

# **REGENT CANDIDATE ADVISORY COUNCIL**

**Report to the Minnesota Legislature  
February 2005**

**Regent Candidate Advisory Council  
c/o Legislative Coordinating Commission  
72 State Office Building  
(651) 296-9002**

**TO THE PRESIDENT OF THE SENATE, THE SPEAKER OF THE HOUSE AND MEMBERS OF THE MINNESOTA LEGISLATURE:**

This is the ninth report that the Regent Candidate Advisory Council has submitted to the Minnesota Legislature since the council was created by the adoption of Minnesota Statute 137.0245 in 1988 (Exhibit 1). The statute provides for the appointment of 24 individuals to serve staggered six-year terms. Members are appointed one-half by the Senate Rules and Administration Subcommittee on Committees and one-half by the Speaker of the House of Representatives. Two members must be registered students of the University of Minnesota. At the time of its final deliberation, there were 24 members on the council (Exhibit 2). Twenty-one members were present at the meeting on January 7, 2005, to vote for candidates to interview. Twenty-two members were present at the meeting on January 26, 2005, to vote for the candidates we are recommending to you now.

The council's charge is to "assist the Legislature in determining criteria for, and identifying and recruiting qualified candidates for membership on the Board of Regents." In an effort to accomplish this task, the council was directed to develop a statement of the selection criteria to be applied and a description of the responsibilities and duties of a regent, and to distribute that information to potential candidates. The council is further directed to submit the names of at least two, but not more than four, candidates for each regent position to be filled by the Legislature.

To fulfill its statutory mandate, and to facilitate the accomplishment of its mission, the council has adopted a number of statements and policies for its guidance, which have been reviewed and revised periodically, as it has gained experience and knowledge about the recruitment and selection process. The current list of these documents appears below and copies of the documents are attached as exhibits.

Exhibit 1	Statutory Reference
Exhibit 2	Member Biographies
Exhibit 3	Procedural Rules
Exhibit 4	Fact Sheet
Exhibit 5	Responsibilities of the Board and Individual Regents
Exhibit 6	Criteria for Members of the Board of Regents
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Exhibit 17	Press Release for Candidates to be Interviewed
Exhibit 18	Press Release for Recommended Candidates

With respect to the current round of recommendations, the council began its two years of activity by electing Paul Dovre as its chair and David Naumann and JoAnne Stately as its vice chairs in September 2003. A number of committees were appointed to carry out directives and make recommendations to the council. These included Recruitment, Document Review, Interview Process and Questions, References, Candidate Orientation, and Nominations.

To prepare itself for the 2003-2005 candidate recruitment and screening process, the council met with President Robert H. Bruininks to discuss principal goals, strategies, and challenges of the University of Minnesota. The council invited Senator Sandra Pappas and Representative Doug Stang at a subsequent meeting to briefly discuss their thoughts about the University and to summarize proposed legislation that would impact the council. The council also met with Mr. Tom Sullivan (Senior Vice President for Academic Affairs and Provost); Mr. Tom Swain (Interim Vice President of University Relations); Ms. Donna Peterson (Associate Vice President of University Relations); Mr. Victor Bloomfield (Interim Dean of the Graduate School and Vice Provost for Research); and Mr. Craig Swan (Vice Provost for Undergraduate Education).

In recruiting candidates, the council enlisted the help of a broad cross-section of organizations and types of media. More than 300 news releases were sent out across the state, resulting in radio, television, and newspaper coverage. In addition to the media press releases, over 750 letters were sent out asking for the help of individuals, organizations, and institutions in conveying information about the regent recruitment process throughout their respective networks. We also asked them to propose names of individuals they considered to be highly qualified candidates. The council's efforts resulted in the submission of 58 applications before the deadline on December 6, 2004.

The Board of Regents is made up of twelve six-year, staggered terms. One-third of the Board of Regents (four positions) is up for appointment every other year. For 2005, the four open positions on the board were the second, third, and eighth congressional districts as well as one at-large seat. Below are the totals of individuals applying for each position.

<b>Position</b>	<b>Number of Applicants</b>
Second Congressional District (one position)	7
Third Congressional District (one position)	20
Eighth Congressional District (one position)	4
At-Large (one position)	27

The deadline for applications was December 6, 2004. The council met on January 7, 2005, for preliminary screening of candidates to interview. Seventeen applicants were selected for interviews. The names of these individuals are listed on Exhibit 17. Interviewees were provided time in their interview to give opening and closing statements. The remaining time was used to ask candidates questions. A general list of questions developed by the council is found in Exhibit 13.

Interviews were conducted on January 24, 25, and 26. The final selection of candidates to recommend to the Legislature took place on January 26, 2005. The council followed its selection policy as found in Exhibit 11. Following conclusion of the council's deliberations, the chair released a public statement, a copy of which is attached as Exhibit 18.

The council is pleased to submit the candidates listed below for consideration by the members of the Legislature:

**Second Congressional District**

Dallas Bohnsack  
Bruce Endler

**Third Congressional District**

David Larson  
Kate Rubin

**Eighth Congressional District**

Anthony Baraga  
Edward Borowiec

**At-Large**

Steve Hunter  
Scott W. Johnson  
Margaret Leppik

The council is indebted to a vast network of people whose cooperation and assistance made possible the recruitment of such a highly qualified number of applicants. Special thanks must be extended to the University of Minnesota Alumni Association staff and volunteers, as well as the staff of the Office of the Board of Regents. Chad Thuet and Sandy Keene of the Legislative Coordinating Commission are to be commended for the excellence of their work.

Furthermore, the applicants themselves are to be thanked for their willingness to volunteer their time and talents in support of the University of Minnesota. Not all could be interviewed, and only four will be selected as regents. But each and every application submitted demonstrated a remarkable record of personal achievement and a commitment to public service.

The members of the council have considered it a privilege to participate in the recruitment and screening of candidates, and they believe that the system—the first such in the nation—has improved the selection process. With every round of activity, the council seeks to build upon past experience in order to continually improve the way it conducts its operations. The number of excellent candidates who submitted applications speaks to the integrity of the system and the commitment of the citizens of Minnesota to the University of Minnesota.

In submitting this report, the council extends its thanks to the Legislature for affording it the opportunity to participate in the regent selection process.

Respectfully Submitted,

Paul J. Dovre, Chair  
Regent Candidate Advisory Council



## REGENT CANDIDATE ADVISORY COUNCIL

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## REGENT CANDIDATE ADVISORY COUNCIL

### STATUTORY REFERENCE

#### CHAPTER 137: UNIVERSITY OF MINNESOTA

##### Section: 137.0245 Regent Candidate Advisory Council.

Subd. 1. **Establishment.** A Regent Candidate Advisory Council is established to assist the legislature in determining criteria for, and identifying and recruiting qualified candidates for membership on the Board of Regents.

Subd. 2. **Membership.** The Regent Candidate Advisory Council shall consist of 24 members. Twelve members shall be appointed by the Subcommittee on Committees of the Committee on Rules and Administration of the senate. Twelve members shall be appointed by the speaker of the house of representatives. Each appointing authority must appoint one member who is a student enrolled in a degree program at the University of Minnesota at the time of appointment. No more than one-third of the members appointed by each appointing authority may be current or former legislators. No more than two-thirds of the members appointed by each appointing authority may belong to the same political party; however, political activity or affiliation is not required for the appointment of any member. Geographical representation must be taken into consideration when making appointments. Section 15.0575 shall govern the advisory council, except that:

(1) the members shall be appointed to six-year terms with one-third appointed each even-numbered year; and

(2) student members are appointed to two-year terms with two students appointed each even-numbered year.

Subd. 3. **Duties.** The advisory council shall:

(1) develop, in consultation with current and former regents and the administration of the University of Minnesota, a statement of the selection criteria to be applied and a description of the responsibilities and duties of a regent, and shall distribute this to potential candidates; and

(2) for each position on the board, identify and recruit qualified candidates for the Board of Regents, based on the background and experience of the candidates, and their potential for discharging the responsibilities of a member of the Board of Regents.

Subd. 4. **Recommendations.** The advisory council shall recommend at least two and not more than four candidates. By March 15 of each odd-numbered year, the advisory council shall submit its recommendations to the president of the senate and the speaker of the house of representatives. The legislature shall not be bound by these recommendations.

Subd. 5. **Support services.** The Legislative Coordinating Commission shall provide administrative and support services for the advisory council.

