



Regent Candidate Advisory Council
Report to the Minnesota Legislature
1989

85 State Office Building, St. Paul, MN 55155
(612) 297-3697

REPORT OF THE REGENT CANDIDATE ADVISORY COUNCIL

To the President of the Senate and Speaker of the House:

During the 1988 legislative session, following extensive discussion and a great deal of consideration concerning the possibility of the development of an improved method for the selection of Regents of the University of Minnesota, the Minnesota Legislature adopted Minnesota Statute 137.0245. A copy of this statute is attached as Exhibit 1. This statute called for the appointment of a Regent Candidate Advisory Council ("the Council") consisting of 24 individuals appointed to staggered terms, one-half by the Subcommittee on Committees of the Committee on Rules and Administration of the Senate and one-half by the Speaker of the House of Representatives.

The statute sets forth three duties for the Council to perform. It was asked to develop, in consultation with current and former regents and administration of the University of Minnesota, a statement of selection criteria to be applied to regent candidates and a description of the responsibilities and duties of a regent, both for distribution to potential candidates. The statute also calls on the Council to identify and recruit qualified candidates for the Board of Regents and to recommend at least two, and not more than four, candidates for each position on the Board by February 1 of each odd numbered year.

Individuals interested in appointment to the Council were asked to submit applications. An application form provided by the Legislative Coordinating Commission is attached as Exhibit 2. Applications from 141 individuals were received with no fewer than 12 from each Congressional District. The following 24 individuals were appointed:

Elmer L. Andersen, Arden Hills, MN (4th Dist., 1992)
Jane J. Belau, Rochester, MN (1st Dist., 1994)
Kenneth N. Dayton, Wayzata, MN (6th Dist., 1994)
Albert V. de Leon, St. Paul, MN (4th Dist., 1990)
Kathy S. Gaalswyk, Pillager, MN (8th Dist., 1990)
Dr. Melvin D. George, Northfield, MN (1st Dist., 1994)
Bruce A. Hammes, Stephan, MN (7th Dist., 1990)
Robert E. Hines, Alexandria, MN (2nd Dist., 1992)
David Kanatz, Brooklyn Center, MN (5th Dist., 1990)
Alice S. Keller, Winona, MN (1st Dist., 1992)
Dr. Reatha Clark King, Maplewood, MN (4th Dist., 1994)
Ronald A. McKinley, Minneapolis, MN (5th Dist., 1994)
Frances H. Naftalin, Minneapolis, MN (5th Dist., 1990)
*Thomas Nelson, Burnsville, MN (3rd Dist., 1992)
Gregg Orwoll, Rochester, MN (1st Dist., 1990)
Peter E. Poss, Willmar, MN (2nd Dist., 1994)
Thomas Renier, Duluth, MN (8th Dist., 1992)
Ellen G. Sampson, St. Paul, MN (4th Dist., 1992)
Katherine Sasseville, Fergus Falls, MN (7th Dist., 1992)
Emily Anne Staples, Plymouth, MN (3rd Dist., 1994)
Thomas H. Swain, St. Paul, MN (4th Dist., 1990)
Paul R. Thatcher, Sr., Minneapolis, MN (5th Dist., 1994)
(Rev.) Hilary D. Thimmesh, O.S.B., Collegeville, MN (7th Dist., 1992)
Jane E. Tschida, St. Louis Park, MN (3rd Dist., 1990)

*Mr. Nelson was appointed Director of State Relations of the University of Minnesota in November and subsequently resigned from the Council.

A news release jointly issued by Senate Majority Leader, Roger Moe, and Speaker of the House, Robert Vanasek, concerning the establishment of the Council and its 24 appointees, with brief biographies, is attached as Exhibit 3.

The first meeting of the Council took place on September 23, 1988, and it met 13 times before making its nominations on January 27, 1989. The early meetings of the Council were devoted primarily to organizational matters, the development of rules of procedure, the appointment of subcommittees and review and approval of their reports, and the election of a Chair and three Vice-Chairs. Dr. Melvin George was elected Chair and Kathy Gaalswyk, Emily Anne Staples, and Tom Swain were elected Vice-Chairs.

Members of the Council reviewed the Report of the Senior Advisors on University Governance, the Mission and Policy Statement for

the University of Minnesota, John Nason's essay on Trustee Responsibilities, the Report of the Blue Ribbon Commission on Financial Management appointed by Governor Perpich, statutory material concerning the University, Bylaws of the Board of Regents, minutes of meetings of the Board of Regents, and various other source materials.

