UNIVERSITY OF MINNESOTA
BOARD OF REGENTS

Board of Regents Work Session
Thursday, February 8, 2007
1:45 - 2:45 p.m.
600 McNamara Alumni Center, Boardroom

Board Members
Anthony Baraga, Chair
Patricia Simmons, Vice Chair
Clyde Allen
Peter Bell
Frank Berman
Dallas Bohnsack
John Frobenius
Steven Hunter
David Larson
Cynthia Lesher
David Metzen
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AGENDA

1. University's Urban Agenda - R. Bruininks/R. Jones (pp. 2-7)
Board of Regents Work Session

February 8, 2007

**Agenda Item:** University's Urban Agenda

☐ review  ☒ review/action  ☐ action  ☒ discussion

**Presenters:**
- Senior Vice President Robert Jones
- Darlyne Bailey, Dean, College of Education and Human Development
- Dante Cichetti, Professor, Institute of Child Development
- Scott McConnell, Professor, Department of Educational Psychology

**Purpose:**

☐ policy  ☒ background/context  ☐ oversight  ☒ strategic positioning

To update the Board of Regents regarding the development of a conceptual framework for an urban research and outreach agenda, in furtherance of the University's land grant mission. This presentation will include a discussion of the University Northside Partnership, an urban research and outreach initiative in North Minneapolis.

**Outline of Key Points/Policy Issues:**

Policy questions for discussion include:

1. What core principles should guide the University's efforts to develop an effective urban agenda that fulfills the University of Minnesota's land-grant obligations and addresses complex contemporary urban issues?

2. How does a 21st Century urban land-grant university most effectively use its intellectual resources and knowledge to benefit its urban neighbors?

3. Can the research and outreach center model that has been so successful in rural communities be translated into a model that has meaningful impact and sustainability in an urban setting?
Land Grant Institutions and Public Engagement

As Minnesota’s land grant institution and one of the few large, public research universities located in a major metropolitan area, the University is proud of its legacy of research, education, and engagement all across the state. Indeed, the Board of Regents Mission Statement has long included a clear articulation of the University’s commitment to serve the common good and develop human capital. It instructs the University as follows:

“Outreach and Public Service: To extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping organizations and individuals respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.”

Today the strategic planning process, ‘Transforming the U,’ provides an opportunity to modernize and revitalize the land grant mission and strengthen the University’s commitment to improving the human condition through the advancement of knowledge. We believe that dynamic public engagement is essential to the goal of becoming one of the top public research universities in the world.

Federal legislation establishing land grant institutions created the obligation to serve all state residents. The Morrill Act of 1862 emphasized providing liberal education in a variety of fields, including but not limited to agriculture and engineering, to the mass population. ‘Land grants’ were donations of land that generated revenue to facilitate creating and expanding colleges and universities. The Hatch Act of 1887 specifically authorized research through the creation of agricultural experiment stations for each land grant institution. Finally, the Smith-Lever Act of 1914 authorized extension services to extend the reach of land grants. States provided matching funding and partnered with land grant colleges in the development of the extension services. Together, these acts integrated education, research, and outreach into the land grant mission.

Underlying the land grant mission is a broad vision of investing in human capital, promoting economic growth, and assuring positive quality of life for all residents. The state’s economy, and rural communities in particular, have been significant beneficiaries of the University’s land grant mission delivered through our system of Research and Outreach Centers (ROC), Extension Offices, and campuses across the state. By being physically present in regions and communities and using multi-disciplinary approaches, the University has been able to resolve many difficult problems in rural Minnesota. While continuing to respond to the challenges facing rural areas we must also begin to think and act more strategically about how, as a large, urban land-grant university, we can best leverage our academic resources, in partnership with local communities, governments, and the business sector, to resolve complex contemporary issues of the urban age.
The Role of Higher Education in the Urban Age

In today’s complex and changing world, an urban land grant institution’s teaching, research, and outreach missions must be aligned and strategically focused to meet the needs of our growing urban areas and those at the urban-rural interface. The majority of the world’s population, a number equal to the entire world population in 1960, lives in cities, and eighty-five percent of all jobs in the U.S. are in urban regions. Minnesota’s urban regions are expanding, creating greater connections among urban areas and blurring distinctions between rural and urban concerns. Sixty percent of Minnesota’s population lives in the Twin Cities commuting area, and other urban centers such as Rochester and St. Cloud are growing as well.