HIST: 1988 c 703 art 1 s 16; 1990 c 383 s 1; 2003 c 133 art 3 s 25



## REGENT CANDIDATE ADVISORY COUNCIL

### MEMBER BIOGRAPHIES

(January 2005)

Listed below are the 24 appointees to the Regent Candidate Advisory Council (in alphabetical order). Members of the council serve staggered six-year terms. As required by law, the group is bipartisan and represents all areas of Minnesota.

**Joseph Aitken of Bemidji, MN.** He has been the Director of the Minnesota Indian Scholarship Program since 1976. Joe is a member of the Leech Lake Reservation. He serves on the Minnesota Supreme Court Racial Bias Council, is a member of Bemidji Area Race Relations Task Force and the Blandin Foundation Indian Advisory Council. Joe holds both his bachelors and masters degrees from Bemidji State University.

**Kenneth Albrecht of North Mankato, MN.** Mr. Albrecht is a graduate of the University of Minnesota Institute of Technology, the Graduate School and the Humphrey Institute. He is currently a Trustee of the Minnesota 4-H Foundation. He was a founding director and chair of The Initiative Fund as well as The Rivers Council of Minnesota. In addition to a 32-year career in post-secondary education, he served 27 years as a local elected official, including 14 years as a Nicollet County Commissioner.

**Carol Batsell Benner of Minneapolis, MN.** Ms. Batsell Benner works in the Attorney Office of the Hennepin County Public Defender, and she is Vice President of the Minneapolis Public Housing Commission. She is President of the Minneapolis Urban League and the Larry Brown Foundation. She has been involved in volunteer efforts and has served on numerous such boards for more than twenty years.

**Jane Belau of Rochester, MN.** Ms. Belau has experience in education associations, government and in business. She is president of the Belau Consulting Group and formerly vice president of Control Data Corporation and consultant to Ceridian Corporation. She has served on numerous boards and commissions at the local, state, and federal level in appointed positions. Ms. Belau served on the University Graduate School Board of Advisors, as a Director of the Minnesota High Technology Council, a board member of the American Electronics Association, a member of the Minnesota Commission on Reform and Efficiency, a Director of the Minnesota Private College Council, the Rochester City Charter Commission and is a member of the Minnesota 4-H Foundation Board of Trustees. A pianist and artist, as well, she is a recent appointee to the State Arts Board representing Minnesota's First District.

**Anthony Bianco, Jr. of Rochester, MN.** Mr. Bianco is a retired physician. He has also served as a professor at the Mayo Medical School in Rochester. He received both his undergraduate and medical degrees from the University of Minnesota. He has served as a member and chair of many boards for organizations including St. Mary's Hospital and the Mayo Clinic. He has also been a member and held leadership positions in many associations, including the Pediatric Orthopaedic Society and the American Medical Association.

**Ardell F. Brede, of Rochester, MN.** Mr. Brede is an Austin, Minnesota native and was elected mayor of Rochester, Minnesota in November 2002. He is serving a four-year term. Mr. Brede retired from Rochester Methodist Hospital/Mayo Clinic after a 43+-year career when elected. He has been active on many boards in Rochester serving in leadership positions on the United Way, Rochester Community & Technical College Foundation, Affinity Credit Union, Rochester Quarterbacks Club, Rochester Civic Music and Rochester Area Alumni & Friends of the University of Minnesota to name a few. Brede has also served as president of Bethel Lutheran Church and has been active in the church's youth programs and long-range planning. He is a passionate supporter of the University of Minnesota Golden Gophers, especially the Women's Basketball and Hockey teams. Mr. Brede is married to Judy (43 years) and together have 3 children and 5 grandchildren.

**Humphrey Doermann of St. Paul, MN.** Mr. Doermann is Research Associate in the Department of Economics of Macalester College, St. Paul. Until 1997, he was President of the Bush Foundation. He has chaired the (national) Council on Foundations, the Minnesota Council on Foundations, and the 1993-94 Minnesota Legislative Task Force on Financial Aid. He has served in administrative jobs at Harvard College, as well as on its elected Board of Overseers. Mr. Doermann is currently serving a one-year (2004-2005) term as Board Chair of the Minnesota Humanities Commission.

**Paul Dovre of Moorhead, MN.** Mr. Dovre is president emeritus of Concordia College in Moorhead, MN. His graduate degrees were earned at Northwestern University. He was a visiting scholar in the Graduate School of Education at Harvard University in 1992 and The Kennedy School of Government in 1999-2000. Mr. Dovre is a member of the Judicial Selection Committee, the Minnesota Humanities Commission, the Boards of Luther Seminary and the Heritage-Hjemkomst Interpretive Center, and the Rotary Club of Moorhead.

**Patrick Duncanson of Mapleton, MN.** Mr. Duncanson is a partner in his families diversified farm operation. He and his wife Kristin are parents of 4 school age children. A graduate of the U of MN Twin Cities, he has held leadership positions in many professional and community organizations including the U of MN Alumni Association at the chapter, collegiate and National level.

**Corey Elmer of Moorhead, MN.** Mr. Elmer is an attorney with the Vogel law firm in Moorhead. He has served as the student member of the Minnesota State University Board and as a director of the Northstar State Colleges and Universities Foundation. Corey earned his Bachelor of Arts degree from Minnesota State University - Moorhead and his Juris Doctor degree from William Mitchell College of Law in St. Paul. He also holds a Bachelor of Arts degree from the University of Canterbury in Christchurch, New Zealand, where he served as a Rotary Ambassadorial Scholar.

**David F. Fisher of Minnetonka, MN.** Mr. Fisher is Vice President, General Counsel and Corporate Secretary with G&K Services, Inc., Minnetonka, responsible for legal affairs, corporate governance, and acquisitions. Fisher previously was President and Chief Executive Officer with Internet Destination Sales System LLC (iDSS), a software services provider to businesses, and prior to that was Commissioner of Administration and Technology for the State of Minnesota, and a member of the Governor's Cabinet, where he provided leadership and established business disciplines and efficiencies across a broad range of operations. Previously, he was Vice President, General Counsel and Corporate Secretary with ADC Telecommunications, Inc. Prior to ADC, he held general counsel and international management positions with The Pillsbury Company. Fisher is a member of the board of directors for PacificNet, Inc. He formerly served on the board of directors for Minnesota Technology, Inc., chaired the Minnesota Technology Enterprise Board and was the executive secretary for the State of Minnesota Executive Counsel. He is also involved with various professional associations, is an adjunct professor of law at William Mitchell School of Law and Hamline University School of Law, and has served as a judge in Hennepin County.

**Frances Gardeski of Hibbing, MN.** Ms. Gardeski has over thirty years experience in the healthcare field. She has recently retired as Chief Executive Officer of the University Medical Center-Mesabi in Hibbing, where she played a leading role in two major affiliations—the University of Minnesota Health Care System and the Fairview Health System. She spearheaded various building projects and other programs that serve the region of northern Minnesota. She currently serves on the Hibbing Community College Advisory Board, is chair of the Community Advisory Board for the University of Minnesota-Duluth Rural Health School, and is president of the Hibbing Rotary. She is a member of the American College of Healthcare Executives, and in 1997 received the Distinguished Service Award from the Minnesota Hospital and Healthcare Partnership Association. She holds an A.D. in Nursing, Hibbing Community College; B.S., Bemidji State University; I.S.P. in Health Education & Healthcare Administration, University of Minnesota; and was a Kellogg Fellow 1980-1982.

**John Hyduke of Duluth, MN.** Mr. Hyduke is president of Westmorelandflint, an advertising, marketing and public relations agency located in Duluth and serving clients in northern Minnesota and northern Wisconsin. Westmorelandflint is a member agency of Flint Group of which Mr. Hyduke is a managing partner. Other member agencies are located in St. Cloud, Fargo and Grand Forks. He holds a B.A. in communications from the University of Minnesota, Duluth and has more than 14 years of experience serving in leadership positions in marketing, advertising, public relations and sales management. Mr. Hyduke participates in many community and professional organizations. He is president of First Witness Child Abuse Resource Center and on the boards of the Iron Mining Association of Minnesota and Lakeshore Health Center.

**Richard G. Ista of Ada, MN.** Mr. Ista was born and raised in the Colfax, North Dakota area and has farmed at Colfax and Ada, Minnesota since 1946. He has served on the local school board, town board and several others. He was appointed Workmen Compensation Commissioner and during that tenure, he served on the North Dakota Investment Board. His interest has always been in education and assisting young people in agriculture.

