

REGENT CANDIDATE ADVISORY COUNCIL

Report to the Minnesota Legislature
February 2001

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

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

This is the seventh report that the Regent Candidate Advisory Council had submitted to the Minnesota Legislature since the council was created by the adoption of Minnesota Statute 137.0245 in 1988 (Exhibit 1). The statute provides for the appointment of 24 individuals to serve staggered 6-year terms. Members are appointed one-half by the Senate Rules and Administration Subcommittee on Committees and one-half by the Speaker of the House of Representatives. At the time of its final deliberation, there were 23 members on the council (Exhibit 2). Twenty members were present at the meeting on January 5, 2001, to vote for candidates to interview, and an additional two members voted by proxy on the first ballot (per Exhibit 12). Twenty-two members were present at the meeting on January 31, 2001, to vote for the candidates that we are recommending to you now.

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

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

Exhibit 1	Statutory reference
Exhibit 2	Member biographies
Exhibit 3	Procedural rules
Exhibit 4	Fact sheet
Exhibit 5	Board responsibilities
Exhibit 6	Criteria
Exhibit 7	Individual board member responsibilities
Exhibit 8	Statement of diversity
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Exhibit 12	Selection procedures
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Exhibit 15	Calendar for selection process
Exhibit 16	Recruitment letter
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Exhibit 18	News release for candidates to be interviewed
Exhibit 19	News release for recommended candidates

Looking forward to the current round of recommendations, the council began its two years of activity by electing Nedra Wicks as its chair and Bilione Young and Kenneth Albrecht as its vice chairs in June 1999. A number of committees were appointed to carry out directives and make recommendations to the council. These included Recruitment and Public Relations, Document Review, Interview Process, Reference Process, Orientation, and Nominations. There were also subcommittees developed to look at issues such as the use of technology in our work, and term limits.

These committees reviewed past practices, updated materials, and made a number of recommendations to the council. Among those adopted:

- Institute systems to collect information on how applicants heard about regent openings, and how finalists assessed their experiences.
- Utilize email to send meeting materials to council members and expand the information available to candidates and the public on our Web site.
- Adopt a guide to assist council members in the efficient and consistent collection of finalist reference information.
- Expand the term limit policy for regents to clarify that stub terms of less than four years do not figure into the 2-term limit.
- Impose a similar term limit policy on members of the Regent Candidate Advisory Council.

To prepare itself for the 2000-2001 candidate recruitment and screening process, the council organized a meeting program around the critical issues facing major research institutions and their potential implications for the recruitment and selection of candidates. Program presenters included: Jane Brown, Minnesota High Technology Association; Kent Ecklund, Cincinnati; and Kathleen O'Brien, City of Minneapolis. The council also heard from University of Minnesota President Mark Yudof, who outlined what he considered to be desirable candidate qualifications.

In recruiting candidates, the council enlisted the help of a broad cross-section of organizations and types of media. More than 400 news releases were sent out across the state, resulting in radio, television, and newspaper coverage. In addition to the media press releases, almost 700 letters were sent out asking for the help of individuals, organizations, and institutions in conveying information about the regent recruitment process throughout their respective networks. We also asked them to propose names of individuals that they considered to be highly qualified candidates.

The council's efforts resulted in the submission of 134 applications before the deadline on December 1, 2000. The Board of Regents is made up of twelve six-year, staggered terms. One third of the Board of Regents (four positions) is up for appointment every other year. This year the council recruited to fill five positions on the board: one student position, one fifth congressional district position, and three at-large positions. The third at-large position is vacant due to the untimely death of Regent William Peterson, and this stub term expires in 2005. All three non-student incumbents sought re-election to the board.

Several applicants applied for more than one position on the board. For example, several individuals who were eligible to apply for the fifth district position also applied for the at-large positions. Below are the totals of individuals applying for each position; the numbers therefore are not equal to 134.

Position	Number of Applicants
Student (one position)	28
Fifth Congressional District (one position)	18
At-Large (three positions)	117

The deadline for applications was December 1, 2000. The council met on January 5, 2001, for preliminary screening of candidates to interview. Twenty-five applicants were selected for interviews. The names of these individuals are listed on Exhibit 18. One applicant withdrew his candidacy before his scheduled interview. Interviewees were given a list of possible questions (Exhibit 14). They were also provided time in their interview to give an opening and closing statement.

Interviews were conducted on January 25, 26, 29, 30 and 31. The final selection of candidates to recommend to the legislature took place on January 31. The council followed its selection policy, which is listed as Exhibit 12. Following conclusion of the council's deliberations, the chair released a public statement, a copy of which is attached as Exhibit 19.

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

Student

Angela Bos
LaKeesha Ransom

Fifth Congressional District

Michael O'Keefe
Franklin Pass

At-Large

Frank Berman
William Dolan
Jacqueline Fraedrich
David Johnson
(Peter) Jay Kiedrowski
Warren Larson
John MacFarlane
Richard McNamara
Patricia Spence

This report, completed application forms and accompanying data submitted by each of these candidates have been delivered to the Speaker of the House, the President of the Senate, the chairs of the House and Senate education committees, the majority and minority leaders in the House and Senate, and to the conveners of the 5th congressional district caucus. A copy of this report is also being distributed to each member of the legislature. All of these documents and candidate interview tapes are available in the office of the Legislative Coordinating Commission (85 State Office Building).

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

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

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

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

Respectfully submitted,



Nedra Wicks, Chair

Regent Candidate Advisory Council

REGENT CANDIDATE ADVISORY COUNCIL

GENERAL INFORMATION PACKET
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January 22, 2001



STATUTORY REFERENCE

CHAPTER 137: UNIVERSITY OF MINNESOTA

Section: 137.0245 Regent candidate advisory council.

Subd. 1. **Establishment.** A regent candidate advisory council is established to assist the legislature in determining criteria for, and identifying and recruiting qualified candidates for membership on the board of regents.

Subd. 2. **Membership.** The regent candidate advisory council shall consist of 24 members. Twelve members shall be appointed by the subcommittee on committees of the committee on rules and administration of the senate. Twelve members shall be appointed by the speaker of the house of representatives. No more than one-third of the members appointed by each appointing authority may be current or former legislators. No more than two-thirds of the members appointed by each appointing authority may belong to the same political party; however, political activity or affiliation is not required for the appointment of any member. Geographical representation must be taken into consideration when making appointments. Section 15.0575 shall govern the advisory council, except that the members shall be appointed to six-year terms with one-third appointed each even-numbered year.

