



Special Committee on University Relations

June 2024

June 14, 2024

8:00 a.m.

West Committee Room, McNamara Alumni Center

CUR - JUN 2024

1. Local Government Relations Throughout the System

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2. Outreach Across the State

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3. 2023-24 Reputation Marketing Campaign

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BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Relations

June 14, 2024

AGENDA ITEM: Local Government Relations Throughout the System

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Melisa López Franzen, Executive Director of Government and Community Relations
Lynne Williams, Chief Marketing and Public Relations Officer, Duluth and Morris campuses
Tina Erazmus, Director of Local Government and Community Relations

PURPOSE & KEY POINTS

The purpose of this item is to share an update with the special committee on systemwide activities related to local government outreach and community relations. This update will highlight various activities at each campus.

The approach for local community relations is to represent and drive the University’s priorities with community and neighborhood associations surrounding system campuses, cities, as well as neighboring counties, federal district offices, and staff. The work ensures that the University has meaningful relationships and a voice in policy development that will impact the statewide campuses and their surrounding communities. This outreach allows the University to promote higher education and research, while engaging with policymakers, local governmental units, and external partners.

Local Government and Community Relations Highlights from Each Campus

Crookston

Crookston engages with local elected officials in a variety of ways, including direct engagement and large community events like Night to Unite, in which this past year's theme was “Celebrating Community Leaders Past and Present.” The event kicked off at the U of M Crookston Sargeant Student Center. During the 2023 Ox Cart Days, Chancellor Mary Holz-Clause was featured as Grand Marshall. Additionally, Chancellor Holz-Clause has been engaged with local legislators and including actively collaborating on the NXT GEN badge program.

Duluth

The Duluth campus engages in routine campus updates and regular conversations with city, county, state, and federal elected officials and staff, along with other community leaders. Invitations to routine events are also extended to the same group. Duluth regularly participates in community speaking events like Rotary Club of Duluth, Downtown Council, and the Duluth Area Chamber of Commerce. The Duluth campus organizes leadership forums, designed to bring community leaders together to provide key UMD updates—the next one will be later this summer and serve as a farewell for Interim Chancellor David McMillan and an introduction for Chancellor-designate Charles Nies.

Morris

The Morris team routinely provides campus updates to local and state officials and invites them to engage on campus. The mayor of Morris, Kevin Wohlers, is an alumnus and consistently invited to events on campus. Chancellor Janet Schrunk Ericksen engages with local elected officials, including Minnesota State Representative Paul Anderson. At Morris, the academic year kicks off with a community welcome picnic, which is organized collaboratively with the Morris Area Chamber of Commerce and local businesses to deepen relationships with students, faculty, and staff.

Rochester

At the Rochester campus, Chancellor Lori Carrell meets monthly with elected leaders and others for "Government Forum," providing an update on UMR at each meeting. Local leaders of Greater Rochester Advocates for Universities and Colleges have long been champions of UMR; their organization is the only one of its kind in Minnesota.

Twin Cities

Twin Cities campus activities regularly include engagement with local elected officials, specifically in the cities of Minneapolis and Saint Paul. Strong and deep partnerships have been created and are continuously nurtured for University and city community relations. Neighborhoods surrounding the University, along with community partners, are engaged to attend meetings and events. Safety in the Dinkytown neighborhood continues to be challenging with ongoing efforts including Crime Prevention Through Environmental Design (CPTED) principles, safety walks, lighting, and Block By Block clean-up grants.

Local Government Relations Throughout the System

Melisa López Franzen, Lynne Williams, Tina Erazmus
June 14, 2024



UNIVERSITY OF MINNESOTA

Driven to Discover®

Crookston Duluth Morris Rochester Twin Cities

Local Government and Community Relations

**What is local
government and
community
relations?**

**Why is it
important?**

Strategies and Activities

- Internal communication and coordination
- Proactive engagement and outreach with elected officials
- Partnerships with community organizations



Local Government and Community Relations

Crookston



Local Activities

- Night to Unite
- Ox Cart Days

Government Engagement

- Next Gen Badge

Local Government and Community Relations Rochester



Local Activities

- Government Forum with elected officials
- Greater Rochester Advocates for Universities and Colleges (GRAUC)
- State of the Campus

Local Government and Community Relations Duluth

Local Activities

- Regular conversations, campus updates, event invitations
- Coordination with economic development projects
- Neighborhood meetings
- Community speaker series
- Fostering campus to community connections



Local Government and Community Relations Duluth

Leadership Forums

- Host community leadership forums with elected officials and other executive peers
- Provide updates; Collect feedback
- Relationship building and advocacy



Local Government and Community Relations Duluth

Excursions and Experiences

- Hands-on engagement experiences with Large Lakes Observatory
- Summer cruise with local elected leaders, donors, and key stakeholders to learn about water research



Local Government and Community Relations Morris

Local Activities

- Regular campus event invites and updates
- Annual community picnic, chamber gatherings, county fair
- Horticulture Night w/ West Central Research and Outreach Center



Local Government and Community Relations

Twin Cities

Outreach to Local Elected Officials



- Hold regular check-in meetings with Minneapolis and Saint Paul elected officials
- Coordinate with staff on projects that affect the University such as Minneapolis Public Works and Hennepin County
- Attend city events such as State of the City with both Saint Paul Mayor Melvin Carter and Minneapolis Mayor Jacob Frey

Local Government and Community Relations

Twin Cities

Community Outreach

- Neighborhood engagement: Marcy-Holmes Neighborhood Association, University Neighborhoods, University District Alliance
- Manage the Good Neighbor Fund
- Special projects: Carlson School students Impact Lab



Local Government and Community Relations Twin Cities

Campus Safety Engagement

- Partnerships with MPD, MPLS Community Safety Department, Council and Mayor
- Utilizing Crime Prevention Through Experimental Design (CPTED) principles with our Urban Design Center and Minneapolis
- Created a Safety Walk program in Dinkytown



