business and industry partners, and government entities. Herman reported that the recently launched Office of University Economic Development will expand capacity for business relations and better align system-wide resources to present a unified "front door" to external business partners. That office will work with industry partners and the University to implement new economic initiatives that stem from University research and entrepreneurial activities.

Herman reported on four thematic areas resulting from the Office of the Vice President for Research (OVPR) strategic planning process:

- Enhance research excellence;
- Advance transdisciplinary partnerships;
- Accelerate transfer of knowledge for the public good; and
- Promote a culture of serendipity.

Herman outlined specific plans under development to support the themes, summarized next steps, and reported on an executive steering committee of leaders and experts in many fields across the University to provide guidance as OVPR focuses on its strategic planning goals.

In response to questions from Regent Allen, Herman affirmed that informatics is a priority for his office. He reported on the establishment of the University of Minnesota Informatics Institute to support research. The Institute is specifically designed to build upon current physical and intellectual informatics infrastructure.

In response to comments from Regent Simmons, Herman observed that the future for federal funding is uncertain and at best will remain flat. He suggested that the institution must diversify its research funding portfolio, develop more public/private partnerships, and leverage research investments. Herman noted a large share of faculty time is devoted to administrative processes and it will be essential to find ways to decrease administrative burdens.

REPORT OF THE FACULTY CONSULTATIVE COMMITTEE

Professor Will Durfee, Chair of the Faculty Consultative Committee (FCC), reported on the activities of the committee since its last report to the Board of Regents. Recent issues addressed by the FCC include graduate education, strategic planning, curriculum and academic programs, and faculty engagement.

A copy of the Report of the Faculty Consultative Committee is on file in the Board Office.

**ENHANCING THE IMPACT OF THE UNIVERSITY'S
EQUITY & DIVERSITY EFFORTS**

President Kaler introduced Vice President Katrice Albert to report on enhancing the impact of the University's equity and diversity efforts at the University of Minnesota, as highlighted in the docket and associated materials distributed at the meeting and on file in the Board Office.

Albert reported that since her arrival on campus in June 2013 she has been engaged in strategic listening across the University system to guide development of a vision and priorities for the Office for Equity and Diversity (OED). Based on these listening sessions, she shared three strategic priorities:

1. Recruiting and retaining underrepresented faculty and students.
2. Addressing issues of campus climate for diverse communities within the University.
3. Creating and enhancing strategic partnerships internally and externally.

Albert highlighted an issue that is facing colleges and universities nation-wide: African American men make up less than four percent of students enrolled at higher education institutions and have lower six-year graduation rates than students overall. Albert provided a number of statistics related to Twin Cities campus freshman students of color by race, ethnicity and access, and stressed a strategic priority of OED is to recruit and retain underrepresented faculty and students. She also noted that students of color in this institution report feeling a decreased sense of belonging on campus and that the overall climate can be less than welcoming. Albert reported on the newly-launched Campus Climate Workgroup that will proactively address inclusivity on campus.

In response to comments from Regent Cohen, Albert described the need to think about bold ideas for recruiting and encouraging students of color to see the University of Minnesota as their top college of choice. Albert also discussed a pilot program to bring high school students to campus to "demystify" college and demonstrate academic and leadership opportunities available to them if they choose to attend the University.

UPDATED BYLAWS FOR EASTCLIFF COMMITTEES

Regent Simmons presented for review and action proposed changes to the bylaws of Friends of Eastcliff (FOE) and Eastcliff Technical Advisory Committee (ETAC), as detailed in the docket materials. FOE and ETAC were created by the Board of Regents in the late 1980s to provide assistance and advice on matters related to the oversight of Eastcliff, the official residence of the president of the University system. The changes are intended to update and clarify the existing bylaws for both committees.

A motion was made and seconded, and the Board of Regents voted unanimously to approve proposed changes to the Friends of Eastcliff and Eastcliff Technical Advisory Committee bylaws, as follows:

Eastcliff Advisory Board Bylaws

Mission

Eastcliff has a unique role among University of Minnesota buildings in that it serves both as a public facility for events and meetings and as the private residence of the University

president and family. The Eastcliff Advisory Board (EAB) is created by and accountable to the Board of Regents. Its mission is to advise the Board of Regents on plans and major expenditures related to Eastcliff, assist in the solicitation of private resources to support Eastcliff, and nurture continued public support for the home to ensure that it projects an image worthy of the University's rich history and tradition. It plays an important role in considering both internal and external perspectives regarding spending decisions at Eastcliff and ensuring that the Board of Regents has appropriate governance-level oversight of this important University asset.

Membership

Chair:

- Board of Regents member (selected by the chair of the Board of Regents)

Voting Members:

- Vice President for University Services or designee (1)
- Vice President & Chief Financial Officer or designee (1)
- President, University of Minnesota Foundation or designee (1)
- Members who are not University employees, appointed by the chair of the Board of Regents for two-year terms that run concurrently with the term of the EAB chair (3-6)

Non-Voting Members:

- Chair, Eastcliff Technical Advisory Committee (1)
- Board of Regents Executive Director (1)
- President's designee, Office of the President (1)
- University Associate (President's Spouse) (1)
- Director, Minnesota Landscape Arboretum or designee (1)

Staff:

- Office of the Board of Regents

Responsibilities

1. Master Plans, Capital Improvements, and Significant Expenditures. Review recommendations of the Eastcliff Technical Advisory Committee (ETAC) and advise the Board of Regents on master plans, capital improvements, and significant expenditures that enhance the original integrity and design of Eastcliff and its grounds and promote it as an important institutional and residential University resource. Capital improvements and significant expenditures are defined as physical improvements, equipment, furniture, fixtures, decorations, and/or enhancements exceeding \$25,000 in cost. Emergency approvals of capital improvements and/or significant expenditures may be granted through the process outlined in Board of Regents Policy: *Board Operations and Agenda Guidelines*. Any such emergency approvals will be brought to the next meeting of EAB for information.
2. Use of Funding. Advise the Board of Regents on the appropriate use of funding for projects being recommended for approval. Use of private funds must be consistent with donor intent.
3. Fundraising. Review the University of Minnesota Foundation's (UMF) development plan for Eastcliff and assist in the solicitation of private resources consistent with that plan.
4. Public Support. Nurture continued public support of Eastcliff. Advise on issues of public education, awareness and relations, as well as on matters pertaining to donor

appreciation and communications. The term 'Friends of Eastcliff' may be used at the discretion of EAB to recognize individuals and families who have provided financial support for Eastcliff.

5. Annual Report. Review and submit to the Board of Regents an annual report on Eastcliff that includes a summary of the previous fiscal year's financial, maintenance, and operational activity.

Approved by Board of Regents - February 14, 2014
Supersedes: Friends of Eastcliff Committee Bylaws dated November 2008.

Eastcliff Technical Advisory Committee Bylaws

Mission

Eastcliff has a unique role among University of Minnesota buildings in that it serves both as a public facility for events and meetings and as the private residence of the University president and family. The Eastcliff Technical Advisory Committee (ETAC) is created by and accountable to the Board of Regents. Its mission is to bring subject matter expertise to the management of Eastcliff by making recommendations for the improvement, maintenance, operations, and use of the home to ensure that it projects an image worthy of the University's rich history and tradition. In doing so, the committee must balance wise use of University and donor resources with the home's designation on the National Register of Historic Places and appropriately separate, protect, and foster Eastcliff's unique public and private uses.

Membership

Chair:

- Selected by the Chair of the Board of Regents from the voting members of the committee

Voting Members:

- Faculty member designees from the following College of Design disciplines:
 - Architecture (1)
 - Landscape Architecture (1)
 - Interior Design (1)
- Vice President for University Services designees (2)
- Director/designee, Weisman Art Museum (1)
- Board of Regents Executive Director (1)

Non-Voting Members:

- Office of the President designee (1)
- University Associate (President's Spouse) (1)
- Vice President for University Services designees:
 - Public Safety (1)
 - Capital Planning & Project Management (1)

Staff:

- Facilities Management designee

Responsibilities

1. Master Plans, Capital Improvements, and Significant Expenditures. Develop and recommend master plans, capital improvements, and/or significant expenditures that

enhance the original integrity and design of Eastcliff and its grounds and promote it as an important institutional and residential University resource.

Recommendations should be consistent with Eastcliff master plans and follow the University's established capital planning process. Capital improvements and significant expenditures should be maintained on and evaluated against a prioritized list of needs. As annual recommendations are developed and advanced, ETAC should provide estimated project budgets, suggested funding sources, and recommended project delivery methods and timing.

2. Approvals and Recommendations. Except for routine maintenance, repairs, and replacement, ETAC must approve all capital improvements, equipment, furniture, fixtures, decorations, and/or enhancements exceeding \$5,000 but below \$25,000 in cost, consistent with University policies and procurement practices. Expenditures below \$5,000 that could be viewed as personally benefiting the president or family should also be approved in advance by ETAC. Capital improvements and/or significant expenditures exceeding \$25,000 must receive approval of the Board of Regents, which will consider ETAC's recommendations along with advice from the Eastcliff Advisory Board (EAB).

Upon recommendation of the Vice President for University Services, the ETAC chair, in consultation with the chair of the EAB, may act on behalf of the committee when delaying approval poses a significant health, safety, or financial risk to the University. Any such emergency approvals will be brought to the next meeting of ETAC for information.

3. Operations and Maintenance Plan. Review Facilities Management's annual facility operations and maintenance plan and budget for Eastcliff.
4. Quarterly Operating Reports. Review quarterly operating reports supplied by Facilities Management.
5. Operating Policies and Procedures. As requested, advise the Office of the President and Facilities Management on operating policies and procedures including staffing, general maintenance, purchasing, security, and the appropriate level of scheduling and use of Eastcliff.
6. Meeting Procedures. The chair of ETAC will call committee meetings, develop agendas for distribution to committee members in advance of each meeting, and ensure that minutes are kept to preserve a record of committee actions. A quorum consisting of at least four (4) voting members must participate in a vote for action to be taken. Votes may be cast in person or electronically, with a simple majority required for approval.

Approved by Board of Regents - February 14, 2014

Supersedes: Eastcliff Technical Advisory Committee Bylaws dated September 2002.

**BOARD OF REGENTS POLICY:
STUDENT REPRESENTATIVES TO THE
BOARD OF REGENTS**

Chair Beeson reviewed proposed amendments to Board of Regents Policy: *Student Representatives to the Board of Regents*, as detailed in the docket materials. The amendments seek to: ensure that student representatives understand their role and are prepared to

effectively present the student voice to the Board; reinforce a culture of professionalism and responsibility through clear expectations; and align Board policy with current practice.

Beeson summarized that the proposed policy changes:

- List a clear set of duties for the student representative position.
- Establish a minimum grade point average requirement and that students be enrolled full-time and be degree-seeking.
- Outline a list of attributes that ideal student representatives will possess.
- Align the term of office for student representatives with the Board meeting calendar.
- Establish term limits for student representatives.
- Clarify the leadership election process and establish leadership roles and responsibilities.
- Set expectations for attendance and time commitment, and clarify practices concerning absences, vacancies, and removals.
- Eliminate the position of alternate student representatives.
- Remove outdated language.

Board of Regents Policy: *Student Representatives to the Board of Regents* will return for action at a future meeting of the Board of Regents.

INTEGRATED STRUCTURE NAMING

Regent Simmons recused herself for the discussion on the Integrated Structure (IS) naming due to a potential conflict of interest. She left the meeting.

President Kaler reported that the Integrated Structure agreement between the University of Minnesota (University), University of Minnesota Physicians (UMP), and Fairview Health Services (FHS) uniquely positions and identifies what the institutions bring to patient care in Minnesota: Cutting-edge academic medicine with the goals of providing exceptional patient care, increasing support for the Medicine School, and ensuring that healthcare workforce challenges are met in the state and the nation.

President Kaler introduced Vice President Aaron Friedman; Bobbi Daniels, CEO, UMP; Carolyn Wilson, President, University of Minnesota Medical Center; and Diana Harvey, Chief Communications Officer and Deputy Chief of Staff, to discuss a resolution authorizing the administration to enter into a branding agreement between the University of Minnesota and the IS. This agreement will govern the manner in which the IS can use the University of Minnesota name and marks, and will establish the University's oversight of that use.

Kaler recognized Rulon Stacey, president and Chief Executive Officer, Fairview Health Services, who was present in the audience. Kaler also expressed appreciation to Friedman for his service as Vice President for Health Sciences and Dean of the Medical School.

Daniels explained that that the proposed action represents the conclusion of significant efforts to replace the IS name with something more meaningful. She reviewed the guiding principles applied to the process:

- To support the overall IS strategy;
- To leverage the University of Minnesota brand equity and reputation;
- To reflect what differentiates the IS in the marketplace; and
- To ensure the new brand is short, memorable, and applicable across multiple formats.

Daniels provided an illustration of the new brand – “University of Minnesota Health” – that will be applied to the IS.

Harvey reported that extensive consumer research was conducted, with several names and variations tested with consumers and physicians. She summarized the key points of the branding agreement that will govern use of the University of Minnesota name. Friedman reported that next steps will be to announce the name to internal audiences, alter building signage, and launch into the marketplace with a highly visible campaign spanning a variety of media channels.

Regent Allen expressed his support for the proposed new name. Regent Devine commented that this was an important step in broadening the brand awareness of the University, and that this brand identity would be critical in establishing the IS in the marketplace. Regent Brod commented that brand creation is important, as is utilizing the brand appropriately. Regent Larson commented on the need to ensure controls are in place to manage the brand effectively.

Regent Frobenius commented that with FHS leadership the visibility of the University has been restored. He noted that the University of Minnesota is delegating its most valuable asset to this enterprise in a very competitive marketplace.

Regent Cohen commented that this agreement represents a stronger affiliation with FHS, and reiterated her belief of the importance of using the University of Minnesota name in conjunction with the Block M for greater name recognition and visibility.

A motion was made and seconded, and the Board of Regents voted unanimously to approve the Resolution Related to Branding Agreement, as follows:

WHEREAS, Board of Regents (Board) Policies: *Reservation and Delegation of Authority and Founding Date, Corporate Name and Seal, and University Marks* provide in part that the Board reserves to itself authority to approve use of the name of Regents of the University of Minnesota (University) by any non-University person or entity in a manner that indicates an authorized relationship with the University; and

WHEREAS, on May 10, 2013 and December 13, 2013, respectively, the Board approved the execution and delivery of (i) a Master Integrated Structure Agreement (Master IS Agreement) among the University, Fairview Health Services (Fairview), University of Minnesota Physicians (UMPhysicians), and Integrated Structure, LLC, an entity formed by Fairview and UMPhysicians (IS LLC), pursuant to which the parties will virtually integrate, through an Integrated Structure, the oversight, management, and operations of certain clinical operations; and (ii) a Master Ambulatory Care Center Agreement (Master ACC Agreement) among the University, Fairview, UMPhysicians, and UMPhysicians-UMMC, Fairview Health Services, Inc., an entity formed by Fairview and UMPhysicians (UMP-FHS), pursuant to which the parties will develop and operate the Ambulatory Care Center (ACC), a new academic outpatient specialty services facility, in a manner that is market-competitive, supportive of research and education missions, and operated and managed consistent with applicable standards of care and financial standards; and

WHEREAS, the University is party to an Academic Affiliation Agreement with Fairview, which, as amended from time to time, contains certain authorizations to use the name and marks of the University in connection with the provision of healthcare services, subject to certain terms and conditions; and

WHEREAS, the University is party to a Trading Name Agreement with UMPPhysicians pursuant to which UMPPhysicians is authorized to use the name of the University in connection with the provision of clinical services; and

WHEREAS, both the Master IS Agreement and the Master ACC Agreement provide in part that if a new brand or identity is to be used in connection with the IS and/or the ACC, the parties will enter into such agreement(s) as may be appropriate; and

WHEREAS, the University and Fairview and UMP through IS LLC and UMP-FHS have determined that it is appropriate, in pursuit of their goals for the Integrated Structure, to adopt a new external branding identity; and

WHEREAS, the University, through its Academic Health Center and its Office of University Relations, wishes to enter into a Branding Agreement with IS LLC that supplements existing agreements with UMP and Fairview governing the use of the University's name, marks, and logos and assures that the external branding of the IS and the ACC is accomplished in a manner consistent with applicable University policy and that the University's name is used in connection with the provision of healthcare services only consistent with appropriate control by University faculty through UMPPhysicians;

NOW, THEREFORE, BE IT RESOLVED, that each of (i) the Dean of the Medical School and Vice President for Health Sciences and (ii) the Chief Communications Officer and Deputy Chief of Staff to the President is hereby authorized to execute and deliver the Branding Agreement on behalf of the University, and each of them and all other appropriate University officers are authorized to take such further action as may be necessary or appropriate to carry out the intended purpose of the Branding Agreement.

Regent Simmons returned to the meeting.

REPORT ON ALCOHOL SALES AT TCF BANK STADIUM

Chair Beeson invited Vice President Pamela Wheelock; Danita Brown Young, Vice Provost for Student Affairs and Dean of Students; and Tom McGinnis, Senior Associate Athletic Director and Chief Financial Officer, Intercollegiate Athletics, to provide a report on alcohol sales at TCF Bank Stadium (Stadium) as detailed in the docket and associated materials distributed at the meeting and on file in the Board Office.

Wheelock reported that the University has completed its two-year pilot and review of impacts related to the sale of alcoholic beverages at University sports facilities. Wheelock indicated that Board of Regents Policy: *Alcoholic Beverages on Campus* provided the basis for development of the following principles guiding the sale and service of alcoholic beverages on campus:

- Compliance with all applicable local, state, and federal laws;
- Commitment to offering and promoting education and counseling; and
- Commitment to promoting a healthy and safe living and learning environment.

Wheelock discussed implementation principles specific to the Stadium and summarized current procedures for managing the sale of alcohol. She discussed what was learned during the two-year pilot program with respect to public safety, neighborhood impact, fan experience, and financial consequences.

Brown Young reported that students and fans have responded to the sale of alcoholic beverages with respect and responsibility. She highlighted results of a Boynton Health Service survey on student alcohol use in which students report less risky behavior and outcomes related to alcohol consumption than they reported in the 2010 and 2007 surveys. Brown Young indicated that with ongoing educational efforts, enforcement, and reasonable measures at the Stadium to limit alcohol consumption, continued sales in the general seating area would not be detrimental to student development or encourage unhealthy behaviors.

McGinnis briefly reviewed the financial impact of sales, noting that profits have been modest given start-up costs and other factors.

Wheelock reported that the administration recommends and intends to continue beer and wine sales in both premium areas and in the seating bowl of the Stadium, consistent with current policy and guiding principles. She added that the University recommends that the sunset language be deleted from the appropriate state statute related to the sale of alcoholic beverages. In Mariucci and Williams Arenas, the administration recommends the continued sale of beer and wine in premium areas only, and is strongly opposed to any expansion of alcohol sales to the general seating of these venues during intercollegiate athletic events.

Regents Allen, Frobenius, and Simmons emphasized the need to be deliberate about alcohol sales and that the goal is to provide a fan amenity at an appropriate level of entertainment. They cautioned that the goal is not to maximize profits.

In response to questions from Regents Devine and Lucas, Brown Young indicated that educational efforts related to alcohol consumption begin during the recruiting process and are ongoing. A number of offices are involved to ensure students are aware of the consequences of alcohol consumption and related risky behavior. Board members urged the administration to continue these efforts.

In response to a question from Regent Lucas, Wheelock and McGinnis commented that the game day experience during upcoming Minnesota Vikings games is anticipated to be different from that of Gopher games, and that all parties will work to ensure a positive impact.

REPORT OF THE FACILITIES & OPERATIONS COMMITTEE

Regent Allen, 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 February 13, 2014 committee minutes:
 - 1) TCF Bank Stadium Improvements.
- b) Approval of a Resolution Related to Public Safety, as follows:

WHEREAS, The safety of students, faculty, staff, and visitors is of the highest priority for the University; and

WHEREAS, The University is implementing a collaborative, multi-pronged approach to promote public safety on and near the Twin Cities campus that is focused on four areas: education, environment, enforcement, and engagement; and

WHEREAS, This broad approach engages multiple partners both on and off campus to address immediate concerns and begin necessary long-term security enhancements to campus; and

WHEREAS, The administration has established a budget and re-allocated funding resources to implement some of the new campus safety measures.

NOW, THEREFORE, BE IT RESOLVED that the Board of Regents supports the administration's decision to re-allocate Facilities Management Repair and Replacement (R & R) funds to invest at least \$4.1 million for use on campus safety projects.

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

Allen reported that the committee also received the annual report on sustainability, energy management and utilities; discussed information technology planning; and reviewed a number of information items included in the docket materials.

REPORT OF THE FACULTY & STAFF AFFAIRS COMMITTEE

Regent Frobenius, Chair of the committee, reported that the committee voted unanimously to recommend Consent Report items as follows:

- a) Approval of an amendment to Section 1.04 to the Faculty Retirement Plan to include all summer research and instructional earnings as eligible for retirement plan contributions, regardless of funding source.

The Board of Regents voted unanimously to approve the amendment to Section 1.04 of the Faculty Retirement Plan.

- b) Approval of an amendment to Sections 1.06, 2.01 and Appendix A of the Faculty Retirement Plan to eliminate the waiting period for professional and administrative employees to participate in the plan.

The Board of Regents voted 11-1 to approve the amendment to Sections 1.06, 2.01 and Appendix of the Faculty Retirement Plan. Regent Brod voted no.

- b) Approval of the appointment of John J. Coleman as Dean of the College of Liberal Arts, Twin Cities Campus, effective July 31, 2014.

The Board of Regents voted unanimously to approve the appointment recommended by the Faculty & Staff Affairs Committee.

Frobenius reported that the committee also discussed a proposal to repeal Board of Regents Policy: *Death Benefits*; discussed the 2013 employee engagement survey results and action plan; received an employee relations primer; received a presentation on "Work+", an initiative related to designing and utilizing space that supports the work; and reviewed a number of information items detailed in the docket.

REPORT OF THE FINANCE COMMITTEE

Regent McMillan, 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 February 13, 2014 committee minutes.
- b) Approval of a Resolution Related to Issuance of Debt: Ambulatory Care Center, as follows:

WHEREAS, it has been proposed that the University proceed with a plan of financing which involves, among other things, the issuance and sale of indebtedness (such indebtedness, whether issued in the form of bonds, notes, or such other form of indebtedness as may be designated by the University, the "Bonds"), the proceeds of which are to be used to finance University capital projects which may include purchases of land and buildings, construction and remodeling projects, and the acquisition and installation of equipment, as well as the costs of issuance of the Bonds;

WHEREAS, the Bonds will be issued pursuant to an Indenture of Trust between the University and a bank or trust company acting as trustee or pursuant to an Order of the University;

WHEREAS, the Indenture of Trust or Order pursuant to which the Bonds will be issued will contain the terms of such Bonds and agreements and covenants of the University with respect to the payment of the principal of, premium, if any, and interest on such Bonds;

WHEREAS, the principal amount of the Bonds authorized will be the amount of the Bonds outstanding at any time, and not an aggregate principal amount;

NOW, THEREFORE, BE IT RESOLVED by the Board of Regents of the University of Minnesota (the "Board") as follows:

1. To provide funds to finance capital projects which may include purchases of land and buildings, construction and remodeling projects, and the acquisition and installation of equipment, as well as the costs of issuance of such financing, the Board hereby authorizes the sale and issuance of Bonds in the principal amount of up to \$165,500,000. The Bonds may be issued in one or more series and shall mature not later than the date that is 30 years after the date of issuance of each series. The Treasurer is authorized to determine whether or not the Bonds shall be issued as general obligations of the University or special purpose debt, and whether or not the Bonds shall be tax-exempt under Section 103 of the Internal Revenue Code of 1986, as amended (the "Code").

2. The purchases of land and buildings, construction and remodeling projects, or acquisition of equipment to be financed by the proceeds of the Bonds shall be those the source of funding of which is so designated by the Board or by the Treasurer as part of the University's capital planning process.

3. The Bonds may be sold in either a negotiated sale or a competitive process, as determined by the Treasurer. The Treasurer is authorized to negotiate and approve the terms and conditions of the appropriate agreement or agreements with financial advisors, banks, investment banking firms, or other financial institutions, including the terms and conditions upon which their services will be rendered and the terms and conditions upon which the Bonds will be sold and issued. The Treasurer is further authorized to negotiate and approve the terms and conditions of any credit support or liquidity facility for any series of Bonds and any interest rate swap agreement or other agreement for the purpose of hedging the University's interest rate risk with respect to any series of Bonds. Such agreements shall be in the form and contain such rights, obligations, covenants,

agreements, representations and warranties of the University as are approved by the Treasurer and the General Counsel.

4. In connection with the issuance of any series of the Bonds, the President and Treasurer are authorized to execute and deliver on behalf of the University the Indenture of Trust or Order or any supplement or amendment thereto under which the Bonds are to be issued in the form and containing such covenants, agreements, representations and warranties as is approved by the Treasurer and the General Counsel, and the Secretary and Treasurer are authorized to execute and deliver the Bonds in accordance with such Indenture of Trust or Order or any supplement or amendment thereto. The signatures of the Secretary and/or Treasurer on the Bonds may be by facsimile.

5. The President and Treasurer are authorized to execute and deliver a purchase agreement with the initial purchaser or purchasers of any series of Bonds in the form and containing such covenants, agreements, representations and warranties of the University as are approved by the Treasurer and General Counsel.

6. The Treasurer is authorized to approve the Preliminary Official Statement, final Official Statement, Offering Memorandum, Offering Circular, or other offering material or any supplements or amendments thereto to be prepared and distributed to any purchaser or potential purchaser of a series of Bonds, and the President is authorized to execute and deliver the final Official Statement or any supplements or amendments thereto. In the case of the sale of any series of Bonds in a competitive process, the Treasurer is authorized to approve the Notice of Sale and any amendment thereto.

7. Section 147(f) of the Code requires that, prior to the issuance of any Bonds that are tax exempt under Section 103 of the Code and are "qualified 501(c)(3) bonds" under Section 145 of the Code, a public hearing be held, following reasonable public notice, and the proposed issuance of the Bonds be approved by the governmental unit having jurisdiction over the area in which the facility to be financed is located. Pursuant to that requirement, the Treasurer is hereby authorized and directed to publish notice of and conduct a public hearing on the proposed facility to be financed by the Bonds and the proposed issuance of the Bonds on such date as he may select, at such location as he may select. The Treasurer or his designee is hereby authorized to serve as hearing officer for the University for purposes of conducting the public hearing.

8. The appropriate University officers are authorized to execute and deliver all other documents, certificates and to take such action as may be necessary or appropriate in connection with the issuance and sale of the Bonds.

9. The Secretary and other officials of the University are authorized and directed to prepare and furnish to any purchasers of the Bonds certified copies of all proceedings and records of the University as may be required or appropriate to evidence the facts relating to the legality of the Bonds as such facts appear from the books and records in the officers' custody and control or as otherwise known to them; and all such certified copies, certificates and affidavits, including any heretofore furnished, shall constitute representations of the University as to the truth of all statements contained therein.

