Governance & Policy Committee

February 2019

February 8, 2019
7:45 a.m. - 9:15 a.m.

Boardroom, McNamara Alumni Center
1. Board of Regents Policy: Appointments to Organizations and Boards - Review
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2. Higher Education Strategic Planning
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AGENDA ITEM: Board of Regents Policy: Appointments to Organizations and Boards

Review

Purpose & Key Points

The purpose of this item is to review proposed off-cycle amendments to Board of Regents Policy: Appointments to Organizations and Boards. The proposed amendments seek to bring the policy into alignment with the Joint Clinical Enterprise (JCE) between the University, University of Minnesota Physicians, and Fairview Health Services.

The proposed amendments include:

- Striking Board of Governors, University of Minnesota Health, which was phased out under the JCE.
- Inserting Board of Directors, University of Minnesota Health Clinics and Surgery Center, Inc. This board takes the place of the M Health Board of Governors with respect to the Clinics and Surgery Center entity and its corporate functions. Operational functions of the Clinics and Surgery Center are part of the JCE structure.
- Removing the requirement that a special selection committee be formed to review and recommend nominations for the M Health Board of Governors and the Fairview Health Services Board of Directors. Instead, nominations made by the president will be routed directly to the full Board for consideration.

Background Information

Board of Regents Policy: Appointments to Organizations and Boards was last amended on February 13, 2015 following a comprehensive review of the policy.
APPPOINTMENTS TO ORGANIZATIONS AND BOARDS

SECTION I. SCOPE.

This policy governs Board of Regents (Board) appointments to selected organizations and boards that advance the teaching, research, and outreach mission of the University of Minnesota (University).

SECTION II. BOARD AUTHORITY.

The Board shall appoint some or all of the members of the organizations and boards listed in Section III.

SECTION III. ORGANIZATIONS AND BOARDS.

For subdivisions 1 and 2, the Board chair shall appoint a special selection committee consisting of three Regents to review nominations made by the president and recommend action to the full Board.

Subd. 1. Board of Governors, University of Minnesota Health.

Selection of Appointees: The Board selects appointees for appointment by University of Minnesota Physicians to the Board of Governors.

Nominations: The president, in consultation with the vice president for clinical affairs and dean of the medical school, recommends appointees to be selected by the Board.

Number of Appointments: Half of the Board of Governors (no fewer than 2 and no more than 6), including the dean of the medical school as an ex officio voting governor.

Appointment Schedule: As needed.

Appointment Term: 3-year, staggered terms.


Nominations: The president, in consultation with the vice president for clinical affairs and dean of the medical school, recommends nominees to the Board.
Number of Appointments: 1 plus 2 ex officio. If the Fairview Board of Directors determines that a seventh at large member is to be appointed to the Board of Directors, then the Board of Regents shall nominate a community member for that position, subject to election by the Fairview Board of Directors.

Appointment Schedule: December of each year in which there is a vacancy or reappointment needed.

Appointment Term: 3-year term.


Subd. 2. Board of Directors, University of Minnesota Health Clinics and Surgery Center, Inc.

Approval of Appointees: The Board approves appointees for appointment by University of Minnesota Physicians to the Board of Directors.

Nominations: University of Minnesota Physicians recommends nominees to the president. The president recommends nominees for approval by the Board.

Number of Appointments: No fewer than 2 and no more than 4 (depending on Board of Directors size). The vice president for clinical affairs and dean of the medical school and the dean's appointee serve as additional members of the Board of Directors.

Appointment Schedule: As needed.

Appointment Term: 3-year, staggered terms.


Subd. 3. Board of Trustees, University of Minnesota Foundation (UMF).

Nominations: The Board chair, in consultation with the president, recommends nominees to the Board. UMF Board also may provide recommendations.

Number of Appointments: UMF Board - Board appoints the president and additional individuals (no more than 3 Regents) to constitute no less than one-fourth of UMF Board membership.
UMF Executive Committee - Board appoints the president and 3 additional individuals who are UMF trustees.

UMF Audit Committee - Board appoints 2 individuals who need not be UMF Board members.