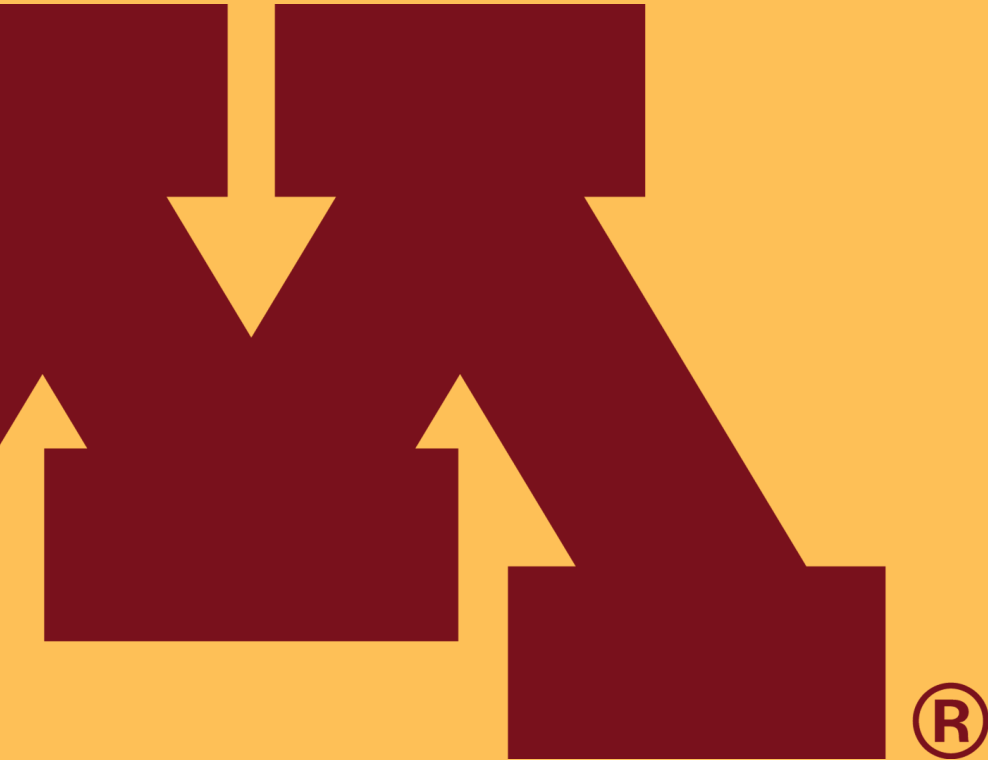
Local Government and Community Relations



Next Steps

- Continued strategic collaboration across the state
- Introduce President-designate Cunningham to local leaders at system campuses





Questions



BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Relations

June 14, 2024

AGENDA ITEM: Outreach Across the State

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Kathryn Draeger, Director, University of Minnesota Extension Regional Sustainable Development Partnerships

PURPOSE & KEY POINTS

The purpose of this item is to highlight the many ways the University engages with people, communities, and organizations across Minnesota. The discussion will include information about activities led by the Office for Public Engagement, Extension, and the Twin Cities College of Food, Agricultural and Natural Resource Sciences and will include an update about the University's 2024 presence at the Minnesota State Fair.

Outreach Across the State

Board of Regents Special Committee on University Relations
June 14, 2024

Kathryn Draeger, Director of Extension's Regional Sustainable Development Partnerships, Adjunct Professor in the Department of Agronomy and Plant Genetics



Office for Public Engagement

- Supports scholars, students, and community partners associated with all U of M colleges and units conducting community-engaged teaching, research, and outreach throughout the state
- Promotes reciprocal, mutually beneficial University-community partnerships focused on community-identified needs
- Led the effort in the U of M receiving the *MPact 2025* supported Carnegie Classification for Community Engagement designation – a first for any University system

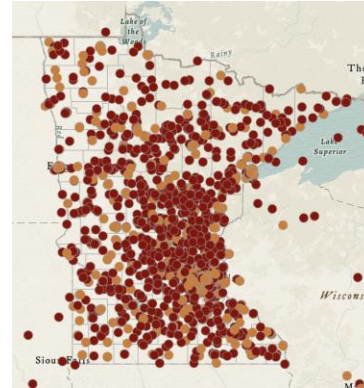


Office for Public Engagement

- Manages the Public Engagement Footprint, a public-facing, interactive map of the U of M's community-engaged teaching, research and outreach activities in Minnesota
- Supports more than 400 U of M scholars statewide through professional development
- President's Community-Engaged Scholar and Outstanding Community Service awards honor U of M partnerships and champions throughout the state

Office for Public Engagement

- The Public Engagement Footprint features 5,000 examples of the U of M's community-engaged projects throughout the state
- Searchable by location, community partner, school or college, project type, and issue

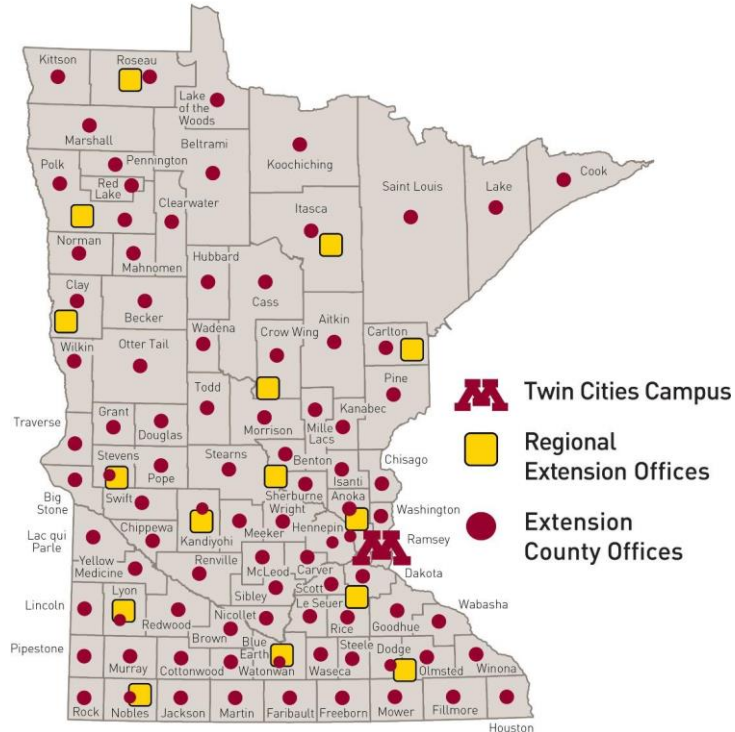


Extension's role in the land-grant mission is to bring Minnesotans together to build a better future through University science-based knowledge, expertise and training.



