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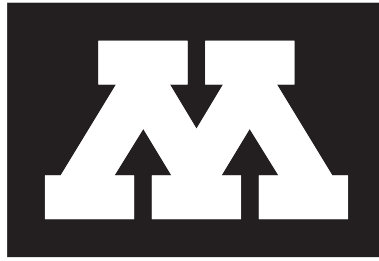


UNIVERSITY OF MINNESOTA  
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# REGENT CANDIDATE FORUM



JANUARY 28, 2015



## **UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION®**

The University of Minnesota Alumni Association represents a global community of nearly a half million alumni. Through the Alumni Association, alumni stay connected with each other, support student success, and advance the university. For more than 110 years, the Alumni Association has helped alumni in all aspects of their lives, from career connections to life-long learning. Our members make our programs strong, but all of our alumni share their sense of belonging to something big. Learn more at [www.MinnesotaAlumni.org](http://www.MinnesotaAlumni.org) or call 800-862-5867.

## **REGENT CANDIDATE ADVISORY COUNCIL**

The Regent Candidate Advisory Council (RCAC) was established by an act of the Legislature of the State of Minnesota in 1988 (Minnesota Statute 137.0245) 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, and recruit, screen and recommend at least two, and not more than four, qualified candidates to the joint legislative committee for each opening on the University of Minnesota Board of Regents. The council consists of twenty-four members appointed to staggered six-year terms.

# FIRST DISTRICT

## CLAIRE BENDER

### ROCHESTER



#### BIO

Claire was born in rural Nebraska and has been a resident of Rochester, Minnesota since 1975. Her education includes BS from Nebraska Wesleyan University '71, MD from University of Nebraska '75, MPH from University of Minnesota '08. She retired as a physician/diagnostic radiologist from Mayo Clinic 12-31-14 as emeritus. During her professional career, she served in a variety of clinical practice, educational, research and administrative roles. This included serving on the Mayo Clinic Rochester Board of Governors as a member, chair of the Personnel Committee of Mayo, Dean of the Mayo School of Health Sciences (over 65 allied health programs/3 sites). She served on Governor Pawlenty's Rochester Higher Education Development Committee which led to the creation of University of Minnesota Rochester. She recently completed service on Governor Dayton's Blue Ribbon panel to improve the University of Minnesota Medical School. Her proudest moments included recognition as Mayo Clinic Distinguished Clinician and Mayo Clinic Distinguished Educator.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

I have been a resident of the State of Minnesota since 1975. During my professional medical career, I have had the opportunity to also be involved with education, research and administration at my institution. I have taught internal and external medical residents and fellows, medical students, nursing students, allied health professional students, and staff physicians/basic scientists/administrators throughout my career. I have achieved the academic rank of full professor of radiology at my organization through a wide variety of scholarly activities. Recently, I completed my 12-year leadership role as Dean of the Mayo School of Health Sciences which included 65 allied health professional programs spread throughout our Mayo Clinic sites in Minnesota, Arizona and Florida. During my mid-career years, I was honored to serve on the Mayo Clinic Rochester Board of Governors for 10 years. During that time I was the Chair of the Personnel Committee which served the institution as well as 1500 staff physicians and scientists. During that time, I led a team to build our institution's first physician/scientist leadership development program, which supported the senior leadership's plan for succession management. And during the last years of my professional career, I returned to academia to continue my life-long learning in a related field of Public Health, obtaining a master's degree. Thus, I feel I am a candidate with experience in leadership, management, health careers, and service to our communities.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

- a. Tuition challenges (which is also a nation-wide issue): I would try to help by drilling down in the assessment of the all the costs of education, including direct and indirect expenses.
- b. Communication among U of M leadership, faculty, students and the residents of the State of Minnesota: People are always the most important asset of an organization. Leadership that establishes a clear strategy and then inspires and empowers people will be the most successful.
- c. Ongoing growth in the coordination of all U of M campuses: Large organizations can easily become encumbered with layers of bureaucracy. It is important to streamline decision-making whenever possible, assuring that each step in a process is a value-add.
- d. Resource/expense management: As a Regent, it would be my responsibility to understand each line item in the budget and its importance to overall financial, operational and strategic planning and management.
- e. Student Graduation Rates: This begins with understanding the details of the attrition rates of the freshmen and sophomore classes and finding remedies to reduce the rates. Also, assessing the details/successes of student transfers into the University of Minnesota would help provide insights into this groups' decision making. Surveys of current students and recent graduates regarding their challenges/needs of graduation would help identify areas of opportunities for improvement.
- f. Improvement of Diversity profile: *(details were provided in separate question in her Application for the University of Minnesota Board of Regents)*