To gain additional knowledge (and in compliance with the statute) the Council invited the Majority Leader of the Senate and the Speaker of the House, members of the Legislature (including Chairs and Ranking Minority Members of the Education Committees of the Senate and House Committees on Education and of the Higher Education Divisions of each, and the Chairs and Ranking Minority Members of the Senate Finance and the House Appropriations Committees and of the Higher Education Divisions of each), the Acting President of the University, past and present Regents, including the current and several past Chairs, and a number of other individuals to appear before the Council. More than 20 individuals met with the Council and all provided valuable counsel. A list of those who were invited to meet with the Council is attached as Exhibit 4. The Council also received communications from a substantial number of other individuals. On November 29, 1988, the Council held public hearings at the main campus of the University in Minneapolis and at all of the coordinate campuses, seeking comments and input from the public at large.

Based on the advice and suggestions it received from all these sources, the Council then turned its attention to the drafting of Criteria for University Regents and statements of Board of Regents Responsibilities and Individual Regent Responsibilities, attached as Exhibits 5, 6, and 7, respectively. It also adopted Guidelines for Conduct, a Statement of Diversity, attached as Exhibits 8 and 9, and a Candidate Conflict of Interest Statement, attached as Exhibit 10. It unanimously approved a motion to be "guided in its deliberations and recommendations by the two-term limit principle." It also adopted a procedure for communicating with members of the Legislature, attached as Exhibit 11.

During a number of its meetings, the Council discussed means whereby individuals from all parts of the state could be encouraged to apply for Regent positions and the Council attempted to disseminate information to the public concerning its desire to seek the maximum number of such applicants.

To help inform the public a Fact Sheet about the Council was developed and is attached as Exhibit 12. The Council sought and accepted names from all sources including members of the Legislature and indicated that individuals could suggest names of others as well as their own. The Council developed an application form which was submitted to all individuals whose names had been received. This application form is attached as Exhibit 13. Notification was given of a deadline of December 20th for the submission of names and a deadline of December 31, 1988, for the submission of applications. Individuals were notified that only those who submitted applications would be considered further. Individuals also were encouraged to submit additional information, letters of recommendation, and other data of their own choosing. Applications from 157 individuals were received. An analysis of the applicants is attached as Exhibit 14.

Following the December 31st deadline, copies of all applications were submitted to all of the members of the Council which met to start the process of selection on January 6, 1989. Various procedures were developed by the Council to ensure proper consideration of all applicants and to be sure that the selection process was fair to all individuals and that it would produce a list of individuals with geographic, occupational, gender, racial, experiential, and age balance and diversity.

The Council, following voting procedures it had adopted, developed a list of 48 individuals to be interviewed. The list of these individuals is attached as Exhibit 15. All of these individuals were personally interviewed. Each individual was allotted 30 minutes, which included a 10 minute

opening statement followed by 20 minutes of questions by the Chairman and all Council members. A list of Suggested Questions for Candidates was supplied in advance to each interviewee and is attached as Exhibit 16. Audio tapes were supplied to Council members who could not be present for one or more of the interviews.

The Council was impressed by the incredibly high quality of the applicants. This made the selection of the 48 individuals to be interviewed very difficult and the reduction of this number to the 16 candidates for submission to the Legislature extremely difficult. It has, however, resulted in a list of which the Council is most proud, and the Council recommends this list to the Legislature unanimously and without reservation. From the 48 interviewees, the Council selected four applicants for the student position from nine individuals interviewed, four candidates for the Fifth Congressional District position from ten individuals who were interviewed, and eight candidates for the two at-large positions from twenty-nine interviewees. Before voting for at-large candidates, the Council added to the list of twenty-nine the six Fifth District candidates who were not chosen as nominees from that District. The Legislature may wish to consider the same procedure.

The individuals the Council has selected to recommend to the Legislature as candidates for Regent positions are the following:

For student position:

Minkkinen, David Gerald
Peterson, Randall Scott
Pollak, Geoffrey Andrew
Roshia, Darrin Michael

For the Fifth Congressional District position:

Bachman, Karen O'Link
Keffeler, Jean Burhardt
Page, Alan Cedric
Saario, Terry Tinson

For the two at-large positions:

Condell, Yvonne Corker
Donhowe, Gordon Melburn
Goldberg, Luella Gross
Krogh, Lester Christensen
Moore, Vernon Lee
Page, Mary J.
Shannon, James Patrick
Stern, Gary Hilton

The application forms and other materials submitted by these sixteen candidates (including interview tapes) are available in the Office of the Legislative Coordinating Commission and copies of these documents have been delivered to the Chairman of the Senate and House Education Committees. Copies of the applications have been delivered with this report to every member of the Legislature.