**Sylvia Chessen Kaplan of Minneapolis, MN.** A restaurant owner and community and political activist, Ms. Kaplan is the CEO of The Last Cowboy and currently owns Bar Abilene in the Uptown area of Minneapolis. She was president of the state's first community human rights commission in Golden Valley and has worked as a journalist, a teacher, and a family therapist. Her current board positions include the Minneapolis Foundation, the Minnesota Historical Society, the Friends of the Minneapolis Public Library, and the Growth and Justice Center. She has recently served on the boards of the Greater Minneapolis Convention and Visitor's Bureau, the Minnesota Center for the Book Arts, and the One Percent Club. She has an undergraduate degree from the University of Minnesota and graduate degrees in Social Work and American Studies.

**Rohini Khanna of Edina, MN.** Miss. Khanna is currently a senior at the Carlson School of Management at the University of Minnesota and is expected to graduate with a BSB in Finance and a minor in Political Science. Upon graduation, she will join Wells Fargo Bank's Management Training Program.

**Sara Kloek of Morris, MN.** Ms. Kloek is a senior at the University of Minnesota, Morris majoring in Spanish and Political Science, She is planning to study abroad and work in political and community activism in the coming years. She hopes to earn a juris doctor and work in child advocacy. Ms. Kloek has served as student body president at the University of Minnesota, Morris, served on various committees within the University system, and is a dedicated community activist.

**Elizabeth Morrison of Morris, MN.** Ms. Morrison has worked for community newspapers since 1990. Currently, she is a writer for Forum Communications Co. and the Agricultural Utilization Research Institute. She has served as financial officer for Grant County and West Central Minnesota Communities Action. She has been a trustee of Stevens Community Medical Center and Country Day Nursery School; currently she serves on the boards of the West Central Initiative and the West Central Educational Development Association. She is a graduate of the University of Minnesota, Morris.

**David Naumann of Minneapolis, MN.** He is a faculty member in the Carlson School of Management at the University of Minnesota. He is an alumnus of the College of Liberal Arts (1971) and the Graduate School (1973 and 1978). He served on the Telecommunications Council, and is currently a member of the Executive Committee on the Board of Directors of the Minnesota Council of Hostelling International.

**Jo-Anne E. Stately of Plymouth, MN.** She is the Senior Program Officer for the Saint Paul Foundation and serves as the Chair of the Two Feathers Fund of the Diversity Endowment Fund of the Foundation. Prior to accepting the position of Senior Program Officer, she worked on a special initiative of the F.R. Bigelow Foundation that supported a community based model of decision making, granting and neighborhood development that focused on improving the lives of children and families in the Frogtown and Summit-Pillager Band. Ms. Stately's professional career and volunteer work continues to reflect her culture and status as a tribal member. She holds a bachelors degree from Moorhead State University.

**Paul Rexford Thatcher, Sr., of Minneapolis, MN.** He is a founding member of the Regents Candidate Advisory Council, now beginning his third six-year term. A Minneapolis businessman, Mr. Thatcher has been engaged in significant corporate, cultural, religious, civic and political activities for 45 years. Currently, Mr. Thatcher serves as Chairman and CEO of Bio-Kinetic Technologies, LLC, Minneapolis; a founding Director of Automatic Intuition, Inc., Irvine, California; a founding Director of Avenet, LLC, Saint Paul; a founding Trustee of The Worth Bingham Memorial Fund of Washington, D.C.; a founding Trustee (now Emeritus) of Youth Leadership, Inc., Minneapolis; a Member of the Public Affairs Committee of The Minnesota Orchestral Association; a Member of the Finance Committee of The Episcopal Cathedral of Saint Mark, Minneapolis.

**Bob Vanasek of New Prague, MN.** Member of the Minnesota House of Representatives 1972-1992, Majority Leader 1987, Speaker 1987-1991. President of the Minnesota High Technology Council 1991-1994; Vice President for Public Affairs, Metropolitan State University 1994-1997. Currently owns and operates Robert Vanasek and Associates, a consulting firm.

**Gary Willhite of Crookston, MN.** He was born and raised in the rural community of Walnut Grove, Minnesota--"Little House on the Prairie." Received Masters of Science Degree from Mankato State University in Educational Administration. Employed as Director of Residential Life and Security Services at the University of Minnesota, Crookston campus. Active in community service--served as City Council person and Vice Mayor of City of Crookston.

**Billie Young of St. Paul, MN.** She was owner and manager of Old Mexico Shop, Inc., on Grand Avenue for 22 years until closing the business in April, 1994. She lived for seven years in Latin America, where she was founder and director of the Instituto Colombo-Americano, a U.S. Information Services agency, in Cali, Colombia. She also taught in Guatemala and at the University of Illinois. Her board experience includes service on the boards of the League of Women Voters, United Way, Junior Achievement, Planned Parenthood, Minnesota Public Radio, Greenspring, and the Science Museum of Minnesota. She is a writer with six published books and holds a B.A. from the University of Kansas and an M.A. from the University of Illinois.



## REGENT CANDIDATE ADVISORY COUNCIL

### PROCEDURAL RULES

#### Introduction

The Regent Candidate Advisory Council was established by an act of the Legislature of the State of Minnesota in 1988 to advise the Legislature in the election of regents of the University of Minnesota. Its duties are to develop a description of the duties of regents, outline criteria to be applied in recommending candidates, recruit a broad pool of candidates, and recommend to the Legislature at least two, and not more than four, qualified candidates for each opening on the Board of Regents.

The council consists of twenty-four members appointed according to the provisions of the legislative act establishing the council. After initial appointments of one-third of the members each for two-, four-, and six-year terms respectively, the statute provides that appointments will be made in even-numbered years to terms of six years.

For purposes of conducting its business expeditiously, the council has adopted the following procedural rules.

#### Rules Adopted by the Council

##### I. Officers

1. The officers of the council shall be a chair and one or more vice chairs as the council shall, from time to time, deem advisable for the effective conduct of its business.
2. Officers shall be elected by a majority of the council for two-year terms and shall serve until their successors are elected.
3. The first election of officers shall be for terms to expire at the annual meeting. Subsequently, the council shall regularly elect officers at its first biennial meeting (Section III, #1) following biennial appointments to the Board of Regents. In the event of a vacancy, for whatever cause, the council may elect an officer to complete the vacated term at any meeting by majority vote.

##### II. Powers and Duties of the Officers

1. The chair shall preside at all meetings of the council, shall have a right to vote on all questions, shall appoint chairpersons to all committees after consultation with the

council, shall schedule meetings and establish the agenda of meetings in consultation with the council, shall be responsible for notice of meetings, and shall have such other powers and duties as the council from time to time may prescribe. The chair, in consultation with the executive committee, may extend the deadline for candidate applications when the number of applications received before the deadline is determined to be inadequate.

2. The vice chair(s) shall perform such duties as may be delegated by the chair or prescribed from time to time by the council. In the absence of the chair, the vice chair designated by the chair shall perform the duties of the chair.

### III. Meetings

1. The biennial meeting of the council shall be called in the fall of the odd-numbered years to review its proceedings, elect officers in accord with Section I, #3 of these procedures, establish committee memberships, conduct other business, and establish a schedule of regular meetings as required to carry out its duties and responsibilities.
2. Special meetings may be held at the call of the chair, and it shall be the duty of the chair to call a special meeting within thirty days at the request of five members of the council.
3. Written notice of all meetings shall be sent to each member of the council at least seven days before the date of the meeting. In the case of special meetings, the notice shall state the purposes of the meeting, and no business shall be transacted that does not relate to the purpose stated.
4. Whenever notice is required under the provision of these rules, a waiver of notice signed by the persons entitled to notice shall be deemed equivalent to waiver of the notice provision. Attendance at any meeting shall be conclusively deemed a waiver of notice unless the member appears at the meeting solely to object to the legitimacy of the meeting.
5. A majority of the filled positions on the council shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members present and voting at a duly called meeting of the council or of any committee shall be the act of the council, or the committee, except as may be provided by statute or these rules. Once a quorum has been determined, there shall be no further quorum calls and business may be conducted by a majority vote of those present and voting.
6. Meetings shall be conducted according to *Robert's Rules of Order*, except as otherwise provided in these rules.
7. Minutes of all meetings of the council shall be distributed to members of the council.