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

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

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

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

Subd. 5. **Support services.** The legislative coordinating commission shall provide administrative and support services for the advisory council.

HIST: 1988 c 703 art 1 s 16; 1990 c 383 s 1



MEMBER BIOGRAPHIES

Listed below are the 23 appointees to the Regent Candidate Advisory Council (in alphabetical order). Members of the council serve staggered six-year terms. As required by law, the group is bi-partisan and represents all areas of Minnesota. There is currently one vacancy on the council.

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

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

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

Jane Belau of Rochester, MN. She has experience in education associations and in a business. She is president of the Belau Consulting Group and formerly vice president of Control Data Corporation. She served on the University Graduate School Board of Advisors, is a Director of the Minnesota High Technology Council, a member of the Minnesota Commission on Reform and Efficiency, a Director of the Minnesota 4-H Foundation Board of Trustees and the Minnesota Private College Council.

Humphrey Doermann of St. Paul, MN. Mr. Doermann is Assistant to the President and Research Associate in the Department of Economics of Macalester College, St. Paul. Until 1997, he was President of the Bush Foundation. He has chaired the (national) Council on Foundations, the Minnesota Council on Foundations, and the 1993-94 Minnesota Legislative Task Force on Financial Aid. He has served in administrative jobs at Harvard College, as well as on its elected Board of Overseers.

Rondi Erickson of Minneapolis, MN Ms. Erickson is CEO of Apprise Technologies, Inc. in Duluth. She was founder and CEO of Bay West, Inc. from 1974-1995, and founder and CEO of American Science Corporation from 1995-1997. Her current and past board experience includes executive committee assignments with the University of Minnesota Alumni Association, the Minnesota Institute for Talented Youth, the St. Paul Area Chamber of Commerce, and the Duluth Area Chamber of Commerce. Other current and past Board duties include the Business Advisory Council to the U of M College of Liberal Arts, the Natural Resources Research Institute, and the Nature Conservancy.

Paul Dovre of Moorhead, MN. Mr. Dovre is president emeritus of Concordia College in Moorhead, MN. His graduate degrees were earned at Northwestern University. He was a visiting scholar in the Graduate School of Education at Harvard University in 1992 and The Kennedy School of Government in 1999-2000.

Frances Gardeski of Hibbing, MN. Ms. Gardeski has over thirty years experience in the healthcare field. She has recently retired as Chief Executive Officer of the University Medical Center-Mesabi in Hibbing, where she played a leading role in two major affiliations—the University of Minnesota Health Care System and the Fairview Health System. She spearheaded various building projects and other programs that serve the region of northern Minnesota.

She currently serves on the Hibbing Community College Advisory Board, is chair of the Community Advisory Board for the University of Minnesota-Duluth Rural Health School, and is president of the Hibbing Rotary.

She is a member of the American College of Healthcare Executives, and in 1997 received the Distinguished Service Award from the Minnesota Hospital and Healthcare Partnership Association. She holds an A.D. in Nursing, Hibbing Community College; B.S., Bemidji State University; I.S.P. in Health Education & Healthcare Administration, University of Minnesota; and was a Kellogg Fellow 1980-1982.

Chris Georgacas of Mahtomedi, MN. Mr. Georgacas is an executive with the St. Paul public relations/government relations firm of Goff & Howard, Inc. He previously served on the State Board of Education, and is a member of the Washington County Library Board of Trustees.

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

David Kanatz of Brooklyn Center, MN. He has been a University of Minnesota administrator for 35 years and thus understands the workings of the University from the inside. His involvement with the University and its regents has ranged from the Student Activities Bureau to Assistant Director of the student Financial Aid Office.

Mary McLeod of St. Paul, MN. Ms. McLeod is an attorney specializing in mediation services. Formerly she has practiced law with Faegre and Benson and served as Director of Minnesota Government Relations at Norwest Corporation. Presently, she is a board member of the Minnesota Gambling Control Board and the Minnesota Fair Housing Center.

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

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

Colman O'Connell of St. Joseph, MN. Sister of the Order of St. Benedict, St. Benedict's Monastery, St. Joseph, MN. Past president of the College of St. Benedict. She serves as chair of the David W. Preus Award's Council at Luther Seminary in St. Paul; chair of the Leaven Center in Eden Prairie; member of the Board of Regents at Loras College, Dubuque; member of Board of Overseers at St. Meinrad's Seminary and School of Theology at St. Meinrad, Indiana; and member of Board of Regents at St. John's Preparatory School in Collegeville, MN.

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

Bernie Steffen of Ramsey, MN He is a native of Plainview, Minnesota, and a graduate of the University of Minnesota (LLB in 1959 and B.S. in Economics in 1956). He served in the U.S. Army in 1954 and 1955. He was a staff lobbyist for the Association of Minnesota Counties from 1959 to 1966. He was the first County Administrator in Minnesota (Anoka County) from 1967 to 1974. Since 1974, he has been a partner in the law firm of Barna, Guzy, and Steffen—specializing in public labor and employment law representing local units of government, higher education, and hospital clients. He is a member of the American and Minnesota Bar Associations, and of the University of Minnesota Law Alumni Association.

Paul Thatcher, Sr. of Minneapolis, MN. He is a founding member of the Regents Candidate Advisory Council, now beginning his third six-year term. A Minneapolis businessman, Mr. Thatcher has been engaged in significant corporate, cultural, religious, civic and political activities for 40 years. Currently, Mr. Thatcher serves as Chairman of the Board of argir.com®, Minneapolis; Chairman of the Board of MEC Company, Neodesha, Kansas; a founding Director of Automatic Intuition, Inc., Irvine, California; a founding Director of campaignoffice.com®, Minneapolis; a founding Trustee of The Worth Bingham Memorial Fund of Washington, D.C.; a founding Trustee and Treasurer of Youth Leadership, Inc., Minneapolis; a Member of the Public Affairs Committee of The Minnesota Orchestral Association; Member of the Vestry and Chairman of the Finance Committee of The Episcopal Cathedral of Saint Mark, Minneapolis.

Jane Tschida of St. Paul, MN. She is president of Tschida Consulting, a public affairs and management support business. A former chair of the Regent Candidate Advisory Council, she is a past executive director of the Minnesota Trial Lawyers Association and Criminal Defense Lawyers. She lobbied at the Minnesota legislature for twenty years on behalf of a number of groups.