On February 1, 1989 Gordon Donhowe was appointed Vice President, Finance of the University of Minnesota and withdrew as a candidate for Regent. At its meeting on February 13, 1989 the Council voted to add Krista Linnea Gandrud Sanda to its list of recommended candidates.

Council Chair George submitted an oral report of the Council's deliberations, actions, and recommendations to the Joint Education Committee of the House and Senate on February 13, 1989.

In submitting this report, the Council wishes to commend the Legislature for adopting this procedure for the consideration of Regent candidates. The Council feels that the candidates it is recommending reflect both quality and diversity, which will make the Legislature's selection from among them a very difficult but rewarding task.

The Council wishes to express its gratitude to Janet Lund, Director of the Legislative Coordinating Commission and her excellent staff for their superb support and cooperation. Their assistance to the Council was invaluable. Finally the Council wants to express its gratitude to the public for its keen interest and encouragement throughout the process.

Respectfully submitted on behalf of the
Regent Candidate Advisory Council



Dr. Melvin D. George
Chair

EXHIBITS

Laws 1988, Chapter 703, Sec. 16. (S.F. 2569)
Passed by Legislature April 19, 1988. Signed by the Governor April
28, 1988. Effective April 29, 1988.

Sec. 16. [137.0245] [REGENT CANDIDATE ADVISORY COUNCIL.]

Subdivision 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 February 1 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.

Sec. 17. [INITIAL TERMS.]

By September 1, 1988, each appointing authority shall appoint four members to terms that expire January 1990, four members to terms that expire January 1992, and four members to terms that expire January 1994.*

APPLICATION
UNIVERSITY OF MINNESOTA
REGENT SELECTION ADVISORY COUNCIL

Return completed and signed application by August 15, 1988 to:

Janet Lund

Room 85, State Office Building

St. Paul, MN 55155

SECTION I: PERSONAL INFORMATION

1. NAME _____
(First) (Middle/Maiden) (Last)
2. HOME ADDRESS _____
(Street)

(City) (State) (Zip)
3. HOME TELEPHONE () DAYTIME PHONE () _____

Laws 1988, Chapter 703, Sec. 16 states in part: "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."

4. CONGRESSIONAL DISTRICT _____
5. PARTY AFFILIATION (Check one): DFL _____ IR _____ NONE _____

SECTION II: STATEMENT OF QUALIFICATION

Applicants are invited to provide any information that would help the appointing authority to understand their qualifications including education, employment, community service, and reason for wishing to serve.

SECTION III: VERIFICATION

I certify that all information included in my application is correct.

I am willing to commit the time and energy necessary to carry out my council assignment.

(Signature of Applicant)

(Date)

If you have questions, please call Janet Lund _____

at 612/297-3697.

NEWS RELEASE

Senate Majority Leader Roger Moe, District 2, (612) 296-2577
Speaker of the House Robert Vanasek, District 25A, (612) 296-4229

September 1, 1988

FOR IMMEDIATE RELEASE

REGENT ADVISORY COUNCIL MEMBERS NAMED BY STATE LEADERS

Senate Majority Leader Roger Moe and House Speaker Robert Vanasek today announced the names of the appointees to the newly-created 24-member Regent Candidate Advisory Council. The council will establish new criteria for selecting University of Minnesota Regent candidates.

Created by the 1988 Minnesota Legislature, the council has also been charged with recruiting potential candidates and recommending two to four candidates for each vacancy on the University of Minnesota's governing board.

The new council is made up of members from all across Minnesota and from a variety of professions.

"We wanted to ensure the council had members that represented a diversity of professions, experience and opinions," Speaker Vanasek said. "Such a diverse body will help ensure that the University will be governed by regents who represent the fine people of Minnesota."

The Speaker and Majority Leader each selected 12 members of the council.

"Those of us in the Legislature wanted to make sure that members of the Board of Regents would be chosen fairly and will provide the best possible leadership for the University," Moe said. "I think we have found the group that will provide for us, the University and the people of Minnesota the broadest possible experience and widest perspective in choosing members of the governing board."

The Omnibus Higher Education Act of 1988 requires that no more than eight members of the council be current or former members of the legislature and no more than 16 can be members of the same political party. Party affiliation, Moe and Vanasek emphasized, was not a criteria for appointment.

Currently, members of the Board of Regents are selected by congressional district and approved by the state legislature within those districts.

News Release

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Appointees to the Regent Candidate Advisory Council include educators, educational administrators, corporate heads and former legislators and governors.