Appointment Schedule: Annually in October.
Appointment Term: 3 years, unless ex officio member.
Reference: University of Minnesota Foundation/University of Minnesota First Amended and Restated Memorandum of Understanding (May 17, 2005).

Subd. 4. Board of Trustees, Minnesota Landscape Arboretum Foundation.
Nominations: The president recommends nominees to the Board.
Number of Appointments: The Board appoints one-fourth of trustees.
Appointment Schedule: June of each year in which a vacancy occurs.
Appointment Term: 3 years.

Subd. 5. Board of Trustees, Hormel Foundation.
Nominations: The president, in consultation with the vice president for research, recommends nominees to the Board.
Number of Appointments: 1 member.
Appointment Schedule: As needed.
Appointment Term: In the event of a vacancy.

Subd. 6. Advisory Board, Hormel Institute.
Nominations: The president, in consultation with the vice president for research, recommends nominees to the Board.
Number of Appointments: The Board appoints 3 members.
Appointments Schedule: In the event of a vacancy.

Appointment Term: Continuous.

Reference: *Collaboration Agreement (2011).*

**Subd. 7. Eastcliff Advisory Board.**

Appointments: The Board chair appoints a Regent to serve as chair and three to six members.

Appointment Schedule: July of odd years.

Appointment Term: 2 year term that is concurrent with the term of the Eastcliff Advisory Board chair.

Reference: *Eastcliff Advisory Board Bylaws (February 14, 2014).*

**Subd. 8. Eastcliff Technical Advisory Committee.**

Appointments: The Board chair appoints the chair from committee membership.

Appointment Schedule: As needed.

Appointment Term: Indefinite.

Reference: *Eastcliff Technical Advisory Committee Bylaws (February 14, 2014).*

**Subd. 9. Minnesota Clean Water Council.**

Appointments: The president recommends a nominee to the Board.

Appointment Schedule: As needed.

Appointment Term: 4 years.

Reference: Minnesota State Statute Section 114D.30, subdivision 2.

**SECTION IV. NOMINATIONS.**

With the exception of Eastcliff committees, the boards and organizations in Section III shall notify the Office of the President when nominations are required to fill vacant positions so that the Board may take appropriate steps to fill the vacancy and process the appointment. Recommendations regarding appointments under this policy shall be forwarded to the Board in alignment with docket deadlines as
published by the Board Office. Nominations shall be presented for review and action in the same month.

**SECTION V. BYLAWS.**

Upon request, organizational documents, including articles and bylaws, shall be provided to the Board Office.
AGENDA ITEM: Higher Education Strategic Planning

☐ Review ☐ Review + Action ☐ Action X Discussion

This is a report required by Board policy.

PRESENTERS: Sally Mason, AGB Consulting

PURPOSE & KEY POINTS

The purpose of this item is for the committee to engage in a discussion on higher education strategic planning. The discussion will focus on case studies that highlight best practices from recent strategic planning efforts undertaken at Purdue University, the University of Iowa, and Arizona State University.

The goal for this conversation is to give members of the committee high-level background on various approaches to strategic planning; discuss ways boards and presidents can be effective in this space; and set up additional conversations as the Board and President-Designate Gabel prepare to re-launch systemwide planning efforts.

BACKGROUND INFORMATION

Dr. Sally Mason served as the 20th president of the University of Iowa from 2007 through 2015. She serves as a senior consultant for AGB Consulting and AGB Search.
We will invest and expand in the research areas and academic disciplines that have the greatest potential to change the world for the better. The Purdue Moves strategic plan guides the University's advancement and emphasis in the following areas:

### Affordability and Accessibility

With a focus on administrative efficiency, we will fit our spending to students' budgets — not the other way around. We will open the door to higher education even wider, to all students ready to take on the rigors of a Purdue education.

#### Freezing Tuition and Cutting Costs
- **Tuition Frozen** 2013-2020
- **Lowest Room and Board Rates** in the Big Ten
- **Textbook Savings** of an average 31% through Amazon.com partnership
- **Student Loans Down 31%** ($57 million) since 2012
- **Record Applications and Enrollment** since implementing affordability policy

#### Income Share Agreements
- **Back a Boiler** allows students to "work their way through school once they're out of school."