UNIVERSITY OF MINNESOTA
EXTENSION

Extension is the University's front door



- All 87 counties
- 15 regional offices
- More than 2K partnerships
- 35K volunteers
- 65% of employees in greater MN

Extension collaborates across the system

- 5 collegiate partners
- 2 system campuses
- 2 neighboring state land-grant institutions



More than 1 million
people reached
annually via Extension
educational programs



CFANS – Inspiring Minds, Nourishing People, Enhancing the Natural Environment



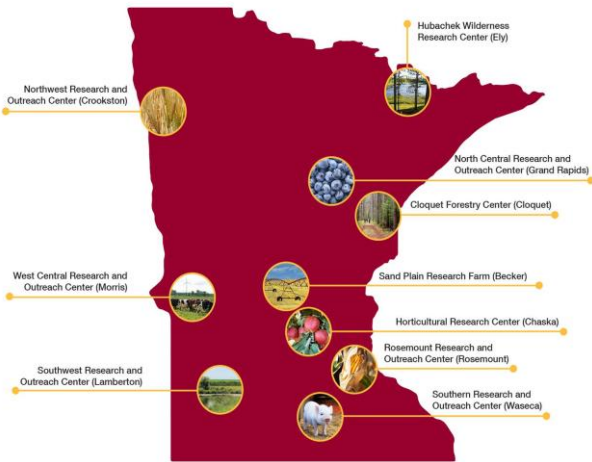
St. Paul Campus Facilities
Research and instruction,
Agricultural Experiment Station



**Minnesota
Landscape
Arboretum**



Bell Museum

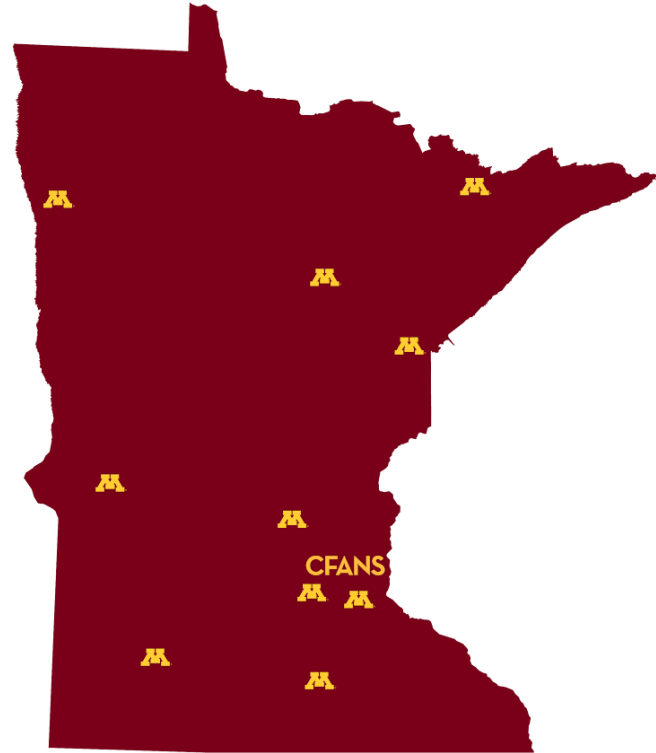


**10 Research and Outreach
Centers across the state**

Research and Outreach Centers

10 Unique Locations

- Cloquet
- Grand Rapids
- Crookston
- Waseca
- Lamberton
- Morris
- Rosemount
- Chaska
- Becker
- Ely



ROCs at a Glance 2023

516

Research Trials

72

*Externally
Funded Grants*

38

*Public/Private
Partnerships*



ROC Outreach

- 60,000 visitors across the system
 - K-12
 - Community and Industry
 - Farmers
- 50 + Field Days
- Bell Museum Camps
- 10,000 UMN college and system partners using ROC facilities.
- Partnership with Extension



U of M at the Minnesota State Fair



- Crossroads
- Driven to Discover
- Parade
- 4-H (building and barns)
- Agriculture-Horticulture
- And more!



CFANS at the Fair

- Agriculture and Horticulture Building presence
- Livestock exhibits
- Crop displays
- Gopher Dairy Club
- 12 departments and CFANS centers represented across the Fair



Extension at the Minnesota State Fair



- 4-H building and barns
 - 6,500 youth exhibit projects each year
- Master Gardeners
- Master Naturalists
- Minnesota Climate Adaptation Partnership
- Clean Energy Resource Teams



U of M engagement in action 2024

- Juneteenth
- Twin Cities Pride
- County fairs across the state
- UROC Community Day
- Farmfest
- Minnesota State Fair



UNIVERSITY OF MINNESOTA

Driven to Discover®

Crookston Duluth Morris Rochester Twin Cities

The University of Minnesota is an equal opportunity educator and employer.



BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Relations

June 14, 2024

AGENDA ITEM: 2023-24 Reputation Marketing Campaign

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Ann Aronson, Chief Marketing Officer and Interim Co-Leader of University Relations
Chuck Tombarge, Chief Public Relations Officer and Interim Co-Leader of University Relations
Laura Johnson, Senior Director of Account Services

PURPOSE & KEY POINTS

The purpose of this item is to share results of the 2023–24 “Dear Minnesota” systemwide reputation marketing campaign. The full presentation can be viewed [HERE](#).

The strategy and approach of the campaign was shared at the September 2023 meeting. Market research has shown that this year’s “Dear Minnesota” campaign has reversed the troubling drop in public perceptions of University research that followed three years in which reputation marketing campaigns were absent from the marketplace. The campaign was designed to increase positive perceptions of the University among the Minnesota public, as well as reverse the trend of declining perceptions about the University’s research prowess.

The “Dear Minnesota” campaign is systemwide, featuring stories from all campuses. The campaign has many elements to it, including television, digital, radio, social media, public relations, internal communications, and much more. Plans for the next phase of “Dear Minnesota” will be shared including a renewed presence at the Minnesota State Fair in the Crossroads building.

This item will also include an overview of the plan for an increased and sustained marketing budget. The commitment is for a recurring \$3 million annual marketing budget. The University of Minnesota Foundation will contribute a one-time infusion of \$10 million spread over five years—supplemented with \$5 million of University resources across the first five years. This investment would serve as a bridge to a recurring \$3 million increase in the University’s marketing budget funded ongoing from central reserves and/or O & M. In addition, the Finance & Operations Committee’s June 2024 Consent Report includes a five-year master service agreement for \$15 million with a selected marketing agency.

BACKGROUND INFORMATION

Reputation marketing is critical in building public goodwill and support, carrying out effective fundraising and student recruitment, and helping legislators see how the University solves problems that touch the lives of their constituents.

The University began reputation marketing in 2005 with the launch of the Driven to Discover brand. Campaigns have run almost every year (except from 2020–2023) and have consistently improved positive perceptions of the University among the Minnesota public. Driven to Discover has been embraced by campuses, colleges, and units as the University's brand.

This systemwide reputation marketing campaign is distinct from the systemwide recruitment campaign. The recruitment campaign is designed to drive prospective students to application sites. Each campaign serves a different purpose, but both are essential for achieving the University's goals.