Vanasek also noted that he and Moe wanted the council to be geographically balanced to prevent any one part of the state from controlling an institution charged with serving all of Minnesota.

"The University of Minnesota serves the entire state and we want to see that the whole state is represented in this advisory council," Moe said. "We have chosen people not only from the metro area, but northern Minnesota, the suburbs and rural areas of our state."

Members of the council will be appointed by the legislature for six-year, staggered terms so that no more than one-third of the council will be replaced at one time.

Over 140 applications were received for the 24 open spots on the council, Vanasek said.

"We had many qualified candidates who were very eager to represent their part of the state on this council," Vanasek said. "Both Senator Moe and I are very proud of the willingness Minnesotans have shown to support the University of Minnesota."

Advisory council member names and biographies are attached.

Listed below are the 24 appointees for the new Regent Candidate Advisory Council (in alphabetical order). They will serve staggered terms of two, four or six years. As required by law, the group is bi-partisan and represents all areas of Minnesota.

Elmer L. Andersen of Arden Hills, MN. He provides a lifetime of experience at the University and in government. He served as a state legislator and then as Governor of Minnesota in the 1960s. He was a regent at the University and then chairman of the Board of Regents following his term as governor.

Jane Belau of Rochester, MN. She has experience in education associations and in a corporation. She is a vice president of Control Data Corp. in Rochester and is a board member of the University Graduate School Board of Advisors.

Kenneth Dayton of Wayzata, MN. As chairman and CEO of one of Minnesota's largest corporations (Dayton Hudson), he has experience as a manager and administrator of a large organization. He is also a board member of several of Minnesota's largest corporations and non-profit organizations, and has a long record of activity in numerous public policy and business groups.

Dr. Albert V. de Leon of St. Paul, MN. He is the first permanent Executive Director of the Council on Asian-Pacific Minnesotans in 1986. He has served as executive director of human resource agencies in both Arizona and Colorado, and has served on the faculty of California State University, the University of San Diego and the U.S. International University in San Diego.

Melvin George of Northfield, MN. He has experience in managing both public and private education institutions of all sizes. The president of St. Olaf College in Northfield since 1985, Melvin was vice president of the University of Missouri system (with 52,000 students) for ten years and while there worked closely with a public governing board similar to the Board of Regents.

Kathy Gaalswyk of Pillager, MN. She is executive director of the Central Minnesota Initiative Fund, a philanthropic organization that has provided grants and loans for community and economic development projects in 14 Central Minnesota counties. She also spent five years as executive director of the Region 5 Regional Development Commission.

Bruce Hamnes of Stephen, MN. He is the founder and general manager of a seed company in Stephen and runs the Hamnes family farm operation. His knowledge of business and rural issues has helped him serve for several national agricultural and community development groups.

Robert Hines of Alexandria, MN. He has management experience from several years as a local businessman, and he has been involved in several Alexandria-area community development projects.

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.

Alice Keller of Winona, MN. She is an executive in her family-owned construction and development companies. As a member of the Minnesota Higher Education Coordinating Board, she has developed an expertise on public higher education issues in Minnesota. She has also served on a variety of community and state-wide organizations.

Reatha King of Maplewood, MN. She has been president of the Metropolitan State University since 1977, and thus has a background in educational administration. She also is this year's chair of the American Association of Higher Education, and is a former chair of the American Council on Education.

Ronald McKinley of Minneapolis, MN. He is executive director of the Minnesota Minority Education Partnership, and has served as a member of the Minneapolis Human Rights Commission and as a board member of the National Urban League.

Frances Naftalin of Minneapolis, MN. She has one of the longest records in the Twin Cities of community service, having served on boards and committees in a variety of fields. She currently serves on the Minnesota Humanities Commission, the Minnesota Library Foundation Board, and the board of the Associated Colleges of the Twin Cities.

Thomas Nelson of Burnsville, MN. He served as a state Senator for ten years (1976-1986), developing an expertise on Minnesota's public higher education institutions. He currently is director of Support Services for the Apple-Valley Rosemont school district.

Gregg Orwoll of Rochester, MN. A lawyer who is general counsel for Mayo Clinic, he has served on the Board of Trustees of the William Mitchell Law School, and is also a member of the University of Minnesota Law School Board of Visitors.

Peter Poss of Willmar, MN. He is chairman of the Advisory Council to the College of Veterinary Medicine at the University of Minnesota, and is First Vice President of the Minnesota Veterinary Medical Association. He has also served as Commissioner of the Eagle Lake Sewer District in Kandiyoni County since 1975.