10. The execution of any document by the appropriate University officers herein authorized shall be conclusive evidence of the approval of such documents in accordance with the terms hereof. In the absence of the President or Treasurer, any Indenture of Trust, Order, final Official Statement, purchase agreement or any other document to be executed by the President or Treasurer in connection with the Bonds may be executed by the Chair or Vice Chair instead of the President and by the Secretary instead of the Treasurer.

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

McMillan reported that the committee also reviewed proposed amendments to Board of Regents Policy: *Endowment Fund*; received and discussed the annual capital finance and debt management report; discussed annual investment performance: peer comparisons; received the annual insurance and risk management report; and reviewed the information items detailed in the docket materials.

REPORT OF THE ACADEMIC & STUDENT AFFAIRS COMMITTEE

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

- a) Approval of the Consent Report for the Academic & Student Affairs Committee as presented to the committee and described in the February 13, 2014 committee minutes.
- b) Adoption of proposed amendments to Board of Regents Policy: *Commercialization of Intellectual Property Rights*, as follows:

Commercialization of Intellectual Property Rights

SECTION I. SCOPE.

This policy governs patents and the ownership, commercialization, and dissemination of intellectual property rights in technology created at the University of Minnesota (University).

SECTION II. EXCLUSIONS.

Subd. 1. Copyright. With the exception of the commercialization of intellectual property rights in software owned by the University, this policy shall not apply to the ownership or use of copyrighted works that are governed by other Board of Regents (Board) or administrative policies.

Subd. 2. Trademarks. With the exception of intellectual property rights in University trademarks that identify University-owned plant varieties or that are commercialized in conjunction with other technology covered by this policy, this policy shall not apply to the use of University-owned or licensed names, trademarks, or service marks.

Subd. 3. Equity Interests. This policy shall not apply (a) to the University's acquisition of equity securities in a publicly held company or appointment of a voting member to the governing body of a publicly held company or (b) to the acquisition of equity securities of a publicly held company by a University employee.

Subd. 4. Student-Created Technology. This policy shall not apply to technology created or reduced to practice by University students to fulfill a University course requirement unless (i) the development of the technology was funded, in whole or in part, by an external sponsor; (ii) the technology was an improvement of an invention in which the University holds the intellectual property rights; (iii) a University faculty member or other University employee was a co-inventor of the technology; or (iv) substantial University resources were used to develop or reduce the technology to practice. This policy does not prohibit the University from conditioning participation in a University course or other University-

sponsored activity on an individual's assigning to or licensing to the University the rights in technology created or reduced to practice in the course or activity.

SECTION III. DEFINITIONS.

Subd. 1. Inventor. Inventor shall mean a University employee, student, or postdoctoral or other fellow who invents technology.

Subd. 2. Technology. Technology shall mean the following items and their related intellectual property rights:

- (a) a discovery or invention, patentable or not;
- (b) software owned by the University; and
- (c) trademarks owned by the University that identify University-owned or University-licensed plant varieties or that are commercialized in conjunction with other technology covered by this policy.

Subd. 3. University Official. University official shall mean a person defined as a University official in Board of Regents Policy: *Institutional Conflict of Interest* and any person covered by administrative policies or procedures implementing that policy.

Subd. 4. Controlling Equity Interest. Controlling equity interest shall mean the University's ownership of equity securities of a licensee sufficient to grant the University the power to direct the licensee's management. The University shall be considered to have a controlling equity interest in a licensee under this policy if:

- (a) the University owns a majority of the voting equity interest in the licensee; or
- (b) the University has the power to appoint a majority of the voting members of the governing body of the licensee.

Subd. 5. Licensee. Licensee shall mean a for-profit, privately held company to which the University licenses or assigns intellectual property rights in University-owned technology.

Subd. 6. Net Income. Net income shall mean the gross monetary payments the University receives in consideration for granting rights in the technology less (a) the University's out-of-pocket expenditures (including legal fees) directly attributable to protecting, developing, and transferring that technology and (b) a fifteen percent administrative fee of the gross monetary payments to help defray the costs associated with operating the Office of Technology Commercialization. Fees, charges, and other monetary payments made to the University to compensate it for administering intellectual property agreements or seeking and maintaining intellectual property protection for technology shall not be considered monetary payments under this policy.

SECTION IV. GUIDING PRINCIPLES.

The following principles shall guide the University in commercializing technology:

- (a) The primary mission of University research is the generation and dissemination of knowledge, and academic freedom requires that faculty, staff, and students be free to pursue areas of research and study without regard to the potential for the creation of inventions.
- (b) The development and dissemination of new knowledge, technology, or scientific procedures resulting in innovative products, practices, and ideas is a valued supplement to scholarly publications.
- (c) University commercialization activities shall not inhibit the ability of University researchers to pursue research of their choosing, to publish results of their

- work in a timely manner, and otherwise to exercise their rights of academic freedom.
- (d) Licensing University-owned technology to private companies promotes the University's interest in successful commercial development of University-owned intellectual property. In some circumstances, a non-commercial method of distribution, such as open source sharing of technology or licensing for humanitarian needs, may be the preferred method of providing public access to, and use of, University discoveries.
 - (e) The University may own a controlling equity interest and assert control over the direction and management of a licensee only when doing so (1) enhances the potential for the licensee to successfully develop and make available to the public useful products and services and (2) increases the potential value of the University's investment.

SECTION V. OWNERSHIP OF TECHNOLOGY.

Subd. 1. Ownership. The University shall be the sole owner of all rights, titles, and interests (including intellectual property rights) in and to technology:

- (a) created by University employees in the course of their employment;
- (b) created by individuals, including employees, students, or post-doctoral or other fellows, using substantial University resources.

Subd. 2. Assignment of Intellectual Property Rights. Inventors assign to the University all rights, titles, and interests, if any, in and to technology owned by the University.

Subd. 3. Ownership Under Third Party Agreements. Ownership of and rights in technology are subject to the terms of written agreements between the University and third parties under which the University, solely or in collaboration, conducts research or other activities. Under these agreements, the University may claim, disclaim, or otherwise grant or accept rights in technology as appropriate and desirable.

Subd. 4. Waiver of University Rights. Consistent with administrative policies and procedures, the president or delegate is authorized to waive or otherwise assign to an inventor all or part of the University's rights, titles, or interests in or to a technology created by the inventor.

Subd. 5. Rights to Publish. At the University's request, inventors shall delay the publication or public disclosure of any descriptions of technology for a brief period of time to permit the registration, application for, and protection of the intellectual property rights in the technology.

Subd. 6. Rights to Third Parties. The president or delegate may assign, license, or otherwise grant a third party the right to use technology royalty-free or in exchange for cash, stock or other securities, or other tangible or intangible property.

SECTION VI. DISTRIBUTION OF INCOME FROM COMMERCIALIZATION OF TECHNOLOGY.

The University shall share with inventors the net income from the commercialization of technology as follows:

- (a) thirty-three and one-third percent to the inventors;
- (b) twenty-five and one-third percent to the department, division, or center that supported the creation of the technology, to be spent in support of the inventor's research or directly related University work;

- (c) eight percent to the collegiate unit that supported the creation of the technology; and
- (d) thirty-three and one-third percent to the Office of the Vice President for Research, to be spent in support of the University's technology commercialization activities and to fund University research and scholarly activity.

The president or delegate may change the distribution to collegiate units or to departments, divisions, or centers if such amounts become disproportionate compared to their budgets or if there have been administrative organizational changes, including an inventor's movement among units or departments. The president or delegate also may distribute to inventors a portion of the net income from commercialization of technology in the form of a bonus or salary supplement.

SECTION VII. EQUITY, CONTROLLING INTERESTS, AND ASSISTANCE WITH COMMERCIALIZATION.

Subd. 1. Disposition of Equity Securities. The University shall sell the equity securities acquired under this policy as soon as prudent and in strict compliance with all applicable federal and state laws. The cash proceeds derived from the sale of equity securities shall be distributed in the same proportions as income derived from technology.

Subd. 2. Acquiring a Controlling Equity Interest in the Commercialization of Technology. In acquiring, as part of a transaction to commercialize technology, a majority or other equity interest in a company that grants the University the power to direct the company's management or the power to appoint a majority of the voting members of the governing body of the company, the following prohibitions shall apply:

- (a) Except as permitted under other applicable Board policies, the University shall not make a cash investment in, lend money to, or guarantee the obligations of the company; and

University officials shall not purchase or invest, directly or indirectly, in the

- (b) equity securities of a licensee as long as the licensee is privately held, except that University employees who are not University officials may purchase or invest, directly or indirectly, in such equity securities if permitted under Board of Regents Policy: *Individual Business or Financial Conflict of Interest* and other applicable Board policies.

Subd. 3. Appointment of Voting Members to Governing Bodies as Part of the Commercialization of Technology. The president shall appoint voting members to the governing bodies of privately held companies commercializing technology. A University-appointed member shall:

- (a) be a University employee with demonstrated experience and competence in technology commercialization and in the creation, management, and capitalization of privately held companies; and
- (b) be reasonably insured against liability arising from service on the governing bodies of such companies.

A University-appointed member:

- (a) shall not accept compensation for service as a member of the governing body of the company, but may accept reasonable reimbursement for service-related expenses;
- (b) shall comply with University policies and procedures;

- (c) shall discharge fiduciary and contractual responsibilities to the company, subject to the performance of University duties as provided in Board and other University policy and procedures; and
- (d) shall resign as a voting member of the governing body of the company prior to the company's becoming publicly held, unless the president or delegate approves an extension of the appointment.

Subd. 4. Use of Technology Commercialization Income to Assist Commercialization by Non-University Entities. The president or delegate may authorize non-University entities to use income the University earns from technology commercialization to directly encourage, promote, or assist with the commercialization and development of University intellectual property. The commitment of financial support for particular projects shall not exceed \$250,000, consistent with Board of Regents Policy: *Reservation and Delegation of Authority*.

SECTION VIII. REPORTING.

The president or delegate shall report annually to the Board on University activities under this policy.

SECTION IX. IMPLEMENTATION.

The president or delegate shall implement this policy and maintain appropriate policies and procedures to administer it.

Supersedes: Educational Materials dated April 14, 1967, Patent and Technology Transfer dated October 10, 1986, Intellectual Property adopted October 8, 1999, Use of Royalty Income to Support Technology Commercialization adopted March 12, 2004, and Acquiring Controlling Equity Interests in Technology Licensees adopted December 8, 2006.

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

Simmons reported that the committee also received a graduate education update and discussed plans for the future of graduate education; discussed research and interdisciplinarity; and discussed undergraduate tuition and financial aid philosophy.

REPORT OF THE AUDIT COMMITTEE

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

- a) Adoption of proposed amendments to Board of Regents Policy: *Audit Committee Charter*, as follows:

Audit Committee Charter

Subd. 1. Organization. The Audit Committee of the Board of Regents (Board) shall be a permanent committee consisting of at least four members of the Board. Audit Committee members shall be appointed by the Board chair, recognizing the need for financial expertise and continuity of membership from year to year.

Subd. 2. Reservation of Authority. Consistent with Board of Regents Policy: *Reservation and Delegation of Authority*, the Board reserves to itself authority to adopt policies regulating the audit function; approve selection of external public accountants and the

Director of Internal Audit; review audit plans; and evaluate the performance of the independent auditor and, jointly with the president, the performance of the internal audit function.

Subd. 3. Purpose. The Audit Committee oversees the University's system of risk assessment and internal controls, audits, financial reporting practices, and the institutional compliance program. The Audit Committee is to assist the Board in discharging its oversight responsibilities related to the audit and compliance functions by:

- (a) promoting the development of an effective, efficient, and continuously improving control environment, in concert with the administration, to achieve the institution's objectives through an appropriate system of risk assessment and internal control;
- (b) overseeing the University's integrated framework of internal control, risk management practices, and institutional compliance program to ensure that the administration executes the provisions of Board of Regents Policy: *Internal Control*;
- (c) serving as an informed voice on the Board by relaying the audit and compliance perspective when related issues are brought before the Board and its standing committees; and
- (d) providing a direct channel of communication to the Board for the internal auditor and the independent public auditor.

Subd. 4. Duties. Specific duties of the Audit Committee include the following:

- (a) Oversight of the Independent Auditor. The independent auditor reports directly to the Board through the Audit Committee. The Audit Committee shall recommend for Board approval the engagement and related fees of the independent auditor to perform the annual financial statement and federal compliance audits. The Audit Committee shall approve in advance all audit and non-audit services provided by the independent auditor with a value greater than \$100,000 or that may impair the audit firm's independence regarding the University. Such impairment of independence is currently limited to prohibited non-audit services as defined in the United States General Accounting Office Government Auditing Standards. Engagements not requiring approval by the Board shall be reported to the Audit Committee at the next scheduled meeting of the committee. The Audit Committee shall annually review and evaluate the independent auditor's performance, independence, and effectiveness of coordination with other assessment activities, including internal audit.
- (b) Oversight of the Internal Audit Function. The Audit Committee shall recommend for Board approval (1) the appointment or removal of the director of audits, (2) changes to the Office of Internal Audit's charter, and (3) any material revisions to internal audit plans or budgets. In consultation with management and the internal auditor, the Audit Committee shall review the annual internal audit plan and the extent to which it addresses high risk areas.
- (c) Review of Financial Statements. The Audit Committee shall review, in advance of final issuance, the proposed formats and wordings of the annual financial report, including the management's discussion and analysis, financial statements, footnotes, statistics, and disclosures.
- (d) Review of Audit Results. The Audit Committee shall review the internal and external audit results and discuss significant issues of internal control and compliance with the independent auditor, internal auditor, and management. The Audit Committee shall monitor management's progress in addressing audit recommendations.

- (e) Investigation of Reported Concerns Regarding Accounting or Auditing Matters. The Audit Committee shall be apprised of investigations conducted under administrative policy.
- (f) Requests for Audits. The Audit Committee is authorized to request supplemental reviews or other audit procedures by the internal auditor, the independent auditor, or other advisors.
- (g) Approval of Engagements of Audit Firms Other Than the University's Principal External Auditors. The Audit Committee shall approve all engagements of external audit firms to perform work or provide services with a value greater than \$100,000 or that may impair the audit firm's independence regarding the University. Such impairment of independence is currently limited to prohibited non-audit services as defined in Subd. 4 (a) of this policy. Engagements not requiring approval by the Board shall be reported to the Audit Committee at the next scheduled meeting of the committee.

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

Brod reported that the committee also received an overview of the fiduciary responsibilities of non-profit audit committee members; received and discussed a report on the health sciences risk profile; received and discussed a compliance risk profile; received an internal audit update; and discussed the information items included in the docket materials.

REPORT OF THE LITIGATION COMMITTEE

Regent Larson, Chair of the committee, reported that pursuant to notice sent by the University, the Litigation Review Committee met on February 13, 2014. 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.

REPORT OF THE SPECIAL STUDY COMMITTEE ON ACADEMIC MEDICINE

Regent Cohen, Chair of the committee, reported that the committee did not meet this month.

The meeting adjourned at 12:16 p.m.



BRIAN R. STEEVES
Executive Director
and Corporate Secretary



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Report of the President

Review **Review + Action** **Action** **Discussion**

This is a report required by Board policy.

Presenters: President Eric W. Kaler

Purpose & Key Points

It is customary for the President to report on topical items of interest to the University community at each Board of Regents meeting.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Report of the Chair

Review **Review + Action** **Action** **Discussion**

This is a report required by Board policy.

Presenters: Regent Richard Beeson

Purpose & Key Points

It is customary for the Board of Regents Chair to report on topical items of interest to the University community at each Board of Regents meeting.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Receive and File Reports

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: Regent Richard Beeson

Purpose & Key Points

The following items are included for receipt and filing:

1. Quarterly Report of Grant & Contract Activity
2. Annual Capital Financing & Debt Management Report
3. Facilities & Operations Committee Information Item:
 - Final Project Review: Microbiology Research Facility – Twin Cities Campus
 - The Microbiology Research Facility, the fourth and final building funded under the Biomedical Facility Program, will house the laboratories, offices, and collaborative workspaces for the faculty, staff, and graduate students of the Department of Microbiology. This new 80,000-square-foot facility will be located north of the new Cancer/Cardio facility. The schematic design was presented to the Regents at the June 2013 meeting for review and approval. The project cost is \$62,500,000.

Background Information

Board of Regents Policy: *Reservation and Delegation of Authority* states: “The board reserves to itself authority for a subsequent review of approved capital budget projects with a value greater than \$5,000,000 prior to the award of construction contracts.”



Meeting of the Board of Regents



Quarterly Report of Grant/Contract Activity

Fiscal Year 2014

Second Quarter Data: Oct - Dec, 2013

University of Minnesota
Quarterly Report of Grant and Contract Activity
 Fiscal Year 2014 Second Quarter: Oct thru Dec, 2013

Quarter 2 Summary

Quarter 2 award amounts for fiscal year 2014 show an overall decrease of 1.0% over the same quarter last fiscal year. The median dollar amount of Q2 awards was \$162.4K, with 23 awards over \$1M, and 1 award over \$10M.

Federal award dollars decreased \$7.2M (6.6%), *Private* award dollars increased \$12.4M (29.2%), and *State & Local* awards decreased \$7.0M (46.4%).

The *School of Public Health* had an increase of \$5.3M (43.5%) over Q2 FY13, with 4 awards over \$1M. The *Other* group, which includes *Academic Affairs* and the *Office of the VP for Research*, increased \$7.3M (490%) due in large part to more than \$4.3M in funding to the *Minnesota Population Center*.

Comparison of FY14 Q2 to FY13 Q2

(Amounts shown in Millions)

by Source		FY13 Q2		FY14 Q2		\$ Change	
Sponsor Group	Sponsor	Number	Dollars	Number	Dollars	(Amount)	(%)
Federal	NIH	94	37.8	90	38.2	0.4	1.2%
Federal	NSF	65	31.1	55	22.4	-8.7	-28.1%
Federal	Other Federal	119	41.0	137	42.1	1.1	2.6%
Private	Business & Industry	324	10.8	278	14.9	4.0	37.2%
Private	Other Private	338	31.5	378	40.0	8.5	27.0%
State & Local	State & Local	80	15.1	82	8.1	-7.0	-46.4%
Total		1020	167.4	1020	165.6	-1.7	-1.0%

by College/Campus							
Medical School		432	38.8	412	41.9	3.2	8.2%
College of Science and Engineering		136	37.4	155	37.6	0.2	0.6%
CEHD		58	19.9	45	21.2	1.4	6.8%
Public Health		61	12.1	73	17.4	5.3	43.5%
Other Health Sciences		40	10.1	70	13.9	3.8	37.1%
Other		6	1.5	35	8.7	7.3	490.0%
CFANS		80	10.2	70	8.4	-1.9	-18.2%
Dentistry, Nursing, Pharmacy & Vet Med		66	9.5	58	7.7	-1.8	-18.8%
CLA		15	1.7	20	2.3	0.5	31.4%
CBS		22	6.1	12	2.2	-3.8	-63.2%
Other TC Provost		33	4.4	28	2.2	-2.2	-50.2%
UMC, UMD, UMM, UMR		49	5.4	42	2.0	-3.3	-61.9%
Sr VP Systems Academic Admin*		22	10.3				
Total		1020	167.4	1020	165.6	-1.7	-1.0%

* Awards reported under "Sr VP Systems Academic Admin" in previous years are now being reported in "Other TC Provost" due to organizational restructuring.

University of Minnesota
Quarterly Report of Grant and Contract Activity
 Fiscal Year 2014 Second Quarter: Oct thru Dec, 2013

Figure 1: FY14 Q2 Award Dollars by Funding Source
 (in millions)

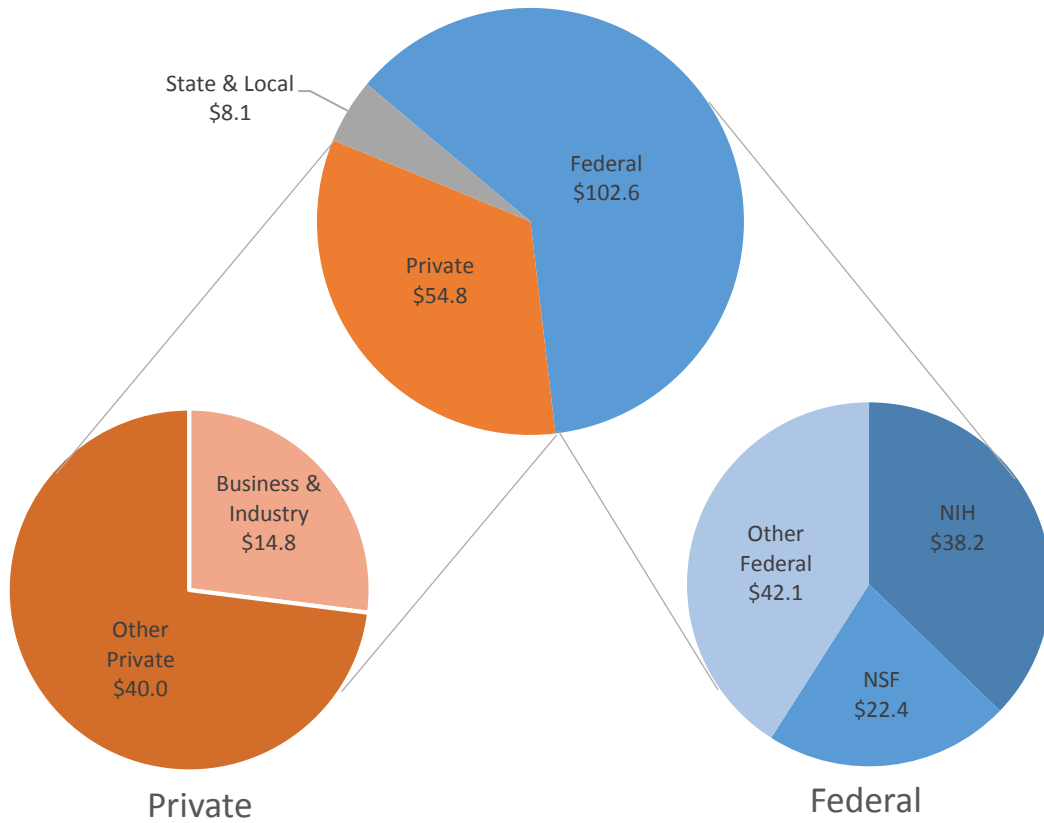
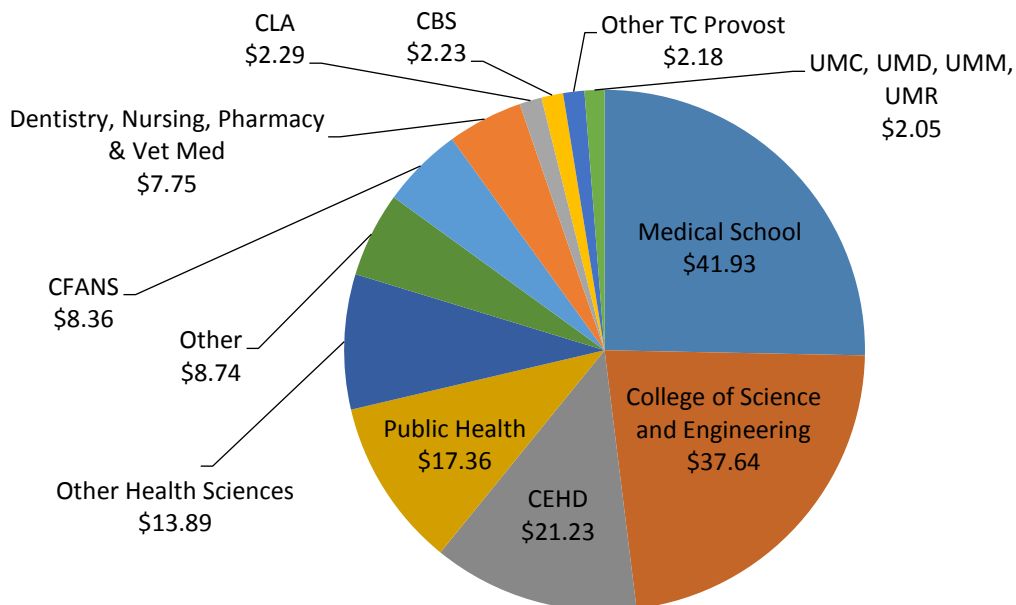
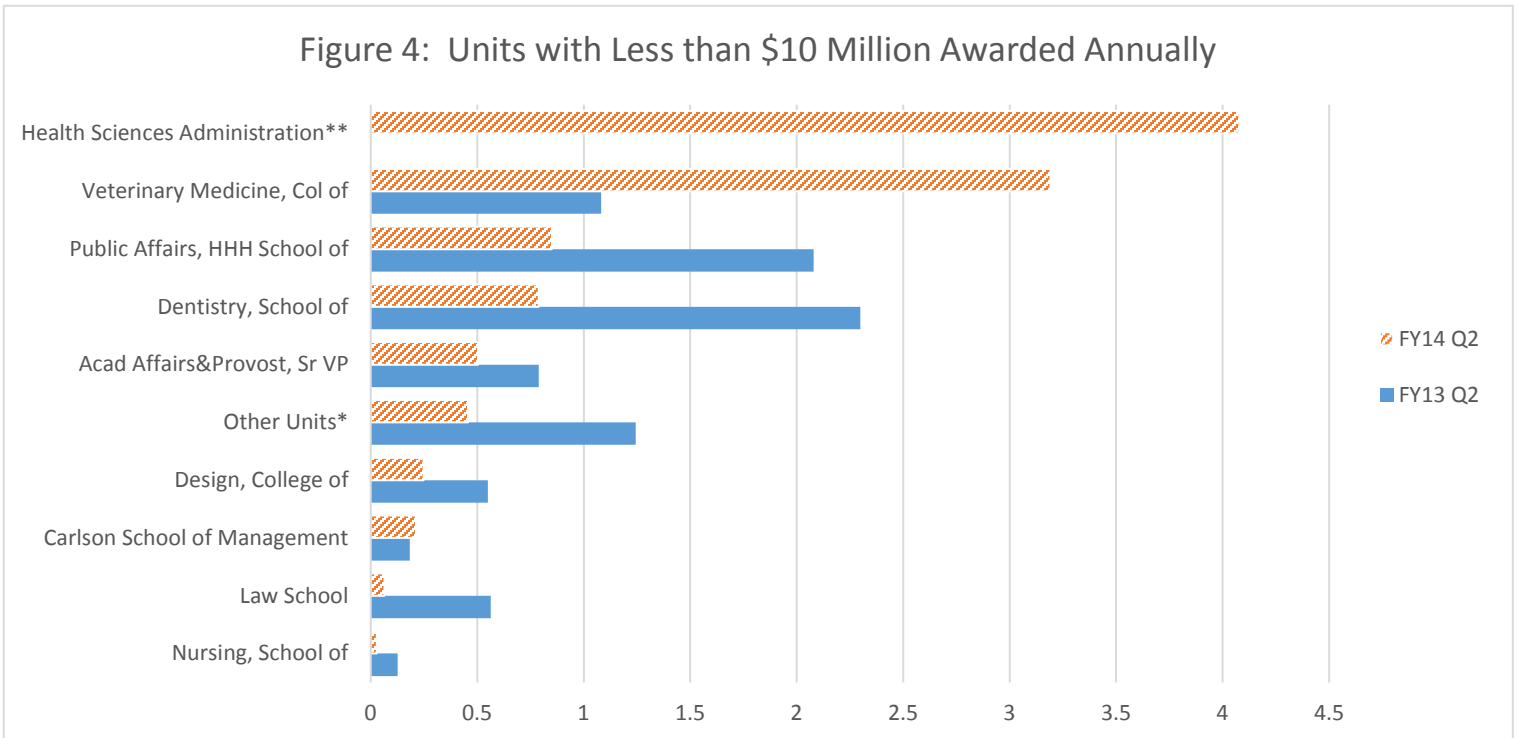
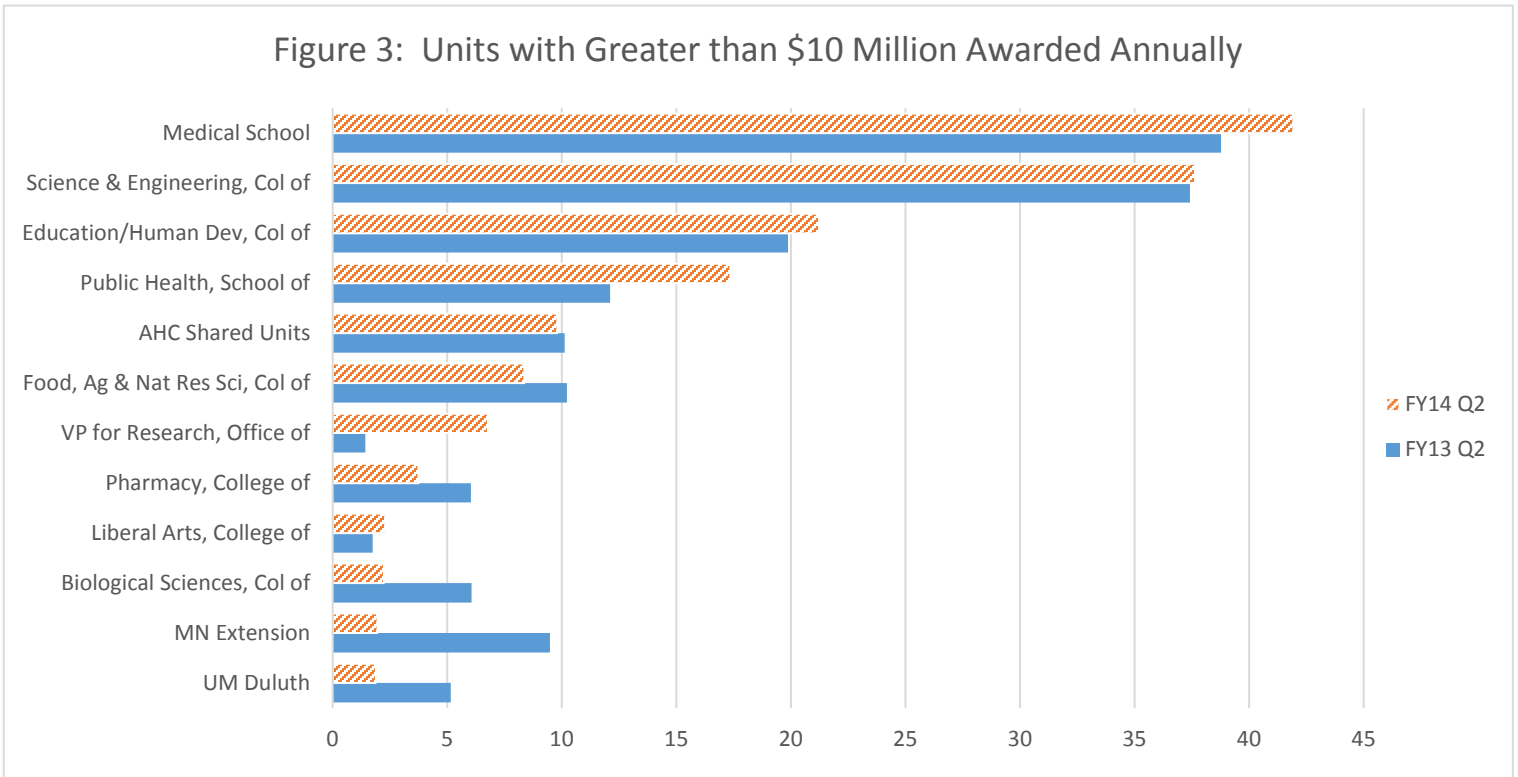