### Online Learning

Purdue will lead in educating all types of students online, from traditional undergraduate students to midcareer professionals to nontraditional adults hoping to earn a college degree for the first time.

- **30,000 Students Served Through Purdue Online Efforts**
- **100+ Purdue Degree and Nondegree Programs Offered Online**
- **Purdue University Global**
  - Indiana's newest public university
  - Offers high-quality online education to working adults and others looking for an alternative to traditional campus study
  - Purdue acquired Kaplan University in 2017 and converted it into the Purdue system
  - Expands access to a Purdue education to:
    - 36 million working adults in America who started but did not complete a college degree
    - 56 million Americans with no college credit at all
- **Purdue Online**
  - Purdue is systematically developing a coordinated and unified system of delivering online courses for students on all of our campuses
  - Matches students with programs that best meet their needs and points them to possibilities they may not otherwise have considered
STEM LEADERSHIP

By leveraging our historic strengths, Purdue is answering the national call to prepare a greater number of highly capable STEM graduates.

PURDUE ANNUALLY AWARDS THE THIRD-MOST STEM DEGREES

PURDUE POLYTECHNIC INSTITUTE

- HANDS-ON, collaborative, competency-based learning
- INDUSTRY-SPONSORED PROJECTS allow students to apply their knowledge to real-world problems

ENGINEERING PREEMINENCE AT SCALE

- LARGEST ENGINEERING COLLEGE among the top 10 in the nation
- ENROLLMENT UP nearly 1,900 since 2012

TRANSFORMATIVE EDUCATION

Higher education has been driven by the status quo for too long. Purdue is setting a new standard through teaching methods and campus experiences proven to prepare students for successful careers and fulfilling lives.

UP TO $3,500 IN STUDY ABROAD SCHOLARSHIPS

16,600+ STUDENTS TOOK CLASSES IN SUMMER 2018

CHANGING THE WAY LEARNING OCCURS

- FLIPPED CLASSROOM CONCEPT used in 300+ courses, focusing class time on discussion and projects instead of lectures
- Purdue’s WILMETH ACTIVE LEARNING CENTER blends teaching, library, study and collaborative work spaces, bringing the active learning concept to life

INTERNATIONAL EXPERIENCES

- Two times more students STUDY ABROAD now than five years ago

ON-CAMPUS LIVING

- INCREASING ON-CAMPUS HOUSING and “academizing” residential areas to include study areas, classrooms and lab space
- 41% OF PURDUE UNDERGRADS live on campus (BIG TEN MEAN: 35%)

WORLD-CHANGING RESEARCH

Researchers from all of Purdue’s academic disciplines will collaborate to solve the world’s most pressing challenges and improve the quality of life for people around the world.

STARTUPS UP 400% SINCE 2012

$454 MILLION IN RESEARCH FUNDING IN FY 2018 (UP $103 MILLION SINCE FY 2012)

DRUG DISCOVERY

- 16 NEW DRUGS in human trials, plus 45 more in the pipeline
- First in the world to map the structure of the ZIKA VIRUS

PLANT SCIENCES

- $20+ MILLION invested in research to help feed a rapidly growing world population
- Home to the only FIELD PHENOTYPING FACILITY of its kind at an American university

LIFE SCIENCE

- Two new centers will accelerate LIFE SCIENCE BREAKTHROUGHS
  — Purdue Institute for INFLAMMATION, IMMUNOLOGY AND INFECTIOUS DISEASE (PI4D)
  — Purdue Institute for INTEGRATIVE NEUROSCIENCE

DATA SCIENCE RESEARCH

- INTEGRATIVE DATA SCIENCE INITIATIVE will create a data science-fluent campus ecosystem and put Purdue at the forefront of data-driven research

COMMERCIALIZATION AND TECH TRANSFER

- RECORD U.S. PATENTS for University research (UP 137% SINCE 2012)

EXPANDING COMPUTER SCIENCE

- UNDERGRAD ENROLLMENT UP 132% since 2013
- Doubled the number of FEMALE FACULTY since 2013