Thomas Renier of Duluth is executive director of the Northeastern Minnesota Initiative Fund, part of the McKnight Foundation's effort to address economic, social and human needs of Greater Minnesota. He worked for 12 years with the Arrowhead Regional Development Commission, serving as deputy director for six years. He is also the founding director of a non-profit business development organization.

Ellen Sampson of St. Paul, MN. An attorney and a member of the State Ethical Practices Board, she has taught at Augsburg College. As a former employee of the state legislature, she is familiar with the University's budgeting process.

Katherine Sasseville of Fergus Falls, MN. A lawyer, she is general counsel for the Ottertail Power Co. She served as the first woman president of the University of Minnesota Law School Council, and was a member of the Law School Dean Selection Committee. She has served on the Minnesota Public Utilities Commission, chairing it in 1979.

Emily Anne Staples of Plymouth, MN. She was a state Senator from 1977 to 1980, and has experience considering regent candidates after serving on the University of Minnesota Committee on Regent Selection in 1987. She has served on several boards at the University. She holds a Master's degree in Public Administration from Harvard's John F. Kennedy School of Government.

Tom Swain of St. Paul, MN. He brings corporate management experience to the Council, as well as his experience as a University employee for several years. He is a retired executive vice president of the St. Paul Companies, an active member of the Twin Cities Citizens League and the Minnesota News Council, and spent several years at the University as Athletic Scholastic Advisor and Athletic Ticket Manager.

Paul Thatcher, Sr. of Minneapolis, MN. He has extensive corporate experience. He is currently chairman of the board for: Lanier Industries, Inc., Minneapolis; the Kathryn Conover Co., New York and the R.A.F. Corp., Neodesha, Kansas.

The Rev. Hilary Thimmesh, O.S.B. of Collegeville, MN. He is the president of St. John's University at Collegeville. He is a member of the Minnesota Private College Council, the Central Minnesota Community Foundation, and the Institute for Ecumenical and Cultural Research.

Jane Tschida of St. Louis Park, MN. A lawyer, she is executive director of the Minnesota Trial Lawyers Association. She is also a board member for Mothers Against Drunk Driving and the Minnesota Good Roads Association.

REGENT CANDIDATE ADVISORY COUNCIL

INDIVIDUALS INVITED TO ADDRESS THE COUNCIL

Sen. Roger D. Moe, Senate Majority Leader
Rep. Robert E. Vanasek, Speaker of the House
Sen. James C. Pehler
Sen. Howard Knutson
Sen. Gregory Dahl
Sen. Gene Waldorf
Sen. Glen Taylor
Rep. Robert McEachern
Rep. Sally Olson
Rep. Mike Jaros
Rep. Mary Forsythe
Rep. Lyndon R. Carlson
Rep. Bob Haukoos
Rep. Todd Otis
Dr. Richard Sauer, Interim President, U of M
Regent David M. Lebedoff, Chair, Board of Regents
Regent Emeritus Lauris Krenik
Regent Emeritus Lester Malkerson
Regent Emeritus Neil Sherburne
Regent Wally Hilke
Regent Wenda Moore
Regent Charles McGuiggan
James Nobles, Legislative Auditor
Edson Spencer, Chairman, Governor's Blue Ribbon Commission
on Financial Management of the U of M
Dale Olseth, Chairman of the Board, U of M Foundation
Chip Glaser, President, U of M Alumni Association
Steven Belton, President, The Urban Coalition
Gloria Griffin, Director, Women's Consortium
Mark Brenner, Chairman, Faculty Consultative Committee
Prof. John Lavine, U of M
Geoff Pollak, Chair, Student Representatives to the Board
of Regents
Bruce Vandal, Chair, University Student Senate
Rebecca Seal, President, Council of Graduate Students

REGENT CANDIDATE ADVISORY COUNCILCRITERIA FOR UNIVERSITY REGENTSA. Personal

1. Integrity with a code of personal honor and ethics above reproach.
2. Wisdom and breadth of vision.
3. Independence.
4. An inquiring mind and an ability to speak it articulately and succinctly.
5. Ability to challenge, support, and motivate University administration.
6. An orientation to the future with an appreciation of the University's heritage.
7. The capability and willingness to function as a member of a diverse group in an atmosphere of collegiality and selflessness.
8. An appreciation of the public nature of the position and the institution including the open process of election and service.

B. Professional/experiential

1. Valid knowledge and experience that can bear on University problems, opportunities, and deliberations.
2. A record of accomplishment in one's own life.
3. An understanding of the Board's role of governance and a proven record of contribution with the governing body of one or more appropriate organizations.