# NOTES

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# FIRST DISTRICT

## RANDY SIMONSON

### WORTHINGTON



#### **BIO**

Randy Simonson earned a Ph.D. in veterinary microbiology from the University of Minnesota and has worked in global animal health business for over 30 years while based in Minnesota. Living in greater Minnesota, he has been involved with education programs, economic development and nonprofit boards and programs. He has served on various committees and advisory boards and has been involved in curriculum review and scholarship funds at the University of Minnesota. He received the Distinguished Alumni Research Award from the College of Veterinary Medicine in 2001. He has a strong interest in the changing demographics related to education, quality of life, and social and community issues.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

I've been involved on the animal health field for over 30 years. Working as a scientist, a manager and a business owner, I've interacted with people on a global basis. This has allowed me to work through some very complicated issues involving legal, regulatory, technical and even diverse issues. I have participated on projects with Universities in many countries. I've also worked as a volunteer in various capacities which has given me a personal perspective beyond business. I've worked closely with the University of Minnesota and remain a strong advocate of maintaining and advancing the mission of this great institution that has meant so much to me personally.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

Affordable education, adequate resources and independent research are very important issues confronting the University of Minnesota. Working closely with the administration to continue evaluation of programs, budgets, physical and human resources are important to all of the areas mentioned above. In addition, working to reinforce state and local economic development is needed. Close communication with policy makers at the State and Federal levels; involving research support while monitoring program policies is also important for assuring independent research.

# THIRD DISTRICT

## MICHAEL BELZER

EDINA



### BIO

Dr. Michael Belzer has served as the chief medical officer and medical director of Hennepin County Medical Center for the past 25 years. He is an Associate Dean at the University of Minnesota Medical School and an expert in health policy, medical education, elimination of healthcare disparities and provision of healthcare to the underserved. He has served as board chair for the Hennepin Medical Society (which represents 4500 physicians), the National Public Health and Hospital Institute and Hospice of the Twin Cities. He has served on the Executive Committee of America's Essential Hospitals, the Minnesota Visiting Nurse Association, and the Hennepin Health Foundation among others. He was awarded the University of Minnesota's Medical School Distinguished Alumni Award, the Minnesota Medical Foundation Distinguished Teaching Award, and inducted into Alpha Omega Alpha National Medical Honor Society. In 2014, he was awarded the prestigious Charles Bolles Bolles-Rogers award from the Twin Cities Medical Society, for lifetime achievement and sustained contribution for research and medical leadership.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

I have spent over 30 years in a senior leadership position in a complex healthcare organization. I have a clear and deep understanding of local, regional, and federal healthcare policy, attendant politics and the associated complexities of healthcare economics and finance. My extensive healthcare background and familiarity with the University Academic Health Center would be helpful in assisting the Regents to understand the complicated nature of the Academic Medical Center (AMC) enterprise and the issues facing the AMC.

Additionally, I have served for over 20 years on the Medical Education Research Cost (MERC) committee, chartered by the state legislature and overseen by the Minnesota Department of Health. The twelve-member MERC committee oversees the distribution of over \$57M in funding for medical education for students in the health professions, as well as the associated teaching sites. I am presently the Vice Chair of the MERC committee.

I function as a University of Minnesota Medical School Associate Dean for Faculty Affairs at Hennepin County Medical Center and have a deep appreciation and affection for the role of higher education and training of the future workforce, not only in healthcare but in non-healthcare as well.

I have served as HCMC's major spokesperson at the state legislature for the past several decades. My advocacy has largely been focused on funding for indigent health care and education funding for our many healthcare training programs. Therefore I am very familiar with the environment and legislators at the state capitol. I understand and enjoy the process and politics of state government. If selected, I will bring this knowledge and passion to the Board of Regents.

As a board member and former board chair of numerous nonprofit organizations, I understand clearly the role of board governance vs. management. I am a dedicated student of leadership. I have mentored and coached numerous organization leaders and care deeply about what it takes to be a successful leader.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

The most important issue confronting the University of Minnesota is the institution's culture, and the need to overcome it. Understanding this culture and its origins and drivers is critical to successfully leading necessary change. The University Strategic Planning Workgroup did an excellent job of outlining their 2014 Strategic Plan. However, the number one challenge will be understanding the constraints of the embedded culture and fashioning a work plan that mitigates those constraints.

