

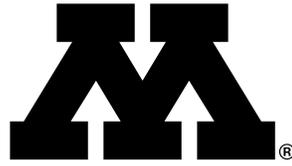


UNIVERSITY OF MINNESOTA
ALUMNI ASSOCIATION

REGENT CANDIDATE FORUM



January 31, 2017



UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

The University of Minnesota Alumni Association represents a global community of nearly a half million alumni. Through the Alumni Association, alumni stay connected with each other, support student success, and advance the university. For more than 110 years, the Alumni Association has helped alumni in all aspects of their lives, from career connections to life-long learning. Our members make our programs strong, but all of our alumni share their sense of belonging to something big. Learn more at umnaumni.org or call 800-862-5867.

REGENT CANDIDATE ADVISORY COUNCIL

The Regent Candidate Advisory Council (RCAC) was established by an act of the Legislature of the State of Minnesota in 1988 (Minnesota Statute 137.0245) 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 recruit, screen and recommend at least two, and not more than four, qualified candidates to the joint legislative committee for each opening on the University of Minnesota Board of Regents. The council consists of twenty-four members appointed to staggered six-year terms.

Second District

Ian Benson

Rosemount



BIOGRAPHY

Ian Benson has two degrees from the University of Minnesota (engineering and mathematics) and an MBA from the University of St. Thomas. He has served as an officer in the United States Navy with 21 years of combined active and reserve duty. Ian served in Asia during Operation Enduring Freedom and retired with the rank of Commander. He has over 25 years with Xcel Energy in a variety of leadership positions and is currently the Area Vice President for Transmission Strategy and Planning. He is a naturalized citizen (born in England) and lives in Rosemount, Minnesota. Ian has been married for 25 years, and has three children.

The role of the Board of Regents is to provide strategic direction and governance oversight to University of Minnesota. The University is a large and complex organization. Please describe your governance experience including (i) what challenges you have encountered in your governance role and (ii) how you worked to resolve these challenges.

I have not served directly on a board of directors or in a governance role. But in addition to my leadership role at a Fortune 500 company, I have served as the president of a local chapter of the Lions Club. In both of these capacities, I have garnered broad leadership experience and have faced many challenges – among them fundraising, balancing competitive ideas and addressing budget challenges that have required me to be well informed, collaborative, and focused on the seeking and implementing the best outcome.

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

Tuition and student debt: From a business perspective, it is recognized that tuition is a significant revenue source for the University and should be commensurate with comparable institutions (I would argue that there is no comparable institution in the state of Minnesota). From a student's perspective excessive tuition rates can be detrimental to an ability to pursue higher education. Student debt is a massive liability that should be approached with care and an eye to the outcome. Prudence is required. How to keep those in balance for the various stakeholders is not a trivial challenge.

For me when I was an undergraduate student, the University of Minnesota provided an environment in which I could work my way through a quality undergraduate program and pay the tuition while accruing minimal student debt. It was a transformational experience in my life and I strongly believe that what the University of Minnesota did for me it can, and should, do for others. That was a long time ago but the concept that the University of Minnesota can provide a quality education affordable to a student that meets the entrance requirements is still an important concept and I believe an obligation of the institution. Student debt must be commensurate with the education and the ability to service that debt. But how does that work? There is no one solution that solves these issues. I believe it is a compilation of a variety of facets: strong entrance standards, meaningful degrees, grants, scholarships, counseling, advising, loans, work study programs etc. Should there be unorthodox solutions such as tiered tuition through the undergraduate years? I don't know the answer, but

Second District

Jim Carter

Hastings



BIOGRAPHY

Born and raised in South St. Paul; educated in SSP public schools and the University of Minnesota, majoring in Speech/Communication. Played professional football for nine years for the Green Bay Packers, playing middle linebacker and serving as team captain. Owned and operated Carter Automotive Dealerships in Wisconsin from 1980 through 2005; new and used automobile dealerships employing 300+ people in four cities. Recovering alcoholic and addict with 34 years of sobriety, mentoring and sponsoring innumerable other recovering men over the years. Served on various boards of directors, both for-profit and non-profit, often in leadership positions. Married to Victoria Miller with two children, three grandchildren, and two West Highland Terriers.