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

Nedra Wicks of Rochester, MN. Nedra Wicks has been actively involved with educational and community issues for the past 35 years. A one-time teacher of mathematics, she has served on both the Rochester and Minnesota State Boards of Education, and has headed a number of education task forces. She has been on the boards of The Rochester Area Foundation, Minnesota News Council, Olmsted County United Way, and Charities Review Council of Minnesota and is currently a trustee of Minnesota Public Radio.

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

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



PROCEDURAL RULES

Introduction

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

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

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

Rules Adopted by the Council

I. Officers

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

II. Powers and Duties of the Officers

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

shall be responsible for notice of meetings, and shall have such other powers and duties as the council from time to time may prescribe.

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

III. Meetings

1. The biennial meeting of the council shall be called in the month of June of the odd-numbered years to review its proceedings, elect officers in accord with Section I, #3 of these procedures, establish committee memberships, conduct other business, and establish a schedule of regular meetings as required to carry out its duties and responsibilities.

2. Special meetings may be held at the call of the chair, and it shall be the duty of the chair to call a special meeting within thirty days at the request of five members of the council.

3. Written notice of all meetings shall be sent to each member of the council at least seven days before the date of the meeting. In the case of special meetings, the notice shall state the purposes of the meeting, and no business shall be transacted that does not relate to the purpose stated.

4. Whenever notice is required under the provision of these rules, a waiver of notice signed by the persons entitled to notice shall be deemed equivalent to waiver of the notice provision. Attendance at any meeting shall be conclusively deemed a waiver of notice unless the member appears at the meeting solely to object to the legitimacy of the meeting.

5. A majority of the council shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members present and voting at a duly called meeting of the council or of any committee shall be the act of the council, or the committee, except as may be provided by statute or these rules. Once a quorum has been determined, there shall be no further quorum calls and business may be conducted by a majority vote of those present and voting.

6. Meetings shall be conducted according to *Robert's Rules of Order*, except as otherwise provided in these rules.

7. Minutes of all meetings of the council and committees of the council shall be distributed to members of the council.

IV. Action without Formal Meeting

Any action required to be taken by the council or any committee of the council may be taken without a formal meeting by unanimous consent of the members. Meetings may be conducted by mail, telephone, or in any other way the council approves. However, a written consent setting forth the action so taken and signed by all members of the council or of a committee must be filed with the minutes of the meeting.

V. Committees

1. Standing committees shall be established as the council deems advisable for carrying out its duties and responsibilities. The chair and other members of standing committees shall be appointed by the chair of the council after consultation with the council.
2. The Network Committee, the Internal Affairs Committee, the Evaluation Committee and the Officer's Committee shall be the standing committees of the Regent Candidate Advisory Council.
3. The council, through action taken in accord with provisions outlined in Section III, #5 of these procedures may at any time make adjustments to the name and/or charge of any of its standing committees.
4. A standing committee may be discontinued in accord with Section VI, Amendment of Rules, of these procedures.
5. The chair of the council, after consultation with the council, may from time to time, appoint special committees to assist in the business of the council.

VI. Amendment of Rules

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

Adopted May 4, 1990
Revised April 10, 1992



FACT SHEET

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

A. What is the legal standing of the council?

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

B. What are the statutory duties of the council?

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

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

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

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

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

E. How does one become considered for selection as regent by the legislature?

By recommendation to the legislature by the Regent Candidate Advisory Council or by nomination by a legislator during a Joint Convention.

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

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

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

Applications are available through the Legislative Coordinating Commission office as of **Thursday, June 1, 2000.**

H. Must an application be filed?

Yes. Applications will be sent out upon request. They are also available on the Regent Candidate Advisory Council web site at www.commissions.leg.state.mn.us/lcc/rcac.htm. They must be completed and submitted no later than **Friday, December 1, 2000.**

I. Is the selection process public?

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

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

In early January 2001, the council will review all applications and determine which persons they will invite to interview. Interviews will be conducted in late January. The council will recommend two to four persons for each open position to the legislature for its consideration by **Thursday, February 1, 2001.**

It is the intent of legislative leadership to have regents selected by late-February 2001.

If you need further information, please call or write:

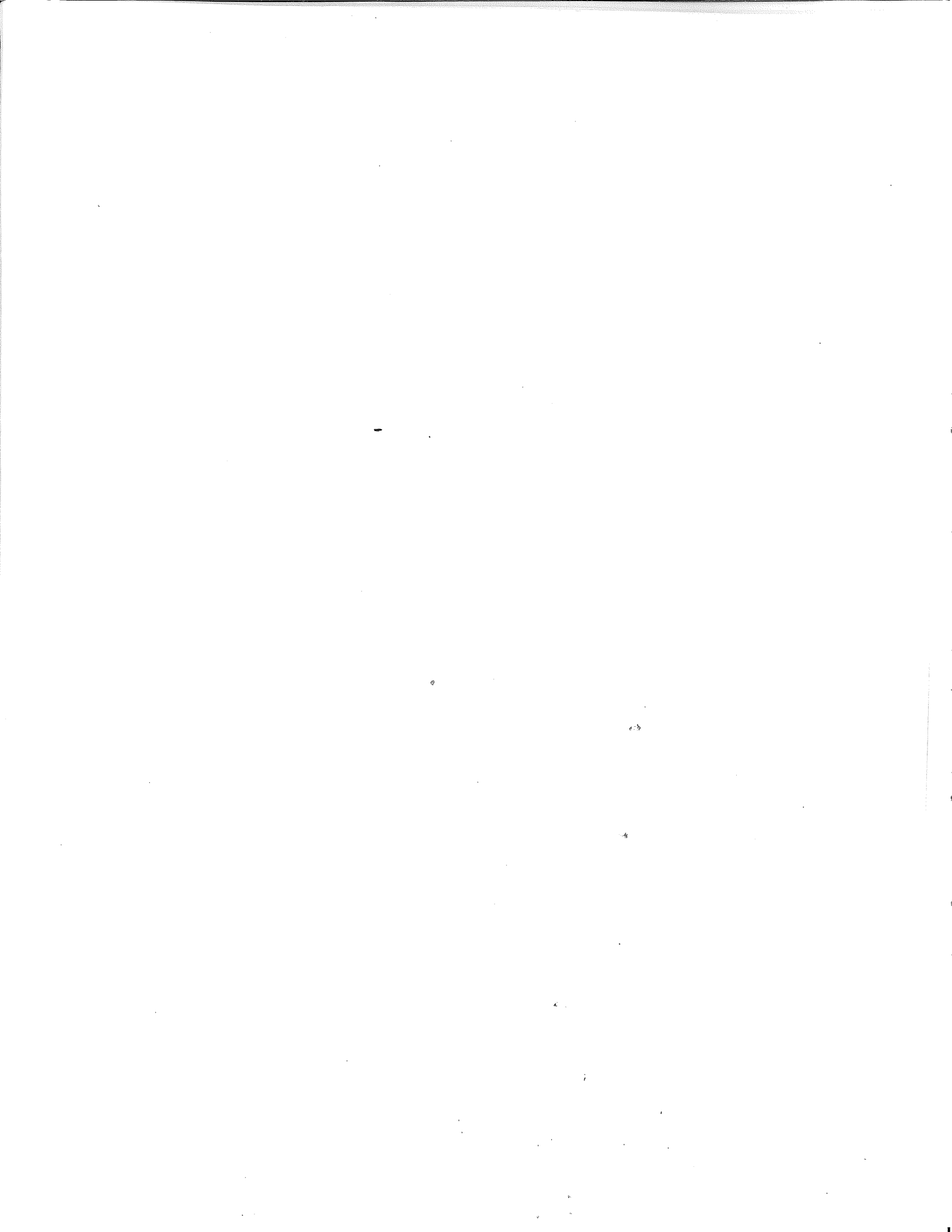
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UNIVERSITY OF MINNESOTA