C. Commitment

1. Commitment to education.
2. Enthusiastic understanding and acceptance of the University's mission.

Criteria for University Regents

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3. An understanding of the land grant nature of the University and the higher education system in the state.
4. A willingness to commit the time and energy necessary to fulfill the responsibilities of a University Regent.
5. Willingness to forego any partisan political activity while a Regent that could be disruptive or harmful to the University.
6. The capability to foresee six to twelve years of constructive and productive service.
7. Overriding loyalty to the University and to the public interest rather than to any region or constituency.

D. Student Regent

1. A Student Regent Candidate will be judged by the same criteria as other regent candidates and preferably be a current student.

REGENT CANDIDATE ADVISORY COUNCILBOARD 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 its 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. Assure that the University remains an equal opportunity institution.

REGENT CANDIDATE ADVISORY COUNCILINDIVIDUAL 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 which 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 Board of Regents.
11. To recognize that authority resides 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 Chairman 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.

REGENT CANDIDATE ADVISORY COUNCILGUIDELINES 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.

Guidelines for Conduct

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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.

REGENT CANDIDATE ADVISORY COUNCIL

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.

REGENT CANDIDATE ADVISORY COUNCILCANDIDATE CONFLICT OF INTEREST STATEMENT

Because the University of Minnesota in the breadth of its programs in education, service, and research touches almost every aspect of life in Minnesota, any list of highly qualified candidates for nomination to the Board of Regents will clearly include individuals with areas in which there may exist a potential for conflict of interest.

This may range from service on a Board of Directors where the institution may compete with a program in education or service may be similar to one offered by the University all the way to earning one's livelihood in a profession where it may have either a special interest in or competition with some part of the University's program.

Examples could be where an attorney may have a special interest in the law school curriculum, a philanthropic organization may fund programs at the University or in competing institutions, an individual working for an educational institution in a competing system or advising on a project receiving State funding, or one could manage an organization which could find areas in which competition could occur.

If an affiliation with any such organization which touches on some aspect of the University were to exclude one from service, the University would lose the benefits of the contribution of time, talent and energy from a number of highly qualified individuals whose history of public service and personal integrity would make them excellent Regents, recognizing where conflicts could occur, and abstaining from influencing the discussion or voting where appropriate.

After a series of interviews we find that what is most important in this area, is that individuals recognize where the potential conflicts are possible, that they acknowledge them publicly, and abstain from voting on any matters on which these affiliations could conceivably bias his/her vote.

What is important is that this Council has chosen people of the highest caliber and of greatest integrity and we are confident that they can and will be capable of carrying out their responsibilities with honor contributing greatly to the Governance of the University.

REGENT CANDIDATE ADVISORY COUNCILSUBCOMMITTEE ON LEGISLATIVE COMMUNICATIONS

Your committee recommends the following procedure for communicating with members of the Minnesota state legislature.

1. Legislative and Education Committees leadership (both majority and minority), per lists to be developed by Janet Lund, will receive copies of all Council minutes and documents, i.e. criteria and responsibilities, public hearing notices, application forms, and other such materials so designated by the Council chair.
2. If other legislators express an interest, they, too, shall receive the same written materials.
3. 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 legislators will emphasize that they are speaking as individuals and not for the Council.

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

4. It is appropriate for the chair to initiate in person or by telephone contacts with legislative leadership to ensure proper understanding of our work and progress, and to allay concerns or rumors.
5. Once recommendations have been forwarded to the legislature, it will be inappropriate for Council members to lobby on behalf of individual candidates.

Our undertaking represents change and some legislators continue to be skeptical about the Council. It is vital, therefore, especially in the early stages of our work, to have timely, accurate and clear communications with the state legislature. Council activities and/or action may be misunderstood or misinterpreted. Rumors are inevitable. We must work constructively and in a united fashion to anticipate and clarify.

When we conclude the first round of work on February 1, effective proactive and reactive 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.

REGENT CANDIDATE ADVISORY COUNCILFACT 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 Workplan adopted by The Council.

A. What is the legal standing of The Council?

1. The Regent Candidate Advisory Council was created by the Legislature in its 1988 session, 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 Subcommittee on Committees of the Committee on Rules and Administration.

B. What are the statutory duties of The Council?

1. To develop criteria for selection of Regents; and,
2. To develop a description of the responsibilities of Regents; and,
3. To recommend to the Legislature (not more than four, not fewer than two per position) Regent Candidates to be considered by the Legislature for election to fill the vacancies arising out of expiring terms of Regents.