Figure 2: FY14 Q2 Award Dollars by College/Campus
 (in millions)



University of Minnesota
Quarterly Report of Grant and Contract Activity
 Fiscal Year 2014 Second Quarter: Oct thru Dec, 2013

Quarter 2 Award Dollars by College/Campus



*Other Units includes: Global Programs & Strategy, UM Crookston, Col of Continuing Education, UM Morris.

** While Health Sciences Administration had no awards in Q2 of FY13, there were 4 awards totaling just over \$4M in Q2 of FY14.

University of Minnesota
Quarterly Report of Grant and Contract Activity
 Fiscal Year 2014 Second Quarter: Oct thru Dec, 2013

Fiscal Year-to-Date Summary

Fiscal year-to-date award amounts for fiscal year 2014 show an overall increase of 4.2% over the same period last fiscal year.

Federal award dollars decreased \$6.0M (2.0%), *Private* award dollars increased \$22.1M (27.8%), and *State & Local* awards increased \$1.3M (3.3%).

The *Other* group, which includes *Academic Affairs* and the *Office of the VP for Research*, increased \$10.3M (93.8%) due in large part to more than \$4.3M in funding to the *Minnesota Population Center* in Q2.

Comparison of FY14 Fiscal Year-to-Date (Q1-2) to FY13 Fiscal Year-to-Date (Q1-2)
 (Amounts shown in Millions)

by Source		FY13 YTD		FY14 YTD		\$ Change (Amount)		\$ Change (%)	
Sponsor Group	Sponsor	Number	Dollars	Number	Dollars				
Federal	NIH	358	139.9	446	145.5		5.5		4.0%
Federal	NSF	200	64.7	198	56.0		-8.7		-13.4%
Federal	Other Federal	295	89.5	325	86.6		-2.9		-3.2%
Private	Business & Industry	571	20.7	555	31.1		10.4		50.2%
Private	Other Private	710	58.7	748	70.3		11.7		19.9%
State & Local	State & Local	178	41.3	203	42.6		1.3		3.3%
Total		2312	414.7	2475	432.1		17.4		4.2%

by College/Campus									
Medical School		919	116.4	945	117.7		1.3		1.1%
College of Science and Engineering		316	69.5	400	88.6		19.1		27.5%
Public Health		131	43.2	138	44.1		0.8		1.9%
Other Health Sciences		91	30.2	157	40.4		10.2		33.9%
CEHD		100	32.2	95	33.4		1.2		3.9%
CFANS		218	33.2	202	24.9		-8.2		-24.8%
Dentistry, Nursing, Pharmacy & Vet Med		146	22.3	154	23.2		0.9		4.0%
Other		26	11.0	79	21.3		10.3		93.8%
Other TC Provost		67	9.9	79	12.1		2.3		22.8%
CBS		69	14.5	67	11.1		-3.4		-23.6%
UMC, UMD, UMM, UMR		122	11.8	105	9.2		-2.7		-22.4%
CLA		50	6.8	54	6.1		-0.7		-10.8%
Sr VP Systems Academic Admin		57	13.7						
Total		2312	414.7	2475	432.1		17.4		4.2%

* Awards reported under "Sr VP Systems Academic Admin" in previous years are now being reported in "Other TC Provost" due to organizational restructuring.

University of Minnesota
Quarterly Report of Grant and Contract Activity
 Fiscal Year 2014 Second Quarter: Oct thru Dec, 2013

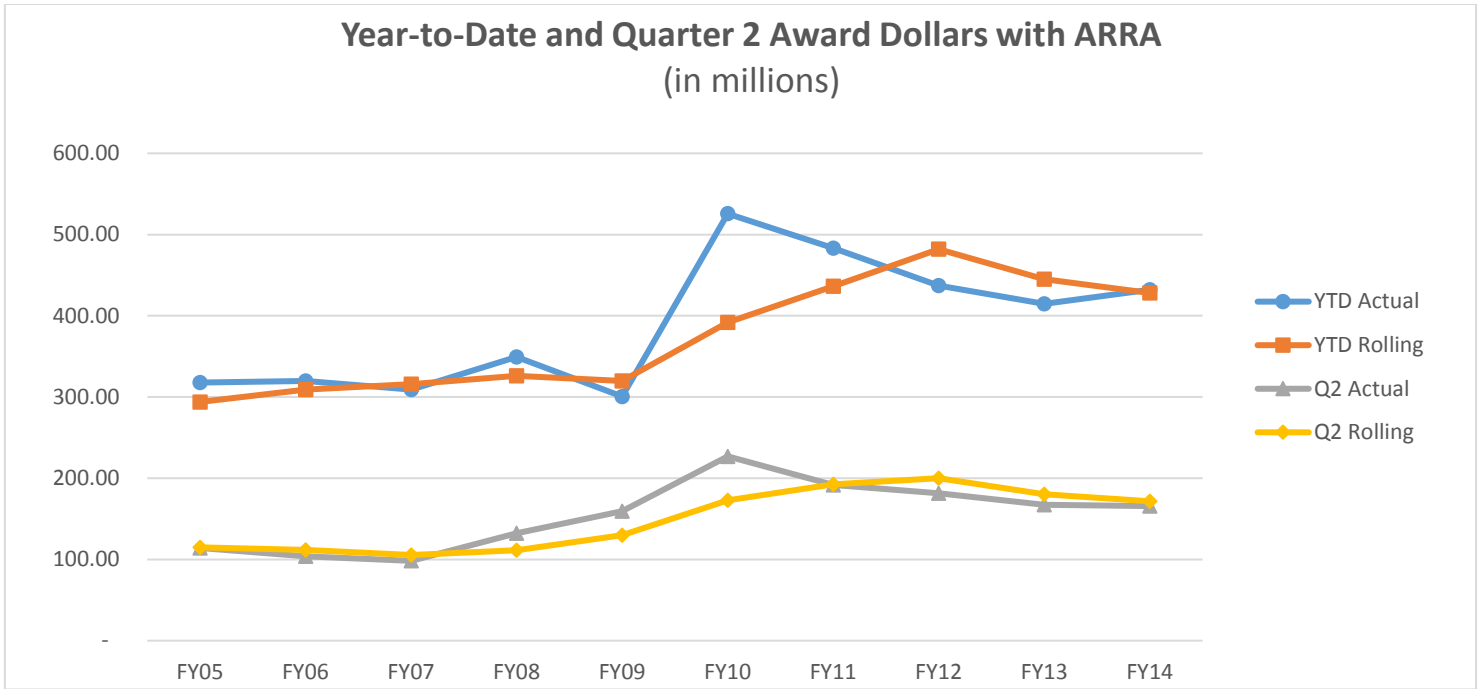


Figure 5: 10-year trend of second quarter and fiscal year-to-date award dollars. Showing actual amount and rolling 3-year average. Includes ARRA awards.

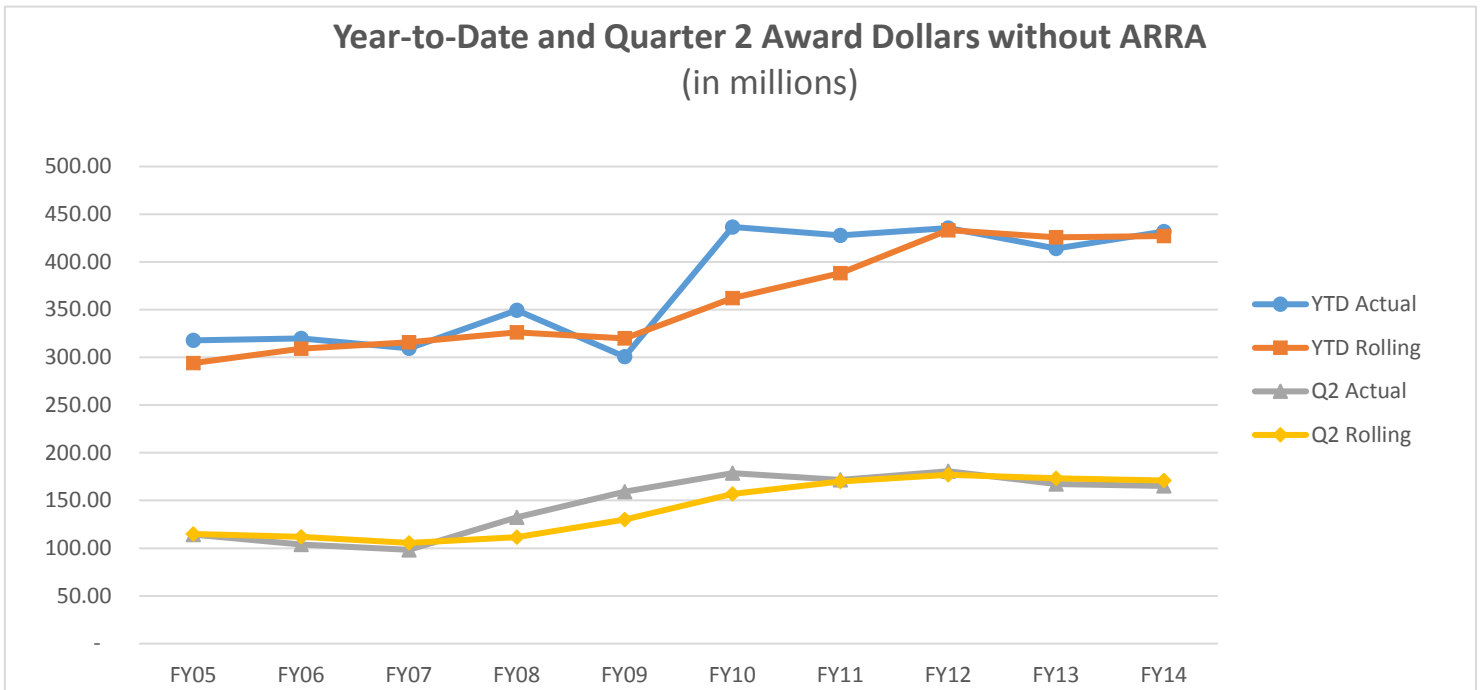


Figure 6: 10-year trend of second quarter and fiscal year-to-date award dollars. Showing actual amount and rolling 3-year average. Excludes ARRA awards.

Annual Capital Finance & Debt Management Report FY2013



*University of Minnesota
Finance Committee
February 13, 2014*

Outline of Presentation

- *Guiding Principles of Debt Issuance*
- *University's Capital Structure*
- *Credit Rating*
- *Key Financial Indicators*
- *Peer Group Analysis*

Issuance of Debt – Guiding Principles

- Cannot use debt transactions to fund operating costs
- Use taxable debt when financial considerations indicate its use is in the best interest of the University
- Preserve core long-term debt ratings at Aa/AA category and short-term core debt rating of A-1/P-1
- Receive an investment grade credit rating for special purpose debt
- Maintain key financial metrics to assure continued access to capital markets
- Minimize borrowing costs at acceptable levels of risk over life of the issue
- Maintain portfolio of variable and fixed-rate debt that is in the long-term best interest of the University.

Long-Term Debt As of June 30, 2013

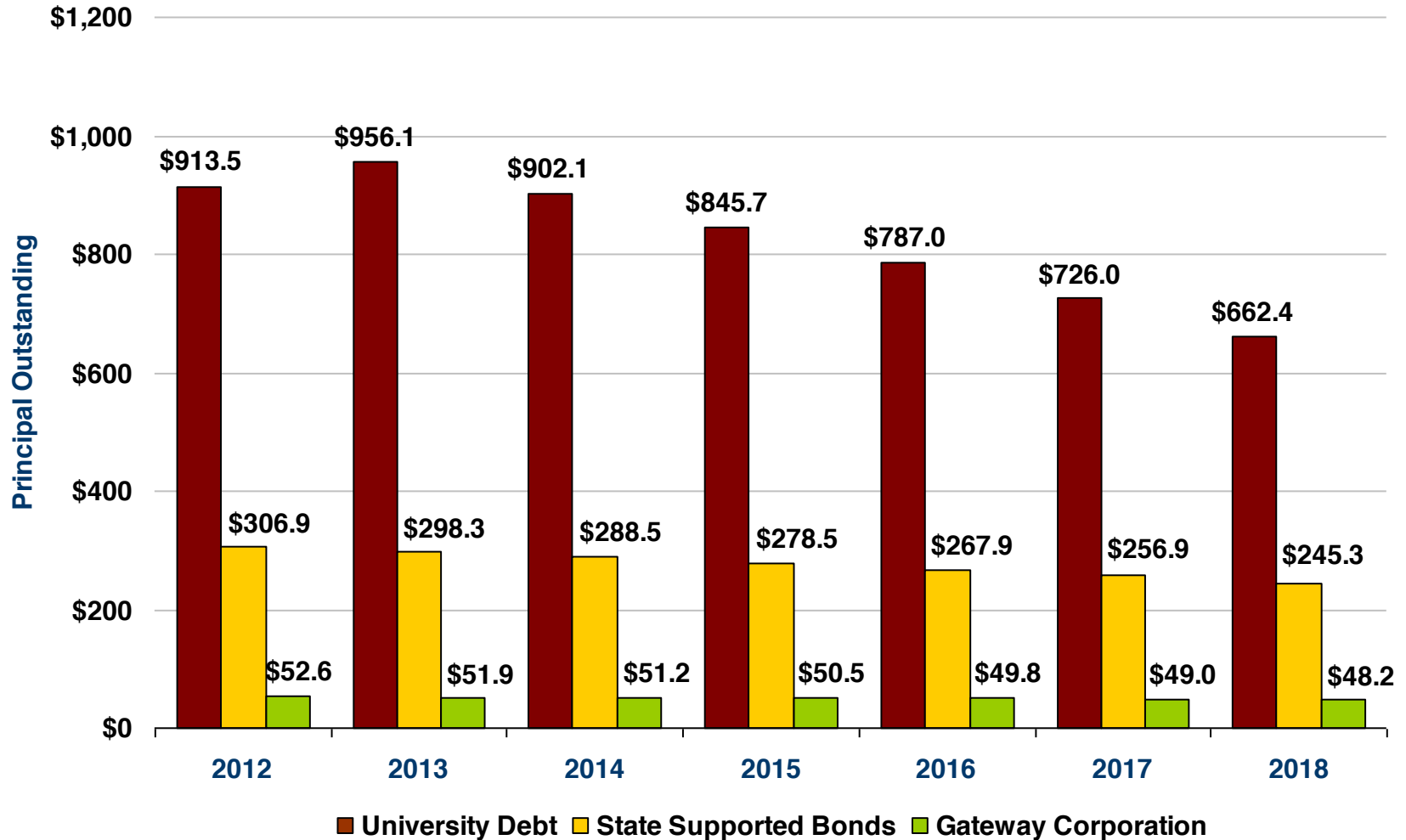
(000s omitted)

	Final payment due in fiscal year	Beginning Balance	Additions	Reductions	Ending Balance
General Obligation Bonds Series 2013A&B *	2038	\$ 0	\$ 96,483	\$ 134	\$ 96,349
General Obligation Bonds Series 2011D *	2037	60,808		1,455	59,353
General Obligation Bonds Series 2011C *	2037	19,322		299	19,023
General Obligation Bonds Series 2011A *	2037	348,776		22,182	326,594
General Obligation Bonds Series 2010B	2036	40,800		1,295	39,505
General Obligation Bonds Series 2010C&D *	2016; 2030	33,330		1,470	31,860
General Obligation Bonds Series 2009C&D *	2022; 2029	77,033		3,300	73,733
General Obligation Bonds Series 2009A&B *	2029; 2034	54,973		1,756	53,217
Commercial Paper Notes Series A, B, C, D	2029	246,350		16,300	230,050
Obligations to the State of Minnesota pursuant to Infrastructure Development Bonds (IDB)	2025	30,639		4,822	25,817
Auxiliary Revenue Bonds	2014	1,420		800	620
Special Purpose Bonds – Series 2011B *	2037	57,736		593	57,143
Special Purpose Revenue Bonds – Series 2010A *	2036	122,629		3,056	119,573
Special Purpose Revenue Bonds – Series 2006 *	2030	126,584		4,969	121,615
Capital leases and other	2024	5,988	45,306	5,016	46,278
TOTAL PER FINANCIALS		\$ 1,226,388	\$ 141,789	\$ 67,447	\$ 1,300,730

* Net unamortized premium/discount is included in beginning and ending balances

Current Amortization Structure (in millions)

6/30/13 Outstanding University Bonds & Commercial Paper Plus Gateway Debt

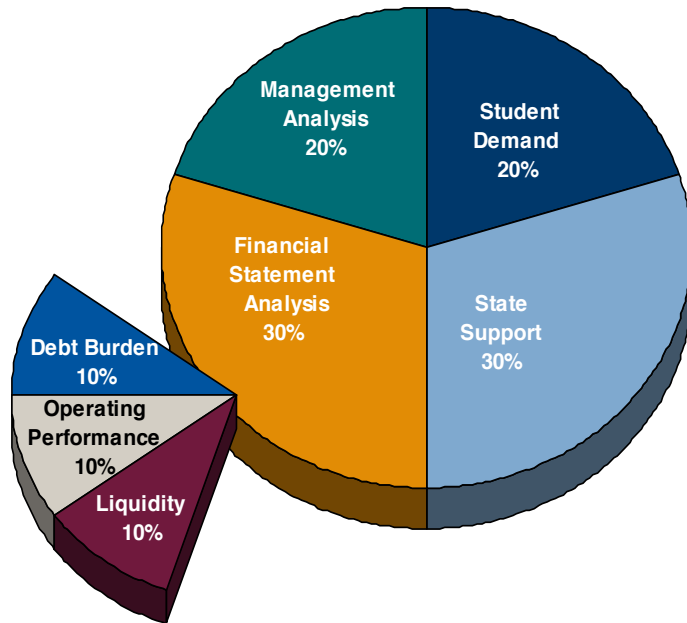


Long Term Debt Analysis

	<u>6/30/2012</u>	<u>6/30/2013</u>
Total Outstanding per financials	\$ 1,226.4 million	\$1,300.7 million
Less: Capital leases and other	(6.0) million	(46.3) million
University Bonds and Commercial Paper	\$ 1,220.4 million	\$1,254.4 million
University Supported	\$ 913.5 million	\$ 956.1 million
State Supported Bonds	\$ 306.9 million	\$ 298.3 million
Fixed Rate* / Variable Rate	91% / 9%	86% / 14%
University Issued* / State Issued	97% / 3%	98% / 2%
University Issued Weighted Average *	3.66%	3.52%
State Issued Fixed Rate	4.74%	4.75%
Total Weighted Average University Debt	3.68%	3.55%
Annual debt service (principal paid + interest expense)	\$ 101.0 million	\$ 107.8 million

* Includes State Supported Special Purpose Revenue Bonds – Series 2006, 2010A, & 2011B

Credit Rating and Debt Capacity Determinants



Student Demand - **Strong “Aa”**

- Solid student market position

Financial Statement Analysis - **Strong “Aa”**

- Strength of General Obligation pledge
- Solid financial resources— particularly relative to debt and enrollment
- Debt per student in line with peers
- Debt service as a percentage of budget is moderate

State Support - **State of Minnesota “Aa1/AA+”**

- History of strong appropriations, but budget pressures continue

Management Analysis - **Strong “Aa”**

- Analyst’s assessment of University management strength
- Research position and strategy

An analysis of student demand, market position and financial indicators places the University of Minnesota solidly in the strong “Aa” category. Debt capacity and credit ratings are not a function of ratios alone, but are highly dependent on other factors such as debt strategy, essentiality of debt, future fundraising, revenue producing capability and debt structure.

Letter Ratings to Designate University Credit Quality

Moody's Investors Service Rating
Aaa
Aa1 , Aa2, Aa3
A1, A2, A3
Baa1, Baa2, Baa3
Ba1, Ba2, Ba3
B1, B2, B3
Caa to C

Financial Security Evaluation
Exceptional
Excellent
Good
Adequate
Moderate
Weak
Default

Standard and Poor's Rating
AAA
AA+, AA , AA-
A+, A, A-
BBB+, BBB, BBB-
BB+, BB, BB-
B+, B, B-
CCC to D

The University of Minnesota is currently rated Aa1 by Moody's, and AA by Standard and Poor's.