#### IV. Committees

1. Standing committees shall be established as the council deems advisable for carrying out its duties and responsibilities. The chair and other members of standing committees shall be appointed by the chair of the council after consultation with the council.
2. The Executive Committee, the Nominating Committee, the Recruitment Committee, the Document Review Committee, the Interview Process and Questions Committee and the Candidate Orientation Committee shall be the standing committees of the Regent Candidate Advisory Council.
3. The council, through action taken in accord with provisions outlined in Section III, #5 of these procedures may at any time make adjustments to the name and/or change of any of its standing committees.
4. A standing committee may be discontinued in accord with Section V, Amendment of Rules, of these procedures.
5. The chair of the council, after consultation with the council, may from time to time, appoint special committees to assist in the business of the council.

#### V. Amendment of Rules

These rules may be changed or amended at any meeting of the council by a two-thirds vote of those present, provided notice of the substance of the proposed amendment is sent to all members of the council at least seven days before the meeting.

Adopted May 4, 1990  
Revised April 10, 1992  
Revised January 10, 2003



## REGENT CANDIDATE ADVISORY COUNCIL

### FACT SHEET

The Regent Candidate Advisory Council has prepared this fact sheet relating to the council and to the selection of regents of the University of Minnesota. The facts contained herein are statutory if so indicated, or otherwise are in accordance with the work plan adopted by the council.

#### **A. What is the legal standing of the council?**

The Regent Candidate Advisory Council was created by the Legislature in 1988 and is composed of 24 public members appointed to six-year, staggered terms, one-half by the Speaker of the House, and one-half appointed by the Senate Subcommittee on Committees of the Committee on Rules and Administration.

#### **B. What are the statutory duties of the council?**

To develop criteria for selection of regents; to develop a description of the responsibilities of regents; and to recommend two to four regent candidates to the Legislature for each vacancy arising out of expired terms of the Board of Regents.

#### **C. How many regents are there and what are their terms?**

There are 12 regents elected by the Legislature to six-year, staggered terms; four terms expire in every odd-numbered year. Eight of the regents represent each of the eight congressional districts of the state. Four of the regents are elected at-large. One at-large regent must (by statute) be a student enrolled in a degree program at the time of his/her election to the Board of Regents.

#### **D. Are members of the Board of Regents paid for their service on the board?**

In accordance with the University of Minnesota Board of Regents Code of Ethics, Article 2, Section 2, Subdivision 2, *Reimbursement for Expenses*, Regents serve without compensation. However, they are entitled to receive reimbursement for expenses incurred while representing the University in their official capacity.

#### **E. How does one become considered for selection as regent by the Legislature?**

By recommendation to the Legislature by the Regent Candidate Advisory Council or by nomination from the floor of one of the legislative bodies.

#### **F. How does one become considered by the Regent Candidate Advisory Council?**

By completing an application and submitting it as directed on the application form.

**G. When are applications to the Board of Regents available?**

Applications are available through the Legislative Coordinating Commission office as of **Friday, June 18, 2004.**

**H. Must an application be filed?**

Yes. Applications will be sent out upon request. They are also available on the Regent Candidate Advisory Council web site at [www.rcac.leg.mn](http://www.rcac.leg.mn). They must be completed and submitted no later than **Monday, December 6, 2004.**

**I. Is the selection process public?**

Applicants selected for interviews with the Regent Candidate Advisory Council are considered to be finalists, and portions of their applications are public, pursuant to Minnesota Statutes Section 13.43, Subdivision 3. Public information for finalists includes name, address, telephone number, employment record, governing board experience, and education. Other portions to the application, including answers to the essay questions, are private unless the applicant waives his or her right and releases the information. All information on applicants not selected for interviews remains private. Regent Candidate Advisory Council interviews are open to the public.

**J. When does the council take action on the nominations?**

In early January 2005, the council will review all applications and determine which persons they will invite to interview. Interviews will be conducted in late January. The council will recommend two to four persons for each open position, as required by statute, to the Legislature for its consideration by **Wednesday, January 26, 2005.**

It is the intent of legislative leadership to have regents selected by **February 16, 2005.**

If you need further information, please call or write:

Sandy Keene  
Regent Candidate Advisory Council  
c/o Legislative Coordinating Commission  
72 State Office Building  
St. Paul, MN 55155  
Phone:(651) 296-9002  
Fax: (651) 297-3697  
Email: [sandy.keene@lcc.leg.mn](mailto:sandy.keene@lcc.leg.mn)



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS POLICY**

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**Board Operations  
RESPONSIBILITIES OF THE BOARD AND  
INDIVIDUAL REGENTS**

**Adopted:** February 10, 1989

**Amended:** October 10, 2003

**RESPONSIBILITIES OF THE BOARD  
AND INDIVIDUAL REGENTS**

**Subd. 1. Responsibilities of the Board of Regents.** Responsibilities of the Board of Regents (Board) include the following:

- (a) Clarify the mission of the University of Minnesota (University) and approve programs necessary to fulfill that mission.
- (b) Monitor and evaluate the performance of the institution in achieving its goals and fulfilling its mission.
- (c) Appoint, monitor, advise, motivate, support, evaluate, and, if necessary or advisable, replace the president.
- (d) Approve major policies, long-range plans, educational programs, and annual budgets, while clearly delegating administrative responsibilities.
- (e) Accept fiduciary responsibility for the long-term welfare of the University.
- (f) Ensure adequate resources—human, financial, physical—and effective management of those resources.
- (g) Preserve institutional autonomy, recognizing that the preservation of autonomy requires accountability.
- (h) Foster collaboration with other educational systems and institutions, consistent with the University's mission.
- (i) Serve as a court of appeals when appropriate.
- (j) Enhance the public image of the University.
- (k) Regularly evaluate the Board's performance and strive to improve it.
- (l) Ensure that the University remains an equal opportunity institution.



UNIVERSITY OF MINNESOTA  
**BOARD OF REGENTS POLICY**

Page 2 of 3

**Board Operations**  
**RESPONSIBILITIES OF THE BOARD AND**  
**INDIVIDUAL REGENTS**

**Adopted:** February 10, 1989

**Amended:** October 10, 2003

**Subd. 2. Individual Regent Responsibilities.** Responsibilities of individual members of the Board include the following:

- (a) To support the mission of the University.
- (b) To maintain loyalty to the entire institution rather than to any part of the University or constituency within it.
- (c) To maintain the highest ethical standards, abiding by Board policies with respect to ethics and conflicts of interest.
- (d) To seek to be fully informed about the University and its role in the state and in higher education and to be responsive to the changing environments that affect it.
- (e) To speak forthrightly at Board meetings and to support Board decisions when determined.
- (f) To understand that the Board's role is policy making rather than involvement in administration or management.
- (g) To strengthen and sustain the president while being an active, energetic, and probing Board member who exercises critical judgment on policy matters.
- (h) To communicate promptly to the president any significant concern or complaint for administrative disposition.
- (i) To defend the autonomy and independence of the University.
- (j) To represent all the people of Minnesota and no particular interest, community, or constituency.
- (k) To enhance the public image of the University and the Board.
- (l) To recognize that authority rests only with the Board as a whole and not in its individual members.



# UNIVERSITY OF MINNESOTA BOARD OF REGENTS POLICY

Page 3 of 3

## Board Operations RESPONSIBILITIES OF THE BOARD AND INDIVIDUAL REGENTS

**Adopted:** February 10, 1989

**Amended:** October 10, 2003

- (m) To recognize that the president is the primary spokesperson for the University, and the chair of the Board is the only other person authorized to speak for the Board.
- (n) To foster openness and trust among members of the Board, the administration, the faculty, the students, state government, and the public.
- (o) To maintain respect for the opinions of Board colleagues and a proper restraint in criticism of colleagues and officers.
- (p) To recognize that no Board member shall make any request or demand for action that violates the written policies, rules, or regulations of the Board or the University.



## REGENT CANDIDATE ADVISORY COUNCIL

### CRITERIA FOR MEMBERS OF THE BOARD OF REGENTS OF THE UNIVERSITY OF MINNESOTA

#### A. Personal

1. Integrity with a code of personal honor and ethics above reproach.
2. Wisdom and breadth of vision.
3. Independence.
4. An inquiring mind and an ability to speak articulately and succinctly.
5. Ability to challenge, support, and motivate administration.
6. An appreciation of the distinct missions of the University of Minnesota.
7. The capability and willingness to function as a member of a diverse group in an atmosphere of collegiality and selflessness.
8. An appreciation of the public nature of the position and the institution including the open process of election and service.