Board of Regents' Responsibilities

1. Clarify the mission of the University and approve programs necessary to achieve it.
2. Appoint, monitor, advise, motivate, support, evaluate and, if necessary or advisable, replace the President.
3. Approve major policies, long-range plans, educational programs, and annual budgets, while clearly delegating administrative responsibilities.
4. Accept fiduciary responsibility for the long-term welfare of the University.
5. Ensure adequate resources—human, financial, physical—and effective management of those resources.
6. Preserve institutional autonomy, recognizing that the preservation of autonomy requires accountability.
7. Ensure collaboration with other educational systems and with other institutions related to the University's mission.
8. Serve as a court of appeals when appropriate.
9. Enhance the public image of the University.
10. Monitor and evaluate the performance of the institution in achieving its goals and mission.
11. Regularly evaluate the Board's performance and take steps to improve it.
12. Ensure that the University of Minnesota remains an equal opportunity institution.

Approved by the Board of Regents - February 10, 1989





CRITERIA FOR UNIVERSITY REGENTS

Residency

Regent candidates must be Minnesota residents. Candidates for the seat identified by congressional district must be residents of the corresponding district as defined by statute.

Interest in higher education

Knowledge and understanding of the higher education system in Minnesota and particular understanding of the role of the University as a public research and land-grant institution are advantages in seeking appointment to the Board of Regents. Candidates should at least demonstrate an informed interest in higher education and general awareness of the threefold mission of the University in teaching, research and outreach/public service.

Civic and social commitment

A record of civic and social commitment, whether through volunteer service or by the nature of one's employment, can be a helpful indicator of the kind of experience and dedication relevant to distinguished service on the Board of Regents.

Board experience

Candidates are ordinarily expected to have prior experience on boards of directors or other governing bodies with responsibilities analogous to those of the Board of Regents. In the absence of such experience, candidates may offer other evidence of ability to participate responsibly in the governance of a large and complex public corporation.

Personal qualities

Candidates must be persons of a high moral and ethical integrity. Among many other qualities which might be cited, breadth of vision and ability to work constructively as a member of a diverse group in an atmosphere of collegiality and common concern are perhaps most important. Scarcely less important is the ability to function calmly and impartially in meetings open to the public and under public scrutiny.

Criteria for University Regents
Page 2

Conflicting interest

Candidates should recognize any activity that could be harmful or disruptive if appointed to the Board of Regents and should be willing to place the University before any self interest or constituency and act accordingly.

Candidates should recognize that holding or seeking major public elective office may be incompatible with appropriate service on the Board of Regents. Regent candidates should be prepared to discuss this possible conflict prior to selection, if it applies to them, and should be prepared to have to choose between regent tenure and other major elective public service if the question should arise during the term of regent service.

Feasibility

Candidates need to be not only willing but physically and financially able to devote a sizable amount of time and energy over a period of six years to a position for which there is no monetary compensation.

Student regent

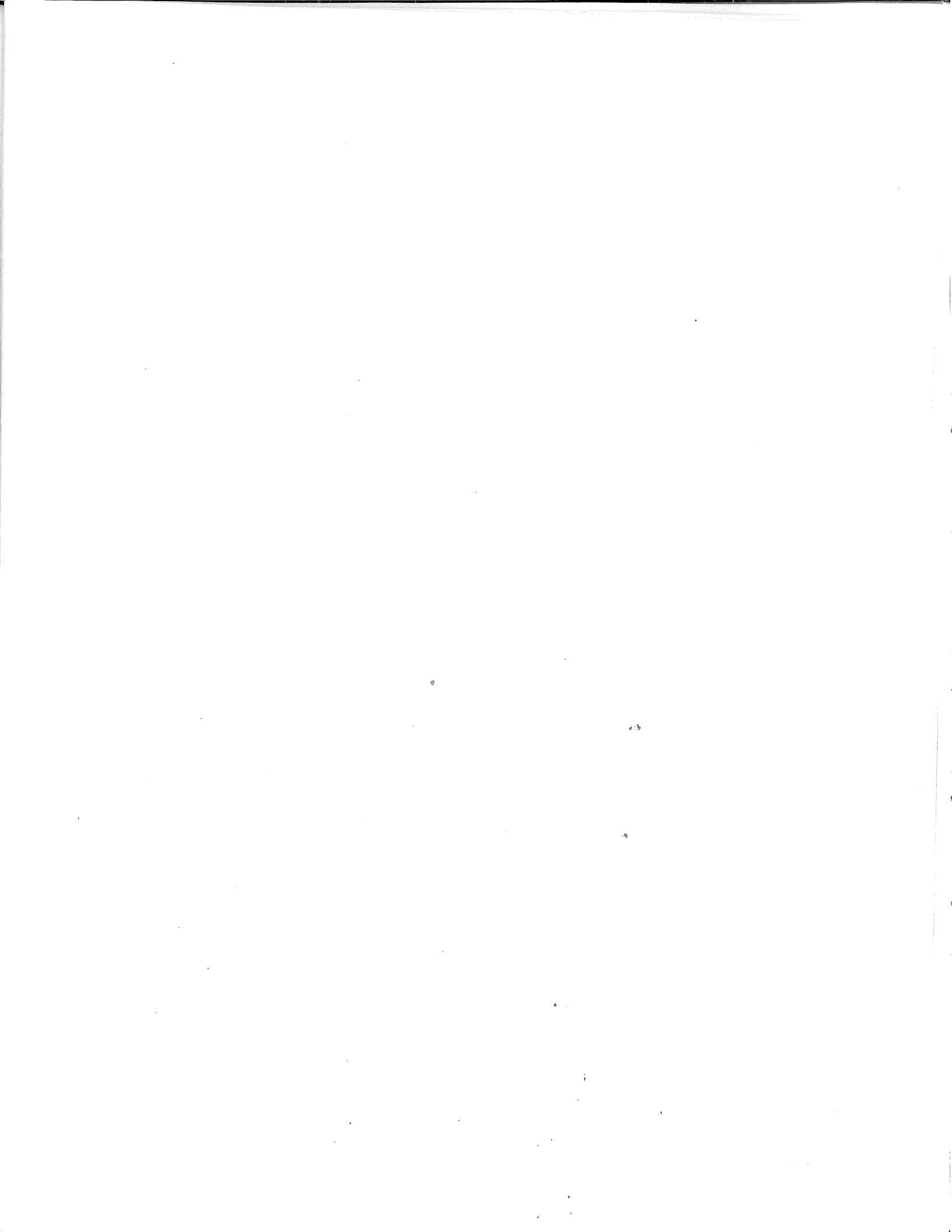
Candidates for the student position on the Board of Regents must be enrolled in a degree program at the University at the time of election to the board. Candidates for the student position are judged by the same criteria as other candidates except that quality of participation in student activities is considered rather than experience on boards of directors or other governing bodies.