Additional issues include the ever-increasing cost of higher education, and the significant impact this has on students and potential students. Tuition and student debt are major determinants of whether individuals choose to pursue higher education. They also have a significant impact on the diversity of the student body, as minorities are disproportionately affected by educational cost.

Another challenge for the University is finding the ideal balance between the core mission of classroom teaching and attribution of research funding and academic scholarship. Academic medical centers are challenged by the same issues as the University and my experience in determining the balance of research scholarship vs. effective teaching would be an asset to the Board of Regents.

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# THIRD DISTRICT

## PAULA PRAHL

LONG LAKE



### BIO

Paula Prahl is a 25-year resident of Minnesota and a graduate of the U of M's Humphrey School of Public Affairs and of Smith College. She spent her early career in student affairs at the University of Iowa and at Wheaton College in MA. The majority of her career has been at the intersection of business and the public sector serving as policy director for The Minnesota Business Partnership, Director and Vice President for Public Affairs at Honeywell, and Vice President and Senior Vice President of Communications, Public Affairs and Corporate Responsibility at Best Buy. She recently joined Värde Partners as Global Director of Communications and Public Affairs. A committed community volunteer, Paula has served on the boards of a number of not-for-profit and quasi-governmental boards including the Humphrey School of Public Affairs, The Boys and Girls Clubs of the Twin Cities and of America, Normandale Community College, Scholarship America, The Minnesota Orchestra, The United Way of the Twin Cities, and the Public Affairs Council. When not working, she is an avid antiquer, an animal lover, a reluctant gardener, and, of course, a Gopher.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

I understand the broad selection criteria used by the Advisory Council. I believe my extensive senior-level management experience in large, global businesses and my experience as a board member for a number of not-for-profit and quasi-governmental organizations provides a strong background and preparation for service as a Regent. Most importantly, though, is my long-standing and keen interest in higher education, kindled first by a friendship (and fascination) with the President of my undergraduate college and further enhanced by five years of work at the University of Iowa and Wheaton College. I've been a student of these enterprises, and the policy which governs them, for most of my adult life and find the current trends both challenging and compelling.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

First, the U of MN faces the perennial challenge of providing value (quality at right cost) to students while driving the broader intellectual pursuits required to support the vibrancy of the State... and doing both in a rapidly changing higher education eco-system. This will require creative problem solving, a keen understanding of how systems interact and can be leveraged to streamline costs and increase outcomes, and the courage to challenge traditional thinking. My work in business, particularly at Best Buy, has allowed me to do this both within corporate systems and between sectors and I have the creativity needed to think about this old challenge in new ways thereby transcending the “technology versus facilities” thinking that limits solutions.

Second, the U of MN needs to drive greater outcomes and garner a higher profile from the significant investment in academic medicine. This may require additional investments and it will certainly require a strong strategy to ensure those investments are staged in a manner that makes success feasible. While I don’t have direct medical experience, I do have a honed understanding of the public policy surrounding medicine and medical care. Moreover, I have the strategic thinking skills required to help shape a quality strategy.

Third, the U of MN, like all public bodies, has to embrace its public nature and find new ways to engage with the public who supports it. If done appropriately, such engagement could provide needed support for new initiatives without adding cost and possibly reducing costs. I’ve been on the forefront of ways to engage customers and constituents in creative ways.

Finally, the U of MN needs to grab the attention it deserves. As an amazing institution in five locations, with its flagship campus in the heart of a major and vibrant metropolitan area, the U of MN deserves accolades beyond what it now receives. While PR and marketing are not the primary responsibility of the Board of Regents, the appropriate strategy, which the Board supports, is the thing which drives the story. I have spent my entire career developing strong strategies and strong stories to achieve legislative success, position companies in growing markets, and drive change where it is it is sorely needed. Accordingly, I know I can help craft the strategy that supports a story that “sells.”