University of Minnesota – Ratings Evaluation

STRENGTHS

- Strong market position as Minnesota’s flagship research and land grant university and Big 10 member
- Competitive demand trends and stable enrollment; competitive professional and graduate programs
- Substantial research organization
- Financial resources are growing
- Expendable financial resources provide a strong cushion of pro-forma debt
- Manageable pro forma maximum annual debt service
- Operations and cash flow are consistently positive from a well diversified revenue base
- History of solid fund raising

CHALLENGES

- Substantial anticipated debt plans
- Federal funding environment & heightened competition for research funding
- Demand debt (CP) represents 17% of pro-forma debt
- Constrained state funding for operations
- Modest unrestricted financial resources for a public flagship institution

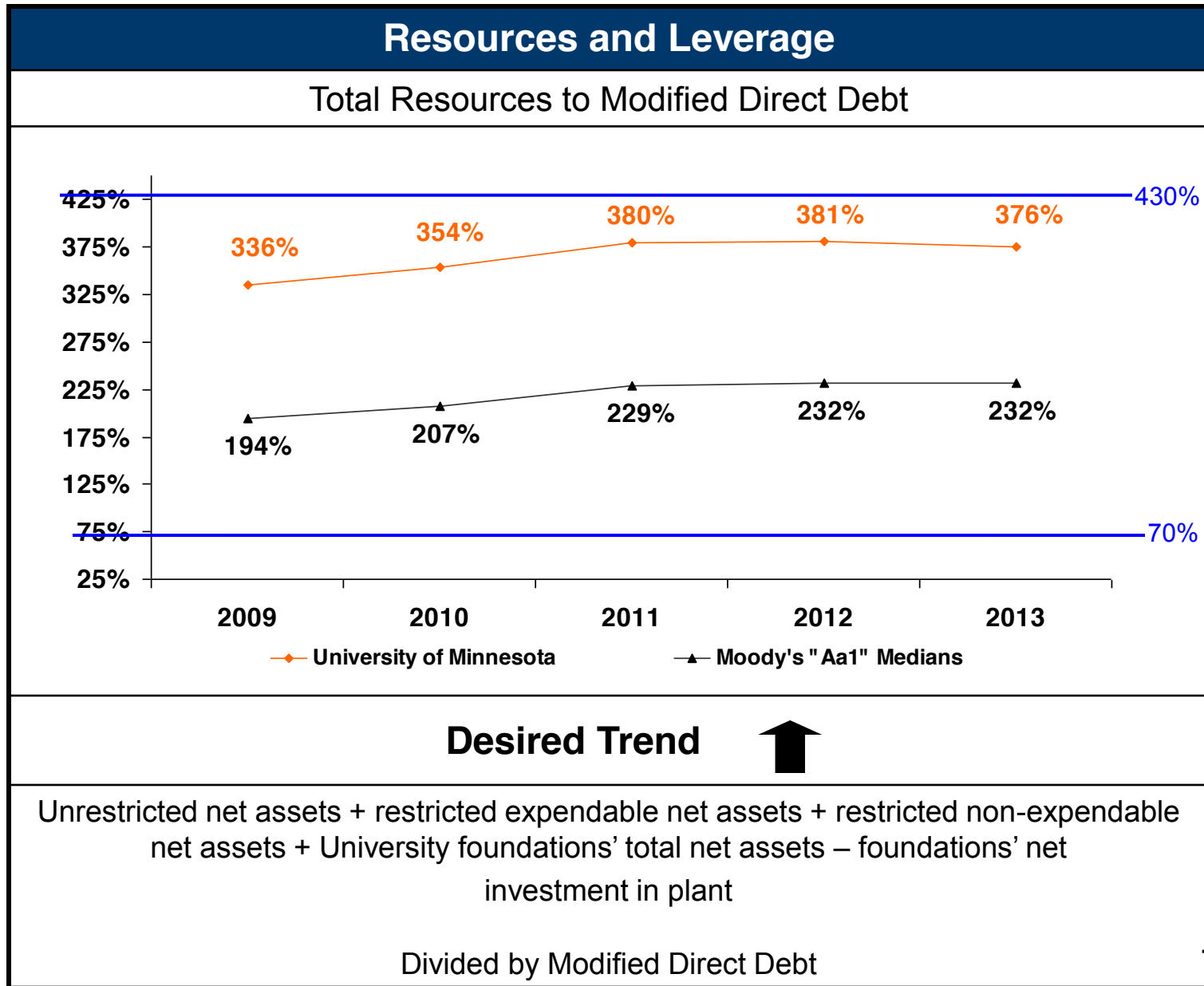
Stable Outlook

Reflects continued favorable student demand and research market positions, positive operating cash flow and debt service coverage despite additional debt plans and constrained state funding and growing financial resources and liquidity.

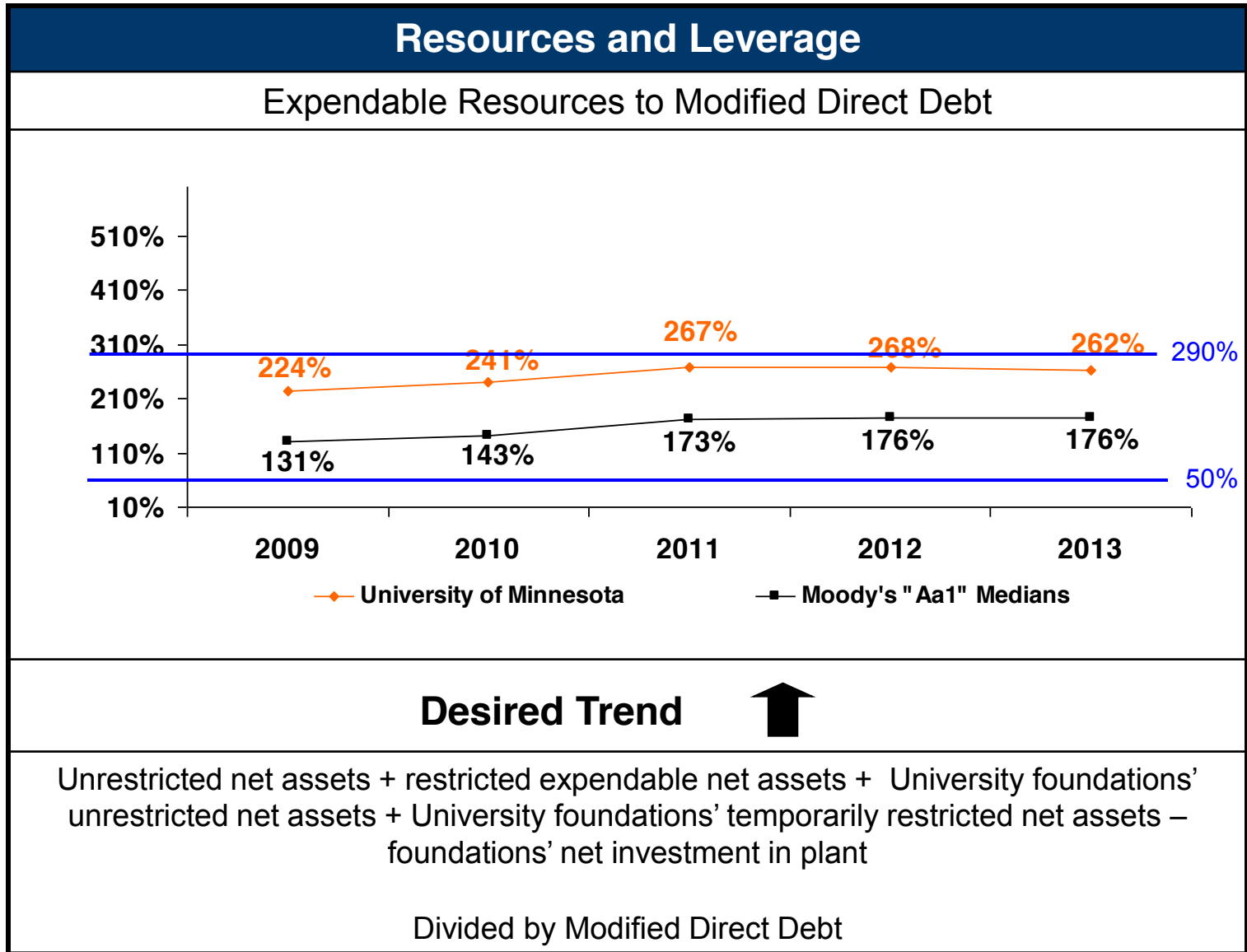
Key Financial Metrics

RATIO	KEY COMPONENT	DEFINITION
A - Total Financial Resources to Modified Direct Debt	Total financial resources <i>Measure of the total financial wealth of the institution</i>	Unrestricted net assets + restricted expendable net assets + restricted nonexpendable net assets + University foundations' total net assets less foundations' net investment in plant
B - Expendable Resources to Modified Direct Debt	Expendable resources <i>Measure of financial resources that are ultimately expendable</i>	Unrestricted net assets + restricted expendable net assets + University foundations' unrestricted/temporarily restricted net assets less foundations' net investment in plant
	Modified direct debt <i>Measure of the direct obligations of the institution</i>	The sum of the University's outstanding debt including capital leases, plus Gateway debt, less the special purpose debt (i.e., state-supported stadium debt and 75% of the biomedical facilities bonds)
C - Debt Service to Operations	Debt service <i>Actual principal & interest paid</i>	Sum of the principal and interest paid on capital debt by the University excluding principal and interest on the special purpose debt
	Operations <i>Measures size of operating budget</i>	University operating expense less scholarships & fellowships, plus interest on capital asset-related debt, excluding the interest on the special purpose debt

University of Minnesota: Analysis of Key Credit Ratios



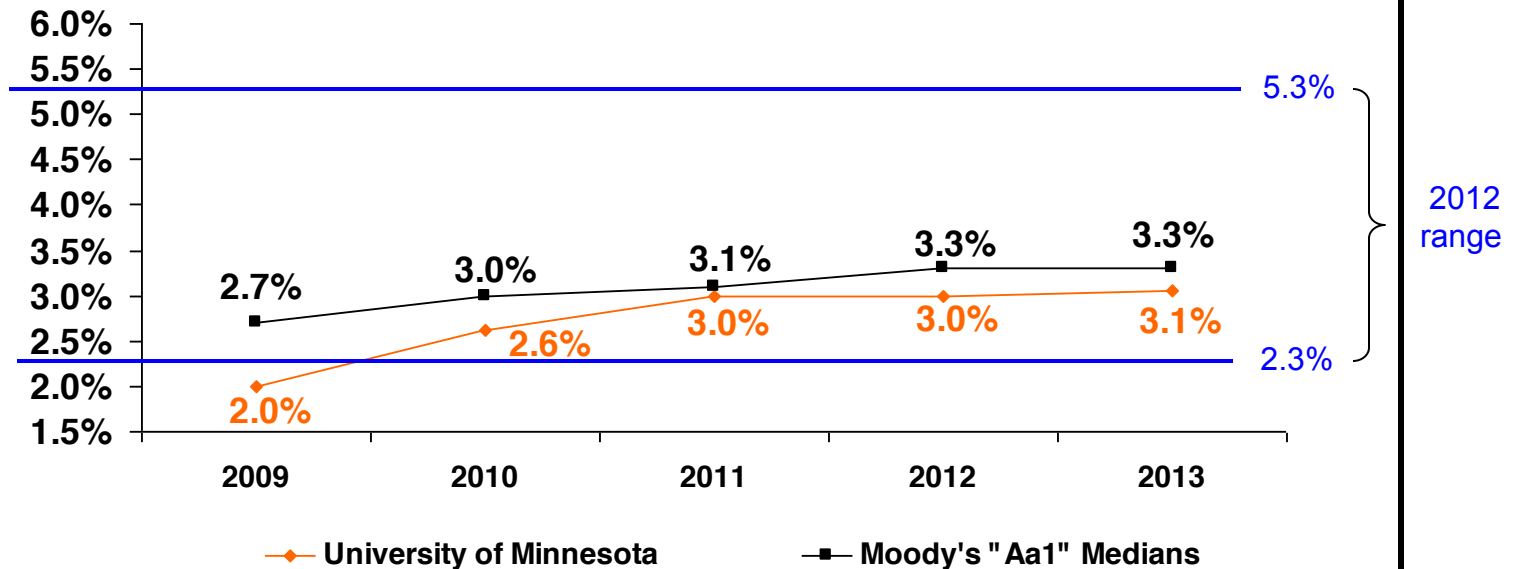
University of Minnesota: Analysis of Key Credit Ratios



University of Minnesota: Analysis of Key Credit Ratios

Resources and Leverage

Debt Service to Operations



Desired Trend



Actual Annual Debt Service

Divided by Total Operating Expenses (as adjusted)

Projected Long Term Debt as of June 30, 2014 (in millions)

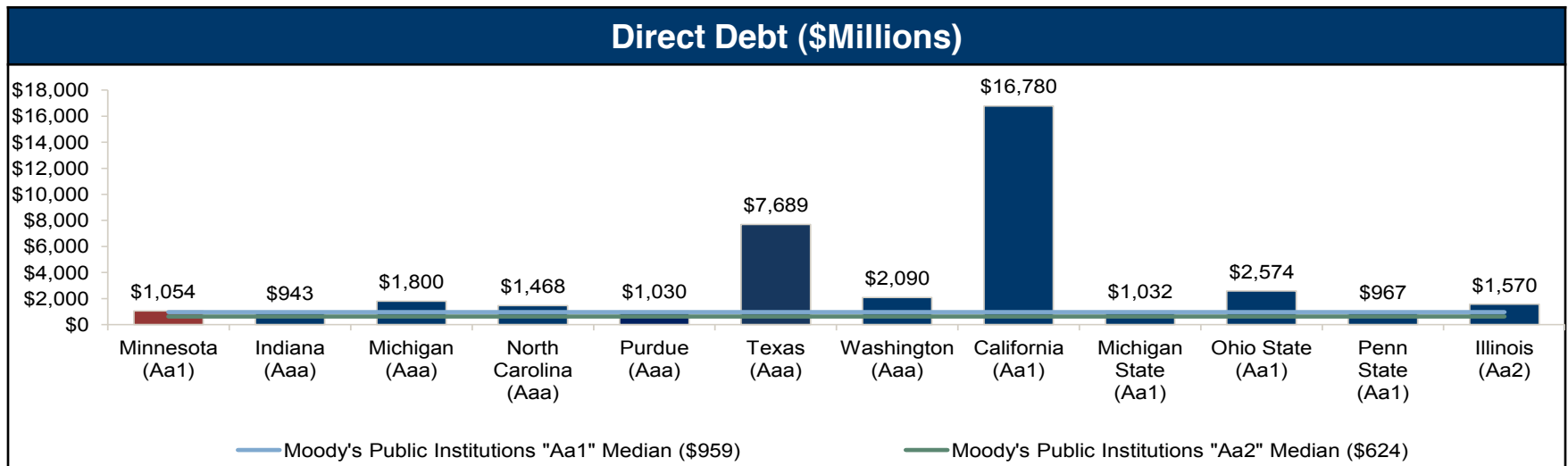
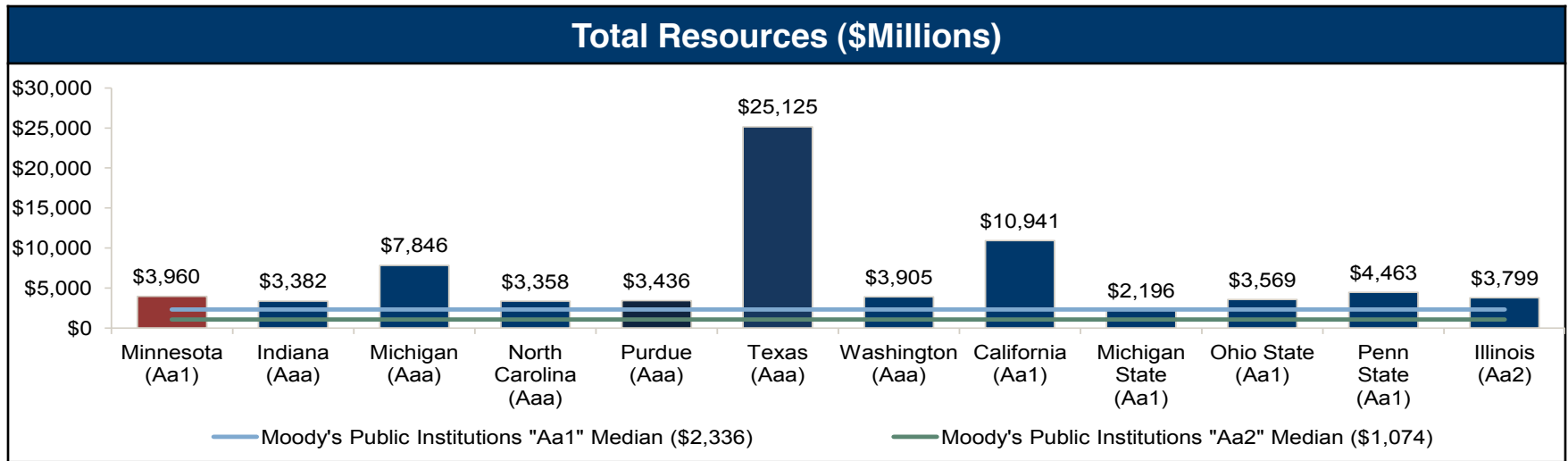
	University Supported	Special Purpose*	Total	
Balance June 30, 2013	\$ 956.1	\$ 298.3	\$ 1,254.4	
New issuances (par plus net premium/discount):				
Series 2013C – Microbiology - Special Purpose	-	38.2	38.2	
Series 2013D – Microbiology - GO taxable	12.8	-	12.8	
Series 2014A – Combined Heat & Power (CHP)	40.0	-	40.0	
Series 2014B – Ambulatory Care Center (ACC)	165.5	-	165.5	
Subtotal	1,174.4	336.5	1,510.9	
Scheduled reductions <i>(principal payments and net premium amortization)</i>	(54.0)	(9.8)	(63.8)	
Projected balance June 30, 2014	\$ 1,120.4	\$ 326.7	\$ 1,447.1	\$113.1 Annual Debt service
Projected interest expense FY2014	\$ 36.1	\$ 13.2	\$ 49.3	

* *Special Purpose Revenue Bonds are excluded for debt capacity calculations and consist of debt issued for TCF Bank Stadium and Biomedical Sciences Research Facilities for which annual state appropriations are received to reimburse the University for the annual debt service on these bonds.*

Peer Group Analysis

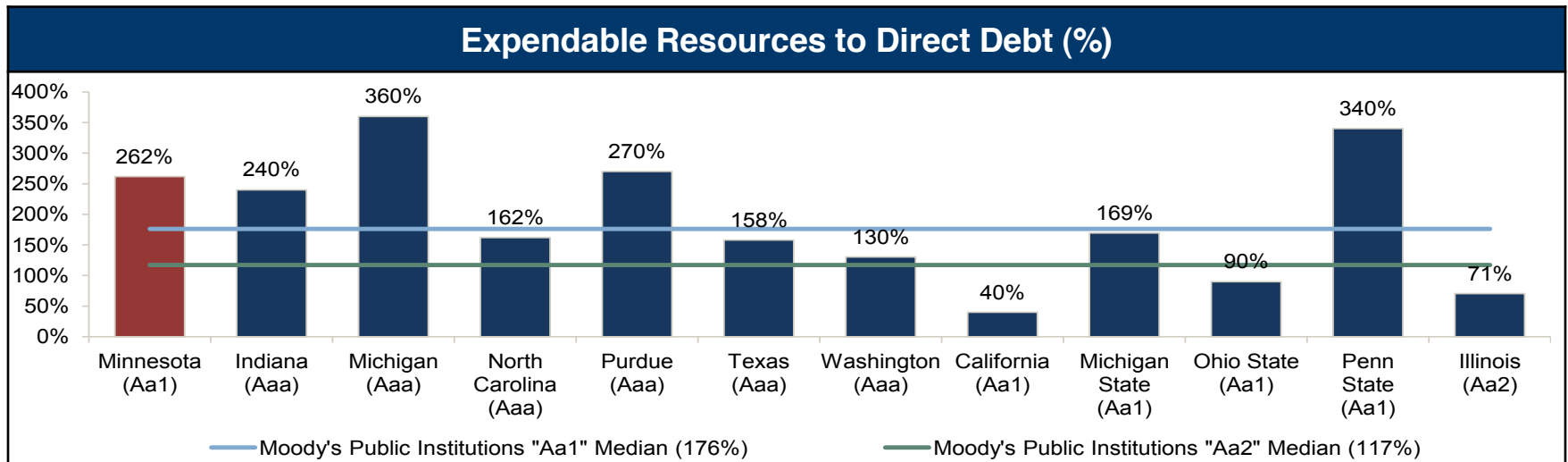
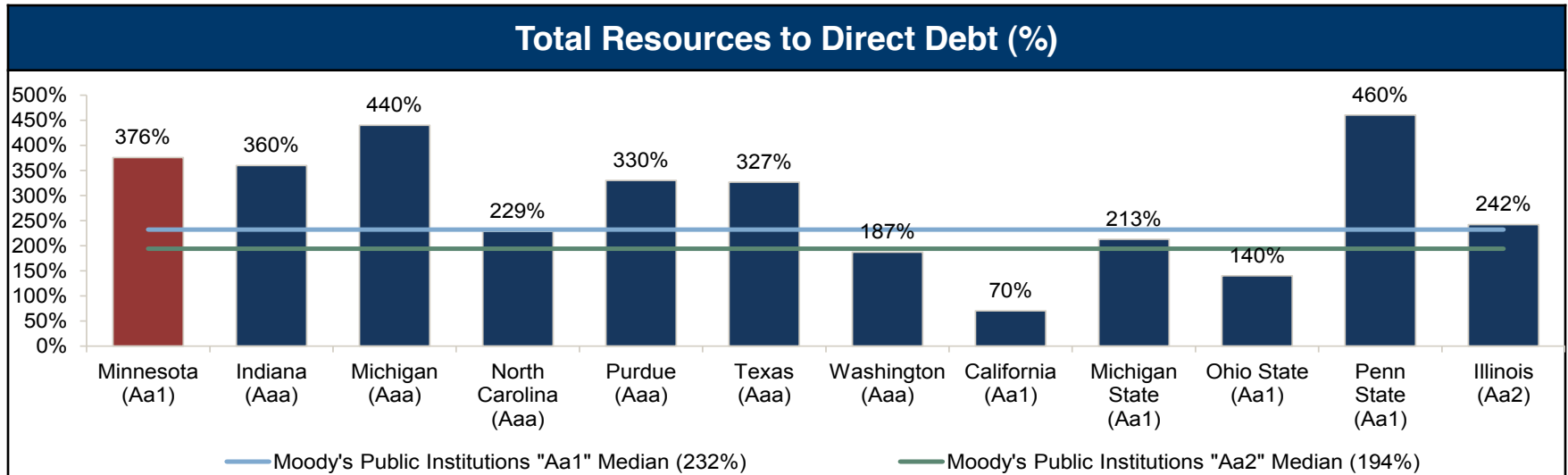
- *Total Resources*
- *Direct Debt*
- *Total Resources to Direct Debt*
- *Expendable Resources to Direct Debt*
- *Debt Service as a % of Operations*
- *Expendable Resources to Operations*

University of Minnesota Peer Group Analysis



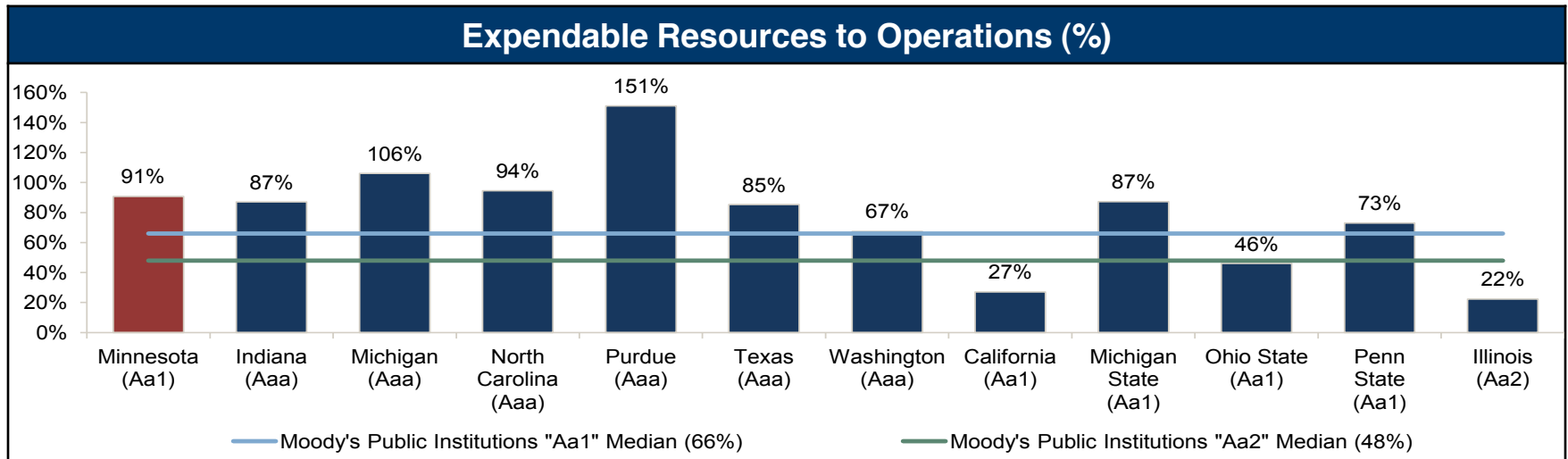
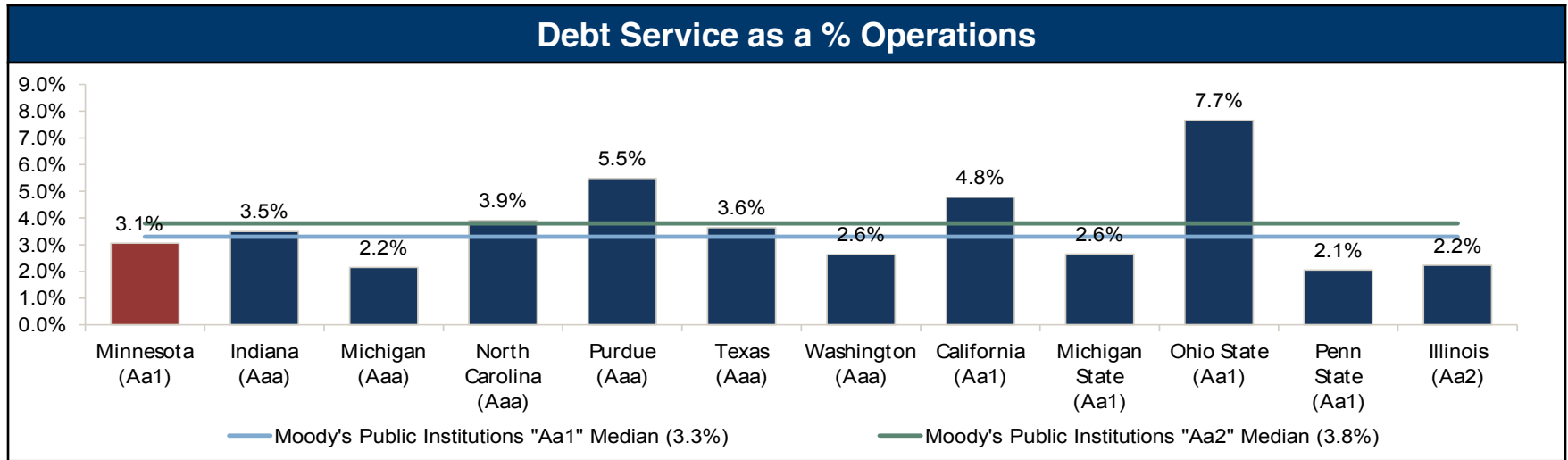
Note: Direct debt for the University of Minnesota excludes State Supported Stadium and Biomedical Facilities Bonds as well as indirect debt.
 Source for Median Values: Moody's Investors Service.

University of Minnesota Peer Group Analysis



Note: Direct debt for the University of Minnesota excludes State Supported Stadium and Biomedical Facilities Bonds as well as indirect debt.
 Source for Median Values: Moody's Investors Service.

University of Minnesota Peer Group Analysis



Note: Debt service as a percentage of operations ratio for the University of Minnesota is adjusted to exclude debt service related to the State Supported Stadium Bonds.
 Source for Median Values: Moody's Investors Service.

Annual Capital Finance and Debt Management Report FY2013



*University of Minnesota
Finance Committee
February 13, 2014*

**University of Minnesota
Final Review of Capital Projects over \$5 Million**

Microbiology Research Facility, Project No. 01-149-12-2107

Policy Summary:

According to Board of Regents Policy *Reservation and Delegation of Authority*, Article I, Section VIII, Subdivision 9, "The Board reserves to itself the authority for a subsequent review of approved capital budget projects with a value greater than \$5,000,000 prior to the award of construction contracts."