2023-24 Reputation Marketing Campaign

Special Committee on University Relations

Presented by:

- Ann Aronson, Chief Marketing Officer
- Chuck Tombarge, Chief Public Relations Officer

June 14, 2024





DEAR
MINNESOTA,

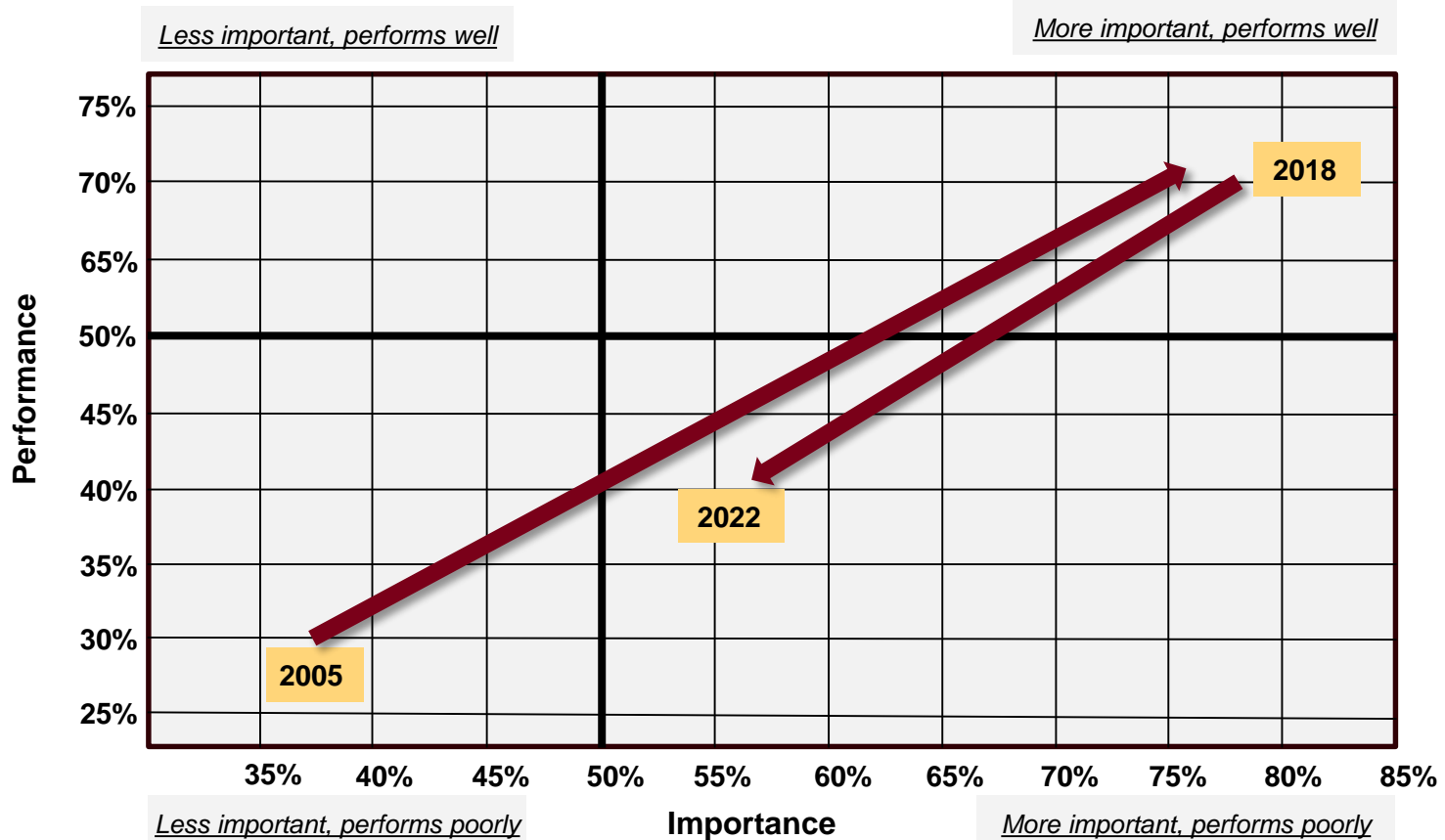


Campaign Purpose

- Remind Minnesotans that U of M research benefits them.
- Reverse the trend of declining perceptions of our research prowess.
- Increase positive perceptions of the University among state opinion leaders and the public.



Conducts Research that Improves Minnesotans' Quality of Life



DEAR
MINNESOTA,





All that we do, we do for you



We're transforming food shelves into friendly places with healthy food >



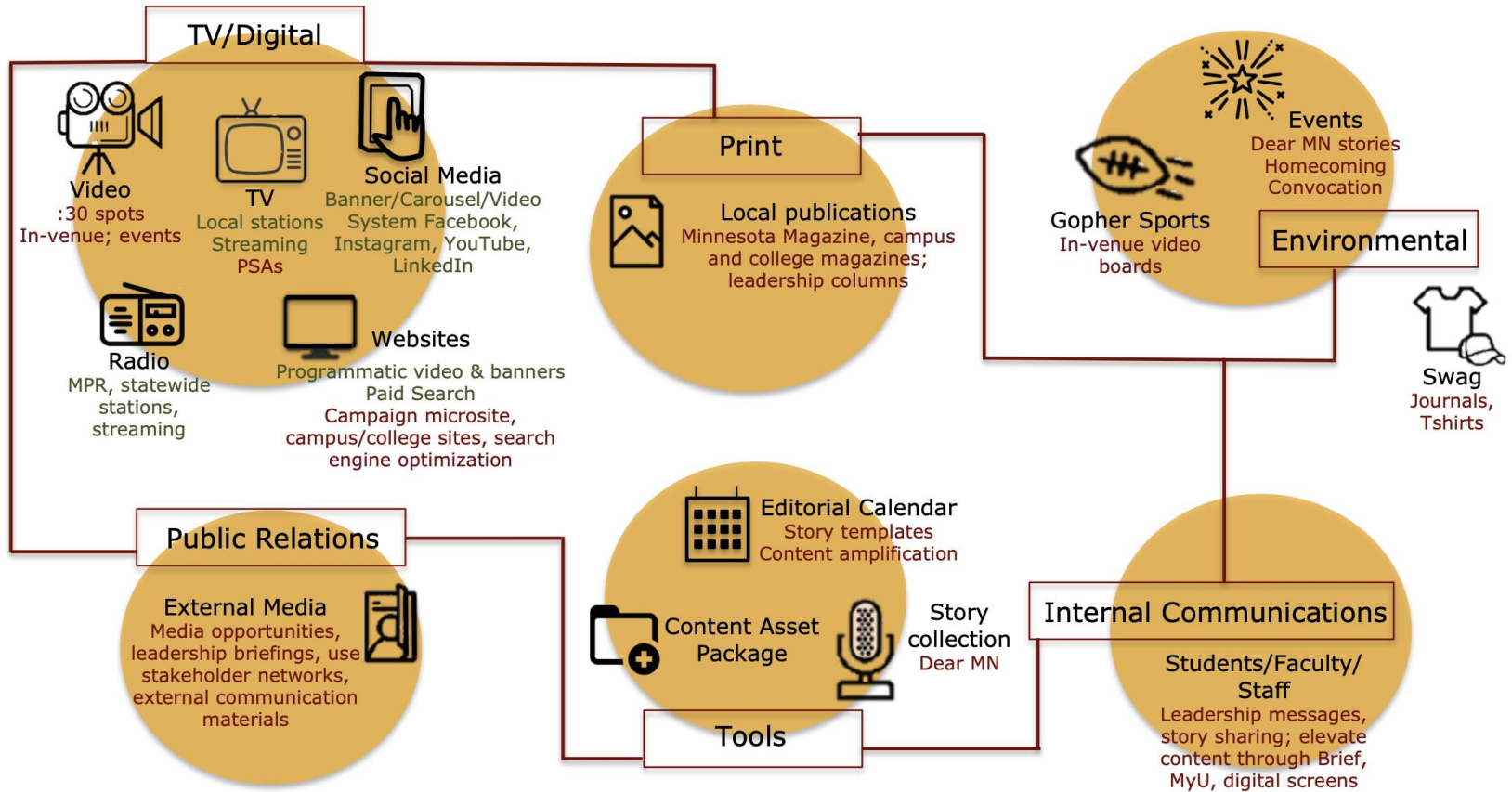
Engaging rural youth in science benefits Minnesota agriculture >