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# FOURTH DISTRICT

## RICHARD BEESON

SAINT PAUL



### BIO

Richard B. Beeson Jr. serves as Executive Vice President for Corporate Development & Government Relations at Saint Paul-owned Sunrise Banks, following twenty years as President & CEO. Previously, he was employed in the Mayor George Latimer administration with the city of Saint Paul Department of Planning & Economic Development as senior project manager. Beeson received a Bachelor of Arts from the University of Minnesota in political science and a Master of Business Administration from the University of Saint Thomas. He has served on the board of Women Venture, the Saint Paul Conservatory for Performing Artists, the University of Minnesota Alumni Association and numerous others, including as chair of the Saint Paul Area and Midway Chambers of Commerce, and treasurer of the Saint Paul RiverCentre. In 2009, Beeson was elected from the 4th Congressional district to the Board of Regents of the University of Minnesota and currently serves as chair. He also serves as trustee at the University of Minnesota Foundation.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

Fully developed in governance with volunteer involvements in over thirty organizations spanning forty years. A blend of private and public work experience informs me on best practices and a deep understanding of the unique cultural, organizational and financial characteristics of the various sectors. Time-tested in governance vs. management matters. Experience “On the Job” at the Board of Regents: Chair of the Board; Chair of the Audit Committee; Chair of the Special Committee on Executive Compensation; member of the Special Committee on Academic Medicine (which I formed) and of the Finance, Litigation Review, Faculty and Staff, and the Academic and Student Affairs Committees. Trustee of the University of Minnesota Foundation. A balanced approach: experience with high energy; strategic with the skill to understand detail; analytical with the ability to effectively and authentically relate to people; and governance-focused with the life experience to add perspective and value to the President on critical administrative matters.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

First, ensuring affordability and excellence. These are inextricably linked. Affordability and student debt management is a shared duty, but this governing body and the President have primary responsibility. We must continue to execute on our “Operational Excellence” commitment of reducing a minimum of \$90 million in administrative costs over six years. We are ahead of schedule. Projects include: a foundational job description undertaking, a cost allocation study categorizing and separately tracking mission, mission support and administrative costs—a model which I believe will be nationally recognized; a cluster-approach to consolidation of backroom functions; adoption and utilization of board and administrative metrics and dashboards; on-going efficiency improvements in facilities management; and an overall culture of cost accountability driven throughout the organization. The University must also increase philanthropy to support its unparalleled commitment to reduced or no-cost tuition for low and moderate income families and to better protect the classic “middle-class” students who do not necessarily qualify for either merit or need-based aid. We will also need the continued support of the Minnesota Legislature, our historic funding partner for operations, repair and bonding. From the student perspective, we need good choices in the new normal: broader use of high school college credit, early financial education and planning, selection of degree major in relation to employment prospects and post-freshman off-campus housing cost options. As we continue to wring inefficiencies, new expenses will be incurred - including those inflation, safety, compliance and new investment-related. Technology and research talent acquisition are priority areas for new investment in this highly competitive business.

Second, improvement in the rankings and reputation of the University of Minnesota Medical School and Hospital as well as a more strategic and performance-based relationship with our healthcare delivery partner, Fairview Health Services. Identified projects include: efficiencies at the “Integrated Structure” operations level, higher faculty scholarship and research production, prioritization and clustering of research strength areas for strategic investment purposes, organizational alignment, support system enhancement and medical facility planning . As Chair, I commissioned a Special Committee on Academic Health to better educate Regents on this dynamic business line which represents 40% of the University’s total budget. Under the leadership of President Kaler, the University of Minnesota has elevated academic health as a strategic priority with the expectation of reducing costs, and improving health outcomes and research activity. Separate but related are on-going strategies inside the schools of public health, nursing, dentistry, pharmacy and veterinary to adapt to changing market conditions including predicted workforce shortages and tuition inelasticity.

Third, demographic changes that will fundamentally and permanently impact higher education. Fewer state high school graduates and likely fewer students prepared for the entrance requirements of the University of Minnesota will create a fundamental supply and demand issue. Effective enrollment strategies at the Twin Cities and more acutely at our system campuses in Duluth, Morris, Crookston and Rochester, will play a key role in maintaining and improving the quality of our undergraduate and graduate education. Analytics to identify qualified students and increase the percent of accepted vs. admitted, referral relationships with secondary schools, messaging, marketing and value proposition branding all become pivotal. Overlaying these strategies must be principles that balance the multiple priorities of serving Minnesota, reciprocity, national, international and diverse students.