A YEAR-ROUND CAMPUS

- 500+ freshmen started early with SUMMER COURSEWORK
- SUMMER START admits at-risk students and provides summer mentorship

DEGREE IN THREE

- 3-YEAR DEGREES offered for 20+ degrees, with more to come
- SAVES STUDENTS up to $19,000 in tuition while jumpstarting careers

DATA SCIENCE EDUCATION

- DATA SCIENCE MAJOR launched fall 2017
- DATA MINE, a first-of-its-kind residential learning community, will teach students the most sought-after data science skills through real-world, data-driven projects

COMMERCIALIZATION AND TECH TRANSFER

- RECORD U.S. PATENTS for University research (UP 137% SINCE 2012)
Strategic Planning/Strategic Thinking

Relevant AGB Publications:

• *Strategic Thinking and Planning in Higher Education: A Focus on the Future*, Larry D. Shinn (2017)

• *Top Strategic Issues for Boards, 2018-2019*, AGB, 2018

• *Consequential Boards: Adding Value Where It Matters Most*, AGB, 2014
Example 1

Purdue University 2001-2007

• Martin Jischke, President
• Board composition: Governor appointees and elected alums
• Approach: top-down --- bottom up
• Financial plan tied to strategic initiatives
Example 2

University of Iowa, 2008-2015

- Sally Mason, President
- Board of Regents, appointed by governor, approved by state senate; responsibility for 3 public universities
- Approach: bottom up --- top down
- Coincident with catastrophic flood and great recession AND board strategic planning
Example 3

Arizona State University

• Michael Crow, President

• Board of Regents appointed by the governor and shared by three public universities in Arizona

• “A New American University”

• Design aspirations and goals

• Approach: Top down
Example 4

Purdue University 2013 -- 2019

• Mitch Daniels, President
• Board (all current members appointed by Gov. Mitch Daniels, except student and alumni trustees)
• Approach: Top down
• “Purdue Moves (the World Forward)”
Summary

• Conclusions
• Questions
• Next steps
AGENDA ITEM: Information Items

☐ Review  ☐ Review + Action  ☐ Action  ☒ Discussion

☐ This is a report required by Board policy.

PRESENTERS: Brian Steeves, Executive Director & Corporate Secretary

PURPOSE & KEY POINTS

Completed Comprehensive Review of Board Policy

The purpose of this item is to inform the committee that the comprehensive review of the following Board policy has been completed and the policy implementer has recommended that no changes be made at this time:

- Board of Regents Policy: Mission Statement

The policy is in the docket for reference.

If there are items that the committee would like addressed, those will be recorded and referred back to the policy implementer. If the committee raises no additional items, the comprehensive review process will be complete and the date of last comprehensive review will be noted within the policy.

BACKGROUND INFORMATION

Board of Regents Policy: Board Policy Development defines the comprehensive review process as follows:

Board polices shall be comprehensively reviewed every six years. The objective of the comprehensive review is to determine:

- whether the fundamental principles established in the policy still align with the strategic direction and mission of the University;
- if the policy is still needed; and
- if the policy aligns with current practice.
The comprehensive review process ensures that policies are monitored and reviewed in a timely manner. Policies are divided into “classes,” which seek to balance review load across policy implementers and Board committees in any given year.
UNIVERSITY OF MINNESOTA

BOARD OF REGENTS POLICY

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MISSION STATEMENT

Subd. 1. Mission. The University of Minnesota (University), founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world.

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

• **Research and Discovery** - To generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.

• **Teaching and Learning** - To share that knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.

• **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.

Subd. 2. Guiding Principles. In all of its activities, the University strives to sustain an open exchange of ideas in an environment that:

• embodies the values of academic freedom, responsibility, integrity, and cooperation;

• provides an atmosphere of mutual respect, free from racism, sexism, and other forms of prejudice and intolerance;

• assists individuals, institutions, and communities in responding to a continuously changing world;

• is conscious of and responsive to the needs of the many communities it is committed to serving;

• creates and supports partnerships within the University, with other educational systems and institutions, and with communities to achieve common goals; and

• inspires, sets high expectations for, and empowers the individuals within its community.