Project Summary:

The 80,000 gross square foot Microbiology Research Facility, the fourth and final building funded under the Biomedical Facility Program, will house the laboratories, offices, and collaborative work spaces for the faculty, staff, and graduate students of the Department of Microbiology. The building will be comprised of Research Labs and Lab Support, a Research Commons, and Office and Collaborative/Office Support. Special environmental controls, clean and standby power will be provided to select rooms based on programmatic need. This project will also provide district circulation and utility infrastructure. This new facility will be located north of the new Cancer/Cardio facility.

This project was approved in June 2013 as a part of the FY 2013 Capital Improvement Budget for \$63,000,000.

Board of Regents Approval Summary:

Capital Budget: June 2012 and June 2013
Schematic Plans: June 2013

Project Team:

Architect: BWBR Architects, St. Paul, MN
Construction Manager: M. A. Mortenson, Minneapolis, MN

Project Budget:

Biomedical Facilities Program Debt	\$61,701,204
Energy Rebates	\$798,796
<hr/>	
Total	\$62,500,000

Project Schedule:

Begin Construction: March 2014
Substantial Completion: November 2015

Consistency of project with approved scope, schedule and budget:

Yes No



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Consent Report

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: Regent Richard Beeson

Purpose & Key Points

To seek Board of Regents approval of items in the Consent Report, as required in Board of Regents Policy: *Reservation and Delegation of Authority*.

Items for consideration:

I. Report of the All-University Honors Committee

The president recommends approval of the All-University Honors Committee recommendations forwarded to the Board of Regents in a letter dated March 19, 2014.

II. Gifts

The president recommends approval of the Summary Report of Gifts to the University of Minnesota through February 28, 2014.

III. Reappointment of UMore Development LLC Board of Governors Community Governor:

- David Sellergren, Attorney, Fredrickson & Byron, P.A.: Three-year term, January 2014 through December 2016.
 - Sellergren was appointed previously for a three-year term, January 2011 through December 2013.
 - At the time of the creation of the UMore Development LLC in 2009, Sellergren was appointed to a one-year term.

IV. Finance Committee Consent Report

- General Contingency
There are no items in the General Contingency report requiring Board approval.

- Purchase of Goods and Services \$1,000,000 and Over
 - To Ancestry.com for \$1,500,000 for a digital index license agreement and the transcription of information on 543 million individuals in the U.S. Censuses of 1860 through 1930, for the period of July 1, 2015, through July 30, 2018, for the Minnesota Population Center. The Minnesota Population Center is submitting two federal grants to pay for the data transcription. The agreement with Ancestry.com states that this agreement will be modified if the grants are not awarded (in whole or in part). Since 2011, we have received four federal grants related to work on this database and we are optimistic about funding potential. See enclosed documentation regarding basis for vendor selection.
 - To Cultural Insurance Services International (CISI) for an estimated \$1,350,000 for international traveler health insurance as needed for the period August 1, 2014, through July 20, 2019, for Global Programs and Strategy Alliance (GPS Alliance). The insurance coverage will be purchased by GPS and the education abroad units across the University system on behalf of the travelers who will be billed through EFS for the insurance as part of a comprehensive program fee or as a stand-alone cost. The units will experience only a pass-through of the money, thus this contract will be self-supporting and self-sustaining. Vendor was selected through a competitive process.
 - To Minneapolis VA Medical Center for \$1,047,244 for technical services as needed through July 31, 2017, for the Division of Health Policy and Management, School of Public Health. The funds for this purchase are coming from the sponsored project's budget. See enclosed documentation for basis of vendor selection.

Background Information

UMore Development LLC Board of Governors

Nine Governors were appointed to initial staggered terms on the UMore Development LLC Board of Governors by the Board of Regents on December 11, 2009. Community Governors can serve up to three consecutive three-year terms. University Governors serve indefinite terms.

Pursuant to the Resolution Related to Creation and Organization of UMore Development LLC, adopted by the Board of Regents on October 9, 2009, the LLC's Oversight and Management Agreement provides the University of Minnesota Board of Regents with sole and final authority to appoint the LLC Board of Governors to manage and direct the business of the LLC.

Current UMore Park LLC Board of Governors:

1. Thomas Fisher, Professor and Dean, College of Design, University of Minnesota
2. Sarah B. Harris, Managing Director, University of Minnesota Foundation Real Estate Advisors
3. Julie Kimble, Vice President/General Manager, Global Work Place Solutions, Johnson Controls
4. Allen S. Levine, Liaison for Special Initiatives, Office of the Senior Vice President for Academic Affairs and Provost, University of Minnesota
5. Michael O'Keefe, President Emeritus, Minneapolis College of Art and Design
6. Richard Pfutzenreuter, Vice President and Chief Financial Officer, University of Minnesota

7. David C. Sellergren, Attorney, Fredrickson & Byron, P.A. (pending Board approval)
8. Roger Sit, President, Chief Executive Officer, and Global Chief Investment Officer, Sit Mutual Funds
9. Pamela Wheelock, Vice President, University Services, University of Minnesota

UMore Development LLC approved the Community Governor reappointment on February 20, 2014.

Finance Committee

Approvals are sought in compliance with Board of Regents Policy as follows:

- General Contingency: Reservation and Delegation of Authority, Sec.VII, Subd. 1.
- Purchase of Goods and Services \$1,000,000 and Over: Reservation and Delegation of Authority, Sec.VII, Subd. 6

President's Recommendation

The President recommends approval of the Consent Report.

**MEETING OF THE BOARD OF REGENTS
GIFTS TO BENEFIT THE UNIVERSITY OF MINNESOTA
SUMMARY REPORT***

March 2014 Regents Meeting

	January		Year-to-Date	
	2014	2013	07/01/13 01/31/14	07/01/12 01/31/13
U of M Gift Receiving	\$ 1,541,546	\$ 37,420	\$ 5,863,097	\$ 943,655
4-H Foundation	36,123	26,038	296,854	321,558
Arboretum Foundation	6,987,299	421,987	15,638,223	4,524,003
Univ of MN Foundation	14,003,952	14,477,919	163,072,647	114,073,018
Total Gift Activity	\$ 22,568,920	\$ 14,963,364	\$184,870,821	\$ 119,862,234

*Detail on gifts of \$5,000 and over is attached.

Pledges are recorded when they are received. To avoid double reporting, any receipts which are payments on pledges are excluded from the report amount.

Gifts to benefit the University of Minnesota

Gifts received in January 2014

<u>Donor</u>	<u>Rec'd by</u>	<u>Gift/Pledge</u>	<u>Purpose of gift</u>
<u>\$1 Million and Over</u>			
Fred C. and Katherine B. Andersen Foundation	UMF	Gift	Medical School
Securian Financial Group	UM	Gift	Weisman Art Museum
Erik and Rima Torgerson	UMF	Pledge	Intercollegiate Athletics
<u>\$500,000 - \$1,000,000</u>			
Prospect Creek Foundation	UMF	Gift	Academic Health Center
Mary Lee Dayton Estate	UMF	Gift	Bell Museum of Natural History
<u>\$250,000 - \$500,000</u>			
Al L. Hilde Jr. and Jayne C. Hilde	UMF	Pledge	Intercollegiate Athletics
Marguerite Gilmore Charitable Foundation	UMF	Gift	University of Minnesota Duluth
Eagles Fifth District Cancer Telethon	UMF	Gift	Hormel Institute, Academic Health Center
Stone Pier Foundation	UM	Pledge	Minnesota Landscape Arboretum
Doris Duke Charitable Foundation	UMF	Gift	Medical School
<u>\$100,000 - \$250,000</u>			
The Mosaic Company	UMF	Gift	Institute on the Environment, College of Food, Agricultural and Natural Resource Sciences
Katherine R. Lillehei Trusts	UMF	Gift	Medical School, School of Nursing
Anonymous	UMF	Gift	College of Liberal Arts
Delta Dental of Minnesota Foundation	UMF	Gift	School of Dentistry
Muriel Whiteside Estate	UMF	Gift	Medical School
BASF Corporation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Anonymous	UMF	Gift	College of Veterinary Medicine
Graco Foundation	UMF	Gift	Carlson School of Management
Research To Prevent Blindness Incorporated	UMF	Gift	Medical School
Virginia G. Puzak Charitable Lead Annuity Trust	UMF	Gift	Unrestricted

\$50,000 - \$100,000

Dale I. Larson	UMF	Gift	Law School
Julie Niven Estate	UMF	Gift	Academic Health Center
Millicent Atkins Estate	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Gopher Sports Properties	UMF	Gift	Intercollegiate Athletics
AB Vista Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Wolf Creek Charitable Foundation	UMF	Gift	College of Veterinary Medicine
Richard and Sandra Schulze Family Fund- St. Paul Foundation	UMF	Gift	Medical School
BMO Harris Bank	UMF	Gift	Intercollegiate Athletics
Childrens Cancer Research Fund	UMF	Gift	Medical School
Emerson Electric Company	UMF	Gift	Intercollegiate Athletics
National Fluid Power Association	UMF	Gift	College of Science and Engineering
Fairview Health Services	UMF	Gift	Medical School
Dr. Denneth C. and Joan L. Dvergsten	UMF	Gift	College of Education and Human Development
3M Company	UMF	Gift	College of Science and Engineering
Minnesota Nursery Research Corporation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
J. J. Taylor Distributing of Minnesota	UMF	Gift	Intercollegiate Athletics
Boston Scientific-Guidant Corporation	UMF	Gift	Intercollegiate Athletics
Gordon J. and Josephine A. Bailey	UM	Pledge	Minnesota Landscape Arboretum
Margot B. J. and Steven D. Roberts	UMF	Gift	College of Veterinary Medicine
Linda S. and Kenneth L. Cutler	UM	Pledge	Minnesota Landscape Arboretum
Kathleen and Allen Lenzmeier	UMF	Gift	Northrop
Thomas A. Meyer and Martha Meyer-Von Blon	UMF	Pledge	College of Design
Russell J. Penrose	UMF	Gift	College of Science and Engineering
Bernard D. Paul	UMF	Gift	Academic Health Center, College of Science and Engineering
Minnesota Lions Vision Foundation Incorporated	UMF	Gift	Medical School
Lord Corporation	UMF	Gift	College of Science and Engineering
Esri	UMF	Gift	College of Design
American Chemistry Council	UMF	Gift	Academic Health Center
California Institute of Contemporary Arts	UMF	Gift	Medical School
Zoetis	UMF	Gift	College of Veterinary Medicine
Sappi	UMF	Gift	College of Science and Engineering

\$25,000 - \$50,000

Agilent Technologies Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Bremer Bank	UMF	Gift	Intercollegiate Athletics
George W. Taylor Charitable Trust	UMF	Gift	College of Science and Engineering
Lions Multiple District 5m Hearing Foundation Incorporated	UMF	Gift	Medical School
Cambria USA	UMF	Gift	Intercollegiate Athletics
Medtronic Incorporated	UMF	Gift	Intercollegiate Athletics
Margaret Rivers Fund	UM	Gift	Minnesota Landscape Arboretum, Academic Health Center, Bell Museum of Natural History
Zinpro Corporation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Jostens Foundation	UMF	Gift	Academic Health Center
The Patch Foundation	UMF	Gift	Scholarships
Gerald C. Fox Foundation	UMF	Gift	Academic Health Center, Medical School
E. I. DuPont DeNemours and Company	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Paula and William Bernstein Family Foundation	UMF	Gift	Medical School
Dr. Chang W. Song	UMF	Gift	Academic Health Center
Alice M. Ziittel	UM	Gift	Minnesota Landscape Arboretum
The Oscar G. and Elsa S. Mayer Family Foundation	UMF	Gift	Medical School
Jack and Kate Helms Fund of Fidelity Charitable	UMF	Gift	Academic Health Center
Stanley S. and Karen H. Hubbard	UMF	Gift	Various Colleges
Lawrence A. DuBose	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Peggy Cayemberg Akerman and Richard Akerman	UMF	Pledge	Intercollegiate Athletics
Lanny and Charlotte Schmidt	UMF	Gift	College of Science and Engineering
Michael W. and Sandra Yost	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Land O' Lakes Incorporated	UMF	Gift	Medical School
US Bank National Association	UMF	Gift	Medical School
Kevin J. Mossier Foundation	UMF	Gift	College of Liberal Arts
Best Buy Purchasing LLC	UMF	Gift	Northrop
United Health Foundation	UMF	Gift	Medical School

\$10,000 - \$25,000

Ecolab Incorporated	UMF	Gift	Carlson School of Management
Ames Construction Incorporated	UMF	Gift	Intercollegiate Athletics
Berger Transfer and Storage Incorporated	UM	Gift	Intercollegiate Athletics
CSDZ Incorporated	UMF	Gift	Intercollegiate Athletics
Crystal Lake Golf Club	UMF	Gift	Medical School
J. E. Dunn Construction Company	UMF	Gift	Intercollegiate Athletics
World Gold Council	UMF	Gift	College of Science and Engineering
Anonymous	UMF	Pledge	Medical School
Terry L. Tranter	UMF	Gift	Carlson School of Management
Associated Bank	UMF	Gift	Intercollegiate Athletics
Dr. Stephen W. Schondelmeyer	UMF	Gift	Intercollegiate Athletics, College of Pharmacy
J.P. Morgan	UM	Gift	Minnesota Landscape Arboretum
Anonymous	UMF	Gift	Medical School
Monarch Butterfly Fund	UMF	Gift	University of Minnesota Extension
Barr Engineering Company	UMF	Gift	College of Science and Engineering, University of Minnesota Duluth
Viking Materials Incorporated	UMF	Gift	Intercollegiate Athletics
Kate Koogler Canine Cancer Fund Incorporated	UMF	Gift	College of Veterinary Medicine
Center for Computer-Assisted Legal Instruction	UMF	Gift	Law School
Dona S. Wagner	UMF	Gift	College of Education and Human Development, College of Science and Engineering
MN Veterans Medical Research and Education Foundation	UMF	Gift	Veterans Administration Medical Center
ExxonMobil Foundation	UMF	Pledge	University of Minnesota Duluth, College of Science and Engineering
Frattalone Companies Incorporated	UMF	Gift	Intercollegiate Athletics
Anonymous	UMF	Gift	Minnesota Landscape Arboretum, College of Design
Winfield Solutions LLC	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Network for Good	UMF	Gift	Various Colleges
William B. and Nancy L. Ambrose	UMF	Pledge	College of Food, Agricultural and Natural Resource Sciences
Anonymous	UMF	Gift	College of Veterinary Medicine
Loy C. E. and Janet L. Stromberg	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Jeannine M. Rivet	UM	Gift	Minnesota Landscape Arboretum
Joseph P. Sullivan	UMF	Pledge	Law School

\$10,000 - \$25,000

Edward A. and Judith A. Schuck	UMF	Gift	Medical School
AgStar Financial Services	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
AIA Minnesota	UMF	Gift	College of Design
The H. H. Weinert Foundation	UMF	Gift	University of Minnesota Duluth
Agrium Advanced Technologies (US) Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Giner Incorporated	UMF	Gift	Medical School
Arvid Olson Estate	UMF	Gift	Medical School
Sampson Family Foundation	UMF	Gift	Carlson School of Management
John C. and Jeralyn R. Anderson	UMF	Gift	Carlson School of Management
DePuy Orthopaedics Incorporated	UMF	Gift	Medical School
Wells Fargo Foundation	UMF	Pledge	Various Colleges
Arysta LifeScience North America Corporation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Rieger Borgen Benson Electric Incorporated	UMF	Pledge	University of Minnesota Crookston
Sharon O'Gorman Trust	UMF	Gift	University of Minnesota Extension
YMCA of the Greater Twin Cities	UMF	Gift	Libraries
API Group Incorporated	UMF	Gift	Intercollegiate Athletics
Anonymous	UMF	Gift	Medical School
HealthPartners Incorporated	UMF	Gift	College of Pharmacy
Helen and Daniel Lindsay Family Fund- Minneapolis Foundation	UMF	Gift	Law School, Medical School, College of Liberal Arts
Dr. Daniel C. Hartnett Family Foundation	UMF	Gift	College of Veterinary Medicine
West Central Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Cargill Incorporated	UMF	Gift	Medical School
Brent G. and Karen J. Blackey	UMF	Gift	Carlson School of Management
Dr. Gail N. Anderson	UMF	Gift	College of Education and Human Development
Anonymous	UMF	Gift	Humphrey School of Public Affairs
Dr. Charles P. Ehlen	UMF	Gift	Medical School
Frank A. Janezich	UMF	Gift	College of Science and Engineering, Medical School
Dr. Ernest and Cathryn Kemble	UMF	Gift	University of Minnesota Morris
Charles N. Nauen and Pati Jo Pofahl	UMF	Gift	Law School
Drs. John V. and Wendy L. St. Peter	UMF	Gift	College of Pharmacy
Nathan A. Roane Estate	UMF	Gift	Academic Health Center
Dr. Wes G. Schroeder	UMF	Gift	College of Veterinary Medicine
Barbara D. and Thomas F. Votel	UMF	Gift	Medical School
Minnesota Farm Bureau Foundation	UM	Gift	4H Foundation

\$10,000 - \$25,000

Andersen Corporation	UMF	Gift	Medical School
The McKnight Foundation	UMF	Gift	Humphrey School of Public Affairs
WEM Foundation	UMF	Gift	College of Education and Human Development
P. and D. Kahn Philanthropic Fund-Jewish Community Fund	UMF	Gift	College of Liberal Arts, College of Science and Engineering
Gordon and Margaret Bailey Foundation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Anonymous	UMF	Gift	College of Education and Human Development
Land O'Lakes Incorporated Foundation	UMF	Gift	College of Liberal Arts
Wells Fargo Bank NA	UMF	Gift	Carlson School of Management
Siemens Medical Solutions Incorporated	UMF	Gift	Unrestricted
Dan McDonald Fund-Fidelity Charitable Gift Fund	UMF	Gift	Law School
Hope Chest for Breast Cancer	UMF	Gift	Academic Health Center
Mark and Charlie's Gay Lesbian Fund-Moral Values	UMF	Gift	Law School
Howard O'Connell Charitable Fund-Bank of America	UMF	Gift	College of Biological Sciences
Benjamin and Laura Cooper Fund-Schwab Charitable Fund	UMF	Gift	Law School
People for Bikes Coalition	UMF	Gift	Humphrey School of Public Affairs
Ergodyne Corporation	UMF	Gift	Medical School
Paddock Family Foundation	UMF	Gift	College of Pharmacy

\$5,000 - \$10,000

Wesley R. and Sonja M. Swanson	UMF	Gift	Unrestricted
Wendy Pradt Lougee and Michael D. Lougee	UMF	Gift	Libraries, 4H Foundation
Loveland Products Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Novozymes BioAg Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
IGA Midtown Foods	UMF	Gift	Intercollegiate Athletics
Health East	UMF	Gift	School of Public Health
3M Foundation Incorporated	UMF	Pledge	College of Liberal Arts
Syvilla M. Turbis Estate	UMF	Gift	Academic Health Center, Medical School
Purina Animal Nutrition LLC	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences

\$5,000 - \$10,000

Star Tribune	UMF	Gift	University of Minnesota Duluth, Medical School
LeeAnn M. and Jeffrey M. Ettinger	UMF	Gift	College of Education and Human Development
Kurt and Polly Brungardt	UMF	Gift	College of Science and Engineering
Jeffrey M. and LeeAnn M. Ettinger	UMF	Gift	Carlson School of Management
Curtis A. Nelson	UMF	Gift	University of Minnesota Morris
H. B. Fuller Company	UMF	Gift	Carlson School of Management
SVT Associates Incorporated	UMF	Gift	College of Science and Engineering
U of M Medical Center Fairview, Medical Staff	UMF	Gift	Medical School
Nanocopoeia Incorporated	UMF	Gift	College of Science and Engineering
Davon White	UMF	Gift	Medical School
All Around Property Preservation	UMF	Gift	Intercollegiate Athletics
General Mills Foundation	UMF	Pledge	Various Colleges
Ypsilon Associates	UMF	Gift	College of Education and Human Development
Custom Drywall Incorporated	UMF	Gift	Intercollegiate Athletics
Perry C. Plank	UMF	Gift	College of Science and Engineering, Academic Health Center, Medical School
Bill Tyrrell	UMF	Gift	University of Minnesota Crookston
Michele L. and Robert P. Martin	UM	Pledge	Minnesota Landscape Arboretum
Yvonne P. Oaks Trust	UMF	Gift	Medical School
Schneiderman's Furniture Incorporated	UMF	Gift	Medical School
Minnesota Vikings Football LLC	UMF	Gift	Medical School
Alison B. Hirsch	UMF	Gift	Graduate School
Niki T. Stavrou	UMF	Gift	College of Liberal Arts
Jeffrey and Andrea Levoff	UMF	Gift	Medical School
Alice B. O'Connor	UMF	Gift	University of Minnesota Duluth
Robert B. Doe	UMF	Gift	Unrestricted
Rhonda Hovan	UMF	Gift	College of Veterinary Medicine
Catherine R. Muggee	UMF	Gift	Medical School
O'Connor Charitable Foundation	UMF	Gift	Medical School
Uponor	UMF	Gift	Medical School
John W. Hahn Estate	UMF	Gift	University of Minnesota Alumni Association
Curtis L. Carlson Family Foundation	UMF	Pledge	College of Design, Carlson School of Management
Edward C. Anderson	UMF	Gift	Medical School
Drs. William D. and Marsha J. Beyer	UMF	Gift	University of Minnesota Morris
Emily Anderson	UMF	Gift	School of Nursing

\$5,000 - \$10,000

Dr. Mark E. Bergen and Patrice M. Blomgren	UMF	Gift	Carlson School of Management
Daniel and Rochelle Bauer	UMF	Gift	University of Minnesota Crookston
William Henderson	UMF	Gift	College of Liberal Arts
Michael G. Seyfer	UMF	Gift	University of Minnesota Duluth
Marilyn and Jeffrey D. Litman	UMF	Gift	Scholarships, Intercollegiate Athletics
Chris J. and Leslie S. Neugent	UMF	Gift	Carlson School of Management
Yosup J. Kim	UMF	Gift	Law School
Marian K. Peterson	UMF	Gift	Medical School
Sarah Harris	UMF	Gift	Scholarships
Kristin N. and Robert L. Ryan	UMF	Gift	Medical School
Keith Mueller	UMF	Gift	Intercollegiate Athletics
Lisa Rosenthal	UMF	Gift	Academic Health Center
Betty Durand	UMF	Gift	College of Veterinary Medicine
Helen Mueller	UMF	Gift	College of Veterinary Medicine
Jeanne E. Corwin	UMF	Gift	College of Design
Amy and John Feely	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Dr. Michael and Lynne Garwood	UMF	Gift	Medical School
Thomas and Beth Frantes	UMF	Gift	University of Minnesota Duluth
Dr. Alan B. Hooper	UMF	Gift	College of Biological Sciences
David G. Hage and Mary T. Sexe	UMF	Gift	Weisman Art Museum
William P. Haukoos	UMF	Gift	Intercollegiate Athletics
Elizabeth B. Germaine	UMF	Gift	School of Dentistry
Gregg M. and Lisa F. Larson	UMF	Gift	College of Liberal Arts, College of Science and Engineering
Dr. Jean D. Kinsey	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Douglas A. Kelley	UMF	Gift	Law School
Dr. Roger Lui	UMF	Gift	College of Science and Engineering
Dr. Brent E. and Cynthia A. Larson	UMF	Gift	School of Dentistry
Winifred Klick Steffenson and Brian Steffenson	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Robert and Lorraine Melcher	UMF	Gift	College of Science and Engineering
Dr. R. Vance Morey	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Tryphon Georgiou and Efi Foufoula-Georgiou	UMF	Gift	College of Science and Engineering
Gregory S. Mitsch	UMF	Gift	Intercollegiate Athletics
Maureen K. Reed	UMF	Gift	Unrestricted
Kevin J. Swanson	UMF	Gift	College of Science and Engineering
Jeffrey C. Slocum	UMF	Gift	Intercollegiate Athletics

\$5,000 - \$10,000

Dr. Edgar L. Turcotte	UMF	Gift	University of Minnesota Duluth
James B. Togeas	UMF	Gift	University of Minnesota Morris
Tuffy's Pet Foods Incorporated	UMF	Gift	Medical School
General Electric Company	UMF	Gift	College of Science and Engineering
St. Jude Medical Incorporated	UMF	Gift	Medical School
Kaplan, Strangis and Kaplan, P.A.	UMF	Gift	Law School
Monsanto Company	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Jane N. Mooty Foundation Trust	UMF	Gift	Carlson School of Management
Ledingham Promotional Advertising Incorporated	UMF	Pledge	University of Minnesota Duluth
The Pentair Foundation	UM	Gift	Minnesota Landscape Arboretum
Bronco Investments Incorporated	UMF	Gift	Medical School
Grand American Restaurant Company	UMF	Gift	Medical School
Lamarche Creek Foundation	UMF	Gift	University of Minnesota Duluth
Cheminova Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
The Hawley Family Foundation Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Heppelmann Wacek Charitable Fund- Schwab Charitable Fund	UMF	Gift	College of Science and Engineering
PJM Interconnection	UMF	Pledge	College of Food, Agricultural and Natural Resource Sciences
Southwest Initiative Foundation	UMF	Gift	Carlson School of Management
Peter J. King Family Foundation	UMF	Gift	Medical School
National Student Leadership Foundation	UMF	Gift	Law School
Integrated Healthcare Strategies	UMF	Gift	School of Public Health
Roberts Charitable Fund-Fidelity Charitable Gift Fund	UMF	Gift	College of Liberal Arts
Project Apis M	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Ronald and Janet Schutz Family Fund	UMF	Gift	Law School
Julie E. Oswald Family Trust-Fidelity Charitable Gift Fnd	UMF	Gift	Center for Spirituality and Healing
Nelson Architecture and Interior	UMF	Gift	Medical School
Pediatric and Adolescent Dentistry Ltd	UMF	Gift	School of Dentistry
Schulze Family Foundation	UMF	Gift	College of Veterinary Medicine
River Road Foundation	UMF	Gift	College of Design

**MEETING OF THE BOARD OF REGENTS
GIFTS TO BENEFIT THE UNIVERSITY OF MINNESOTA
SUMMARY REPORT***

March 2014 Regents Meeting

	February		Year-to-Date	
	2014	2013	07/01/13 02/28/14	07/01/12 02/29/13
U of M Gift Receiving	\$ 641,847	\$ 349,727	\$ 6,504,944	\$ 1,293,383
4-H Foundation	26,412	8,647	323,266	330,205
Arboretum Foundation	222,876	1,141,029	15,861,100	5,665,032
Univ of MN Foundation	14,116,604	16,745,581	177,189,251	130,818,599
Total Gift Activity	\$ 15,007,739	\$ 18,244,984	\$199,878,561	\$ 138,107,219

*Detail on gifts of \$5,000 and over is attached.

Pledges are recorded when they are received. To avoid double reporting, any receipts which are payments on pledges are excluded from the report amount.