# FOURTH DISTRICT

## TOM SOREL

WOODBURY



### BIO

Tom Sorel has been the Vice President of Twin Cities Operations for KLJ Engineering since February, 2014. In this role, he is leading the development of market initiatives to provide multi-disciplinary engineering services to clients and the communities KLJ serves. Prior to coming to KLJ, Sorel was President and CEO of AAA Minneapolis and achieved record membership growth and retention rates in his first year. From 2008-2012, Sorel served as Commissioner of the Minnesota Department of Transportation where he led an agency of 5,000 people and was responsible for a \$4-5 billion biennial budget. Prior to becoming Commissioner, Sorel worked for 30 years in numerous positions around the country with the U.S. Department of Transportation, Federal Highway Administration. He served as the Division Administrator for the FHWA Minnesota Division Office, the Mega Projects Team Leader in Washington D.C., the USDOT Intermodal Liaison for the 2002 Winter Olympic Games in Salt Lake City, and the Director of Planning and Program Development in FHWA's Regional Office in Albany, NY. Sorel has a MBA from Thomas College in Maine, a bachelor's degree in civil engineering from the University of Buffalo, New York, a certificate in conflict management from the Cornell School of Industrial and Labor Relations, and a certificate in project management from George Washington University.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

Throughout my professional career, I believe I have been able to demonstrate a commitment to the values represented in the selection criteria and responsibilities of a regent. I have been in many key leadership positions in various parts of the country that have provided me with a broad perspective on a multitude of issues. In addition, my academic background in business, engineering, conflict management, and project management allows me to pull many pieces of the pie together in unique ways. I have functioned in high profile leadership positions during the collapse of the I-35W bridge (both with the USDOT and MnDOT), the state government shutdown, and 2002 Olympic Winter Games in Salt Lake City (representing the federal government). I have shown a passion for educational excellence, both personally and professionally, and have been actively involved with educational programs from the youth to college levels in every location I have lived in the country. While at MnDOT, I worked with the University of Minnesota to demonstrate quality of life indicators that showed the linkages between education, transportation, the economy, and public health. I was able to operationalize this data into specific investment strategies that support all these areas.

As MnDOT Commissioner, I functioned as the CEO of a large, complex organization of 5,000 people with a \$4.3 billion biennial budget. In this role and representing the Governor, it was absolutely essential to operate with the utmost integrity. I also have private sector experience that provides additional business-related perspectives. From a Board operations viewpoint, I am a strong advocate of the use of technology to enhance communications and have experience using electronic tools such as BoardVantage.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

I believe the main issues confronting the University of Minnesota are related to the strategies that are necessary to be nimble to assure that students are being developed to support a strong economy and at the same time support the basic vision and mission that the University is founded on. The skill sets that are needed in the business community change very rapidly and all academic institutions are faced with the same challenge. Being able to acknowledge local, regional, and global needs and adjust academic programs in a timely fashion in response to these needs is a necessity. Continued emphasis on being nimble will provide for all academic programs remaining relevant to current and prospective students. I also believe the responsiveness to academic and workforce inclusion and opportunity (i.e. diversity) will always be a challenge for the University where much diligence will be required. Lastly, maximizing University budgets to assure that the Board is serving as a sound steward of the funds that come into the system by providing for facilities/services that are state-of-the-art and visionary in nature will always be a challenge. I believe that I can draw upon all of my prior experience to help solve many of these issues and challenges.

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# SIXTH DISTRICT

## MICHAEL HSU

BLAINE



### BIO

Michael Hsu is a 1988 graduate of the University of Minnesota with a BS in Electrical Engineering where he was an Elmer L. Andersen National Merit Scholar and honors student. During college, he was a research aide at Honeywell's System and Research Center. Since graduating, Michael worked as a management consultant for Arthur Andersen, Andersen Consulting, now Accenture and Booz, Allen & Hamilton, now PwC Strategy&. He has worked for Fortune 100 and government clients, on engagements ranging from large-scale systems implementations, strategy, operations and cost reduction initiatives. He also attended the University of Chicago Booth Graduate School of Business. Currently, Michael is the President and Co-founder of TeeMaster Corporation. He resides in Blaine with his wife Erika, and children, Thor and Annika.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

I have a deep passion for the University of Minnesota and I want to see it thrive in its missions of education, research and outreach. My engineering and business backgrounds have helped me develop a broad set of skills. As a technology and management consultant, I understand how large complex organizations work and how information technology is used to make decisions, reduce costs and gain competitive advantage. As an entrepreneur, I understand how to bring new products and technology to market to solve problems and create revenues. Commercialization of new technology is critical to the economic health of the University and the State of Minnesota. I have worked in many industries and with governments in multiple countries. I am very aware of international opportunities for the University and Minnesota companies. The University is uniquely positioned to bring research and commercial opportunities together to benefit Minnesota, the country and the world.