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The University is, indeed, a large and complex organization and its governance challenges are compounded by its Board meetings being held in the public domain and operating under its own Constitutional Autonomy. Further, my experience serving on multiple Boards of Directors tells me that board members often times aren't fully aware of their fiduciary duties and governance best practices. It is essential for each Regent to be aware of and discharge their fiduciary duties owed to the University. To accomplish this, each Regent needs to have a working knowledge of their duty of "Care" by being fully informed about the operations and finances of the University, protecting the University's assets, and being actively engaged as a director. Regents also need to understand their duty of "Loyalty" by avoiding and disclosing conflicts of interest and retaining confidentiality. Finally, the Regents need to discharge their duties in "Good Faith" by making decisions and taking actions based on what a prudent person would do in the same circumstance.

I have served as a director on several boards of complex organizations. While I was serving on the Board of Directors of The Frank Lloyd Wright Building Conservancy, we needed to develop a strategic long-range plan and a budget to support it. The board worked collaboratively and invested the requisite time and energy to develop a sustainable plan that is still guiding the operations of the organization eighteen years later.

Another serious governance challenge occurred when I was on the Board of Directors of Clean Wisconsin. The financial statements were problematic and board members were unable to ascertain the appropriate information to allow us to make important financial decisions. We conducted our forensic inquiry and made the decision to change accounting personnel and to set up processes that would restore the soundness and credibility of the financial statements in accordance with Generally Accepted Accounting Principles (GAAP). Because of my business and governance backgrounds, I was able to provide the necessary leadership to push for the changes and restore the Board's trust in the financials.

Second District

Sandra

Krebsbach

Mendota Heights



BIOGRAPHY

Sandra Krebsbach has been the Mayor of City of Mendota Heights, 2010-16, and City Council member, serving a total of 24 years in public governance. During this time Mendota Heights developed, earned a AAA bond rating each of her six years as mayor, and provided quality service. Her profession is higher education. She is the executive director of the American Technical Education Association, based in Minneapolis, with members in 40 states and Board of Trustees from 16 states. She earned a Ph.D. from the University of Minnesota in 1998, while serving on a US Department of Education funded project, New Designs for Two Year Institutions of Higher Education. She has been the Dean of Technical, Trade and Apprenticeship Programs at Saint Paul College and Director of Partnership Programs for the University in Rochester. Sandra and her family enjoy performing arts and all levels of sports. She served on the executive committee of the Women's Association of the Minnesota Orchestra and the board of Family Service for Greater St. Paul. She is a member of Minneapolis Rotary #9--served on the board; a member of the Minneapolis Downtown Council, on the Downtown Experience Committee; and Dakota County Regional Chamber of Commerce member. Her bachelor's degree is from Creighton University. She graduated from Glencoe High School, Glencoe, Minnesota. She and her husband, Norbert (Nob) have two adult daughters and three grandchildren.

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The greatest challenge was the death of Officer Scott Patrick. He was shot on duty at 12:20 pm on July 30, 2014. I was at City Hall from 12:30 on to 5:30 during that time the SWAT teams loaded into armored personnel carriers in the back of City Hall to go into two Mendota Heights' neighborhoods where the shooter lived or had relatives. The press was setting up on the front side walk and calling for statements. Knowing when and what to communicate was critical. At the press conference at 5:00, my goal was to capture the moment for Officer Patrick to be remembered for his dedication to community policing and his service to the residents. I knew I was expressing on behalf of Mendota Heights residents our sympathy and concern for the family. The shooter was apprehended that evening. I was at the memorial site that evening being sensitive to the feelings and emotions of the group. The next day I walked through the neighborhoods where the SWAT teams had been to talk with residents to dispel their fear. I worked through this with a steady and considerate approach and provided interviews about Officer Patrick.