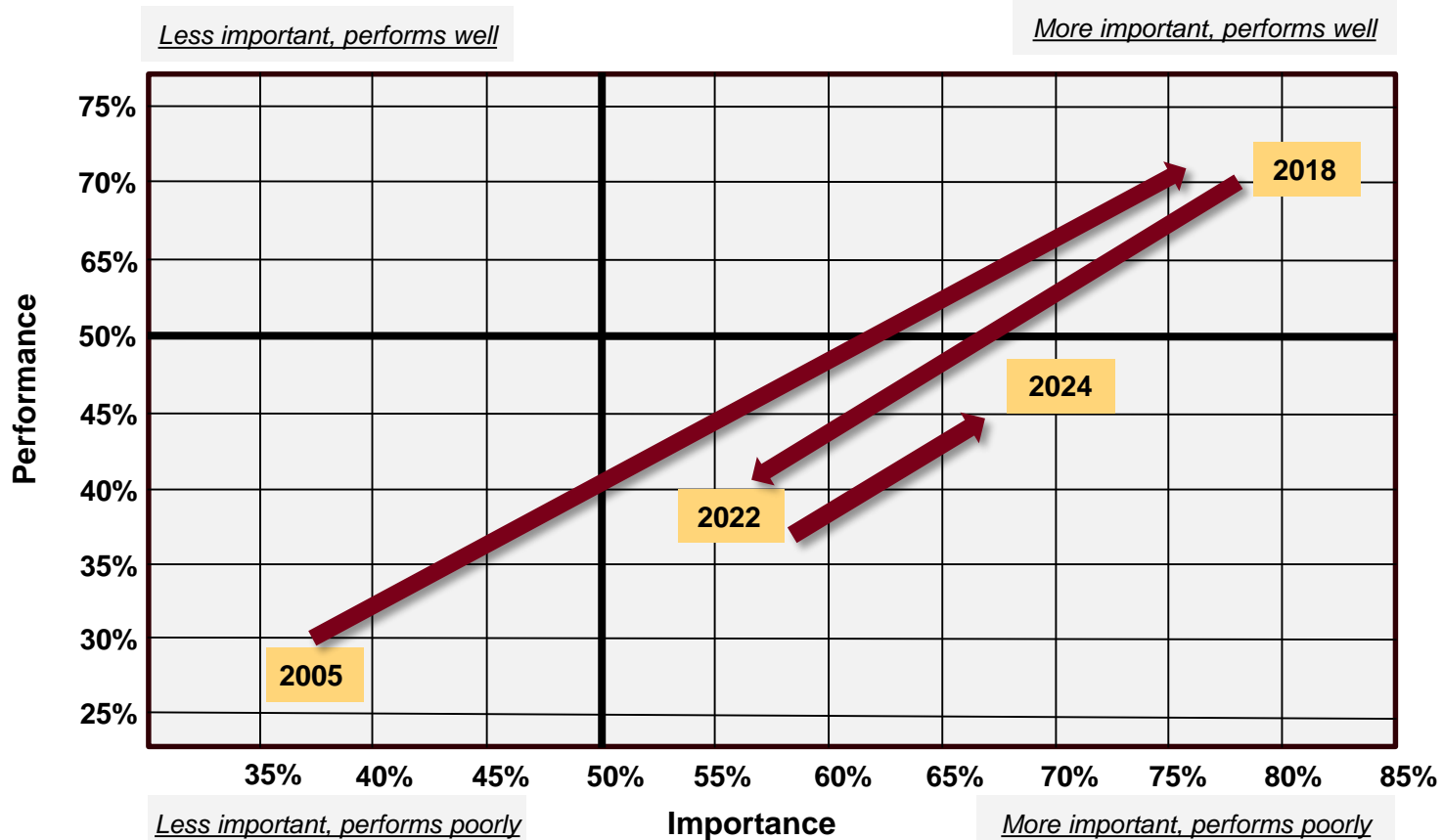
An aquatic robot could fend off threats to Minnesota's lakes >



Geroscience research may hold the key to healthy aging >



Conducts Research that Improves Minnesotans' Quality of Life



Favorable Impressions

- Overall favorable impressions went up 11%
- For those who have seen the ads:
 - **Opinion Leader** favorable impressions are **25** percentage points higher
 - **General Public** favorable impressions are **14** percentage points higher



Extension

MINNESOTA EXTENSION

Learn About ▾ Courses and events Connect ▾ 4-H About ▾

Transforming food shelves into friendly places with healthy food


Home > News > Transforming food shelves into friendly places with healthy food

January 8, 2024

A partnership effort called SuperShelf is featured in the University of Minnesota's "Dear Minnesota" campaign.

A Minnesota-led revolution brings food shelf shoppers new respect, autonomy, and better nutrition.

"As I sat with an almost empty gas tank, I thought, 'Really, God, are you going to make me choose between fuel for my truck or food for my family?'"



College of Liberal Arts (Twin Cities)

...ference in CLA.