I have the ability to see both short term and long term opportunities and the delicate balance between the two. Strategies are only viable if an organization is properly organized and possesses the right resources to implement them.

In my various management consulting engagements, I have developed the ability to work effectively with and relate to people at all levels of an organization, from customers, to employees, to the boardroom. In various volunteer roles involving education, I have worked with parents, students, faculty, staff, administrators and board members to improve educational outcomes for students.

I am intellectually curious and enjoy meeting and learning from experts in their fields. I enjoy fundraising activities and helping people find ways to connect with and help organizations.

I would bring diversity to the Board in multiple ways. My educational, racial, work and volunteer backgrounds could bring some new perspectives to the Board. Additionally, I reside within 15 minutes from the Twin Cities campus and visit there frequently. In fact, I drive by twice on most days.

Since graduation, I have mentored many students and been involved in managing non-profit student housing. I have maintained an excellent understanding of the issues facing undergraduates and their needs. It is well covered in the media that students are burdened by debt and many are unable to find employment after graduation to cover debt payments. I would seek to do more to make the University more accessible to more students while reducing costs and increasing operational excellence.

Lastly, I am the son of an engineering professor who came to the U.S. from China in 1948 to pursue his graduate education in aerospace engineering at Minnesota. I grew up at another land grant university (Iowa State) and have a brother who is vice-president for research and professor of physics at another Big 10 institution (Michigan State). My wife and I met at the University and her family members are all Minnesota alumni, two also graduated from the law school. I am the father of high school and soon to be college aged students and understand the needs of students. My family and I have recently visited over a dozen colleges and universities.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

Maintaining excellence in an environment of diminishing resources is one of the most important issues confronting the University of Minnesota. The cost of attendance including housing in higher education is a related problem, and the University must be able to demonstrate real value to attract a diverse group of highly qualified students. If the University can make these students successful with on-time graduation and job placement, they will return as alumni and eagerly give back to support future generations of students. Building strong relationships with alumni begins with providing a truly great experience for students.

Commercialization of research is of increasing importance. Innovations in health care, food, energy and the environment, to name a few, are critical to our future. Licensing of patents is a potential revenue source that can be better exploited to bring in much needed dollars. Incubation of start-up companies is another way to benefit from commercialization. Taking equity positions in these companies may provide a better return in the long run. Partnerships and collaboration with private business are excellent opportunities to bring additional funds to the University.

Cost control is another critical issue. The use of funds must be transparent and communicated well to all Minnesota residents, their representatives, as well as students and faculty. Minnesotans via the Legislature would likely invest more resources in the University if they believed the funds were well used. Additionally, new technologies such as massive open online courses (MOOCs) could force changes in the current educational delivery model and should be carefully tested.

Health and safety of students is also critical to the educational experience. Students need to feel and be safe on and near campus. I would make sure programs and systems are in place to provide a safe and healthy environment for students.

Fundraising -- both public and private -- is critical to the future of the University. As a regent, I would seek to ensure adequate funding to support the University's various missions.

Lastly, the University can never become complacent. It needs to maintain a culture of continuous improvement where results are measured and analyzed. We must take risks, but should do so intelligently and with discipline.



# SIXTH DISTRICT

## STEVE LARAWAY

ST. CLOUD



### BIO

Steve is the President and CEO of Laraway Financial Advisors, Inc. a St. Cloud based Investment advisory firm he founded in 2001. Professionally Steve is an attorney, CPA (inactive), CFP and ChFC. Throughout his financial career he has been active in diverse community activities, such as the Boy Scouts, Girl Scouts and the St. Cloud Hospital Board. Steve has received numerous awards for his governance skills and volunteer efforts, including the Minnesota Hospital Association's 2013 Trustee of the Year.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

I've had extensive governance experience with both corporate and non-profit organizations. In my role as Board member and Chair of the Saint Cloud Hospital I attended numerous national conferences sponsored by The Center for HealthCare Governance and the Estes Park Institute. These meetings were educational, had national speakers and highlighted the latest trends in healthcare governance. While my nine-year term recently expired on the Saint Cloud Hospital I remain a board member of CentraCare Health the parent organization. I have been involved in recruiting, interviewing and hiring high level personnel including most recently the new CEO of CentraCare. Also, I led the Central Minnesota Council – Boy Scouts of America as the Council President and serve currently as Chair of the Central Region – Area One Trust Committee. I am a Certified Public Accountant (inactive), Certified Financial Planner and Chartered Financial Consultant. This expertise will assist me in analyzing, understanding and contributing to decisions involving University financial matters. My corporate experience with Bank One Trust, Bremer Trust and my own business has also provided me not only corporate governance experience but other useful experiences with ample exposure to budgeting, marketing, human resources and other areas.