UNIVERSITY OF MINNESOTA

Individual Regent Responsibilities

1. To seek to be fully informed about the University and its role in the state and in higher education and to be responsive to the changing environments that affect it.
2. To support the mission of the University.
3. To speak one's mind at Regents' meetings, but support policies and programs once established.
4. To understand that the Regents' role is policy making and not involvement in administration or the management process.
5. To strengthen and sustain the President while being an active, energetic, and probing Board member, exercising critical judgment on policy matters.
6. To communicate promptly to the President any significant concern or complaint and then let the President deal with it.
7. To defend the autonomy and the independence of the University.
8. To maintain an overriding loyalty to the entire University, rather than to any part of it or constituency within it.
9. To represent all the people of Minnesota and no particular interest, community, or constituency.
10. To help enhance the public image of the University and the role of the Board of Regents.
11. To recognize that authority rests only with the Board as a whole and not in its individual members.
12. To recognize that the President is the primary spokesperson for the University, and the Chair of the Board is the only other person authorized to speak for the Board.
13. To foster openness and trust among the Board of Regents, the administration, the faculty, the students, state government, and the public.
14. To maintain a decent respect for the opinions of one's colleagues and a proper restraint in criticism of colleagues and officers.
15. To recognize that no Board member shall make any request or demand for actions that violate the written policies, rules, and regulations of the Board or of the University.
16. To maintain the highest ethical standards and never to allow any personal conflict of interest to exist.

Approved by the Board of Regents - February 10, 1989





REGENT CANDIDATE ADVISORY COUNCIL

Exhibit 8

STATEMENT OF DIVERSITY

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



GUIDELINES FOR CONDUCT BY MEMBERS OF THE REGENT CANDIDATE ADVISORY COUNCIL

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

GUIDELINES

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





UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 1 of 4

Board Operations
CODE OF ETHICS FOR MEMBERS OF THE
BOARD OF REGENTS
Adopted: February 9, 1996
Supersedes: (see end of policy)

CODE OF ETHICS FOR MEMBERS OF THE BOARD OF REGENTS

ARTICLE 1
PREAMBLE

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

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

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

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

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



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 2 of 4

Board Operations

CODE OF ETHICS FOR MEMBERS OF THE
BOARD OF REGENTS

Adopted: February 9, 1996

Supersedes: (see end of policy)

ARTICLE 2
CODE OF ETHICS POLICY

SECTION I. CONFLICT OF INTEREST.

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

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

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

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

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

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

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

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

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

SECTION II. GIFTS AND EXPENSES.

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



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 3 of 4

Board Operations
**CODE OF ETHICS FOR MEMBERS OF THE
BOARD OF REGENTS**
Adopted: February 9, 1996
Supersedes: (see end of policy)

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

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

SECTION III. FINANCIAL DISCLOSURE.

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

SECTION IV. CONFLICT OF INTEREST PROCEDURES.

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

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

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

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

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



UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

Page 4 of 4

Board Operations

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

Adopted: February 9, 1996

Supersedes: (see end of policy)

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

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

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



REGENT CANDIDATE ADVISORY COUNCIL

Exhibit 11

POLICY ON LEGISLATIVE COMMUNICATIONS

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

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

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

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

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

(Adopted by the RCAC November 2, 1990)





REGENT CANDIDATE ADVISORY COUNCIL

SELECTION PROCEDURES

ADOPTED November 11, 1994

Revised 2/27/95

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

2. The numbers prescribed herein assume full council membership (24). Those numbers may be reduced to accommodate vacant positions on the council. They may not, however, fall below the level which will provide majority support for successful candidates.
3. At any point, after the selection of at least two candidates for each open seat, selections may be closed by motion of any council member with support of a majority of the full council membership.
4. No individual may be recommended to the legislature without having been interviewed and duly selected as prescribed herein.

B. Voting procedures for individual district, student regent, or an at-large seat (if only one at-large seat is open):

1. First ballot:
 - a. In the initial ballot for each seat, each council member votes for up to four candidates.
 - b. If a candidate, or candidates, receives 16 or more votes, the individual with the highest vote total (or highest two individuals, if a tie) is selected.
 - c. If no candidate receives 16 or more votes, there is no selection.
 - d. Whether or not there is an selection, all candidates receiving no votes are eliminated. The candidate, or candidates, with the fewest number of votes are also eliminated.
2. Subsequent balloting:
 - a. Subsequent ballots will involve all remaining candidates, excluding those elected and those eliminated in prior ballots. The process for elimination of candidates will be the same in subsequent ballots as that used in the first ballot.
 - b. Council members will vote for up to the number of open slots remaining after each prior ballot. For instance, if one person is selected on the first ballot, members will vote for up to 3 on the second ballot and so on.

- c. In all remaining ballots after the initial ballot, only one person may be elected in each ballot.
- d. After the initial ballot, the number of votes required for selection will decline with each ballot to 15, then 14, then finally 13.