...alma mater is the heart of Minnesota's flagship university – a place where we expand the frontiers of knowledge while preparing our students for bright, curiosity-filled futures. When you invest in CLA, you empower us to strengthen the academic activities of our faculty, expand opportunities for today's students, and extend our work into the community. [Give to CLA](#).



Read Dear Minnesota stories and tell us yours.

Office of Research & Innovation

UMN Alumni Association

The U of M has never stopped working to make lives better and the state healthier. Through personal messages from faculty, staff, students and alumni, UMN is writing a love letter to the people of Minnesota. **Please share your Dear Minnesota story** of how the University improves lives or has been valuable to you.



An aquatic robot safely and efficiently protects Minnesotan waters, geroscience research may hold the key to healthy aging, assisted migration can save Northern Minnesota forests, and [more research advances are highlighted in the Dear Minnesota series.](#)

Stories from the Public

Harumi I.



Name: Harumi I.

Affiliation with the University

Alumni

Story Relation: Twin Cities Campus

The University of Minnesota is the window on the world. Through the experience of studying at the U of M with multi-national class mates, and learning from outstanding faculty, I had really grown, from an innocent Japanese girl lived in an insular country and a homogeneous society, to a woman who has a more global perspective and understand diverse cultures. I earned my Master's degree. My U of M world. The U of M networks enriched my life, maintaining my strength as long as I am alive.

Adriana B.



Name: Adriana B.

Affiliation with the University

Other

Story Relation: Extension

Dear Minnesota, I have been involved in Minnesota 4-H through the University of Minnesota Extension for as long as I can remember. 4-H has taught me many things through out the years, including leadership, animal science, and much more through different workshops and fair projects.

Minnesota 4-H, I have been taught so much about leadership, while being given different leadership opportunities. I have been involved at the club, county, and national levels. I have interacted with many different members who have shared their 4-H journeys. I love sharing about how Minnesota 4-H has made me realize my leadership abilities. I would not have these opportunities if I was not part of Minnesota 4-H. I do not know where I would be if I did not have Minnesota

Thomas



Name: Thomas

Affiliation with the University

Other

Story Relation: Crookston Campus

Dear Minnesota, I did a program entitled O.W.L.S. that promoted the environment's well-being. To complete this program you had to help nature somewhere in your neighborhood. I was fortunate enough to help out at my local state park picking wild onions and was featured in the U.M. extension newsletter. Without this program or the university's help, I wouldn't have been able to experience all the great memories that came with it. Thank you.

Philanthropy

The banner features a woman in a purple long-sleeve shirt and black leggings running up a metal-railed staircase. The background is a large, multi-story building with many windows. A network of white dots connected by thin lines is overlaid on the bottom right of the image. The text 'On a course toward a brighter tomorrow' is centered in large white font. The top navigation bar is yellow and red, with the University of Minnesota logo and 'Driven' branding.

UNIVERSITY OF MINNESOTA
Driven to Discover™

Home About the campaign Ways to give Get involved Give now

Driven.
The University of Minnesota Campaign

On a course
toward a brighter
tomorrow

WATCH
THE
VIDEO



Student Recruitment

The screenshot shows the top navigation bar of the University of Minnesota website. It features the 'M' logo, the text 'UNIVERSITY OF MINNESOTA', the slogan 'Driven to Discover', and a search bar with 'ENHANCED BY Google'. Below the navigation bar, the page title reads 'University of Minnesota System' and 'Five Unique Campuses'. The main content area is a large banner image of five mascots (Bulldog, Bear, Duck, Gopher, and Tiger) with the text 'DISCOVER THE M FOR YOU'. A 'Scroll to read' button is positioned over the banner. Below the banner, a headline states 'Five unique campuses. One affordable, world-class education.' followed by five buttons for 'Crookston', 'Duluth', 'Morris', 'Rochester', and 'Twin Cities'. At the bottom, a yellow-bordered box contains the text 'What will you study?' and a link 'Explore more than 500 majors and programs across our campuses >'.

UNIVERSITY OF MINNESOTA
Driven to Discover®
Crookston Duluth Morris Rochester Twin Cities

ENHANCED BY Google

University of Minnesota System
Five Unique Campuses

DISCOVER THE M FOR YOU

Scroll to read

Five unique campuses. One affordable, world-class education.

Crookston Duluth Morris Rochester Twin Cities

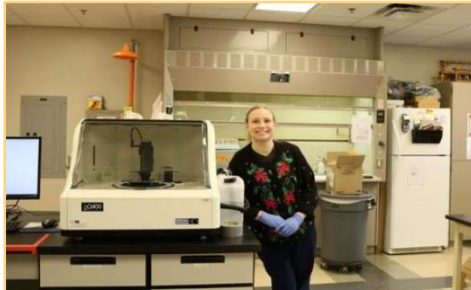
What will you study?
Explore more than 500 majors and programs across our campuses >



Brief Faculty and Staff Campaign

Goals: Amplify and engage

Timeline: January 31–March 6; March 20–April 24, 2024



“Being born, raised and educated in Crookston, Heidi knew that when she got older, she would pour back into the place that formed her.”



“I want Minnesotans to know that the University of Minnesota is more than just an institution; it is a catalyst.”



“Each day, surrounded by neuroscience topics and research, Karrie can say ‘I love what I do!’”



Brief Faculty and Staff Campaign

The Results:

- 70-300 people clicked to read more
- Engagement rate: 70-80+%

The screenshot displays a website layout with a 'Top News' section at the top. Below it, there are three main content areas. The first area on the left features a 'Phenotyping faster' article with a small image of a field and a solar panel. The middle area features a profile for Karrie M., including a photo of her, her name, affiliation as 'Staff' at the 'Twin Cities Campus', and a short bio. The right area features a profile for Heidi R., including a photo of her in a lab, her name, affiliation as 'Staff' at the 'Crocketon Campus', and a detailed bio. The 'Top News' section includes a 'Wild times' article with a photo of a woman and a dog, and another article about funding for a climate center.

Top News

Phenotyping faster

A collaboration between U of M crop researchers and an ag-tech startup is bringing big data to small grains. Over the past three years, researchers used a solar-powered rover in the research fields in St. Paul and Crookston to collect data on crops like barley, corn, and soybeans using a camera.

Novel tool helps pinpoint

U of M researchers have developed a new test for detecting and measuring the danger of a disease in crops.

Awards and Recognition

The Clinical and Translational Science Center provides development support for early-career researchers in the media.

Awards and Recognition >

Top News

Wild times

As our planet warms, animals will need human help to adapt and cope. That's why in 2020 Congress appropriated funds to create a Midwest Climate Adaptation Science Center (MW-CASC) serving eight Midwestern states, housed at the University of Minnesota. Heidi R., MW-CASC administrator and helped to chair the center.