Gifts to benefit the University of Minnesota

Gifts received in February 2014

<u>Donor</u>	<u>Rec'd by</u>	<u>Gift/Pledge</u>	<u>Purpose of gift</u>
<u>\$1 Million and Over</u>			
Childrens Cancer Research Fund	UMF	Pledge	Medical School, Academic Health Center
3M Foundation Incorporated	UMF	Gift	College of Science and Engineering
<u>\$500,000 - \$1,000,000</u>			
Anonymous	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Vance K. Opperman	UMF	Pledge	Law School
<u>\$250,000 - \$500,000</u>			
Alphawood Foundation	UMF	Pledge	Institute for Advanced Studies
Regis Foundation for Breast Cancer Research	UMF	Gift	Academic Health Center
Anonymous Donor Advised Fund-Chicago Community Foundation	UMF	Gift	College of Science and Engineering
Randy Shaver Cancer Research and Community Fund	UMF	Gift	Academic Health Center, Medical School
<u>\$100,000 - \$250,000</u>			
Keller America Incorporated	UM	Gift	College of Science and Engineering
Stephen B. and Chacke Y. Scallen	UMF	Gift	University of Minnesota Foundation
Dr. P. David and Mary Alyce Pearson	UMF	Pledge	College of Education and Human Development
3M Company	UMF	Gift	School of Dentistry, Medical School
Mary Lee Dayton Estate	UMF	Gift	Bell Museum of Natural History
Presbyterian Hospital Center	UMF	Gift	Medicine and Health
Hormel Foundation	UMF	Gift	Hormel Institute
Lowell F. Schwab	UMF	Gift	University of Minnesota Foundation
Amy C. Steeby	UM	Gift	College of Food, Agricultural and Natural Resource Sciences
Dr. Elizabeth Sublette	UM	Gift	College of Food, Agricultural and Natural Resource Sciences
James M. Sublette	UM	Gift	College of Food, Agricultural and Natural Resource Sciences
Anonymous	UMF	Gift	Intercollegiate Athletics
Geraldine G. Pearson	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences

\$100,000 - \$250,000

Al Hilde Jr. Gift Fund-Fidelity Charitable Gift Fund	UMF	Gift	Intercollegiate Athletics
Anonymous	UMF	Gift	College of Biological Sciences
Gray Plant Mooty Foundation	UMF	Pledge	Law School
Paul and Mary Reyelts Foundation-Signature Fund	UMF	Gift	College of Design
TCF Foundation	UMF	Gift	Scholarships

\$50,000 - \$100,000

Dr. F. Robert Naka Estate	UMF	Gift	College of Science and Engineering, College of Education and Human Development
Allan L. Schuman	UMF	Gift	Medical School
Children's National Medical Center	UMF	Gift	Medical School
Gopher Sports Properties	UMF	Gift	Intercollegiate Athletics
Julius F. Wolff Jr. Estate	UMF	Gift	University of Minnesota Duluth
Zinpro Corporation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Anonymous	UMF	Gift	Medical School
Hypertherm Incorporated	UMF	Gift	College of Science and Engineering
Minnesota Lions Vision Foundation Incorporated	UMF	Gift	Medical School
Cleveland Family Foundation	UMF	Gift	Carlson School of Management
Evonik Corporation	UMF	Gift	College of Science and Engineering
James R. Otieno	UMF	Pledge	Carlson School of Management
Lorena W. Jacobson	UMF	Pledge	School of Nursing
Viking Forest Products LLC	UMF	Pledge	College of Food, Agricultural and Natural Resource Sciences

\$25,000 - \$50,000

John A. and Colleen L. Economos	UMF	Gift	University of Minnesota Duluth
Fairview Health Services	UMF	Gift	Medical School
Parametric Technology Corporation Incorporated	UMF	Pledge	College of Science and Engineering
McLaughlin Gormley King Company	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Pipestone Veterinary Clinic	UMF	Gift	College of Veterinary Medicine
Dr. John N. and Mary Kay Dunne	UM	Gift	Libraries
Bon-Ton Stores Incorporated	UMF	Gift	Academic Health Center
Florence M. Carlblom Estate	UMF	Gift	Law School
Harold V. Pedersen	UMF	Gift	Medical School
ExxonMobil Foundation	UMF	Pledge	University of Minnesota Duluth

\$25,000 - \$50,000

The Charles A. Weyerhaeuser Memorial Foundation	UMF	Gift	College of Science and Engineering
William H. and Lois J. Stevens	UM	Gift	Libraries
Ecolab Incorporated	UMF	Gift	College of Science and Engineering
LaVerne I. Colness	UMF	Gift	University of Minnesota Duluth
Minnesota Lions Diabetes Foundation	UMF	Gift	Medical School
Phil and Nina Pillsbury Donor Advised Fund-Minneapolis Foundation	UMF	Gift	College of Liberal Arts
Ronald M. and Joanne E. Moquist Charitable Fund-SFACF	UMF	Gift	Intercollegiate Athletics
Ryan M. and Amy C. Kroll	UMF	Pledge	Carlson School of Management
Simon N. and Karen M. Zeller	UMF	Pledge	Scholarships
Takasago International Corporation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
UCare Minnesota	UMF	Gift	Medical School
WEM Foundation	UMF	Gift	Medical School

\$10,000 - \$25,000

Frederick B. Wells III Estate	UMF	Gift	Medical School
Medtronic Foundation	UM	Gift	Minnesota Landscape Arboretum
Roger R. Bettin	UMF	Gift	Intercollegiate Athletics, College of Science and Engineering
ERJ Dining	UM	Gift	Academic Health Center
MN Landscape Arboretum Auxiliary	UM	Gift	Minnesota Landscape Arboretum
Dr. Donald G. and Mary Beth Sargeant	UMF	Gift	University of Minnesota Crookston
Stinson Leonard Street LLP	UMF	Gift	Academic Health Center, Humphrey School of Public Affairs
Eric S. Rangen	UMF	Gift	Carlson School of Management
B. and R. Knapp Foundation Incorporated	UMF	Gift	College of Liberal Arts
Dr. Edgar H. Lechner	UMF	Gift	Intercollegiate Athletics
Gordon and Betty Moore Foundation	UMF	Gift	College of Science and Engineering
Riverview Fund-West Central Initiative	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Samuel Heins and Stacey Mills Heins	UMF	Gift	Law School
Virginia L. Potratz	UMF	Pledge	College of Liberal Arts
Thomas P. and Jane B. Nelson	UM	Gift	Minnesota Landscape Arboretum
Blythe Brenden-Mann Foundation	UMF	Gift	Medical School
C. H. Robinson Foundation	UM	Gift	Minnesota Landscape Arboretum
General Mills Incorporated	UMF	Gift	Various Colleges

\$10,000 - \$25,000

HealthPartners Incorporated	UMF	Gift	Academic Health Center
Jeffery L. and Lynn M. Radunz	UMF	Pledge	Carlson School of Management
Linda and Tod White Charitable Fund	UMF	Gift	College of Liberal Arts
Martin and Brown Foundation	UMF	Gift	Bell Museum of Natural History
Star Tribune	UMF	Gift	College of Liberal Arts
W. M. Foundation	UMF	Gift	Center for Spirituality and Healing
Renata R. Winsor	UM	Gift	Minnesota Landscape Arboretum
Arvid Olson Estate	UMF	Gift	Medical School
Paul Crowell and Alexandra Stillman	UMF	Gift	College of Science and Engineering
Franco DeFelice	UMF	Gift	Intercollegiate Athletics
Cabot Corporation	UMF	Gift	College of Science and Engineering
Edith W. and Robert Jones Endowmnt Fund-Minneapolis Foundation	UMF	Gift	College of Biological Sciences
Frank C. and Frances B. Newman Family Fund	UMF	Gift	Law School
The Saint Paul Foundation	UMF	Gift	College of Veterinary Medicine
Mozo-Grau	UMF	Gift	School of Dentistry
Minnetronix Incorporated	UMF	Gift	College of Science and Engineering
Madeline R. Merriman Estate	UMF	Gift	College of Education and Human Development
Network for Good	UMF	Gift	Various Colleges
Bashaw Group Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Andres Family Foundation-Fidelity Charitable Gift Fund	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Anthony Ostlund Baer and Louwagie PA	UMF	Gift	Medical School
Carolyn J. Sorensen	UMF	Gift	Carlson School of Management, College of Liberal Arts
Center for Computer-Assisted Legal Instruction	UMF	Gift	Law School
CHS Foundation	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Douglas P. Pedrick	UMF	Pledge	University of Minnesota Crookston
Duane A. Arens	UMF	Pledge	Intercollegiate Athletics
Earl D. and Marian N. Olson Fund-St. Paul Foundation	UMF	Gift	Academic Health Center
Fadwa Wazwaz	UMF	Gift	Office of Information Technology
Faegre Baker Daniels LLP	UMF	Gift	Northrop
Harriet T. Ludwick	UM	Gift	Minnesota Landscape Arboretum
Martin and Anne Davis	UMF	Gift	Scholarships
Michael and Karen Roman	UMF	Gift	Scholarships

\$10,000 - \$25,000

Michael S. Berman	UMF	Gift	University of Minnesota Duluth
National Bank of Commerce	UMF	Gift	University of Minnesota Duluth
Oakes Family Charitable Fund-Renaissance Charitable Foundation Incorporated	UMF	Gift	University of Minnesota Duluth
RTP Company	UMF	Gift	Medical School
Syngenta Crop Protection Incorporated	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Tamron USA Incorporated	UM	Gift	Minnesota Landscape Arboretum
The Bergquist Company	UMF	Gift	College of Science and Engineering
The James Ford Bell Foundation	UMF	Gift	Bell Museum of Natural History
United HealthCare Services Incorporated	UMF	Gift	Carlson School of Management
Wayne E. Potratz	UMF	Pledge	College of Liberal Arts

\$5,000 - \$10,000

Bruce and Tracy Mooty	UMF	Gift	Law School
Physical Electronics USA Incorporated	UMF	Gift	College of Science and Engineering
Fredrikson and Byron PA	UMF	Gift	Carlson School of Management
Mylan Radulovich	UMF	Gift	University of Minnesota Duluth
Dr. Charles W. Taylor	UMF	Gift	University of Minnesota Duluth
WIPFLi Foundation Incorporated	UMF	Gift	Carlson School of Management
Helen S. Henton Trust	UMF	Gift	University of Minnesota Foundation
Syvilla M. Turbis Estate	UMF	Gift	Academic Health Center, Medical School
Wells Fargo Foundation	UMF	Pledge	Various Colleges
Dow AgroSciences LLC	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Vulcan Community Charities Incorporated	UMF	Pledge	Scholarships
Oppenheimer Wolff and Donnelly LLP	UMF	Gift	Medical School, Northrop
Microsoft Corporation	UMF	Gift/Pledge	Various Colleges
Deborah R. Olson	UMF	Gift	Intercollegiate Athletics
Mary Green Swig and Steven L. Swig	UMF	Gift	Institute on the Environment, Carlson School of Management
Park Dental	UM	Gift	Minnesota Landscape Arboretum
Patrick M. and Leah Larson	UMF	Pledge	Carlson School of Management
SAGE Electrochromics Incorporated	UMF	Gift	College of Science and Engineering
Steven L. Swig and Mary Green Swig	UMF	Gift	Carlson School of Management
Bon-Ton Stores Foundation	UMF	Gift	Academic Health Center
Frederick J. Bentz	UM	Gift	Minnesota Landscape Arboretum

\$5,000 - \$10,000

Minnesota Hobby Beekeepers Association	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Dr. Patricia M. McGovern	UMF	Gift	School of Public Health
Duane E. Joseph	UMF	Gift	Law School
Curtis Chergosky	UM	Gift	4H Foundation
Dr. Lee A. Borah Jr.	UMF	Gift	College of Liberal Arts
Lisa Rosenthal	UMF	Gift	Academic Health Center
Novartis Animal Health US Incorporated	UMF	Gift	College of Veterinary Medicine
Community Health Charities of Minnesota	UMF	Gift	Academic Health Center
Weck Charitable Trust	UMF	Gift	College of Science and Engineering
General Mills Foundation	UMF/UM	Gift/Pledge	Intercollegiate Athletics
Eaton Corporation	UMF	Gift	Carlson School of Management
Wesley R. and Sonja M. Swanson	UMF	Gift	College of Science and Engineering
Coca-Cola Refreshments	UMF	Gift	University of Minnesota Foundation
Beverly Bergstrom	UMF	Pledge	Carlson School of Management
Burton G. and Cynthia R. Ross Fund- Minneapolis Foundation	UMF	Gift	Law School
Carly May Foundation	UMF	Gift	Academic Health Center
Craig L. Seitel	UMF	Gift	Carlson School of Management
David and Shirley Hubers Family Fund- Minneapolis Foundation	UMF	Gift	Intercollegiate Athletics
Decker Family Fund - Bank of American Charitable Gift Fund	UMF	Gift	University of Minnesota Foundation
Dennis and Lois Maki Charitable Gift Fund	UMF	Gift	University of Minnesota Duluth
Donna M. Anderson	UMF	Gift	School of Public Health
Dr. Clark R. Burbee	UMF	Gift	College of Biological Sciences
Dr. David K. Wildung	UMF	Gift	College of Food, Agricultural and Natural Resource Sciences
Dr. R. and M. Wachter Fund of United Way AZ	UMF	Gift	Medical School
Dr. Rick McNelly	UMF	Pledge	University of Minnesota Morris
Eugene U. and Mary F. Frey Family Fund- St. Paul Foundation	UMF	Gift	University of Minnesota Duluth
Greene Espel PLLP	UMF	Gift	Humphrey School of Public Affairs
Gregory A. and Debra A. Peterson	UMF	Gift	Carlson School of Management
Hunt Electric Corporation	UMF	Gift	Medical School
John F. Gehrke and Margaret M. Brophy	UMF	Gift	Medical School
Kaplan Strangis and Kaplan PA	UMF	Gift	Law School
Lifetouch Incorporated	UMF	Gift	Carlson School of Management

\$5,000 - \$10,000

Matrix Integration LLC	UMF	Gift	Minnesota Supercomputing Institute
Mervin N. Kiryluik	UMF	Pledge	University of Minnesota Duluth
National Wild Turkey Federation Incorporated	UM	Gift	4H Foundation
Newmont Mining Corporation	UMF	Gift	University of Minnesota Duluth
Ruth A. Stricker and Bruce B. Dayton	UMF	Gift	Global Programs and Strategy Alliance
Select Sires Incorporated	UMF	Gift	College of Veterinary Medicine
Trendah Fund of the St. Paul Foundation	UMF	Gift	College of Liberal Arts
Troy and Jenny Short	UMF	Pledge	Carlson School of Management
U. D. Floyd	UMF	Gift	Medical School

General Contingency

2013-14 General Contingency:

Recipient	Allocation	Balance	Purpose
FY2014 General Contingency		\$1,000,000	
Carryforward from FY2013 into FY2014	1,406,141	2,406,141	
1 Dean of the College of Liberal Arts	20,000	2,386,141	Consultant to negotiate Showboat management agreement
2 Vice President for University Services *	250,000	2,136,141	U Stores sprinkler upgrade
3 Ex Dir for the Office for Business & Community Economic Dev.	55,000	2,081,141	Awards Incentive & Recognition (AIR) program
4 Vice President for Research	225,000	1,856,141	Consultant for F&A rate development and negotiation
5 Director of the Department of Concerts and Lectures	200,000	1,656,141	Northrop grand opening celebration
6 General Counsel	235,745	1,420,396	Outside legal counsel fees
7 Vice President for University Services *	275,000	1,145,396	Increased student-related public safety operations
8			
9 New items this reporting period:			
10			
11 No new items this reporting period			
12			
13 FY 2013-14 Ending Balance		\$1,145,396	
14			
15			
16			
17			
18 * Subject to Board approval			
19			
20			
21			
22			
23			

Purchase of Goods and Services \$1,000,000 and over

To Ancestry.com for \$1,500,000 for a digital index license agreement and the transcription of information on 543 million individuals in the U.S. Censuses of 1860 through 1930, for the period of July 1, 2015 through July 30, 2018 for the Minnesota Population Center.

The Minnesota Population Center will collaborate with the genealogical firm, Ancestry.com, to create a massive scientific database comprising the entire population of the United States in the decennial censuses of 1790 through 1940. The new database will make a permanent and substantial addition to the nation's statistical infrastructure, and will have far-reaching implications for research across the social and behavioral sciences.

The Minnesota Population Center is building on our successful collaboration with Ancestry.com to create a database comprising the entire population of the United States in 1940. This agreement allows us to expand this effort to include data from 1790 to 1930. For these censuses, Ancestry.com has already created a digital index containing key fields that are necessary for their genealogical search tools (geographic information, names, age, sex, race, relationship to household head, marital status, birthplace, etc.). With this arrangement Ancestry.com will transcribe the additional census fields to make the index suitable for scientific research; which includes additional fields for the censuses of 1860 through 1930. Ancestry.com will provide their digital index free of charge, and this represents a substantial component of the complete database.

The Minnesota Population Center is submitting two federal grants to pay for the data transcription. The agreement with Ancestry.com states that this agreement will be modified if the grants are not awarded (in whole or in part). Since 2011, we have received four federal grants related to work on this database and we are optimistic about funding potential.

Submitted by: Steven Ruggles, Minnesota Population Center Director and Regents Professor
50 Willey Hall
225 19th Avenue South
Minneapolis, MN 55455
Phone: 612-624-4081
Fax: 612-626-8375

Approval for this item requested by:



Brian Herman, Vice President for Research

3/12/14

Date

Purchase of Goods and Services \$1,000,000 and over

To Cultural Insurance Services International (CISI) for an estimated amount of \$1,350,000 for international traveler health insurance as needed for the period of August 1, 2014 through July 20, 2019 for Global Programs and Strategy Alliance (GPS Alliance).


The GPS Alliance is responsible for providing the international traveler health and security insurance as mandated to students, staff and faculty traveling overseas on University business.

Through a competitive bid process, CISI provided the best price and coverage options for the contract period as well as a guaranteed premium with no increase for the first two years of the contract. CISI will provide international health coverage, health evacuation, repatriation, accidental death insurance in addition to security services and evacuation. This is the first year of the contract with an additional four one-year options to renew for an approximate yearly cost of \$270,000.

The insurance coverage will be purchased by GPS and the education abroad units across the University system on behalf of the travelers who will be billed through EFS for the insurance as part of a comprehensive program fee or as a stand-alone cost. The units will experience only a pass-through of the money, thus this contract will be self-supporting and self-sustaining.

Submitted by: Stacey Tsantir, International Health, Safety and Compliance Director
Global Programs and Strategy Alliance
100 University International Center
331 17th Ave SE
Minneapolis, MN 55414

Approval for this item requested by:


Meredith McQuaid
Associate Vice President & Dean
Global Programs and Strategy Alliance

3/11/14
Date

Purchase of Goods and Services \$1,000,000 and over

To Minneapolis VA Medical Center for \$1,047,244 for technical services as needed through July 31, 2017 for the Division of Health Policy and Management, School of Public Health.

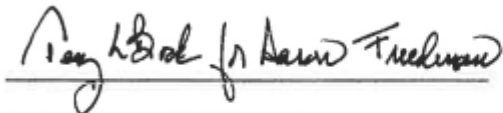
The Division of Health Policy and Management is administering a research study, Minnesota Evidence Based Practice Center (MN EPC), funded by the Agency for Healthcare Research and Quality (AHRQ), for which specific skilled services are needed. Staff at the Minneapolis VA Medical Center are needed to conduct systematic literature reviews, data analyses and complex meta-analysis including database development, literature searches, data abstraction, data analyses and technical writing.

This AHRQ contract is the third competitive renewal. Faculty and staff at the U of MN have worked closely with faculty and staff at the Minneapolis VA Medical Center since the original award in 2002. The core infrastructure for the MN EPC is comprised of faculty and staff from both organizations. The AHRQ project was awarded based upon the specific staff expertise/infrastructure offered by the two collaborating research institutions.

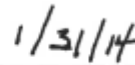
The funds for this purchase are coming from sponsored project's budget.

Submitted by: Patricia Homyak
Rm D382 Mayo, MMC 729
Mpls Campus
Phone: 612-624-6162
Fax: 612-624-8448
Email: homya001@umn.edu

Approval for this item requested by:



VP or Exec. VP Signature



Date



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Board of Regents Policy: *Student Representatives to the Board of Regents*

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: Regent Richard Beeson

Purpose & Key Points

To consider proposed amendments to Board of Regents Policy: *Student Representatives to the Board of Regents*. These changes seek to ensure that each student representative understands his/her role and is prepared to effectively present the student voice to the Board; reinforce a culture of professionalism and responsibility through clear expectations; and align Board policy with current practices.

Since language has been significantly rearranged and revised, a “clean” copy of the policy is included in the docket materials rather than a strike through version. The existing policy can be reviewed at: <http://regents.umn.edu/policies/index>

Summary of proposed changes:

- Lists a clear set of duties for the student representative position.
- Establishes a requirement that, at time of selection, student representatives have a 2.5 cumulative GPA and be enrolled as full-time, degree-seeking students. NOTE: Following the Board’s review in February, student feedback led to two modifications in this section. First, language was added to clarify that the criteria apply only at time of selection. Second, the cumulative GPA requirement was reduced from 3.0 to 2.5, which reflects greater inclusivity while also ensuring that students who commit to this role – and miss classes because of it – have a cushion to avoid academic probation (which is triggered if they fall below 2.0).
- Outlines a list of attributes that ideal student representatives will possess.
- Aligns the term of office for student representatives with the meeting calendar of the Board, and establishes term limits. Since the student representative program was created in 1971, no student has served more than two terms. This limit will codify current practice while ensuring that the Board continues to hear from a broad cross-section of student voices.

- Clarifies procedures for electing the chair and vice chair, and establishes their roles and responsibilities.
- Sets expectations for attendance and time commitment, and clarifies practices concerning absences, vacancies, and removals.
- Eliminates the position of alternate student representative. This change supports greater stability in the student representative cohort so the students get to know the Regents and are able to follow issues throughout the year. Since Board meetings are open to the public, other students are always welcome to attend meetings and sit in the audience.
- Removes outdated language and improves overall readability of the policy.

Background Information

Board of Regents Policy: *Student Representatives to the Board of Regents* was last amended on September 9, 2011 to add a student representative position for the Rochester campus. Technical changes were made to the policy on August 21, 2013 to reflect the Board's new committee structure.

The policy was included as part of the 2013-14 Policy Review Work Plan received by the Board of Regents on July 10, 2013. Proposed amendments were reviewed by the Board of Regents on February 14, 2014 and have been consulted with current student representatives, student association leaders on each campus, and the Student Senate Consultative Committee.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 1 of 3

Board Operations

**STUDENT REPRESENTATIVES TO
THE BOARD OF REGENTS**

Adopted: July 13, 1973

Amended: July 9, 1976; December 8, 1989; May 8, 1992; February 12, 1999; March 12, 2004; February 10, 2006; March 13, 2009, September 9, 2011

Technical Change: August 21, 2013

Supersedes: (see end of policy)

DRAFT for action March 28, 2014

**STUDENT REPRESENTATIVES TO THE
BOARD OF REGENTS**

SECTION I. ROLE AND DUTIES.

The role of student representatives to the Board of Regents (Board) is to present the student voice to the Board as it fulfills its governance responsibilities. Student representatives do this through semester reports and as non-voting members of the Board's standing committees.

Student representatives have the following duties:

- Attend all meetings of the student representatives;
- Prepare for and participate in all regular meetings of assigned Board committees;
- Observe Board committee meetings when not participating on an assigned committee;
- Observe meetings of the full Board whenever possible; and
- Contribute ideas, time, and expertise toward the team effort to successfully develop and deliver semester reports to the Board.

The student representatives are an important part of the University's shared governance process.

SECTION II. REPRESENTATION AND SELECTION.

Subd. 1. Representation. There will be eight student representatives. Four students will be selected from the Twin Cities campus and one student each from the Crookston, Duluth, Morris, and Rochester campuses.

Of the Twin Cities representatives, at least one student must be a member of the Graduate and Professional Student Assembly (GAPSA) and at least two students must be members of the Minnesota Student Association (MSA).

Subd. 2. Selection Process. The four student representatives from the Twin Cities campus will be selected by GAPSA and MSA. The four student representatives from the Crookston, Duluth, Morris, and Rochester campuses will be selected by the Crookston Student Association, University of Minnesota Duluth Student Association, Morris Campus Student Association, and Rochester Student Association.

Policies for student representative selection shall be created by the relevant student group but will include the criteria for selection outlined in this policy.

Subd. 3. Selection Criteria. At time of selection, student representatives must be full-time, degree-seeking students (as defined by the University) and have at least a 2.5 cumulative GPA.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 2 of 3

Board Operations

**STUDENT REPRESENTATIVES TO
THE BOARD OF REGENTS**

Adopted: July 13, 1973

Amended: July 9, 1976; December 8, 1989; May 8, 1992; February 12, 1999; March 12, 2004; February 10, 2006; March 13, 2009, September 9, 2011

Technical Change: August 21, 2013

Supersedes: (see end of policy)

DRAFT for action March 28, 2014

Ideal student representatives will possess the following attributes:

- Ability to set aside parochial interests and articulate the student voice on the widest array of student concerns;
- Willingness to collaborate with other students to produce timely and impactful student representative reports;
- Ability to think strategically about issues before the Board and articulate questions or comments in a formal meeting setting;
- Reliability and follow-through; and
- Understanding of or willingness to learn about University governance.

Subd. 4. Term of Office. Student representatives must be selected during the spring semester of each year. They assume office September 1 of that year and serve through June 30 of the next year, or until replaced.

Student representatives may serve no more than two terms.

Subd. 5. Orientation. The Board Office will provide an orientation for incoming student representatives prior to their participation in a Board of Regents meeting. Orientation is required for every student representative.

SECTION III. LEADERSHIP.

Subd. 1. Leadership Elections. During orientation, the student representatives must elect a chair and a vice chair. Officer terms are September 1 of the election year through June 30 of the following year.

Each campus is limited to one leadership position in a given term. Leadership positions are elected by secret ballot and require a simple majority. The Board Office will coordinate leadership elections.

Subd. 2. Responsibilities of the Chair. The chair serves as the representatives' main point of contact with the Board Office; determines all committee assignments; leads each meeting of the student representatives; determines and records excused and unexcused absences; assigns replacement representatives in cases of absence; coordinates development of semester reports to the Board; determines who delivers each report; and responds to all media inquiries on behalf of the student representatives.

The vice chair serves as chair in the chair's absence.

SECTION IV. ABSENCES, VACANCIES AND REMOVAL.

The effectiveness of the student representatives group is hindered by absences and mid-year vacancies. Student representatives are expected to commit the time necessary to attend all regular meetings of the Board's committees during their term of office.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 3 of 3

Board Operations

**STUDENT REPRESENTATIVES TO
THE BOARD OF REGENTS**

Adopted: July 13, 1973

Amended: July 9, 1976; December 8, 1989; May 8, 1992; February 12, 1999; March 12, 2004; February 10, 2006; March 13, 2009, September 9, 2011

Technical Change: August 21, 2013

Supersedes: (see end of policy)

DRAFT for action March 28, 2014

Subd. 1. Absences. Advance notice to the chair of the student representatives is required for any absence. Each cohort of student representatives will determine the amount of notice required for an absence to be excused.