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

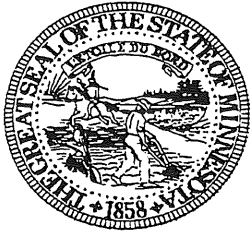
1. First ballot:

- a. Each council member votes for up to the number of open seats times four (two seats, vote for up to eight; three seats, vote for up to 12; etc.)
- b. If a candidate, or candidates, receives 16 or more votes, the individual with the highest and second highest vote totals of 16 or more votes will be selected, provided there are no ties which make the determination ambiguous.
- c. If ambiguity does not permit the selection of anyone (e.g., four candidates have 17 votes, the highest number), there is no selection.
- d. If no candidate receives 16 or more votes, there is no selection.
- e. Whether or not there is a selection, all candidates receiving no votes are eliminated. All candidates having the two smallest numbers of votes are also eliminated.

2. Subsequent balloting:

- a. Subsequent ballots will involve all remaining candidates, excluding those selected and those eliminated in prior ballots. The process for elimination of candidates will be the same in subsequent ballots as that used in the first ballot.
- b. Council members will vote for the number of open slots remaining after each prior ballot.

- c. In all remaining ballots after the initial ballot, only one person may be selected on each ballot.
- d. After the initial ballot, the number of votes required for selection will decline with each ballot to 15, then 14, then finally 13.



REGENT CANDIDATE ADVISORY COUNCIL

Exhibit 13

85 State Office Building (651) 296-9002
St. Paul, MN 55155 (651) 297-3697 (fax)

Web site: www.commissions.leg.state.mn.us/lcc/rcac.htm

APPLICATION FOR THE UNIVERSITY OF MINNESOTA
BOARD OF REGENTS

Please submit completed and signed application by 4:30 p.m. on December 1, 2000.

Jennifer Ridgeway
Regent Candidate Advisory Council
c/o Legislative Coordinating Commission
85 State Office Building, St. Paul, MN 55155
(651) 296-9002

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

PUBLIC INFORMATION SECTION

Please check the regent position(s) for which you are applying.

_____ 5th U.S. Congressional District (one position)

_____ At-Large (three positions: two regular six-year terms, and one stub term that expires 2005)

_____ Student At-Large (one position)

PERSONAL INFORMATION

Name: _____
(First) (Middle/Maiden-Optional) * (Last)

Address: _____
(Street) (Apt. #)

(City) (State) (Zip)

Phone: _____ Congressional District: _____

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

Fax Number*: _____ Check here to release fax information _____

Email Address*: _____ Check here to release email information _____

EMPLOYMENT HISTORY

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

Employer: _____ Voluntary or Paid: _____

Address: _____

Position: _____

From (Month/Year): _____ To (Month/Year) _____

Supervisor: _____ Phone: _____

Employer: _____ Voluntary or Paid: _____

Address: _____

Position: _____

From (Month/Year): _____ To (Month/Year) _____

Supervisor: _____ Phone: _____

Employer: _____ Voluntary or Paid: _____

Address: _____

Position: _____

From (Month/Year): _____ To (Month/Year) _____

Supervisor: _____ Phone: _____

GOVERNING BOARD EXPERIENCE

Such as government, business, education, church, charities, non-profits, etc.

Organization: _____

Position: _____

From (Month/Year): _____ To (Month/Year): _____

Chair(s) during service: _____ Phone: _____

Executive Officer(s) during service: _____ Phone: _____

Organization: _____

Position: _____

From (Month/Year): _____ To (Month/Year): _____

Chair(s) during service: _____ Phone: _____

Executive Officer(s) during service: _____ Phone: _____

Organization: _____

Position: _____

From (Month/Year): _____ To (Month/Year): _____

Chair(s) during service: _____ Phone: _____

Executive Officer(s) during service: _____ Phone: _____

GOVERNING BOARD EXPERIENCE (continued)

Organization: _____

Position: _____

From (Month/Year): _____ To (Month/Year): _____

Chair(s) during service: _____ Phone: _____

Executive Officer(s) during service: _____ Phone: _____

EDUCATION

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

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

PRIVATE INFORMATION SECTION

REFERENCES

This information is private; it is used only by council members for purposes of contacting references.

Name: _____ Organization/Firm: _____

Relationship: _____ Phone:(W) _____ (H): _____

Name: _____ Organization/Firm: _____

Relationship: _____ Phone:(W) _____ (H): _____

Name: _____ Organization/Firm: _____

Relationship: _____ Phone:(W) _____ (H): _____

Name: _____ Organization/Firm: _____

Relationship: _____ Phone:(W) _____ (H): _____

ESSAY QUESTIONS*

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

* Check to release answers to essay questions

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

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

I certify that all information in this application is factually correct, and do hereby consent to my nomination. By signing below, permission is granted to obtain information from all organizations and individuals mentioned in this application. Candidates selected to be interviewed will be contacted the week of January 8, 2001. Interviews will be held January 25th, 26th, 29th, and 30th, and if needed January 24th and 31st.

(Signature)

(Date)

NOTE: Please do not submit written endorsements, letters of recommendation, supporting documentation or additional material unless requested.



REGENT CANDIDATE ADVISORY COUNCIL

POSSIBLE INTERVIEW QUESTIONS FOR CANDIDATES

Skills/Experience

1. Why do you want to be a Regent and what skills would you bring to the task?
2. Explain what you perceive to be the role of a Regent. How would you carry out this role?
3. Which of the Regent responsibilities would cause you the most concern? Why? How would you address the concern?
4. Which of your public service activities have you found most challenging and why?
5. Tell us about your experience in fiscal management.
6. The time demands of a Regent are heavy. Do you think you could meet those demands and how would you schedule to do so?
7. What do you consider to be the key measures of the effectiveness of the University of Minnesota?
8. Do you know of any conflict of interest that may arise as a candidate or as a sitting Regent? If a conflict of interest arose, how would you handle it?

Issues

9. What do you see as the key issues on the horizon for higher education in Minnesota? And for the University in particular?
10. What do you think are the most important positive developments that have occurred at the University in, say, the last five years?
11. What is the mission of the University of Minnesota? How does this mission fit in the broader, competitive environment of research universities? How does it fit in relationship to the mission of MnSCU?
12. In your opinion, what is the role of a Regent in relationship to the President of the University?
13. Do you think the Board of Regents should be involved in the administrative functions of the University? Why or why not?
14. What are your views on academic freedom?
15. How do you understand the diversity goals of the University? How can the Board of Regents assist the University in achieving its Affirmative Action objectives?
16. How can the University become a more effective partner in the economic development of the state and the global economy of the region?
17. What is the role of the Board of Regents in insuring the quality and credibility of intercollegiate athletics at the University?
18. The University is known for its intense level of shared governance among Regents, administration, faculty, staff and students. How would you as a Regent deal with the sometimes competing interests of these constituencies within the shared governance model?
19. As a Regent how would you balance the tension that sometimes emerges between the public interest of the state and the institutional interests of the University?