Recognition

Connie White Delaney has received 98 U.S. patents for their design of a new type of resource development hall of fame; she was named a University faculty and staff cited in the news.

Recognition >

Karrie M.

Name: Karrie
Affiliation with the University: Staff
Story Relation: Twin Cities Campus

Dear Minnesota,
The University of Minnesota has impacted my life in so many wonderful ways. I started working at the university in 2018 and am still here after 5 years. I have found my dream career in higher education as a program manager and love being surrounded by topics and research that interest me regarding neuroscience, neuromodulation, and a variety of brain/neurological conditions that we hope to discover cures, enhance treatments, and improve the quality of life for all Minnesotans. I learn something new and interesting every single day. Getting up each day to work at a job you are passionate about is truly a blessing. I can honestly say with confidence, "I love what I do!" The University of Minnesota is a great place to work, it is my home away from home, and I will forever be a grateful gopher!

Heidi R.

Name: Heidi R.
Affiliation with the University: Staff
Story Relation: Crookston Campus

Dear Minnesota,
My twin sister, Heather, and I were born right in Crookston, MN, where I grew up and work to this day as a researcher at the Northwest Research and Outreach Center (NWROC). As part of the department of Soil, Water, and Climate, I research topics relating to nutrient management, water quality, and climate/greenhouse gas emissions. I attended the University of Minnesota-Crookston to study horticulture and environmental sciences before I knew that I would become a soil scientist. I received my bachelor's degree in December of 2018. Gratefully in January of 2019, I acquired a position at NWROC as Dr. Lindsay Pease's new soil science technician. Starting in the fall of that year while continuing to work, I began my primarily online master's degree through the UMN-Twin Cities Land and Atmospheric Science program with Lindsay as my advisor. This was before COVID-19 became a reality. Already being an online student worked out during the pandemic! My thesis was focused on assessing the Minnesota Phosphorus Index, which models phosphorus loss risk to the environment, as well as farm management practices that influence phosphorus losses. I earned my master's degree in soil science in May of 2021 and continue working at NWROC.

Bringing Dear Minnesota to life through earned media statewide

Prioritize campaign themes in media outreach:

- Climate Change
- Healthy Aging
- K-12 Education
- NXT GEN MED / Training Health Care Workforce
- Renewable Energy
- Water Quality



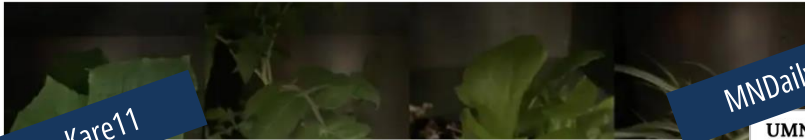
Making Headlines

MPR

More Cast *

A U of M scientist is using leaf glow to better track climate change

Paul Huttner and Ngoc Bui May 9, 2024 4:05 PM



Kare11

U of M dental students give back to children in need with free care



StarTribune



A ravenous beetle now threatens Minnesota's North Woods

MNDaily

UMN offers a Graduate Certificate in Sustainability Leadership

Bridging disciplines, the Sustainable Environmental, Social and Governance Leadership certificate was created in response to demand for sustainability practice education.



MinnPost

Strengthened rural care tied to new medical school in St. Cloud

U of M branch will join Duluth campus in offering rural-based medicine, but will it ease the provider shortage in Greater Minnesota?