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

1. There are 12 Regents elected by the Legislature to six-year, staggered terms -- four terms expiring in every odd-numbered year. (Vacancies in unexpired terms of Regents are to be filled by gubernatorial appointment as required by law.)
2. Eight of the Regents represent each of the eight congressional districts of the state.
3. Four of the Regents are elected At-Large.
4. One At-Large Regent must (by statute) be a student or have been a student within five years of election.

- D. How does one become considered for election as Regent by the Legislature?
1. By recommendation to the Legislature by the Regent Candidate Advisory Council.
 2. By self-nomination directly to the Legislature.
- E. How does one become considered by the Regent Candidate Advisory Council?
1. Self-nomination.
 2. Nomination by one or more citizens.
 3. Nomination by one or more legislators.
 4. Nomination by one or more members of The Council.
- F. When are nominations to The Council open?
1. Nominations open November 1st and close December 20th in each even-numbered year.
- G. Must an application be filed?
1. Yes. Those nominated will receive an application form which must be completed and postmarked no later than December 31, 1988.
- H. Are nominations and applications public?
1. A nomination becomes public when the application is considered at a meeting of The Council.
- I. When does The Council take action on the nominations?
1. Approximately the first week of January in each odd-numbered year The Council will determine the exact number of Regent Candidates that will be recommended to the Legislature, review all applications, determine which nominees to interview, and set dates of interviews.
 2. Approximately the last week of January in each odd-numbered year The Council shall select Regent Candidates to be recommended to the Legislature.

J. When will the Regent Candidate Advisory Council advise the Legislature of its determinations and recommendations?

1. As required by law, the Regent Candidate Advisory Council shall on February 1st of each odd-numbered year advise the Legislature of its recommendations of Regent Candidates.

K. Members of The Council are:

Dr. Melvin D. George, Chairman

Elmer L. Andersen	Thomas Nelson
Jane J. Belau	Gregg Orwoll
Kenneth N. Dayton	Peter E. Poss
Albert V. deLeon	Thomas Renier
Kathy S. Gaalswyk	Ellen G. Sampson
Bruce A. Hammes	Katherine Sasseville
Robert E. Hines	Emily Anne Staples
David Kanatz	Thomas H. Swain
Alice S. Keller	Paul R. Thatcher, Sr.
Dr. Reatha Clark King	(Rev.) Hilary D. Thimmesh, O.S.B.
Ronald A. McKinley	Jane E. Tschida
Frances H. Naftalin	

For further information, call or write:

The Regent Candidate Advisory Council
c/o Janet Lund
Room 85, State Office Building
Saint Paul, Minnesota 55155
(612) 297-3697

APPLICATION
UNIVERSITY OF MINNESOTA
BOARD OF REGENTS

Please, return completed and signed application postmarked no later than
December 31, 1988, to:

Janet Lund
Room 85, State Office Building
Saint Paul, Minnesota 55155

(612) 297-3697 for questions

1. Name _____
(First) (Middle/Maiden) (Last)

2. Home Address _____
(Street) (Apt. #)

(City) (State) (Zip)

3. Home Telephone () _____

4. Congressional District _____

5. High schools attended _____

6. Post-secondary institutions attended:

Name	Degree	Date Received
_____	_____	_____
_____	_____	_____
_____	_____	_____

7. Employer _____

Position/Title _____

Address _____
(Street)

(City) (State) (Zip)

Telephone () _____

8. Past employment:

<u>Employer</u>	<u>Position/Title</u>	<u>Years</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

9. Governing board experience and/or offices held (government, business, education, church, charities, other):

<u>Organization</u>	<u>Position/Title</u>	<u>Years</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

10. Are you applying for the Student Regent position?

Yes _____ No _____

Year of graduation or expected graduation? _____

11. Having read the enclosed description of Regents' criteria and responsibilities, please, describe how your experience and qualifications would enable you to be a good Regent. (Use only one side of this page.)

12. Do you see any possible conflict of interest in serving on the Board of Regents? If yes, please, describe.

13. Please, list two references, in addition to the names entered in other portions of the application, The Council might talk to in connection with your candidacy. (The Council may also talk to others about your qualifications.)

Name	Telephone
_____	_____ () _____
_____	_____ () _____
_____	_____ () _____

I certify that all information in this application is factually correct.

I understand that service on the Board of Regents is very demanding of time and energy and I am prepared to make that commitment and I do hereby consent to my nomination.

Signature

Date

REGENT CANDIDATE ADVISORY COUNCILANALYSIS OF 157 APPLICANTS FOR REGENTFIFTH DISTRICT SEAT

28 applicants	Female	- 10
	Male	- 18
	*Minority	- 5

(One male, non-minority candidate, tallied here, withdrew during the process.)