REGENT CANDIDATE ADVISORY COUNCIL

CALENDAR OF ACTIVITIES

December

December 1, 2000	Application deadline
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January

January 5, 2001	RCAC member meeting to select finalists
Week of January 8, 2001	Finalists contacted for interviews
January 25, 26, 29, 30 and 31, 2001	Finalist interviews

February

February 1, 2001	Deadline for RCAC to report recommendations to the legislature
February 6, 2001	Orientation for those individuals recommended to the legislature
February 26, 2001	Joint Convention of the House and Senate





Exhibit 16

REGENT CANDIDATE ADVISORY COUNCIL

85 State Office Building
St. Paul, MN 55155

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

Web site: www.commissions.leg.state.mn.us/lcc/rcac.htm

September 15, 2000

Dear Friend of the University of Minnesota,

This letter is to request your assistance in generating a pool of well-qualified applicants for the University of Minnesota's Board of Regents. The Regent Candidate Advisory Council (RCAC) is charged by the legislature with the responsibility for recruiting and making recommendations of between two and four finalists for each open position on the Board of Regents. Four seats (two at-large, one representing the 5th congressional district, and one student seat) will be open for legislative appointment in the year 2001.

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

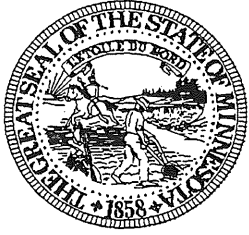
The deadline for application is December 1, 2000. Interviews will be held in January 2001. The legislature is expected to make final selections in February. To receive an application form and information packet, or to have one sent to someone you recommend, please contact Jennifer Ridgeway, RCAC staff person, at 651-296-9002 or access the RCAC Web site at www.commissions.leg.state.mn.us/lcc/rcac.htm. I would be happy to visit with you about the recruitment and selection process or to answer any other questions you may have. My phone is 507-282-9073; my e-mail address is nmwicks@aol.com.

Thank you for taking the time to assist the RCAC with the creation of a pool of talented candidates who stand ready to be tapped for the future leadership of the University of Minnesota.

Sincerely,

Nedra Wicks, Chair

Regent Candidate Advisory Council



REGENT CANDIDATE ADVISORY COUNCIL

85 State Office Building
St. Paul, MN 55155

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

Web site: www.commissions.leg.state.mn.us/lcc/rcac.htm

PRESS RELEASE:

FOR IMMEDIATE RELEASE
September 8, 2000
St. Paul, MN

For further information contact Nedra Wicks (chair) at 507-282-9073 or
Jennifer Ridgeway (staff) at 651-296-9002

Applications sought for University of Minnesota Board of Regents

In February 2001, the Minnesota Legislature will select four members to serve on the Board of Regents of the University of Minnesota. Applications for regent selection are now being sought from Minnesota residents with knowledge and understanding of higher education in Minnesota, and of the role of the University as a major land grant and research institution.

Regent candidates should submit an application, indicating interest and qualification, to the Regent Candidate Advisory Council (RCAC) by December 1, 2000. The 24-member council was created by the legislature and has the statutory responsibility of recruiting, screening, and recommending regent candidates to the legislature. From the pool of applicants, the council will invite a number of candidates for public interviews in January 2001. It must then forward to the legislature the names of between two and four candidates for each open position.

Regents serve six-year, staggered terms, with one-third of the twelve board seats open for appointment every two years. Positions that will be open for appointment by the legislature in 2001 include one in the fifth congressional district, two at-large positions, and one student-seat. Candidates for the student position must be enrolled in a degree program at the University at the time of election to the board. Current regents in those positions that will be open are Chair Patricia Spence, Warren Larson, Michael O'Keefe, and Jessica Phillips.

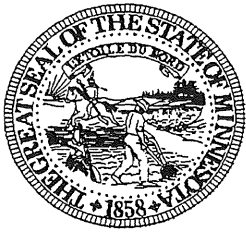
Regents serve without compensation. It is estimated that sitting regents spend, on average, at least 40 hours per month fulfilling board responsibilities. Candidates are ordinarily expected to have prior experience on boards of directors or other governing bodies and have an understanding of complex organizational structures.

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EDITOR'S NOTE:

Application forms and additional information may be secured by contacting Jennifer Ridgeway, RCAC staff, at 651-296-9002 or accessing the RCAC Web site at <http://www.commissions.leg.state.mn.us/lcc/rcac.htm>. The RCAC office is located at: RCAC, c/o Legislative Coordinating Commission, 85 State Office Building, St. Paul, MN 55155. The RCAC Chair is Nedra Wicks, Rochester, MN 507-282-9073.

REGENT APPLICATION DEADLINE: December 1, 2000.



REGENT CANDIDATE ADVISORY COUNCIL

Exhibit 18

85 State Office Building
St. Paul, MN 55155

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

Web site: www.commissions.leg.state.mn.us/lcc/rcac.htm

PRESS RELEASE:

FOR IMMEDIATE RELEASE
Monday, January 9, 2001

For further information contact Nedra Wicks (Chair) at 612-374-1058 or Jennifer Ridgeway (staff) at 651-296-9002.

Twenty-five applicants selected to interview for University of Minnesota Board of Regents

Twenty-five candidates for the five vacancies on the University of Minnesota Board of Regents were selected to be interviewed by the Regent Candidate Advisory Council (RCAC) at their meeting on January 5, 2001. The RCAC announced the vacancies in September 2000, and received a total of 134 applications before the December 1st deadline.

One-third of the Board of Regents is open for appointment every two years. Those four six-year terms include: one student at-large position, two at-large (non-student) positions, and one 5th congressional district position. A fifth seat has been open since Regent William Peterson's death this fall. That seat is an at-large position and expires in 2005.

The RCAC is a 24-member advisory council established by the legislature to recruit, screen, and recommend regent candidates to the legislature. Interviews will be held January 25, 26, 29, 30, and 31. The RCAC must submit to the legislature between two and four individuals for each open position on the board.

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

Student At-Large: Kristen Berning, Angela Bos, Nicole Kubista, Michael Miller, and LaKeesha Ransom.