by Ana Khan
03/29/2024



All Hands On Deck Outreach

61

Concepts Pitched

173

Total Placements

73.7%

Placement Rate

45 concepts with at least one placement

Most Placed Themes

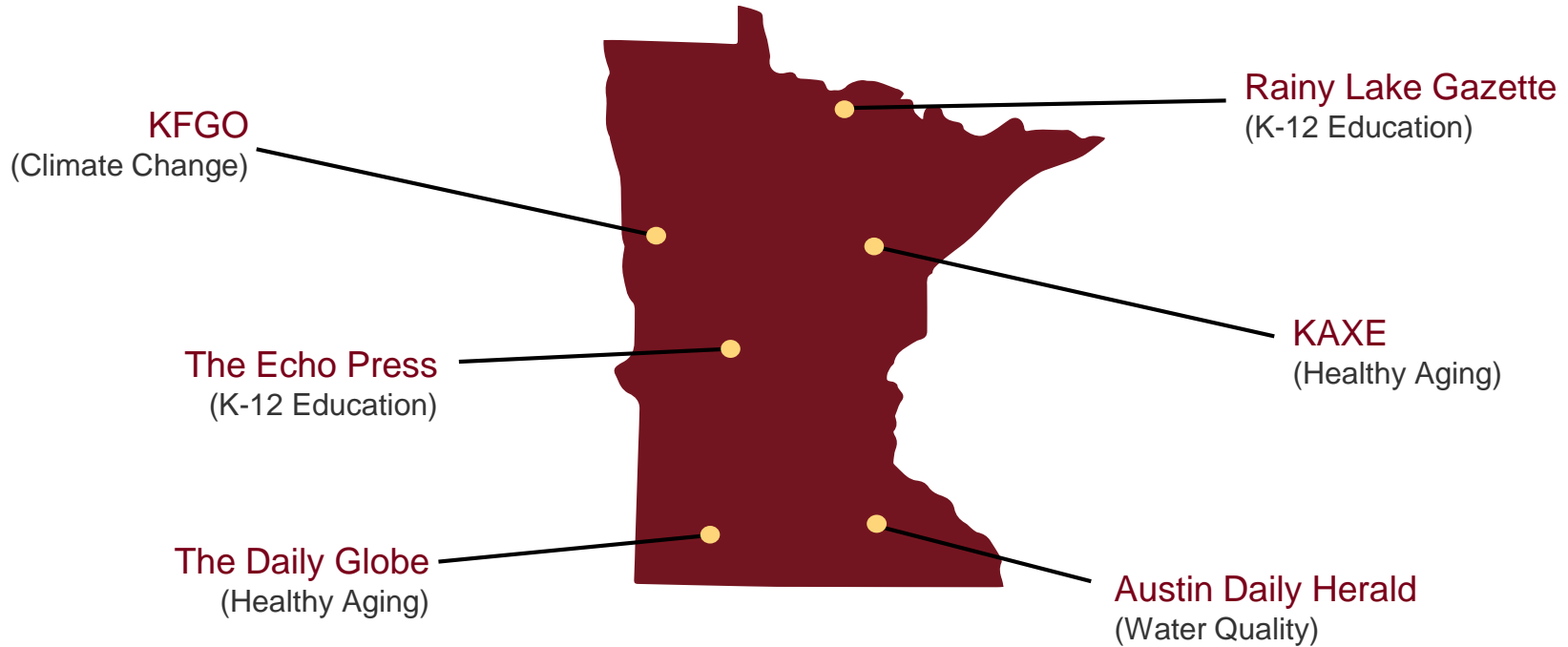
Healthy Aging and Climate Change



What Stuck Out



Covering Minnesota

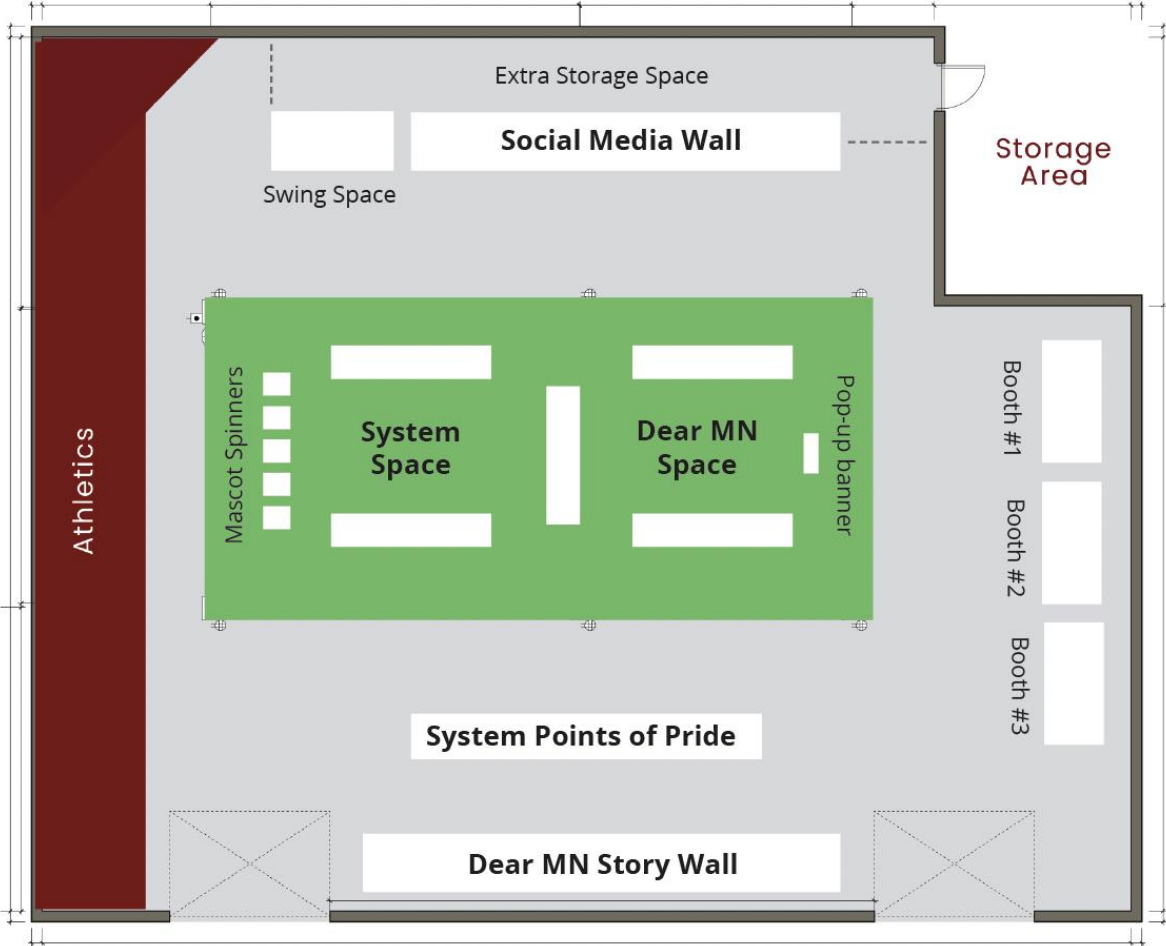


Results as of May 15 include placements in more than 60 local outlets throughout Minnesota

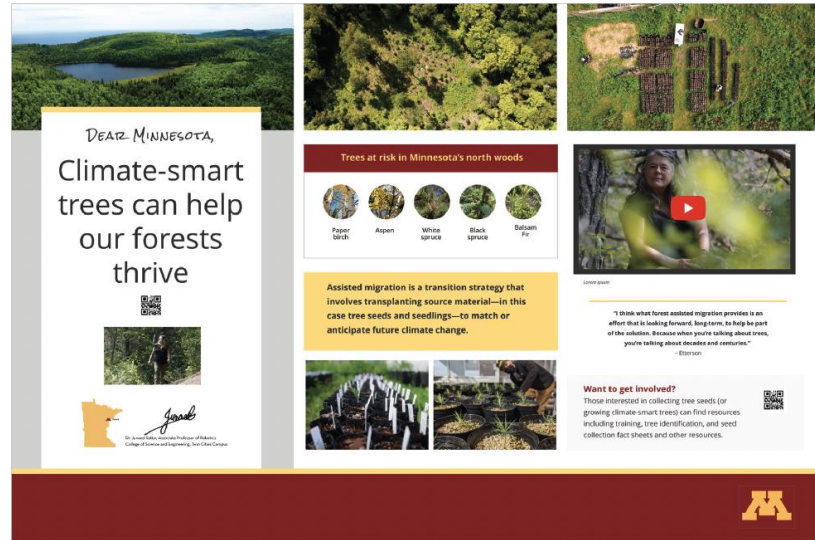




State Fair Exhibit Plans



Dear Minnesota



Duluth



Crookston



Morris



Rochester



Twin Cities

Engaging Exhibits and Displays

Social Media Wall



Spinning Mascots



Points of Pride



System Contributions to the State



Continuation of Successful Dear MN

- Creative iteration of Dear MN
- New stories that connect to issues MNs care about
- Increase public exposure
- Measure success through market research



Funding for Reputation Marketing

- FY 25–FY 29 shared investment
 - \$10M University of Minnesota Foundation
 - \$5M central reserves/O & M
- FY 30 and beyond
 - \$3M recurring from the University
- \$15M for agency Master Service Agreement (taking action on June 13)



University Commitment: Leadership Priority

- Board of Regents – Reputation Management
- Interim President – Investment Approval
- President Designate - On Board



A Critical Moment

- New president
- New academic health system
- New philanthropic campaign
- Revitalized relationship with legislature





DEAR
MINNESOTA,





UNIVERSITY OF MINNESOTA

Driven to Discover®

Crookston Duluth Morris Rochester Twin Cities

The University of Minnesota is an equal opportunity educator and employer.