In the end, I believe a good Regent will have three duties to carry out. Those are:

1. To make sure we have the proper people in place. These people must be "visionary" with an achievable strategic plan in place. Furthermore, they must be both mentored by appropriate parties and must ascertain that their staff is properly trained and mentored as well.
2. To make sure the University of Minnesota delivers on performance goals, which would include educational standards, quality, safety and financial goals, to name a few.
3. To protect the reputation of the University of Minnesota. I believe it is a Regent's duty to support and foster a positive image of the University, to encourage the achievement of awards and recognitions and to celebrate the milestones. When negative things happen, and they will, we must be sure they are addressed expeditiously, proactively and transparently, as they develop.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

Demonstrating Value – I believe the first issue is the need to demonstrate the great value a degree from the University of Minnesota represents. My target audience would be Minnesota high school students. In a demographic environment in which the number of high school graduates has dropped, there will be more and more competition for the best students. By getting students to consider the University of Minnesota early on in the process we will be creating demand for the open spots. I would create a similar program for graduate students, paying particular attention to students in those educational areas that are most needed.

Economic Development –The second issue is economic development. How can the University continue to attract and retain talented people that are important for economic development? Further, how can the University grow and attract research grants (which bring talented people to the state and which leads to economic development) in an environment of reduced and diminished Federal research monies? I believe the answer to this is best achieved by working with regional, national and global businesses seeking solutions for these businesses. A focus should be placed on workforce development and jointly developing product solutions for the businesses.

Aligning the University’s Medical Teaching, Research and Patient Care Missions With One Another – I believe that it is essential in today’s ever changing, lower reimbursement healthcare environment to have all stakeholder’s working together towards the goal of delivering high quality, cost effective healthcare. This means the University must deliver well educated physicians, nurses, healthcare workers and new and innovative healthcare devices and solutions. It is important that all entities that fall under the “Health and Medicine” tab of the Universities website collaborate with one another, sharing ideas and developing strategies that ultimately benefit all stakeholders but most importantly, the patients. I believe this can be accomplished if everyone works together (no silos) and understands that we all desire the same results.

# NOTES

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# SEVENTH DISTRICT

## TOM ANDERSON

ALEXANDRIA



### BIO

Tom Anderson is a life-long resident of Alexandria and a graduate of the University of Minnesota. He has been an owner/operator/entrepreneur of several businesses, most notably Anderson Funeral Home of Alexandria for 33 years. He has served on a wide range of community boards and just finished three years as Chair of Knute Nelson, a \$30 million, 500 employee, senior living and health care concern serving 26 counties in central and northern Minnesota.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

All candidates that apply for the University of Minnesota Board of Regents have a story to tell. However, the circumstances of my life have uniquely qualified me for this position at this time. My civic and volunteer involvement consists of serving in many capacities and on many boards in my hometown of Alexandria, Minnesota. At age 19, because of my father's untimely death I took over the family funeral business and expanded it as well as launching four successful start-up enterprises during my 35 year business career. I have been invited, and did appear and testify at a United States Congressional Sub-Committee hearing on "The State of the Economy in Rural America."

In the corporate business world I've served for three years as Chairman of the Board of Knute Nelson, a \$25 million, 500 employee, faith-based non-profit senior care business serving the Alexandria area and 25 other counties with home health care services. I've also served on the Board of Advisors of Wells Fargo Bank in Alexandria, the Board of Governors of the International Basketball Association in Winnipeg, Manitoba, Canada, and am currently serving as a Charter Board Member of the Ethos Home Care Board in Fargo, North Dakota. Ethos Home Care is a home health care business being developed by three large non-profit health care organizations, Eventide, Bethany, and Knute Nelson, to bring home health care to the Red River Valley, both in North Dakota and Minnesota.

I have a heritage of tradition at the University of Minnesota. I was a third generation graduate and my great uncle, T.A. "Dad" Erickson, was credited with starting the 4-H movement which was eventually partnered with the University's Extension Program.