#### B. Professional/Experiential

1. Knowledge and experience that relate to the Board of Regent's problems, opportunities, and deliberations.
2. A record of accomplishment in one's own life.
3. An understanding of the system of higher education in Minnesota and the role of the University in that system.



## REGENT CANDIDATE ADVISORY COUNCIL

### STATEMENT OF DIVERSITY

The recommendations of the Regent Candidate Advisory Council to the Legislature for positions on the Board of Regents shall reflect diversity in terms of geography, gender, race, occupation, and experience.



## REGENT CANDIDATE ADVISORY COUNCIL

### GUIDELINES FOR CONDUCT BY MEMBERS OF THE REGENT CANDIDATE ADVISORY COUNCIL

**The conduct of members of the Regent Candidate Advisory Council should be guided by the same high ethical standards sought in candidates for the Board of Regents. Only in this way will the integrity and quality of the council's work be preserved. These guidelines have been adopted by the council to ensure that objective.**

#### GUIDELINES

1. Members of the council should support the mission of the University of Minnesota and be well informed about it, its role in the state, and the changing environments which affect it.
2. Members of the council should be informed about the role of the Board of Regents and in particular understand the distinction between higher education governance and administration which establishes the relationship of the Board of Regents to the President of the University.
3. Members of the council should be committed to seeking the best qualified persons to govern the University. They should not allow social, business or other relationships to influence their objective review of individual regent candidates.
4. While members of the council are chosen to be broadly representative of the congressional districts of the state, they should carefully avoid serving regional or private interests. In no circumstances should a member derive financial benefit from service on the council.
5. Members of the council should devote serious attention to the qualifications of candidates for the Board of Regents, debate the relative merits of candidates in a fair and objective manner, and support publicly and privately the selection of candidates once made.
6. Members of the council should respect the role of the chairperson of the council as its only spokesperson. Any communications about the council with legislators, candidates or others should be objective and clearly indicated as personal.
7. Members of the council should refrain from lobbying the Legislature or trying to influence public opinion on behalf of any candidate for the Board of Regents.
8. To safeguard the integrity of the council, members should avoid exploiting their council membership to influence individual regents or the Board of Regents as a whole.
9. A member of the council should not be a candidate for the Board of Regents.
10. Finally, the conduct of the members of the council should promote public confidence in the regent candidate selection process as a non-partisan, good-faith effort to secure the best-qualified candidates for the Board of Regents.



UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS POLICY

Page 1 of 4

Board Operations  
CODE OF ETHICS FOR MEMBERS OF THE  
BOARD OF REGENTS

Adopted: February 9, 1996

Supersedes: (see end of policy)

**CODE OF ETHICS FOR MEMBERS OF THE BOARD OF REGENTS**

**ARTICLE 1**  
**PREAMBLE**

**Subd. 1. Public Trust.** The Board of Regents is responsible for the governance of the University of Minnesota. In carrying out this public trust, constitutionally conferred, regents bring to the task their own varied backgrounds and expertise. In doing so, regents are expected to put aside parochial interests; they are expected to keep the welfare of the entire University, not just some particular constituency, at all times paramount.

**Subd. 2. Implications of Recusal.** Conflict of interest comes in many forms and cannot be entirely avoided. Recusal on a particular matter because of a conflict does not reflect adversely on the involved regent, but is simply a recognition that, in a complex and interconnected society, conflicts will occur. When this happens, recusal is necessary to assure that a regent's independence of judgment is not compromised, that the public's confidence in the integrity of the Board of Regents is preserved, and that the University's public mission is protected.

**Subd. 3. Interpretation and Application.** This policy shall be interpreted and applied in a manner that will serve the best interests of the entire University. In some cases, it may be determined that, after full disclosure and consideration of the particular facts, a conflict of interest is clearly insubstantial and that the University's interests are best served by participation of the regent on the particular issue involved; however, if doubt remains as to whether there should be a recusal, the doubt should be resolved in favor of recusal.

**Subd. 4. Time Commitment.** In undertaking the duties of the office, a regent shall make the necessary commitment of time and diligence to carry out the regent's public governance responsibilities.

**Subd. 5. Regental Authority.** A regent shall not use the authority, title, or prestige of the regental office to solicit or otherwise obtain a private financial, social, or political benefit, which in any manner would be inconsistent with the public interest.



UNIVERSITY OF MINNESOTA  
**BOARD OF REGENTS POLICY**

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**Board Operations**  
**CODE OF ETHICS FOR MEMBERS OF THE  
BOARD OF REGENTS**

**Adopted:** February 9, 1996

**Supersedes:** (see end of policy)

**ARTICLE 2**  
**CODE OF ETHICS POLICY**

**SECTION I. CONFLICT OF INTEREST.**

**Subd. 1. Elements of a Conflict.** A regent has a conflict of interest whenever the regent or a regent's family member or a business associated with a regent or a regent's family member (insofar as may be known to the regent) has an existing or potential financial interest, or any other interest, in a matter pending before the Board of Regents that impairs the regent's independence of judgment or objectivity in the discharge of the regent's public governance responsibilities.

(a) **Family Member.** "Family member" includes spouse; parents; siblings; children; domestic partner; and any person residing in the regent's household.

(b) **Business Associated with a Regent.** "Business associated with a regent" means an organization, corporation, partnership, proprietorship or other entity with respect to which either the regent or (insofar as may be known to the regent) a member of the regent's family:

(1) receives compensation in excess of \$500 in any month or has any contractual right to future income in excess of \$6,000 per year excluding compensation from the University, any governmental source, investment or savings income, retirement or insurance benefits, or alimony;

(2) serves as an officer, director, partner, or employee; or

(3) holds a financial interest valued in excess of \$10,000.

(c) **Financial Interest.** "Financial interest" means a foreseeable nontrivial financial effect which may result from a regental action.

**Subd. 2. Deliberations and Voting.** A regent shall be absent from any deliberations or vote on a matter in which the regent's employment relationships may impair independence of judgment.

**Subd. 3. Candidacy for Public Office.** Active candidacy for, and service in, any partisan, elective public office is a conflict of interest. A regent shall resign from the Board of Regents upon officially announcing candidacy for such office.

**SECTION II. GIFTS AND EXPENSES.**

**Subd. 1. Acceptance of Gifts.** A regent shall not accept any gift or accommodation except as permitted by Board of Regents policy. This prohibition does



UNIVERSITY OF MINNESOTA  
**BOARD OF REGENTS POLICY**

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**Board Operations**  
**CODE OF ETHICS FOR MEMBERS OF THE  
BOARD OF REGENTS**

**Adopted:** February 9, 1996

**Supersedes:** (see end of policy)

not apply to complimentary tickets to University events furnished in accordance with Board of Regents policy.

**Subd. 2. Reimbursement for Expenses.** Regents serve without compensation. However, they are entitled to receive reimbursement for expenses incurred while representing the University in their official capacity.

**SECTION III. FINANCIAL DISCLOSURE.**

A regent shall upon election to office, and annually on September 30 thereafter, file a financial disclosure statement with the Secretary of the Board of Regents in a form consistent with the financial disclosure required for senior University officials. The general counsel shall review the disclosure forms for compliance with this policy.

**SECTION IV. CONFLICT OF INTEREST PROCEDURES.**

**Subd. 1. Review of Procedures.** The Board of Regents, with the assistance of the general counsel, shall publicly review at the beginning of each fiscal year the requirements and procedures provided in this policy.

**Subd. 2. Notation of Conflict.** A regent who discloses or acknowledges a conflict of interest shall note the conflict and recusal in an appropriate place in the Board of Regents' minutes.

**Subd. 3. Acknowledgment of Conflict.** Actual or possible conflicts of interest shall be called to the attention of the chair of the Board of Regents at the earliest opportunity. Actual or possible conflicts of interest may be brought to the attention of the chair by an individual regent, or by any other person.

(a) A regent regarding whom a conflict of interest question arises is encouraged to consult with the general counsel, and may request the general counsel to provide a written opinion on whether a conflict of interest exists under this policy. A copy of any such opinion shall be provided to the chair. The chair may also request an opinion from the general counsel on any conflict of interest question that comes to the chair's attention.