Any unexcused absence or two or more excused absences shall be considered grounds for removal from the student representatives program.

In the event of an absence that leaves a committee with only one student representative, the chair of the student representatives will assign another representative to fulfill the responsibilities of the absent representative for that committee meeting.

Subd. 2. Vacancies. In the event of a vacancy lasting no more than two consecutive committee meetings, the chair of the student representatives will assign a current student representative to fulfill the vacated committee assignments. If at least three committee meetings remain in the unexpired term, a replacement must be selected by the selecting body to serve the remainder of the term.

Subd. 3. Removals. A student representative may be removed for absences or nonperformance of duties by a two-thirds majority vote of the student representatives and concurrence from the selecting body, or in accordance with actions by or procedures of the student group that selected the student representative.

SECTION V. BOARD MEETINGS.

Subd. 1. Committee Assignments. Two representatives will be assigned by the chair of the student representatives to each of the following committees of the Board: Audit, Academic and Student Affairs, Facilities and Operations, Faculty and Staff Affairs, and Finance.

Student representatives will be assigned to standing committees of the Board only.

Subd. 2. Docket Materials. Student representatives are responsible for obtaining and reading relevant docket materials before each meeting.

Subd. 3. Voting. Student representatives are non-voting committee members.

Subd. 4. Reports. Student representatives may present a report to the Board each semester. The Board Office must approve all report topics and the methods for collecting data or requesting information. The Board Office will review each semester report before it is included in the docket, and has the authority to edit any portion of the report.

Subd. 5. Expense Reimbursement. Expenses of student representatives related to Board meetings will be reimbursed by the Board Office in accordance with existing University expense policies and Board Office guidelines.

Supersedes: The Role of Alternates dated February 11, 1977; Student Representatives to the Board of Regents dated December 8, 1989; Student Representative to the Committee of the Whole dated December 9, 1977; and Twin Cities Representatives dated December 10, 1976.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Board of Regents Policy: *Namings*

Review **Review + Action** **Action** **Discussion**

This is a report required by Board policy.

Presenters: Regent Richard Beeson

Purpose & Key Points

To consider proposed amendments to Board of Regents Policy: *Namings*. These changes add language to guide consideration of namings involving Regents or Regents Emeriti.

Summary of proposed changes:

- ***Honorary Namings:*** Buildings and other significant University assets may be named in honor of a Regent Emeritus, no sooner than one year following service on the Board. A special committee will consider any such namings and forward its recommendations to the Board of Regents for final action.
- ***Namings Associated with Gifts or Sponsorships:*** Buildings and other significant University assets may be named to recognize a gift from a Regent or Regent Emeritus. A special committee will consider any such namings and forward its recommendations to the Board of Regents for final action.

Background Information

Board of Regents Policy: *Namings* was adopted on June 11, 2010.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 1 of 6

Administrative

NAMINGS

Adopted: June 11, 2010

DRAFT for review March 28, 2014

NAMINGS

SECTION I. SCOPE.

The policy governs the namings of significant University of Minnesota (University) assets, including (1) honorary namings (Section IV); (2) namings associated with gifts or sponsorships (Section V); and (3) other namings (Section VI).

SECTION II. GUIDING PRINCIPLES.

- (a) Naming for an individual or organization is an honor that forges a close link between the individual or organization and the University. As such, it is critically important that the integrity, history, behavior, and reputation of the named individual or organization be consistent with the academic mission and values of the University.
- (b) The University shall ensure that namings preserve the long-standing traditions, values, culture, and prestige of the University.
- (c) Namings as part of sponsorship agreements shall be consistent with the University's reputation and core values and the highest standards for business and financial integrity.
- (d) The University shall maintain a consistent, coordinated, and transparent approach to naming that reflects the University's consultative and collaborative decision-making process, ensures the proper review and approval of all naming proposals, and preserves confidentiality consistent with applicable law.
- (e) The University shall ensure coordination between: (1) the institution and recognized University foundations; and (2) fund-raising and academic units in order to maintain alignment of institutional and development priorities and compliance with University policies and procedures.

SECTION III. DEFINITIONS.

Subd. 1. Significant University Assets. *Significant University assets* shall mean tangible or intangible resources of the University that are of significant prominence or visibility. Assets include but are not limited to the following: colleges and schools; University-level academic programs, centers, and institutes; lectureships, fellowships, professorships, and chairs; and buildings, significant portions of buildings, grounds, physical structures, streets, and areas.

Subd. 2. Donor. *Donor* shall mean a person or entity transferring money or other property to the University or one of its recognized foundations in connection with a naming, whether or not the donor is the subject of the naming.

Subd. 3. Gift. *Gift* shall mean a transfer of, or promise to transfer, money or other property to the University without reciprocal benefit to the donor.

Subd. 4. Sponsor. *Sponsor* shall mean a person or entity entering into a sponsorship.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 2 of 6

Administrative

NAMINGS

Adopted: June 11, 2010

DRAFT for review March 28, 2014

Subd. 5. Sponsorship. *Sponsorship* shall mean a contract involving the provision of funds or other support with the expectation of public acknowledgement or promotional opportunity.

Subd. 6. Street. *Street* shall mean any private road or driveway as defined in the *Regents of the University of Minnesota Traffic Regulations Ordinances*.

SECTION IV. HONORARY NAMINGS.

Significant University assets may be named in honor of an individual or a non-University entity to recognize service, dedication, or meritorious contributions to the institution when the naming is not associated with a gift or sponsorship.

Subd. 1. Naming of Colleges, Schools, and University-Level Academic Programs. These assets may be named in honor of an individual or non-University entity.

- (a) **Approval.** The Board of Regents (Board) reserves to itself authority to name, rename, or revoke the honorary naming of these assets.
- (b) **Management.** The Senate All-University Honors Committee (Honors Committee) manages the process and submits recommendations to the president, who recommends namings to the Board.

Subd. 2. Naming of Departmental Chairs A departmental chair may be named in honor of an individual.

- (a) **Approval.** The president or delegate approves this naming, with concurrence of departmental chairs.
- (b) **Management.** The relevant unit manages this naming process.

Subd. 3. Naming of Buildings and Other Significant University Assets. Buildings and other significant University assets may be named in honor of an individual or non-University entity. A building may be named for a person still living who has left the service of the University.

- (a) **Approval.** The Board of Regents (Board) reserves to itself authority to name, rename, or revoke the honorary naming of buildings and other significant University assets.
- (b) **Management.** The Honors Committee manages the process and submits recommendations to the president, who recommends namings to the Board.

Subd. 4. Namings of Buildings for Past Presidents. The University may name buildings for past presidents. Consideration of a naming shall take place after a president's association with the University has ended, usually between one and five years following service.

- (a) **Approval.** The Board of Regents (Board) reserves to itself authority to name, rename, or revoke the naming of buildings for past presidents.
- (b) **Management.** The chair of the Board convenes a committee with representatives from the Board, the Faculty Consultative Committee, and the Honors Committee to develop a recommendation. This recommendation shall be forwarded to the Honors Committee for information prior to submission to the Board for final action.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 3 of 6

Administrative

NAMINGS

Adopted: June 11, 2010

DRAFT for review March 28, 2014

Subd. 5. Naming for Regents Emeriti. Buildings and other significant University assets may be named in honor of a Regent Emeritus. Consideration of an honorary naming shall take place after a Regent's association with the University has ended, no sooner than one year following service.

- a) **Approval.** The Board reserves to itself authority to name, rename, or revoke the naming of buildings and other significant University assets for Regents Emeriti.
- b) **Management.** When a Regent Emeritus is under consideration for an honorary naming, a special committee, chaired by the chair of the Honors Committee, shall be convened to review the naming proposal. The special committee shall include the chair of the Board; the senior vice president for academic affairs and provost; and the chief of staff in the Office of the President. This recommendation shall be forwarded to the Honors Committee and the president for information prior to submission to the Board for final action.

Subd. 65. Naming of Separate Building Parts. Separate building parts that are not significant University assets may be named in honor of an individual or a non-University entity. An independent committee of the relevant academic or administrative leadership and building occupants shall manage and approve the namings.

SECTION V. NAMINGS ASSOCIATED WITH GIFTS OR SPONSORSHIPS.

Significant University assets may be named for individuals or non-University entities to recognize significant gifts or as part of a sponsorship. Colleges, schools, academic programs, centers, or institutes are not usually named for commercial entities; if the name of a commercial entity is to be considered, board approval is required.

Subd. 1. Naming of Endowed Lectureships, Fellowships, Professorships, and Chairs. The University seeks and welcomes private financial support for endowed lectureships, fellowships, professorships, and chairs, which provide scholars a continuous and reliable source of support to pursue their research and teaching. Awards established in these categories shall typically carry the name of the donor, of a person or institution designated by the donor, or of a person in whose name the University seeks funds to endow the award.

- (a) **Approval.** The president or delegate approves the naming of a lectureship, fellowship, professorship, or chair.
- (b) **Management.** The relevant department or college establishes and manages the process for lectureships, fellowships, professorships, and chairs. Proposals to establish one of these institutional awards shall specify the conditions of the naming, the activities to be supported by the gift or sponsorship, and the amount of the endowment or the annual level of funding.
- (c) **Candidates.** The University shall have sole authority to appoint the holders of lectureships, fellowships, and chairs.
- (d) **Provisions.**
 - (1) **Restrictions on the Use of Title.** Lectureships, fellowships, professorships, and chairs shall not include such terms as *University*, *distinguished*, or the title *Regents Professor*. These titles are conferred only by the Board.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 4 of 6

Administrative

NAMINGS

Adopted: June 11, 2010

DRAFT for review March 28, 2014

(2) Level of Endowment.

- (i) **Endowment for Chairs.** A permanent chair may be established when \$2,000,000 or more has been placed in an endowment that provides in perpetuity the annual funds needed for support. Alternatively, a chair also may be established if a minimum of \$200,000 per year of expendable funds is made available for at least ten years.
- (ii) **Endowment for Professorships.** The combination of salary and endowment shall be sufficient to provide salary and fringe benefits for the recipient, staff support, travel, and other expenses. Professorships require a minimum of \$1,000,000 in permanent endowment or a minimum of \$100,000 per year of expendable funds for ten years.
- (iii) **Endowment for Faculty Fellows.** Faculty fellows require a minimum of \$500,000 in permanent endowment or a minimum of \$50,000 per year of expendable funds for ten years.
- (iv) **Other Named Endowments and Awards.** The titles of lectureships, scholarships, or other named awards may be used for gifts of less than \$500,000 in permanent endowment or \$50,000 a year for ten years. A minimum award in this category would provide at least \$1,000 per year for ten years.

Subd. 2. Naming of Colleges, Schools, Buildings, and Other Significant University Assets. These assets may be named to recognize gifts or as part of a sponsorship. No commitment regarding namings associated with gifts or sponsorships shall be made to the donor or sponsor prior to the applicable University review and approval.

- (a) **Consultation.** Prior to entering into substantive discussions or making an oral or written commitment regarding a naming to a donor or sponsor, any individual acting on behalf of the University or a recognized University foundation shall (1) inform the donor or sponsor of this policy; (2) consult with the president to determine whether the naming opportunity requires the review and approval process outlined below; and (3) consult with the recognized University foundations as appropriate to determine whether the proposed naming meets the guidelines of the recognized University foundations.
- (b) **Review.** A standing naming committee, with two representatives from the Honors Committee, representatives from the recognized University foundations, and relevant academic and administrative officers, shall review naming proposals and submit recommendations to the president. The president recommends namings to the Board.
- (c) **Approval.** The Board reserves to itself authority to name, rename, or revoke the naming of colleges, schools, buildings, and other significant University assets.
- (d) **Management.** For gifts, the recognized University foundations shall maintain guidelines to implement this policy in order to ensure consistency in the size of gifts relative to the significance of the asset being named. For sponsorships, the president or delegate shall ensure the consistency of the size of the sponsorship agreement relative to the overall significance of the asset to be named.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 5 of 6

Administrative

NAMINGS

Adopted: June 11, 2010

DRAFT for review March 28, 2014

Subd. 3. Naming for Regents or Regents Emeriti. Buildings and other significant University assets may be named to recognize a gift from a Regent or Regent Emeritus.

- a) **Approval.** The Board reserves to itself authority to name, rename, or revoke the naming of buildings and other significant University assets for Regents or Regents Emeriti.
- b) **Management.** When a Regent or Regent Emeritus is under consideration for a naming associated with a gift, a special committee, chaired by the chief of staff in the Office of the President, shall be convened to review the naming proposal. The special committee shall include the chair of the Board, or the vice chair if the proposed naming is for the chair; the senior vice president for academic affairs and provost; the president of the University of Minnesota Foundation; and the chair of the Honors Committee. This recommendation shall be submitted to the Board for final action.

Subd. 4.3. Other Namings Associated with Gifts or Sponsorships. University assets not covered by the definition in Section III., Subd. 1., may be named to recognize gifts or as part of a sponsorship.

- (a) **Approval.** The president or delegate shall approve the naming of these assets.
- (b) **Management.** Recognized University foundations shall manage the process for the naming of these assets and maintain guidelines and criteria for these namings.

SECTION VI. OTHER NAMINGS.

This section shall govern the naming of significant University assets when the name is not in honor of an individual or non-University entity and the naming is not associated with a gift or sponsorship.

Subd. 1. Naming of Colleges and Schools. A college or school may be named to reflect the relevant academic discipline.

- (a) **Approval.** The Board reserves to itself authority to name, rename, or revoke the naming of colleges and schools.
- (b) **Management.** The president or delegate recommends namings of colleges and schools to the Board.

Subd. 2. Naming of Buildings, Significant Portions of Buildings, Grounds, Physical Structures, Areas, or Streets. These assets may be named to describe the academic or administrative purpose of the asset or to reflect a symbolic meaning appropriate for the asset.

- (a) **Approval.** The Board reserves to itself authority to name, rename, or revoke the naming of buildings, significant portions of buildings, grounds, physical structures, areas, or streets.
- (b) **Management.** The Honors Committee manages the process for the naming of buildings, significant portions or buildings, grounds, physical structures, areas, or streets and submits recommendations to the president. The president recommends namings to the Board.
- (c) **Working Titles.** The president or delegate may provide a working title for buildings, significant portions of buildings, grounds, physical structures, areas, or streets during planning and construction and prior to official naming by the Board.



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 6 of 6

Administrative

NAMINGS

Adopted: June 11, 2010

DRAFT for review March 28, 2014

SECTION VII. RENAMINGS AND REVOCATION.

Subd. 1. Renamings. The University reserves the right to rename any named asset of the University. Renamings shall be consistent with the review and approval process for namings.

Subd. 2. Revocation. The University reserves the right to revoke a naming if for any reason it presents risk or harm to the reputation of the University, or if the intent of a gift or the terms of a sponsorship associated with the naming cannot be fulfilled. For all namings requiring Board approval, the Board reserves the right to revoke them. Other namings may be revoked by the president or delegate.

SECTION VIII. IMPLEMENTATION.

Subd. 1. Legal Review. All gift agreements or contracts involving a naming must be reviewed by the Office of the General Counsel prior to approval.

Subd. 2. Administration. The president or delegate shall establish and maintain administrative policies and procedures to implement this policy.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Strategic Planning Update

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: Senior Vice President for Academic Affairs and Provost Karen Hanson

Purpose & Key Points

As follow up to the December 13, 2013, presentation to the Board of Regents, Senior Vice President and Provost Karen Hanson will provide an update regarding the strategic planning progress to date on the Twin Cities campus. Hanson will share with the Board, in draft form, four goals that support the strategic plan:

1. Build a University where grand societal challenges are addressed.
2. Support excellence and, with intention, reject complacency.
3. Exemplify a culture of permeability and reciprocal engagement that provides value to the community.
4. Aggressively recruit, retain, and promote field-shaping researchers and teachers.

These goals will inform the primary action steps that will move the University's strategic plan forward, and therefore require Board input and engagement at this stage in the planning process.

Background Information

In September 2013, President Kaler launched a strategic planning process for the Twin Cities campus. He then named and charged a strategic planning workgroup to develop the plan framework: mission, vision, values, goals, and strategies.

During a work session in October 2013, the Board identified a number of challenges and opportunities facing the University. In December 2013, Hanson presented the Board with draft vision, values, foundational commitments, and guiding principles language; vision language has been subsequently enhanced and will be presented at the March 2014 meeting. The University's tripartite mission of research and discovery, teaching and learning, and outreach and public service remains as last amended in 2008 in Board of Regents Policy: *Mission Statement*.

In addition, a number of surveys and consultation sessions with both internal and external groups have enriched the planning process to date: Workgroup members facilitated sessions and have shared the emerging plans with their colleagues; the President and Provost met with the UMAA and UMF boards as well as other internal and external constituents; and the President shared the draft goal areas at his March 6, 2014, State of the University address.

This item will provide the Board with a deeper understanding of the strategic planning goal areas, their interconnectedness, and a detailed overview regarding the next phases of planning and implementation.



UNIVERSITY OF MINNESOTA

Strategic Planning Update

*Pre-eminent in solving the grand challenges
of a diverse and changing world*

*Karen Hanson
Senior Vice President for Academic Affairs and Provost*

TODAY'S DISCUSSION

- Progress since last meeting
- Timetable
- Strategic Goals
- Next Steps

UNIVERSITY OF MINNESOTA MISSION

The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation and the world.

The University's mission carried out on multiple campuses and throughout the state is threefold:

- Research and Discovery
- Teaching and Learning
- Outreach and Public Service

From the University of Minnesota Board of Regents Policy, last amended 2008.

UNIVERSITY OF MINNESOTA VALUES

FOUNDATIONAL COMMITMENTS

- To **academic freedom**, supporting open intellectual inquiry and free expression and meeting the responsibilities entailed by such freedom
- To **trustworthiness and honesty**, maintaining individual and institutional integrity in all we do
- To **respect** for each individual
- To **diversity and inclusion**
- To **public engagement**, partnering with our communities locally, nationally, and across the world
- To **excellence** in the fulfillment of our mission

GUIDING PRINCIPLES

- We collaborate, consult and cooperate
- We encourage bold, innovative and creative responses to the challenges of today and tomorrow
- We promote access to our teaching, research and service
- We are accountable to the State of Minnesota, to our publics, and to one another for the fulfillment of our mission, demonstrating that we are responsible stewards of public funding and public trust

MANAGING THE PROCESS



Strategic Planning Update



VISION

The University of Minnesota – Twin Cities will be pre-eminent in solving the grand challenges of a diverse and changing world

In pursuit of this vision we will:

Use our depth and breadth to capitalize on our exceptional students, faculty, staff and on our location in a vibrant metropolitan setting to generate and disseminate new knowledge and insights.

Create an educated populace able to identify, understand, and solve demanding problems.

Leverage the power of divergent paths to knowledge and creativity in order to address grand challenges.

Partner with the communities and people of the state of Minnesota to benefit the common good.

GOALS THAT SUPPORT OUR VISION

1. Build an exceptional University where grand societal challenges are addressed.

- a. Educate, cultivate, and empower leaders to foster institutional and societal change
- b. Target resources that will build capacity to harness the University's depth and breadth to address these grand challenges
- c. Prepare students who can uniquely contribute to solving grand societal challenges
- d. Transform curricula in a way that combines grand challenges with disciplines
- e. Coordinate and leverage research in institutionally cross-cutting areas of strength

GOALS THAT SUPPORT OUR VISION

2. Support excellence and, with intention, reject complacency.

- a. Establish incentives for creative disruption and accept productive tension
- b. Increase efforts to empower individual initiatives
- c. Streamline rules and regulations
- d. Measure and set goals for meaningful diversifying experiences

GOALS THAT SUPPORT OUR VISION

- 3. Establish a culture of reciprocal engagement, capitalizing on our unique location.**
 - a. Better leverage our location for the mutual benefit of the University and the community; contribute to and benefit from a vibrant and enriching economic, creative, social and intellectual environment
 - b. Clearly define and embrace what it means to be a land-grant research university in the 21st century

GOALS THAT SUPPORT OUR VISION

- 4. Aggressively recruit, retain, and promote field-shaping researchers and teachers.**
 - a. Build a pipeline to recruit and retain the best and brightest field-shaping teachers and researchers
 - b. Support their work with needed infrastructure and a culture of high expectations
 - c. Reduce barriers to productive transdisciplinarity and advance transinstitutional partnerships
 - d. Accelerate transfer of knowledge for the public good

PHASE TWO: CREATING ACTION PLANS

Five issue groups will drive the plan.

1. Grand Challenges Research

- How does the University apply its research toward solving grand societal challenges?

2. Grand Challenges Curriculum

- What does it take for the University to build a curriculum focusing on solving society's grand challenges?

3. Reject Complacency

- How does the University change the culture in ways that support excellence and, with intention, reject complacency?

4. Engagement

- How does the University better leverage its location and establish a culture of reciprocal engagement for the mutual benefit of the University and the community?

5. Faculty

- How do we go about aggressively recruiting and retaining field-shaping faculty and researchers? How does transdisciplinarity shape our institutional planning in the arena of faculty responsibilities?

BUILDING OUT THE ISSUE GROUPS

Grand Challenges Curriculum	Grand Challenges Research	Faculty	Engagement	Reject Complacency
Co-Leads:	Co-Leads:	Co-Leads:	Co-Leads:	Co-Leads:
Issue Team:	Issue Team:	Issue Team:	Issue Team:	Issue Team:
Staff Support:	Staff Support:	Staff Support:	Staff Support:	Staff Support:
Facilitator:	Facilitator:	Facilitator:	Facilitator:	Facilitator:



CHARGE TO ISSUE TEAMS

BY MAY 1, 2014

1. Convene your team.
2. Review the information in the strategic plan outline that relates to your issue.
3. Create a clear definition for the issue.
4. Identify evidence that supports the issue you have defined.
5. Identify the challenges the University must overcome as it addresses the issue.
6. Describe how the issue is affecting the University today.
7. Identify the ideal state of the University once the issue is resolved.
8. Draft a document that captures the information above (using the templates and format that will be provided).

MAY 5, 2014

1. Present the findings of your group to the Strategic Planning Team.
2. Make note of recommended changes and comments.

BY JUNE 1, 2014

1. Identify the action steps that will be necessary to execute.
 - Resources required
 - Priority and timing
 - Who owns the action
 - Success metrics
2. Draft a document that captures the information above (using the templates and format that will be provided).



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March 28, 2014

Agenda Item: Trends in Higher Education Food & Agricultural Programs

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: Karen Hanson, Senior Vice President for Academic Affairs and Provost
Interim Dean Brian Buhr, College of Food, Agricultural & Natural Resource Sciences (CFANS)
Mike Reese, Director of Renewable Energy, West Central Research and Outreach Center, Morris
Becky Masterman, Entomologist and Coordinator, Bee Research and Outreach
James Bradeen, Professor and Department Head, Plant Pathology
Gabe Gusmini, R&D Director - Long Term Research, Crop Science, PepsiCo

Purpose & Key Points

A grand challenge of agricultural and natural resource sustainability and food security remains: How can food security be ensured for a global population of 9 billion while ensuring the sustainability of natural resources for future generations? This presentation and discussion will focus on four key challenges:

1. Sustaining agricultural productivity.
2. Sustaining natural resources and biodiversity.
3. Assuring a safe, secure and nutritious food supply.
4. Next-generation professional talent development.

CFANS solutions to meet these 21st century challenges include: fully engaging our community and partners; field-changing faculty and researchers; information, genomics and technology; excellence and depth of expertise in crop pest and disease; experiential and multidisciplinary education programming; and global engagement and research.

Interim Dean Brian Buhr will present an overview of these challenges and solutions, which the University is uniquely positioned to address given the breadth and depth necessary for future innovation at the nexus of agricultural productivity, human and animal health, climate and environmental change, and physical, basic and applied sciences. Three faculty/academic staff members will also present related interdisciplinary research and outreach.

Board of Regents: March 28, 2014

Trends in Higher Education: Food & Agricultural Programs

***The Grand Challenge of Agricultural and Natural Resource Sustainability
AND Food Security***

One hundred years ago this week, Norman Borlaug was born on a farm in Iowa. He was born into a world where pests and crop diseases led to worldwide famine and hunger. He used what he learned at the U of M to transform agricultural production and save the lives of a billion people – the Green Revolution.

Since then, the green revolution has given way to the biotechnology revolution. We rely on new techniques to more rapidly advance plant traits to improve yields and increase pest resistance in food crops. Famines have been few, rare and localized.

Five years ago, though, high crop prices and low food stocks led to food riots in both poor and developed countries. We've begun to recognize that along with a technological revolution, our food supply depends on non-renewable, declining resources. And there is a new twist on this old problem: climate change and its impacts on crop productivity, pests and disease.

Our grand challenge remains: How do we assure food security to a global population of 7 billion while assuring the sustainability of our natural resources for future generations?

Challenge 1: Sustaining Agricultural Productivity

Modern agricultural technologies have resulted in tremendous productivity increases. A portion of this productivity arises from new inputs related to crop production that increase yields (e.g., herbicides, pesticides, machinery, fertilizers, etc.) and a significant portion is due to the crop varietal improvements themselves – that is, improved seeds. This increase in productivity makes it possible to feed growing populations that, with growing incomes, demand ever-greater quality and varieties of foods.

However, research by applied economist faculty members Philip Pardey and Jason Beddow has demonstrated that such increases in productivity have been in decline ([see: “Agricultural Innovation: The United States in a Changing Global Reality”](#)) since 1990.

Several factors suggest further declines may be coming:

- Ongoing scientific advancement versus bio-evolutionary pressures from plant and livestock pests and diseases. Recent evidence of this challenge is emerging in Bt resistant corn-borers and Round-up resistant weeds. Almost inevitably as we increase adoption of advanced technologies, we increase selection pressures for resistant biologicals.
- A newer, potentially greater non-biological stress is emerging in the form of global climate changes. Pest and disease geographic ranges and epidemiology are affected by climate zones

and other related atmospheric factors such as moisture, temperature and sunlight. It's uncertain how these complex biotic and abiotic stresses will affect productivity, but adaptation is certainly going to be required to avoid more dramatic losses.

- Perhaps the greatest risk for declining productivity is reduced funding of agricultural research and development by both the public and private sectors in the U.S. We cannot simply assume that our research and development will propel productivity faster than the ever-present evolutionary pressures of biotic and abiotic evolution. Moreover, it takes a long time for innovation to be widely adopted.

Challenge #2: Sustaining our Natural Resources and Biodiversity

Minnesota's diverse landscape supports our abundant water resources, timber and forest resources, and mineral resources, as well as agriculture. The ecology of our landscape is similarly diverse in flora and fauna. But much like agriculture, and often because of agriculture, forestry, mining and drilling, our natural resources are under increasing pressure.