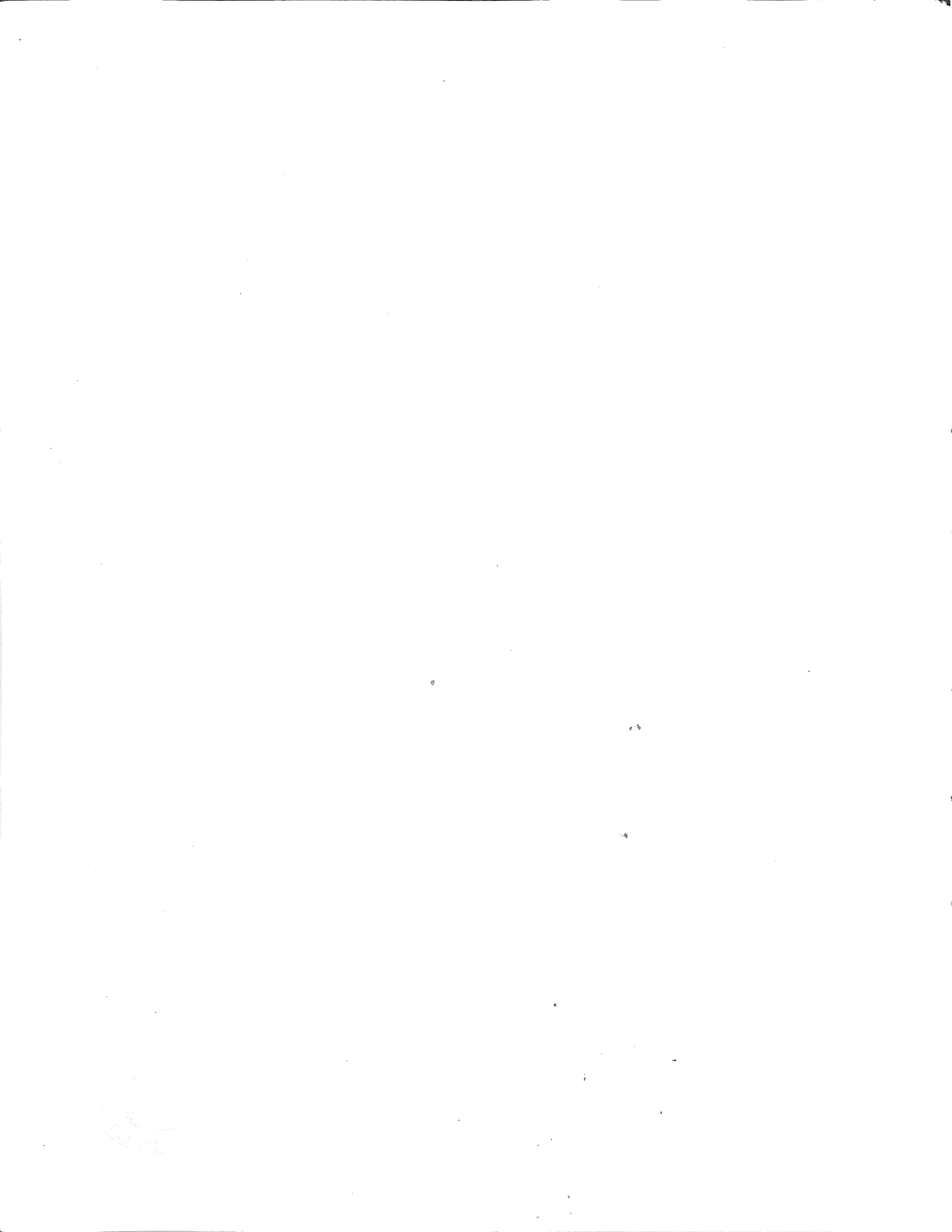
Fifth District: David Johnson, Cheryl Jorgensen, Franklin Pass, Sharon Tolbert-Glover, and Michael O'Keefe.

At-Large (non-student): Marjorie Anderson, Frank Berman, Jami Bestgen, William Dolan, Jacqueline Fraedrich, William Kamp, (Peter) Jay Kiedrowski, Dale LaFrenz, Warren Larson, John MacFarlane, Richard McNamara, Mark Phillips, Michael Scandrett, Patricia Spence, and Sharon Winslow.

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EDITOR'S NOTE:

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REGENT CANDIDATE ADVISORY COUNCIL

Exhibit 19

85 State Office Building
St. Paul, MN 55155

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

Web site: www.commissions.leg.state.mn.us/rcac/rcac.htm

For Immediate Release

Contact: Jennifer Ridgeway RCAC Staff (651) 296-9002
Nedra Wicks RCAC Chair (612) 374-1058

Saint Paul, MN - January 31, 2001 The Regent Candidate Advisory Council (RCAC) voted today to recommend 13 candidates to the Minnesota Legislature for final consideration of election to the Board of Regents of the University of Minnesota. Five regent seats are open. The legislature is scheduled to meet in Joint Convention on February 26, 2001.

Regent positions to be filled include three at-large representatives, one representing the fifth congressional district, and one at-large student representative. One of the three at-large appointments will be made to fill the remaining four-year term of the late Regent William Peterson. All other appointments will be for full six-year terms.

Finalists recommended to the legislature are (in alphabetical order):

At-Large: Frank Berman, William Dolan, Jacqueline Fraedrich, David Johnson, (Peter) Jay Kiedrowski, Warren Larson, John MacFarlane, Richard McNamara, Patricia Spence

Student-At-Large: Angela Bos, LaKeesha Ransom

Fifth Congressional District: Michael O'Keefe, Franklin Pass

The RCAC received a total of 134 applications for the five positions. It interviewed 24 applicants. The council was created by the legislature in 1988 to recruit, interview, and recommend regent candidates to the legislature. Statute requires that a minimum of two and a maximum of four names be forwarded for each open position. The council's 24 members are appointed by the legislature. While the legislature is not required to choose regents from within the group recommended by the council, it has done so in every round of selections since 1988.

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

"Citizens of this state are to be commended for their willingness to volunteer their time and talents in this critically important governance role. This year the council was privileged to have 134 applications. While the breadth of experience and expertise of applicants made the process of elimination extremely difficult, the council is confident that it enhanced the rigor of the selection process and helped to ensure that every person recommended to the legislature, if elected, will serve the University with distinction. All of the applicants are deserving of both thanks and commendation for their willingness to serve and their individual records of outstanding service and achievement." (RCAC Chair, Nedra Wicks)