Demographers project a decline in the number of high school graduates in Minnesota, increased diversity extending across the state, further globalization, and a continuing influx of new immigrants. The challenges created by these and other anticipated demographic changes are significant and urgent, especially as they impact our urban communities. Members of the Itasca Project, a coalition of business, educational, and community leaders, realize that Minnesota risks falling behind in economic and educational achievement and have committed to sharpening the region’s competitive edge. In 2005 the Brookings Institution issued a report called “Mind the Gap,” which focused on the Minneapolis-St. Paul area. The report found that while the metropolitan region has overall high levels of educational and economic success, there are major differences among racial and ethnic groups, among different income classes, and between (and within) urban and suburban neighborhoods. “Mind the Gap” called for immediate action to reduce the disparities so we can assure a competitive workforce and preserve the economic health and future of the Twin Cities.

There is a growing national dialogue and sense of urgency for urban universities to create and articulate a new vision of how higher education must take a leadership role in responding to the challenges facing urban communities. In fact, we are involved with an alliance of universities concerned about these issues that held its inaugural meeting in July 2006. The National Association of State Universities and Land-Grant Colleges (NASULGC) and its Commission on the Urban Agenda, along with the Coalition of Urban Serving Universities, developed preliminary recommendations for a national urban agenda. The three most critical themes and goals are:

- **Human Capital** (strengthening the educational pipeline through cross-disciplinary partnerships within universities to collaborate with urban school leaders to ensure high school and college access and success);
- **Strengthening Communities** (stimulate economic revitalization in center-city neighborhoods); and
- **Urban Health** (cross-disciplinary research and translating new knowledge to innovative practices in urban health care).

The University of Minnesota’s geographic location, its historical engagement, and its comprehensive array of programs and faculty create an extraordinary opportunity to become a model of how urban universities can effectively partner with communities and city and county governments to resolve pressing contemporary issues. While the University of Minnesota Extension has highly effective programs in the metropolitan area, and numerous faculty from many colleges are working with urban communities and organizations, the University needs a more strategic and intentional effort to coordinate individual activities to achieve greater impact and sustainable outcomes. The strategic positioning process and participation in national discussions are resulting in an opportunity to create better-coordinated and coherent engagement activities and define a strategic and sustainable urban agenda.
Building Sustainable Partnerships and a Common Urban Agenda

From those discussions and our efforts to create key partnerships, a new perspective has emerged on how a large, complex, urban land-grant university can best leverage its academic resources to resolve some of the most complex issues facing urban communities. We believe the solution does not require the creation of a new model, but the expanded application of an existing one. In essence, we believe the creation of the urban equivalent of our well-established and effective research and outreach centers is the best conceptual model to frame our urban agenda to achieve the greatest impact. Following the research and outreach center model means that our new urban agenda will be grounded in the creation of multi-disciplinary teams and sustained partnerships and, when practical, anchored by a physical presence in the community where the issues to be resolved are most prevalent. Being physically present in a community helps the University better understand the details of and connections between issues, and community members become better informed about what evidence-based solutions exist. It enhances the University’s ability to share knowledge from research and to translate research findings into new tools, policies, or models that fit that community. The University would not have been successful resolving agricultural problems or adding to economic vitality in rural communities using only a single discipline or keeping academic resources on campus. Successes were made possible by creating multi-disciplinary teams physically present in the community, via the Research and Outreach Centers and Extension Offices strategically located across the state. We are uniquely positioned to apply this model to some of the most complex issues facing urban communities.

The New Urban Agenda In Action

To establish a coherent Urban Agenda, forge the partnerships needed to effect change, and begin applying the Research and Outreach Center model, the University of Minnesota is developing a new model of public engagement to assist one of the most challenged communities in Minneapolis’ urban core, North Minneapolis (Northside). In 2005, Minneapolis Mayor R.T. Rybak asked President Bruininks if the city and the University might collaborate to resolve some of the complex issues facing the Northside. Minneapolis’ Northside is a culturally diverse community, rich with a vibrant social history, sense of identity, and hope for the future, but its residents experience challenges of concentrated poverty, limited employment and educational opportunities, limited business opportunities, and lower quality health care. The following facts reflect the concerns raised by Mayor Rybak:

- North Minneapolis encompasses more than nine square miles and is home to 63,000 people and 15 neighborhoods grouped into two regions: the Near North and Camden.
- There is a high level of diversity: 41 percent African Americans and recent African immigrants; 34 percent White; 14 percent Asians, including a large number of Hmong immigrants; and four percent Latinos – a group experiencing significant growth.
- Thirteen established and active neighborhood organizations work with residents on issues ranging from housing to crime.
- Unemployment is 10 percent, higher than the Minneapolis average of three percent.
- Mean household income is $42,270 (70 percent earn less than $50,000), compared to the Metro mean of $54,300.
- Ninety-five percent of homes are valued at less than $150,000, while citywide sales average $176,900.
- Health disparities are evident. For example, 11.3 percent of North Minneapolis babies born in a recent decade were low birth weight, compared to 7.2 percent for the entire city.
Certain indicators of child well being are particularly troubling:

- Thirty-six percent of North Minneapolis children age 5 and under live in poverty, compared to 25 percent in Minneapolis and 11 percent in Hennepin County. The number of North Minneapolis children living in poverty doubled from 1990 to 2000.
- One out of four children removed from homes in Minneapolis for maltreatment are from two zip codes in the Near North.

President Bruininks responded to Mayor Rybak’s request by asking Senior Vice President Robert Jones to represent the University as a resource partner in the Mayor’s newly created Northside Partnership. The Mayor’s Northside Partnership was created recognizing that the complex issues facing this vital community could be addressed more effectively via partnership with public and private stakeholders.

The University was already active in the Northside, with many community service, research, and training programs offered through the Minnesota Extension, Center for Early Education and Development (CEED), the Academic Health Center, the Business and Community Economic Development Office (BCED), and others. But these efforts were not cohesive or coordinated with each other, and lacked a physical presence in the community. Leaders from CEED and BCED recommended bringing faculty and groups working in the Northside together to leverage University resources and provide easier access to the University for members of the community.

One complex issue of significant concern to North Minneapolis residents is out-of-home placement of children (foster care). Hennepin County spends millions of dollars per year addressing the needs of children and families involved in out-of-home placements. Concurrent with the discussions with Mayor Rybak, the University was in the process of recruiting Dr. Dante Cicchetti, whose groundbreaking interdisciplinary research in developmental psychopathology led him to develop new and highly successful treatment models for mental health issues involving children and families. Dr. Cicchetti developed a program at the University of Rochester (New York) that significantly reduced the number of children placed in foster care. A key element of the model is being physically present in the community, in close proximity to a community clinic with a substantial mental health treatment program. Subsequent conversations with NorthPoint Health and Wellness Center lead to the development of a strategic collaboration with Professor Cicchetti and, ultimately, his recruitment to the University of Minnesota to implement the vision of creating the University Child and Family Center in North Minneapolis, in close proximity to NorthPoint. Over the ensuing months, the University began a dialogue and created the critical partnerships with community organizations, the City of Minneapolis and Hennepin County governments to begin to bring this vision to fruition.

All these elements – the University’s commitment to public engagement and the land grant mission, the growing national awareness of the need for a coordinated Urban Agenda, the City’s and County’s North Minneapolis partnership proposals, and our recruitment of an internationally renowned children’s mental health expert – have come together in the University Northside Partnership. The University Northside Partnership is a pilot initiative to explore new strategies and opportunities to create more meaningful, sustainable, cooperative, and generative engagement with multiple urban communities as part of our developing Urban Agenda. Effective community engagement means expanding, enriching, and sharing the capacity of both the community and the University, and the University Northside Partnership seeks to achieve this goal.
Policy questions for discussion include:

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i The historical discussion of land grant institutions relies heavily on a paper entitled *Regional Economies in Transition: The Role of the Land Grant University in Economic Development* by President Robert H. Bruininks, prepared for the Board of Directors of the National Association of State Universities and Land Grant Colleges (NASULGC), September 2005; and presented at the NASULGC annual meeting, November 13-15, 2005, Washington, D.C. The work of Carla Carlson, Assistant Vice President for Statewide Strategic Resource Development, and Charles C. Muscoplat, Vice President for Statewide Strategic Resource Development, was acknowledged in the preparation of his paper.

ii From “An Urban Agenda for an Urban Age,” presentation prepared by Bruce Katz, Amy Altman, and Julie Wagner (Brookings Institution) for the Urban Age Conference, Berlin, Germany, November 10, 2006.


iv For more information generated by an asset-mapping project conducted by University of Minnesota graduate students, and directed by the University of Minnesota’s Office of Business and Community Economic Development, see the full report at [www.unpmn.org](http://www.unpmn.org).