One of the most alarming symbols of the stress on biodiversity is bee colony collapse disorder. Colony collapse involves extreme losses of honey bees. As U of M entomology professor Marla Spivak describes in her recent [TED Talk](#), the causes are not entirely clear, but they may involve a combination of factors, including pesticides used in plants, mite infections, loss of bee-friendly plants, or even electromagnetic devices. Colony collapse disorder demonstrates the sensitivity of insects and other creatures to changes in habitat. Understanding the relationships between fauna and ecosystems will be critical for sustaining our food supply as nearly a third of our food calories come from pollinated fruits and vegetables.

Our biodiversity is also increasingly affected by invasive plant and animal species. These invasive species include pests and diseases of crops (e.g., weeds, fungi, viruses, insects), as well higher organisms such as zebra mussels and Asian carp. Forests can suffer infestations with things such as oak wilt, gypsy moths and the emerald ash borer, to name just a few. The [Minnesota Aquatic Invasive Species Research Center](#) is working on some of these challenges, and a new proposal to the Legislature seeks to expand the work to include Terrestrial Invasive Species.

Forestry issues mirror agricultural issues: invasive species, productivity and product quality. However, the impacts of climate change are compounded in forestry because of the extended growth and life cycles of trees and forest ecology. At the Cloquet Forestry Center, the B4Warmed project seeks to understand the adaptation and impacts of our native boreal forests in response to the warming of the forest floor. Perhaps the best overview of the issues and challenges facing forestry is the [Minnesota Forest Council's Annual Report](#).

Finally, perhaps the most limiting resource will be water. Increasing demands from all uses and the resulting effects on water quality will place increased value on conservation. In 2011, the U of M Water Resources Center identified the top 10 challenges to water sustainability and recommendations for addressing them. The linkages between land use, agricultural use, and renewable and non-renewable fuels (i.e., water use for fracking and in ethanol production) again

create a complex set of interactions that requires research and an objective plan of action to achieve multiple goals for our water resources.

Challenge #3: Assuring a Safe, Secure and Nutritious Food Supply

We must have more than [sustainable productivity](#) to produce enough food. We must also provide safe, secure, and nutritious food. The challenge of feeding over 7 billion people every day stresses the safety and security of our supply chains as we transport, store, process and prepare food for consumers. Proper refrigeration, sanitation and security can be enhanced by advanced packaging technologies, chemical, microbial or natural preservatives and careful handling. This in turn reduces food waste and can contribute to both agricultural and natural resource sustainability.

For years, parents have admonished their children to eat healthier foods to enhance nutrition. Now, however, nutrition science is being combined with behavioral studies to open new paths to better health. For example, the new science of “Flavoromics,” developed and practiced by the Flavor Research and Education Center, helps us understand how to make nutritious foods taste better, so people are more willing to eat them. As a result of better understanding complex taste profiles, it is possible to reduce fat, salt and sugar levels in many processed foods while retaining their flavor.

Just as evolving pathogens can be problems in production systems, challenges to the food supply chain include food-borne pathogens that can sicken or kill people. Sometimes these pathogens originate in the production phases of agriculture (e.g., e. coli or salmonella) and then are passed through the supply chain; other times they originate in the final handling or processing of foods through cross contamination or inadequate sanitation. The Department of Food Science and Nutrition and the National Center for Food Protection and Defense conduct research central to both maintaining food safety and securing the food chain from intentional introduction of pathogens or other contaminants.

Challenge #4: Next Generation Professional Talent Development

Ironically, the population trends that are driving much of the need for science and technological advancements in agricultural, food and natural resources are not resulting in increased numbers of students choosing science and technology careers and entering agro-forestry, food or natural resources (AFNR) fields. As the baby boomers enter retirement, there will be increasing vacancies in key agribusiness, forestry and natural resource related positions and it’s not clear who will fill those positions. A recent USDA survey estimated that the AFNR sector of the economy will generate about 54,000 annual openings for individuals with baccalaureate or higher degrees in food, [renewable energy](#) and environmental specialties, with the vast majority in business and science. A more recent survey of major crop science firms ([CSAW census executive summary](#)) suggests the need is particularly acute in the plant sciences. Success in any of the previous three challenges rests heavily on our success in developing this next generation of professionals in AFNR.

CFANS Solutions: Meeting 21st Century Challenges in AFNR

Solution #1: Fully Engaging our Community and Partners

If we were to draw concentric circles around the College of Food, Agricultural and Natural Resource Sciences (CFANS), our closest circle of partners would include the extraordinary colleges and partners in the University of Minnesota. Our competitive advantage lies in being one of the few colleges of our type integrated with key colleges of biological and physical sciences, working in a context that includes both an academic health center (that itself includes both human and animal health) and the excellent array of liberal arts disciplines that are crucial to understanding the relationship and roles of food and agriculture in society.

The next circle would be grounded on our proximity to the greatest concentration of Fortune 500 agribusiness and food companies and cooperatives anywhere in the world, the extraordinarily diverse urban community with which we can engage to advance nutrition, food safety and urban resource issues, and a supportive state government to advance public engagement and investments.

From a statewide perspective, we are positioned in one of the most resource-rich and diverse landscapes on the planet. CFANS is present in this large circle as well, with geographically unique Research and Outreach Centers that address problems most relevant to their regions of the state, in partnership with colleagues on the Twin Cities and system campuses.

All of these circles offer opportunities for increased relevance of research, as well as potential opportunities for training students and developing the next generation work-force. We have an obligation to engage all communities in our research and innovations as we jointly seek to achieve sustainable agricultural and food productivity, while simultaneously sustaining our natural resources. Our strength of purpose lies in our commitment to this service, and our prospect for solutions lies in our commitment to convening and engaging our constituents.

Solution #2: Field-Changing Faculty and Researchers.

The average age of the population is increasing as the baby boom generation moves toward retirement. In CFANS, nearly 34 percent of our faculty are over sixty. It's clear that we will have significant turnover of our human talent in the next three to ten years. This could have a more significant impact on our medium- and long-term strategies than any other single factor. CFANS is undertaking comprehensive faculty transition planning as a collegiate priority in FY14-15. We will examine the strategic hiring that must occur to address the challenges and evaluate the compensation and research investments that will be necessary to attract these world-class scholars.

Solution #3: Information, Genomics and Technology (Informatics)

Computational capacity has been central to advancements in gene sequencing and mapping.

The next generation of research will include mapping gene interactions as well as phenotypic representation of biological outcomes. The data generated by [robotics](#) and sensors in real time is set to explode. Increasingly, universities and private firms will be partnering in data capture and analytics in order to improve our ability to explain and control variation in complex biological systems. To succeed we must invest in infrastructure as well as faculty, and in training students in “big data” computational and analytical fields.

These developments will also present increased competitiveness and scale issues for farms and businesses, which could lead to renewed outreach and Extension efforts in data analytics for small businesses – a rebirth of traditional business management and operations programs.

With resources provided by the Super Computing Center, our engagement across related disciplines in CSE and CBS, and private sector relationships, CFANS is positioned to tap into this flood of data to advance next-generation technologies and, more importantly, speed their translation to applications in the field that create solutions to the grand challenges.

Solution #4 Excellence and Depth of Expertise in Crop Pest and Disease

CFANS comprises the largest collection of cereal rust scientists in the world, positioning CFANS uniquely to respond to disease threats to the world’s food supply (e.g., the Ug99 stem rust epidemic). U of M cereal rust scientists from multiple CFANS departments have organized the Stakman-Borlaug Center for Sustainable Plant Health—an entity positioned to raise the profile of CFANS and the university and to garner support from national and international sources (e.g., Gates Foundation, USAID, etc.).

In addition, the Department of Applied Economics is home to Harvest Choice, a Gates Foundation-funded project that uses bio-economic modeling to assess the strategic investments necessary to address issues of crop productivity related to pests, disease, and other stressors. The project relies on close collaboration with agricultural plant scientists to model the physical growth functions of crops and crop diseases, nutrient use, and other factors in order to effectively determine where interventions and investments will have the greatest impact on crop productivity and the resulting economic development and food security. The St. Paul campus features both Biosafety Level 2 and Biosafety Level 3 facilities, allowing scientists to safely work with exotic plant pathogens and insects. This facility is rare among U.S. institutions and places U of M researchers at a competitive advantage for funding from national and international agencies.

Solution #5: Experiential and Multidisciplinary Education Programming

This past year, CFANS implemented two new majors – one in Food Systems and the other in Applied Plant Sciences. The Food Systems major uses an interdisciplinary systems approach. In addition, we now include [experiential learning](#) and interdisciplinary requirements across our undergraduate curriculum, recognizing that our grand challenge is complex and requires multiple perspectives on the problems posed. Experiential learning engages our students in solving real-world problems and also [engages our community in students’ training](#).

CFANS has had some early success in eLearning, including online courses as well as an inaugural MOOC. Increasing demands on students as well as our need to be able to deliver courses to non-resident students will mean that we need to explore opportunities for improved pedagogy and access to courses promised by the use of technology-enhanced learning. If we do not do this, it is likely that we will increasingly find students enrolling in online courses with other universities, particularly for introductory courses and professional certificates or accreditations.

Solution #6: Global Engagement and Research

As global economic growth continues, and pressures on resources increase, developing countries will need to advance their agricultural and food systems through technology, to increase food supplies without decimating the landscape and environment.

This phenomenon will create demands and opportunities for CFANS to engage with colleagues [around the world](#) in two-way research and educational programs. At this point, we have successfully developed a cohesive study abroad program, but we must advance our strategic research capacity and our engagement with international development organizations.

CFANS has a long history of international research. We are embarking on a strategy that can deepen our programs by focusing on key strategic regions and institutional partnerships in order to enhance our opportunities to both attract research funding and engage in research that has global implications for environmental, resource and agricultural productivity issues.

Conclusion

A recent *Nature* article contains this comment from ecologist Charles Godfray: “If we fail on food, we fail on everything.” We must also recognize that a failure on food would ultimately rest on a failure to achieve natural resource sustainability.

Much of our inability to progress on both fronts can be attributed to the social and political tension between interests in agricultural, forestry, food production and natural resources. While scientific advances have led to extraordinary increases in productivity, reducing hunger and pressures on natural resources, these advances have also had such consequences as nutrient loading in our water supplies, stresses and extinction of non-target insects and plants, reduction in biodiversity, and fatigue or sterilization of soils. These are readily observable consequences. Harder to imagine are the consequences of the counter-factual; that is, what would have been the consequences of not employing the science and technology at our disposal to advance productivity. Surely the toll on human life, and perhaps civilization, would be immense. So, if we are to succeed in our scientific role, we must also succeed in our ultimate challenge – to advance society by convening the great conversations that must occur to counter the devil’s bargain of food OR natural resources-- to advance the promise of science and technology to provide sustainable solutions for Food, Agricultural AND Natural Resources.

***The Grand Challenge of Agricultural and Natural
Resource Sustainability
AND Food Security***

UMN Board of Regents

March 28, 2014

Brian Buhr

Interim Dean and Director
CFANS and MAES



The Grand AFNR Challenge

How do we provide food, fiber, bio-energy, bio-products AND ecosystem services to expanding populations and economies WHILE sustaining productivity, our natural resources AND advancing a civil, just and prosperous society?



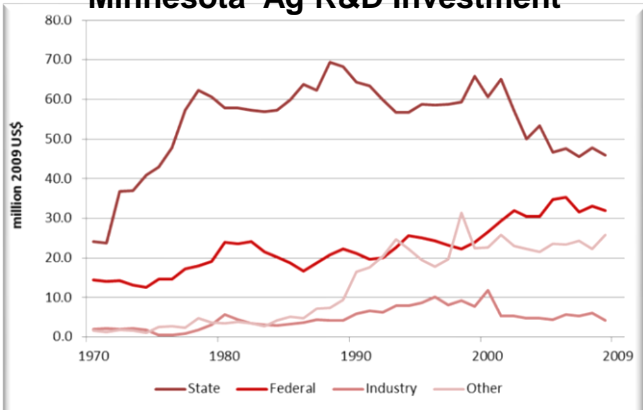
UNIVERSITY OF MINNESOTA

Driven to Discover

143 of 156

Imperative #1: Sustaining Productivity of Agriculture, Food, Forestry, Bio-Products and Bio-energy

Minnesota Ag R&D Investment



Data Source: Philip Pardey, InStePP, Univ. of MN, 2012

Brazilian Soybean Harvest



- Plant Sciences (- omics)
- Entomology (pests)
- Food Science (safety/security)
- Forest Resources
- Animal Science
- Research Outreach Centers
- Plant Pathology (SBC Center)

Herbicide Resistant Weeds

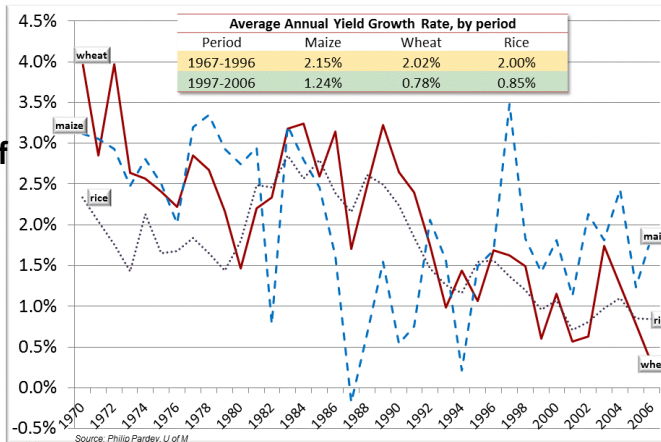


Soil Erosion

Emerald Ash Borer



Trends in Growth of Crop Productivity



Source: Philip Pardey, U of M



UNIVERSITY OF MINNESOTA

Driven to Discover

...AND #2: Biodiversity and Ecological Systems



Bee Colony Collapse



Asian Carp



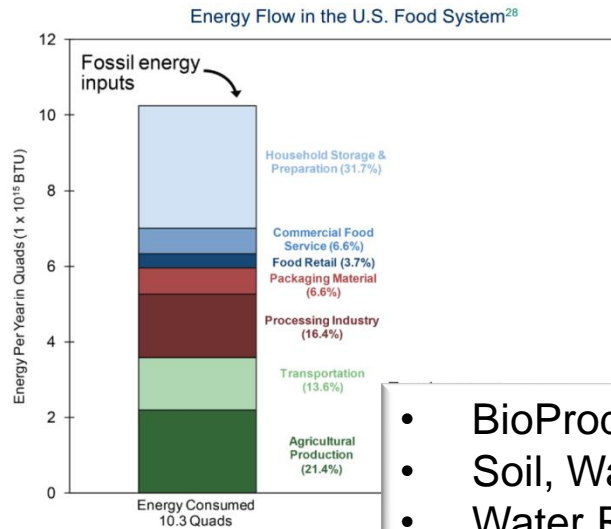
B4Warmed

- Bee Lab
- Aquatic Invasive Species
- Terrestrial Invasive Species
- Forest Ecology (B4Warmed)
- Fisheries Wildlife Cons Bio
- Agronomy (Forever Green)
- Horticulture (Science of Green)
- Bell Museum (Species Collections)

Interactions of Managed and Natural Landscapes



...AND #3: Renewable Energy, Climate and Water Resources



Source: U of Michigan Center For Sustainable Systems

Wind Into Fertilizer



Water Quality



- BioProducts & BioSystems Eng.
- Soil, Water, Climate
- Water Resource Center

Collaboration:

- BioTechnology Institute (CBS)
- Civil Engineering (CSE)
- Earth Sciences (CSE)



Climate Change



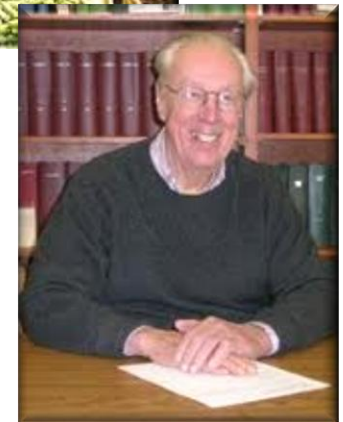
UNIVERSITY OF MINNESOTA

Driven to Discover

.. AND #4: Applied Economics and AFNR Education

Famine Cause	Deaths
Drought	37.2 million (9 events)
Conflict	14.9 mill. (5 events)
Conflict & Drought	15 mill. (9 events)
Policy &/or Drought	3.9 mill (4 events)

50% of famine deaths involve policy or conflict



Regents Professor Ruttan

- Applied Economics
 - Agricultural Education, Leadership and Communications
 - MCEE – Mn. Council Econ. Ed.
- Collaborations:
- School of Public Health
 - Humphrey School
 - MN Pop. Center
 - CSOM
 - CEHD, CLA (too numerous)



UNIVERSITY OF MINNESOTA

Driven to Discover

College of Food, Agricultural
AND
Natural Resources

*“If we fail on food,
we fail on everything.”*

Ecologist Charles Godfray



University of Minnesota Stakman-Borlaug Center (SBC) for Sustainable Plant Health



Elvin Stakman



Norman Borlaug

Inspired by the scientific and humanitarian contributions of EC Stakman and NE Borlaug

SBC pursues transformative educational activities and translational research that:

- enhance global food security
- improve ecosystem health
- better human lives

With InSTePP in Applied Economics includes:

- multi-disciplinary rapid response to crop pests, diseases.
- local and global research and training.
- bio-economic modeling expertise to guide global crop production investment and policy decisions.



UMN SBC / PepsiCo Partnership

Fast Forward Plant Improvement

Local Research & Workforce Development – Global Impact

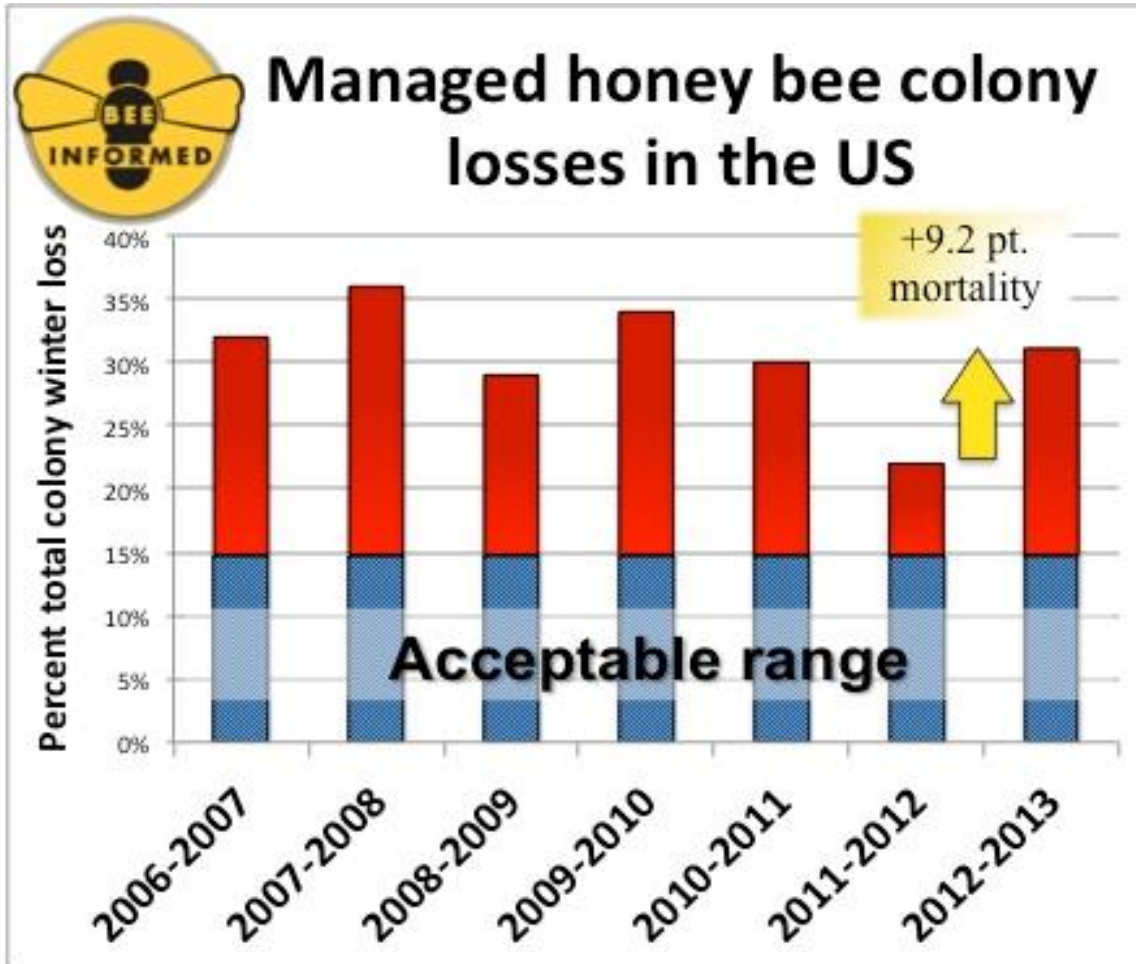


Gene bank collections of Crop Wild Relatives are genetic treasure troves for adaptation of plants to the changing global climate, expanding human population, and ever changing pests and diseases.

UMN is ideally positioned to become a world leader in the application of high throughput, 'big data' approaches to gene bank collections with benefits to the MN economy and global food security.



Seven Years of Unacceptable Honey Bee Colony Losses



What will
Year Eight
look like?



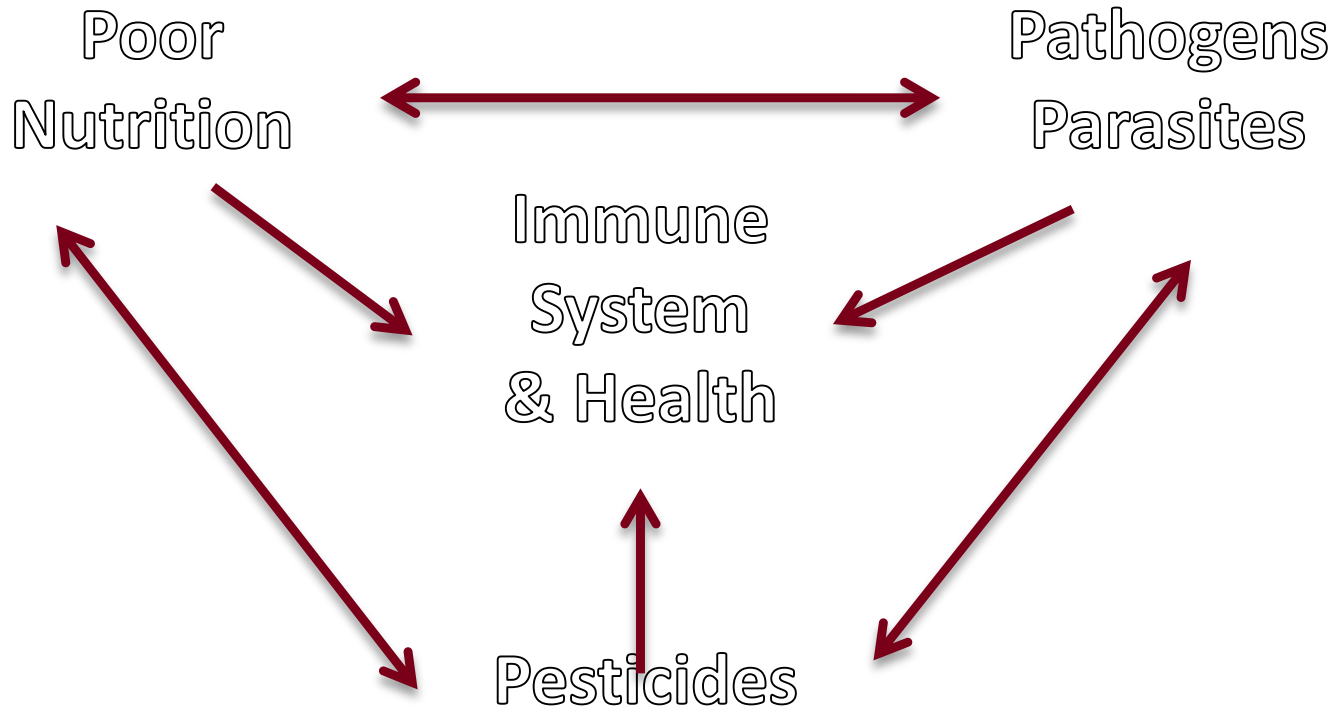
The Interacting P's

Pathogens

Parasites

Poor Nutrition

Pesticides

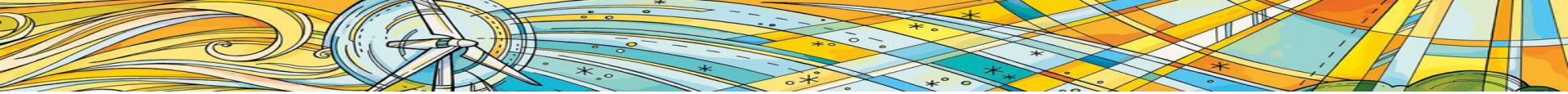


UNIVERSITY OF MINNESOTA

Driven to Discover

UMN Bee Squad





Producing Nitrogen Fertilizer from Wind Energy

Michael Reese, Renewable Energy Director, West Central Research and Outreach Center

- The Grand Challenge to feed 9 billion people by 2050 means agricultural producers need to increase production while sustaining the environment
- The nitrogen fertilizer market is volatile and each year Minnesota farmers import over \$400 million of nitrogen fertilizer
- Retailers and processors are demanding agricultural products with a low carbon footprint. Currently, nitrogen fertilizer is made using natural gas and contributes significantly to the carbon footprint of agricultural products
- A team of University of Minnesota researchers are developing renewable and sustainable nitrogen fertilizer production systems that can be distributed across the state



UNIVERSITY OF MINNESOTA

Driven to Discover 154 of 156

Renewable Hydrogen and Ammonia Pilot Plant



Photo by M. Reese



Photo by D. Hansen



Photo by M. Reese



UNIVERSITY OF MINNESOTA

Driven to Discover



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

March, 28, 2014

Agenda Item: Report of the Committees

Review Review + Action Action Discussion

This is a report required by Board policy.

Presenters: Regent Richard Beeson

Purpose & Key Points

Pursuant to Board of Regents Policy: *Board Operations and Agenda Guidelines*, "The Board conducts business through meetings of the Board and its committees.... [and] Committees provide recommendations for action by the Board. Typically, standing committees have the following responsibilities:

- Recommend action on matters where the Board has reserved authority to itself as outlined in Board of Regents Policy: *Reservation and Delegation of Authority* and other Board policies;
- Provide governance oversight on topics within the committee's purview;
- Review and make recommendations on relevant new and existing Board policies;
- Receive reports on policy-related issues affecting University departments and units;
- Receive information items (e.g., status reports on current issues of concern and administrative searches); and
- Review other items placed on the agenda by the Board chair in consultation with the president and Board vice chair."

The Board chair will call on the chair of each committee to present recommended actions and provide a brief report.

Background Information

The 2013-15 committee chairs are:

- Academic & Student Affairs Committee - P. Simmons
- Audit Committee - L. Brod
- Facilities & Operations Committee - C. Allen
- Faculty & Staff Affairs Committee - J. Frobenius
- Finance Committee - D. McMillan
- Litigation Review Committee - D. Larson
- Special Committee on Academic Medicine - L. Cohen