Finally, my commitment to the University of Minnesota is rock-solid and unwavering. I view the University of Minnesota from a very unique perspective. In October 1963, Dr. C. Walton Lillehei, the pioneer of open-heart surgery at the University of Minnesota and namesake of the Lillehei Heart Institute at the U of M, personally performed life-saving surgery on my heart at the University. I've lived fifty-one years since that day with no restrictions. I've traversed the U of M as a patient, student, graduate, alumni, and now as a donor to the Lillehei Heart Institute.

Truly, my life was actually saved by the University of Minnesota. I am grateful and humbled by what the University of Minnesota and Dr. C. Walton Lillehei did for me and there is no way that I could possibly repay them for their efforts. Serving as a University of Minnesota Regent would in some small way allow me to have a voice in making sure that the University of Minnesota continues to make these types of differences in the lives of everyday Minnesotans.

From my education to my life experiences to my business involvement, to my family heritage, and finally to my commitment to the success of the University of Minnesota, I truly believe that I have the knowledge necessary to become part of the team with the University of Minnesota Regents. I will humbly serve with a deep sense of commitment and knowledge of the sacrifices and decisions of those who served before me.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

The University of Minnesota is a great institution of higher education that must deal with a myriad of issues at all times. However, like any successful business we need to attract clients (students) in a market based society and we need to continue to do that knowing that revenues must exceed expenses.

It is the duty of a land grant university to provide for the education of its citizens and we must continue to be able to do that. There can be no going backwards on that promise.

Therefore, I believe outweighing all other issues is the idea that we must be able to provide access and affordability to the institution for the people of the State of Minnesota.

As to the question as to how I might help solve this problem we know that we cannot cut our way to prosperity. The affordability question has to be on the side of revenue. It is my opinion that the easiest way to raise revenue for the University is to enhance those revenue streams we currently have in auxiliary services and philanthropy. I like to think that after 35 years in various business enterprises that I have what takes to add to the discussion about enhancing revenues at the University.

# NOTES

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# SEVENTH DISTRICT

## MIKE YOST

MURDOCK



### BIO

Mike Yost was the Administrator of the Foreign Agricultural Service from 2006 through 2008. During his tenure, he worked on a wide range of issues from trade to food aid with offices in 90 countries. Yost was the Associate Administrator at the Farm Service Agency for two years, where he was responsible for 12,000 employees in all 50 states. Prior to government service, Yost was president of the American Soybean Association, Chair of the American Oilseed Coalition and founding member of the National Biodiesel Board. A graduate of the University of Minnesota, he currently is farming with his family in Murdock, Minnesota.

**Having read the description of regents selection criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good regent.**

First, I have spent my entire career in some aspect of food and agriculture, the number one industry in the state. I would bring experience in agriculture production, biofuels, biotechnology, food safety, international agriculture and food aid to the Board of Regents. Second, during my tenure at USDA I was the Associate Administrator at the Farm Service Agency where I was responsible for 12,000 employees, a \$1.4 billion budget and implemented over 60 programs in all fifty states. Along with service as Administrator of FAS, I have experience in managing large organizations with complex issues in a difficult environment (Washington politics). Third, my involvement in Riverview, LLP (a multi-site dairy partnership) has given me experience in rural development. The hurdles of local and state regulations, raising equity, and bringing ethnic diversity to rural communities were all overcome. Fourth, I have lead national trade organizations where I was instrumental in forging consensus on a number of difficult issues. Fifth, I am proud of the University's heritage, traditions and what it does for the state of Minnesota. I graduated from the University, both of our sons did, currently one is studying for his MBA at Carlson, and our family has established a scholarship at the College of Food, Agriculture and Natural Resource Sciences.

**What are the most important issues confronting the University of Minnesota and how would you contribute to solving them?**

The importance of the University in the everyday lives of Minnesotans has eroded in the past decade. If asked most people in greater Minnesota would be hard pressed to name something that the University does, other than educate students. People are concerned about the quality of primary and secondary education their children receive; they worry about the cost, availability and quality of health care; they want assurances that their food is safe, affordable and produced in a sustainable manner. If the University focused on addressing issues that affect all Minnesotans it would help address a second critical issue; lack of credibility in the Minnesota legislature. I had the opportunity to discuss issues with six people running for the State House this past election cycle. Not one of them sited University funding as an issue. When asked the most positive response was the University was a “black hole” for funding, but President Kaler has made headway in restoring confidence in the University administration.

There are no simple answers to the complex issues confronting the University. My contribution to the board would be knowledge of greater Minnesota both its citizens and its economy; my ability to bridge the gap between rural and urban areas; along with my experience in running a large government agency whose funding came from Congress.

# NOTES

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