(b) Any disputed issues relating to the existence of a conflict of interest requiring recusal shall be decided by the chair who may, at the chair's discretion, refer the question to an ad hoc group of regents consisting of the chair, the vice chair, and one other regent appointed by the chair. If the chair or vice chair is the subject of the conflict of interest, another regent shall be appointed by the ranking regent.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS POLICY**

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**Board Operations  
CODE OF ETHICS FOR MEMBERS OF THE  
BOARD OF REGENTS**

**Adopted:** February 9, 1996

**Supersedes:** (see end of policy)

(c) The chair, or the ad hoc group, as the case may be, shall decide the conflict of interest issue and report the decision to the Board of Regents; however, in all cases the Board of Regents is the final authority on conflict questions.

(d) The regent with the conflict of interest issue shall not participate in the conflict of interest deliberations or vote of the ad hoc group or the Board of Regents.

**Subd. 4. Deliberations and Voting.** A regent who declares or has been found to have a conflict of interest shall be absent from any deliberations or vote on the matter determined to be a conflict, and the regent shall not take any action to influence the outcome of the matter.



## REGENT CANDIDATE ADVISORY COUNCIL

### POLICY ON LEGISLATIVE COMMUNICATIONS

The council wishes to maintain clear and open communications with the Legislature in an orderly fashion. The following policies will guide the council and its members in its relations with the Legislature.

1. In accordance with the guidelines for conduct for the council, the council chair is the primary and official spokesperson for the council and the only person authorized to speak for the council. Members of the council speaking with the legislators will emphasize that they are speaking as individuals and not for the council.

The chair, at his/her discretion, may delegate legislative contract to other members of the council.

2. Legislative leadership and the leadership of the Education Committees in the House and Senate (both majority and minority), will receive copies of all council minutes and documents.
3. If other legislators express an interest, they shall be sent the same written materials.
4. It is inappropriate for council members to lobby on behalf of individual candidates for the Board of Regents at any time.

Effective proactive and reactive legislative communications can help ensure that our end product will be understood and accepted for what it is – a good faith, intelligent endeavor to recommend worthy people as nominees for the position of University of Minnesota Regent.

(Adopted by the RCAC November 2, 1990)



## REGENT CANDIDATE ADVISORY COUNCIL

### SELECTION PROCEDURES

Adopted 11/11/94

Revised 2/27/95

Revised 6/8/01

- I. Guidelines for selection of finalists (individuals to be interviewed):
  - A. The council will strive to interview a diverse group of qualified candidates for each open seat.
  - B. Finalists shall be selected by ballot, with council members voting for up to four nominees for each open seat. A simple majority of those voting (voting may be done by mail) will qualify a nominee as a finalist.
  - C. Candidates receiving no votes will be eliminated from consideration. The remaining candidates will be placed on a second ballot. Members shall then vote for 0 to 4 candidates. Those receiving a simple majority will qualify as finalists for interview.
  - D. A third and final ballot may only be conducted upon a vote of a majority of members present. If conducted, the third ballot shall follow the procedures stated in C above.
  - E. No individual may be chosen as a finalist without having submitted a complete and signed Application Form.
- II. Procedures for selection of individuals recommended to the Legislature
  - A. General rules
    1. Regardless of the number of council members present and voting, candidates shall not be recommended to the Legislature without having received support from a majority of total council membership.

2. The numbers prescribed herein assume full council membership (24). Those numbers may be reduced to reflect vacant positions on the council. They may not, however, fall below the level which will provide majority support for successful candidates.
  3. At any point, after the selection of at least two candidates for each open seat, selections may be closed by motion of a council member with support of a majority of the full council membership.
  4. No individual may be recommended to the Legislature without having been interviewed and duly selected as prescribed herein.
- B. Voting procedures for individual district, student regent, or at-large seat (if only one at-large seat is open):
1. First ballot:
    - a. In the initial ballot for each seat, each council member votes for up to four candidates.
    - b. If a candidate, or candidates, receives 16 or more votes (or  $\frac{2}{3}$  of council membership), the individual with the highest vote total (or highest two individuals, if a tie) is selected.
    - c. If no candidate receives 16 or more votes (or  $\frac{2}{3}$  of council membership), there is no selection.
    - d. Whether or not there is a selection, all candidates receiving no votes are eliminated. The candidate, or candidates, with the fewest number of votes is (are) also eliminated.
  2. Subsequent balloting:
    - a. Subsequent ballots will include all remaining candidates, excluding those elected and those eliminated in

prior ballots. The process for elimination of candidates will be the same in subsequent ballots as that used in the first ballot.

- b. Council members will vote for up to the number of open slots remaining after each prior ballot. For instance, if one person is selected on the first ballot, members will vote for up to 3 on the second ballot and so on.
- c. In all remaining ballots after the initial ballot, only one person may be elected on each ballot.
- d. After the initial ballot, the number of votes required for selection will decline with each ballot to 15, then 14, then finally 13.

C. Voting procedures for at-large seats when two or more seats are open.

1. First ballot:

- a. Each council member votes for up to the number of open seats times four (two seats, vote for up to eight; three seats, vote for up to 12; etc.)
- b. If a candidate, or candidates, receives 16 or more votes, the individual with the highest and second highest vote totals of 16 or more votes will be selected, provided there are no ties among three or more candidates of 16 votes or more.
- c. If such ties do not permit the selection of anyone (e.g., four candidates have 17 votes, the highest number), there is no selection.
- d. If no candidate receives 16 or more votes, there is no selection.

- e. Whether or not there is a selection, all candidates receiving no votes are eliminated. All candidates having the two smallest numbers of votes are also eliminated.
2. Subsequent balloting:
- a. Subsequent ballots will include all remaining candidates, excluding those selected and those eliminated in prior ballots. The process for elimination of candidates will be the same in subsequent ballots as that used in the first ballot.
  - b. Council members will vote for up to the number of open slots remaining after each prior ballot.
  - c. In all remaining ballots after the initial ballot, only one person may be selected on each ballot.
  - d. After the initial ballot, the number of votes required for selection will decline with each ballot to 15, then 14, then finally 13.
- D. Suspension of these rules is permitted only for the specific purpose stated in a motion to suspend, and must receive the support of two-thirds of the members present in order to prevail.



**REGENT CANDIDATE ADVISORY COUNCIL**

**APPLICATION FOR THE UNIVERSITY OF MINNESOTA BOARD OF REGENTS**

**This application is available on the council’s Web site: [www.rcac.leg.mn](http://www.rcac.leg.mn)  
**A completed and signed application must be received in our office by 4:30 p.m. on Monday, December 6, 2004.****

Regent Candidate Advisory Council  
 c/o Legislative Coordinating Commission  
 51 State Office Building  
 100 Rev. Dr. Martin Luther King Jr., Blvd.  
 St. Paul, MN 55155  
 (651) 296-9002  
 (651) 297-3697 FAX

**Under the Minnesota Data Privacy Act, Minnesota Statutes Section 13.43, Subdivision 3, parts of this application are public information once a candidate becomes a finalist. “Finalist” is defined in statute as a person that has been selected for an interview. The application is divided so that the first portion is public information, including: name, address, employment record, governing board experience, and education. The second portion of the application includes references and essay questions. Reference information remains private information. Answers to essay questions are private unless the applicant waives his or her right and releases that information.**

**PUBLIC INFORMATION SECTION**

There are four open positions on the Board of Regents; one at-large, and one each from Minnesota’s 2<sup>nd</sup>, 3<sup>rd</sup>, and 8<sup>th</sup> Congressional Districts. Please check the regent position(s) for which you are applying.

- \_\_\_\_\_ At-Large (one position)
- \_\_\_\_\_ 2<sup>nd</sup> U.S. Congressional District (one position)
- \_\_\_\_\_ 3<sup>rd</sup> U. S. Congressional District (one position)
- \_\_\_\_\_ 8<sup>th</sup> U.S. Congressional District (one position)

**Personal Information**

Name: \_\_\_\_\_  
(First) (Middle/Maiden-Optional) (Last)

Address: \_\_\_\_\_  
(Street) (Apt. #)

\_\_\_\_\_ (City) (State) (Zip) (Congressional District)

***\* Phone, fax and email contact information is made public only with the consent of the applicant. Checking the boxes allows release of that information if the applicant is selected as a finalist.***

Phone Number\*: (H) \_\_\_\_\_ (W) \_\_\_\_\_ Check here to release phone information

Fax Number\*: \_\_\_\_\_ Check here to release fax information

Email Address\*: \_\_\_\_\_ Check here to release email information

**EMPLOYMENT HISTORY**

Past occupation or experience (voluntary or paid), including dates and person to whom you reported. Please limit to last three positions and list most current information first.