AT-LARGE SEAT

109 applicants	1st Dist - 8	5th Dist - 0	Female	- 28
	2nd Dist - 7	6th Dist - 20	Male	- 81
	3rd Dist - 25	7th Dist - 14	*Minority	- 7
	4th Dist - 26	8th Dist - 9		

(One male, non-minority, 4th District candidate, tallied under students, also asked to be considered for At-Large but is not recounted here. One male, non-minority, 6th District candidate, tallied here, withdrew during the process.)

STUDENT SEAT

20 applicants	1st Dist - 2	5th Dist - 2	Female	- 6
	2nd Dist - 0	6th Dist - 2	Male	- 14
	3rd Dist - 3	7th Dist - 0	*Minority	- 0
	4th Dist - 8	8th Dist - 3		

TOTAL FOR ALL SEATS

157 applicants	1st Dist - 10	5th Dist - 30	Female	- 44
	2nd Dist - 7	6th Dist - 22	Male	- 113
	3rd Dist - 28	7th Dist - 14	*Minority	- 12
	4th Dist - 34	8th Dist - 12		

*Minority status is difficult to determine, and therefore the number includes only those known to be minorities.

REGENT CANDIDATES INTERVIEWED5TH DISTRICT

Bachman, Karen O'Link
 Carpenter, Cyril Hilary
 Givens, Roxanne Marie
 Green, Richard
 Holloran, Thomas E.
 Johnson, Herbert Charles
 Keffeler, Jean Burhardt
 Keller, Thomas Albert, III
 Page, Alan Cedric
 Saario, Terry Tinson

STUDENTDistrict

Allison, Timothy James	8
Bentley, Caryl B.	6
Cameron, Miriam Elaine	3
Minkkinen, David Gerald	8
Narvaez, Nona Junee	4
Peterson, Randall Scott	4
Pollak, Geoffrey Andrew	4
Rosha, Darrin Michael	1
Vandal, Bruce	5

AT-LARGE

Allen, Burton Prentice, Jr.	8
Beaulieu, David Leonard	4
Bryant, Marilyn Tickle	6
Condell, Yvonne Corker	7
Dennistoun, Rollin M.	3
Donhowe, Gordon Melburn	4
Dunn, Robert Gearhart	8
Finnegan, John Robert, Sr.	4
Glover, Sharon Tolbert	3
Goldberg, Luella Gross	3
Hanley, Yvonne Stenerson	7
Kamper, Carol Joy Sikkema	1
Krogh, Lester Christensen	4
Matalamaki, Margaret Marie Myers	8
Moore, Vernon Lee	6
Olseth, Dale Roger	3
Page, Mary J.	6
Pflaum, Stephen Rothschild	6
Polich, Cynthia Longseth	3
Quenemoen, Rachel Ellen Froiland	2
Rich, Robert J., Sr.	8
Ridder, Kathleen Culman	4
Sanda, Krista Linnea Gandrud	7
Shannon, James Patrick	6
Sohn, Sung Won	3
Stern, Gary Hilton	4
Turner, John Elliot	4
Wallin, Winston Roger	3
Winn, George Halvor	1

REGENT CANDIDATE ADVISORY COUNCILSUGGESTED QUESTIONS FOR CANDIDATES

1. Why do you want to be a Regent?
Why do you think you should be a Regent?
2. Because no one can fulfill all the criteria for University Regents completely, which criteria do you best exemplify and which are the most difficult for you to fulfill?
3. Describe your commitment to education, particularly higher education, and your understanding of the mission of the University? What is your vision for the University?
4. How would you characterize your previous governing body experiences? What have been your greatest accomplishments in those organizations?
 - a. How would your other board members with whom you've worked rate your performance?
 - b. How do you deal with conflict on an issue?
5. Would you comment on the Board's Responsibilities as outlined and as you see them? Please comment, particularly, on:
 - a. The Board's involvement in administrative detail.
 - b. Appropriate support of the President.
6. Do you think you can fulfill all of the Individual Regent Responsibilities as outlined?
 - a. Which ones give you the most concern?
 - b. How would you define conflict of interest as it might apply to an individual Regent?
 - c. Whom do you feel the Regents represent and where should their loyalties lie?
7. What are your personal views on the subject of affirmative action? What efforts toward affirmative action have you personally put forth either in your own workplace or in volunteer activities? Please describe.
8. What do you foresee as the time requirements involved in being a Regent? How do you feel you can handle these requirements?