Employer: \_\_\_\_\_ Voluntary or Paid: \_\_\_\_\_

Address: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Supervisor: \_\_\_\_\_ Phone: \_\_\_\_\_

Employer: \_\_\_\_\_ Voluntary or Paid: \_\_\_\_\_

Address: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Supervisor: \_\_\_\_\_ Phone: \_\_\_\_\_

Employer: \_\_\_\_\_ Voluntary or Paid: \_\_\_\_\_

Address: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Supervisor: \_\_\_\_\_ Phone: \_\_\_\_\_

**GOVERNING BOARD EXPERIENCE**

Such as government, business, education, church, charities, non-profits, etc. Please limit to last four positions and list most current information first.

Organization: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Chair(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

Executive Officer(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

Organization: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Chair(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

Executive Officer(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

Organization: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Chair(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

Executive Officer(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

**GOVERNING BOARD EXPERIENCE (continued)**

Organization: \_\_\_\_\_

Position: \_\_\_\_\_

From (Month/Year): \_\_\_\_\_ To (Month/Year): \_\_\_\_\_

Chair(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

Executive Officer(s) during service: \_\_\_\_\_ Phone: \_\_\_\_\_

**EDUCATION**

	Name & Location of School	Major Area of Study	Diploma/Degree Date Received
High School			
College/Post-secondary			
College/Post-secondary			
College/Post-secondary			

How did you find out about this position? (Check all that apply)					
Newspaper	___	Employer	___	Friend	___
Radio/TV	___	School	___	Web site	___
Newsletter	___	Organization	___	Other (specify)	_____

**PRIVATE INFORMATION SECTION**

**NOTE: Please do not submit written endorsements, letters of recommendation, supporting documentation or additional material unless requested. Materials will not be forwarded to the council.**

**REFERENCES**

This information is private; it is used only by council members for purposes of contacting references. (The council may also talk to others, including supervisors and board colleagues, about your qualifications.)

Name: \_\_\_\_\_ Organization/Firm: \_\_\_\_\_

Relationship: \_\_\_\_\_ Phone:(W) \_\_\_\_\_ (H): \_\_\_\_\_

E-mail: \_\_\_\_\_

Name: \_\_\_\_\_ Organization/Firm: \_\_\_\_\_

Relationship: \_\_\_\_\_ Phone:(W) \_\_\_\_\_ (H): \_\_\_\_\_

E-mail: \_\_\_\_\_

Name: \_\_\_\_\_ Organization/Firm: \_\_\_\_\_

Relationship: \_\_\_\_\_ Phone:(W) \_\_\_\_\_ (H): \_\_\_\_\_

E-mail: \_\_\_\_\_

Name: \_\_\_\_\_ Organization/Firm: \_\_\_\_\_

Relationship: \_\_\_\_\_ Phone:(W) \_\_\_\_\_ (H): \_\_\_\_\_

E-mail: \_\_\_\_\_

**ESSAY QUESTIONS\***

Answers to essay questions remain private unless the applicant waives this right. Checking the box below allows the release of this information only if the applicant is selected as a finalist.

\* Check to release answers to essay questions

**Please answer the following questions, using no more than two additional pages:**

1. What has been your most important work or volunteer achievement? Please describe it briefly and indicate why it was important.
2. How do you characterize your style in group decision making? Give a specific example(s).
3. Having read the enclosed description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.
4. What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?
5. What is your understanding of conflict of interest that arises in connection with service on a governing board? What should a board member do when the possibility of a conflict of interest arises, with respect to yourself or a fellow board member?
6. What strategies and policies would you propose as a board member to broaden diversity of students and staff on University of Minnesota campuses?
7. Regents have indicated that service on the board reasonably requires a commitment of at least 40 hours per month. The term of a regent is six years. The Board of Regents meets for two days each month. In addition to preparation for their meetings, there are numerous other University activities that a regent may be called on to attend or elect to attend. Are you prepared to make such a commitment? Can you think of any circumstances that might prevent you from serving for the full duration of your term?

I certify that all information in this application is factually correct, and do hereby consent to my nomination. By signing below, permission is granted to obtain information from all organizations and individuals mentioned in this application. Candidates selected to be interviewed will be contacted the week of January 9, 2005. Interviews will be held January 24<sup>th</sup> – 28<sup>th</sup>, 2005.

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

## POSSIBLE QUESTIONS FOR CANDIDATES

### Skills/Experience

1. Please describe your understanding of the role of a Regent.
2. Why do you consider yourself a good candidate for this role?
3. Which of the Regents responsibilities needs to be re-examined and why?
4. Which of your public service activities and experiences have you found most challenging and what did you do to address them or create changes in the situation?
5. If you were to describe one area of technical expertise or strength you bring to the Board of Regents, what area would that be?
6. What do you feel is important for board members to demonstrate in their governance role as Regent?
7. Please describe your understanding of “conflict of interest”.
8. Do you know of any conflict of interest that may arise as a candidate or as a sitting Regent? If a conflict of interest arose, how should it be addressed?
9. What in your past or current experiences have prepared you to be effective at influencing or advocating policy changes on behalf of higher education?

### Issues

10. Describe the mission of the University of Minnesota?
11. Who are the constituents or stakeholders that the University is accountable and why?
12. How does this mission fit in the broader, competitive environment of research universities?
13. How does the mission fit in relationship to the mission of MnSCU?
14. What three key issues are on the horizon for higher education in Minnesota and in particular for the University of Minnesota
15. What do you think are the most important positive developments that have occurred at the University in the last five years?
16. Describe the role and functions of a Regent in relationship to the President’s role and function at the University?
17. What potential conflicts have you seen in similar roles?
18. Describe your understand of academic freedom and the issues surrounding it.
19. How can the University become a more effective partner in the economic development of the state and the global economy of the region?
20. Diversity is one of the goals of the University. Why is diversity important and how have you experienced or practiced diversity in you work or public role?
21. How can the Board of Regents assist the University in achieving its Diversity goals?
22. What is importance of the Board of Regents in insuring the quality and credibility of intercollegiate athletics at the University?
23. The University is known for its intense level of shared governance among Regents, administration, faculty, staff and students. How would you as a Regent address competing interests of these constituencies within the shared governance model?
24. Describe how do you balance the tension that sometimes emerges between the public interest of the state and the institutional interests of the University?
25. In closing, why is it important to you to have your name forwarded in this nomination process and what will you accomplish by becoming a Regent?



**REGENT CANDIDATE ADVISORY COUNCIL**

**CALENDAR OF ACTIVITIES**

**December**

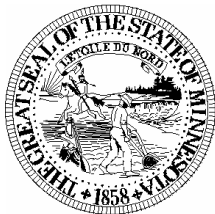
<b>December 6, 2004</b>	<b>Application deadline</b>
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**January**

<b>January 7, 2005</b>	<b>RCAC member meeting to select finalists</b>
<b>Week of January 10, 2005</b>	<b>Finalists contacted for interviews</b>
<b>January 24, 25, and 26, 2005</b>	<b>Finalist interviews</b>
<b>January 26, 2005</b>	<b>Issue press release announcing the RCAC recommendations to the Legislature</b>

**February**

<b>February 1, 2005</b>	<b>Orientation for those individuals recommended to the Legislature</b>
<b>February 16, 2005</b>	<b>Joint Convention of the House and Senate</b>



## Regent Candidate Advisory Council

51 State Office Building  
Saint Paul, MN 55155

(651) 296-9002  
(651) 297-3697 (fax)

Web site: [www.rcac.leg.mn](http://www.rcac.leg.mn)

September 22, 2004

Dear Friend of the University of Minnesota,

This letter is to request your assistance in generating a pool of well-qualified applicants for the University of Minnesota's Board of Regents. The Regent Candidate Advisory Council (RCAC) is charged by the Legislature with the responsibility for recruiting and making recommendations of between two and four finalists for each open position on the Board of Regents. Four seats (representing, respectively, the second, third, and eighth congressional districts and one at-large) will be open for legislative appointment in the year 2005.

The University of Minnesota is the premier educational institution in the State of Minnesota. The University's graduates and its research programs have a major impact on the well-being of the state. It is important that skilled, experienced individuals from diverse backgrounds set its course. Please take some time to consider persons, yourself or others, who would be qualified to fill these leadership positions. Among the attributes of good candidates are governance experience with complex organizations, knowledge of higher education, and an understanding of the transformation that is taking place in society as a result of technology. Regent terms are for six years. It is estimated that sitting regents spend, on average, approximately 40 hours per month fulfilling board responsibilities. Regents serve without compensation.

The deadline for application is December 6, 2004. Interviews will be held in January 2005. **Application materials are available on the council's Web site at: [www.rcac.leg.mn](http://www.rcac.leg.mn).** If you do not have access to the Internet or would like an application packet sent to you or someone you recommend, please contact Sandy Keene, at 651-296-9002.

I would be happy to visit with you about the recruitment and selection process or to answer any other questions you may have. My phone is 218-236-9294; my e-mail address is: [dovre@cord.edu](mailto:dovre@cord.edu).

Thank you for taking the time to assist the RCAC in finding and recruiting candidates for the future leadership of the University of Minnesota.

Sincerely,

Paul J. Dovre, Chair

P.S. Enclosed for your information is the statement of criteria for University Regents and a map of the congressional districts.



## REGENT CANDIDATE ADVISORY COUNCIL

51 State Office Building (651) 296-9002  
 St. Paul, MN 55155 (651) 297-3697 (fax) Web site: [www.rcac.leg.mn](http://www.rcac.leg.mn)

**PRESS RELEASE:** **For Immediate Release**  
 September 20, 2004  
 St. Paul, MN

**For further information contact: Paul Dovre, RCAC Chair, at (218)-236-9294**  
**or Sandy Keene, RCAC Staff, at (651) 296-9002**

### Applications Sought for University of Minnesota Board of Regents

The Regent Candidate Advisory Council (RCAC) is currently accepting applications for four positions on the Board of Regents of the University of Minnesota. The 24-member RCAC was created in 1988 by the Legislature and has responsibility for recruiting, screening and recommending Regent candidates to the Legislature. From the pool of applicants, the Council will invite a number of candidates for public interviews in late January, 2005, and then will forward to the Legislature the names of between two and four candidates for each open Regent position. The Legislature makes the final selections and appointments to the Board of Regents.

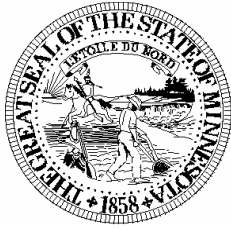
Regents are unpaid volunteers. They serve six-year, staggered terms. Four of the twelve Regent seats are open for selection every two years. The four seats open in 2005 include one each for residents of Minnesota's second, third and eighth congressional districts, and one at-large seat. Current Regents in those positions are Dallas Bohnsack, William Hogan II, Anthony Baraga, and Maureen Reed. Baraga and Bohnsack are completing their first terms as Regents, are eligible to run again in the regular selection process, and have indicated they wish to do so. Hogan is completing his second full term, ordinarily the maximum length of service for a Regent. Reed is eligible to run again, but has decided not to do so at this time.

Ideal candidates, according to RCAC Chair Paul Dovre, will have a deep interest in higher education and an understanding of the role of the University of Minnesota as a major land grant and research institution. They will have experience in governing large complex institutions, a strong sense of fairness and good listening skills. Being a Regent is a time-consuming assignment; current Regents estimate that, on average, they spend about 40 hours per month in Regent tasks. Individual answers vary a lot depending on personal work style and on the number of optional tasks undertaken.

**Application materials are available on the council's Web site at: [www.rcac.leg.mn](http://www.rcac.leg.mn).** If you do not have access to the Internet, you may request an application packet by contacting Sandy Keene, at 651-296-9002.

**APPLICATION DEADLINE: December 6, 2004**

**Applications must be received in our office by 4:30 p.m. on Monday, December 6<sup>th</sup>.**



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Web site: [www.rcac.leg.mn](http://www.rcac.leg.mn)

**PRESS RELEASE:** FOR IMMEDIATE RELEASE  
Friday, January 7, 2005

**For further information contact:** Paul Dovre (Chair) at 218-236-9294 or  
Sandy Keene (staff) at 651-296-9002

### **17 applicants selected to interview for University of Minnesota Board of Regents**

Seventeen candidates for the four vacancies on the University of Minnesota Board of Regents were selected to be interviewed by the Regent Candidate Advisory Council (RCAC) at their meeting on January 7, 2005. The RCAC announced the vacancies in September 2004 and received a total of 58 applications before the December 6<sup>th</sup> deadline.

One-third of the Board of Regents is open for appointment every two years. Those four six-year terms designated to be filled this year are one at-large, and one each in the second, third, and eighth congressional districts.

The RCAC is a 24-member advisory council established by the Legislature to recruit, screen, and recommend regent candidates to the Legislature. Interviews will be held January 24, 25, and 26, 2005. The RCAC must recommend to the Legislature between two and four individuals for each open position on the board.

Following are the names of candidates to be interviewed by the RCAC for each open regent seat:

Second District: Dallas Bohnsack, Bruce Endler and Leonard Pederson

Third District: Arlene Breckenridge, Scott Johnson, David Larson, Lawrence Laukka,  
Linda Mona, and Kate Rubin

Eighth District: Anthony Baraga and Edward Borowiec

At-Large: John Goldfine, Steven Hunter, Ramona Jones, Margaret Leppik,  
Roger McCannon, and Michael Vekich

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### **EDITOR'S NOTE:**

Additional information may be obtained by visiting the RCAC Web site at <http://www.rcac.leg.mn> or by contacting Sandy Keene, RCAC staff, at 651-296-9002. The RCAC office is located at: RCAC, c/o Legislative Coordinating Commission, 72 State Office Building, St. Paul, MN 55155. The RCAC Chair is Paul Dovre, Moorhead, MN 218-236-9294.



## REGENT CANDIDATE ADVISORY COUNCIL

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 St. Paul, MN 55155 (651) 297-3697 (fax) Web site: [www.rcac.leg.mn](http://www.rcac.leg.mn)

### For Immediate Release

**Contact:** Sandy Keene RCAC Staff (651) 296-9002  
 Paul Dovre RCAC Chair (218) 236-9294

**Saint Paul, MN - January 26, 2005** The Regent Candidate Advisory Council (RCAC) voted today to recommend nine candidates to the Minnesota Legislature for final consideration of election to the Board of Regents of the University of Minnesota. The Legislature has not scheduled a date to meet in Joint Convention to elect regents.

The four open regent seats to be filled include one at-large and one in each of the following congressional districts: second, third, and eighth. All appointments will be for full six-year terms.

The RCAC received a total of 58 applications for the four positions. It interviewed 17 applicants. Finalists recommended to the Legislature are (in alphabetical order):

Second Congressional District: Dallas Bohnsack and Bruce Endler

Third Congressional District: David Larson and Kate Rubin

Eighth Congressional District: Anthony Baraga and Edward Borowiec

At-Large: Steve Hunter, Scott W. Johnson, and Margaret Leppik

The council was created by the Legislature in 1988 to recruit, screen, and recommend regent candidates to the Legislature. State law requires that a minimum of two and a maximum of four names be forwarded for each open position. The council's 24 members are appointed by the Legislature. While the Legislature is not bound by the council's recommendations, it has elected regents from the list of candidates recommended by the council every year it has met in Joint Convention to elect regents.

The University of Minnesota Board of Regents is the governing body of the University of Minnesota. Its twelve members are elected by the Legislature and serve without pay. Eight members represent the state's congressional districts, and four members are elected at large, as is a student representative. The student member must be enrolled in a degree program at the University of Minnesota at the time of election. The six-year terms are staggered so that four regent positions come up for appointment every two years.

“Citizens of this state are to be commended for their willingness to volunteer their time and talents in this critically important governance role. This year the council was privileged to have 58 applications. While the breadth of experience and expertise of applicants made the process of elimination extremely difficult, the council is confident that it enhanced the rigor of the selection process and helped to ensure that every person recommended to the Legislature, if elected, will serve the University with distinction. All of the applicants are deserving of both thanks and commendation for their willingness to serve and their individual records of outstanding service and achievement.” - Paul J. Dovre, RCAC Chair