Officer Patrick's death was within the context of on-going challenges within the Mendota Heights Police Department. As the mayor I have supported the Police Department and at the same time looked for ways to move through their personnel issues. Throughout this time, Mendota Heights received a AAA bond rating based on solid finances, management stability and decision making. It could have been quite different.

Third District and At-Large Seat

Tom Devine

Chanhassen



BIOGRAPHY

Regent Devine has served as the 171st Regent of the University of Minnesota for the past five years. He is an Executive Vice President at the Horizon Agency, an Eden Prairie based insurance agency. After graduating from St. Paul Public Schools, Regent Devine received his Bachelor of Arts degree from the College of Liberal Arts at the University of Minnesota. His continued commitment to the University is evidenced by his lifelong membership in the University of Minnesota Alumni Association. He is married to his wife, Pam, and they have three children.

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I have significant governance experience both professionally and as a volunteer in working with students and student affairs professionals over the past 35 years, aside from the typical Board governance tasks. In my roles, I have traveled to 174 colleges and universities across the country and interfaced with many administrators and governance boards on many complex issues facing higher education. Examples of issues include underage alcohol usage, alcohol education, appropriate sexual behavior/consent issues, campus safety, University housing and non-profit student housing on college campuses. Each of these issues present their own intricacies; I address each issue with an open mind and no bias. Only after full review of the facts and respectful conversation with the board or group, can we arrive at the best option to move forward. Once a decision is reached, it is important to embrace and support that decision.

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

Overall I would continue the central theme of my Regent work: "A focus on student centered outcomes." In the end, this impacts almost all my operational and financial decisions.

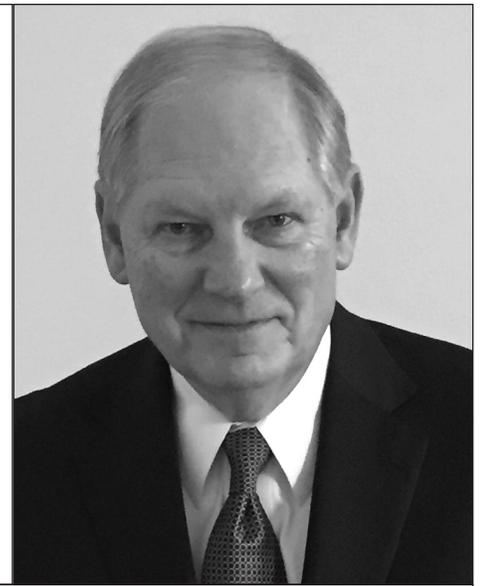
Tuition: First, I would continue efforts to collaborate with legislators on increased state investment in higher education. Second, I would apply energy to expand and continue the \$90 million internal administrative reallocations to relieve future tuition increases.

Student Debt: First, specific attention should be driven to the "total cost of attendance:" room and board, add on fees, technology and tuition. Second, I would refocus a Board commitment to increase the current 65.2 percent four-year graduation rate at the Twin Cities campus and improve the rate at the other four campuses. Fifth and sixth years add significantly to unnecessary student debt loads. Third, direct attention on increased student advising and greater utilization of dual enrollment credits will help students graduate at a faster pace. Finally, there needs to be a concentration on non-profit student housing and board costs; at three of our campuses it is nearing or above the cost of tuition, for the first time ever.

Third District

Walter Erickson

Wayzata



BIOGRAPHY

Walt Erickson is a Minnesotan. He was born and raised here, educated here and spent most of his working career in Minnesota. Walt is a 1968 graduate of what is now the Carlson School. He spent his entire 40 year working career with three companies, Ford Motor, Gelco, which is now GE Capital and Carlson Companies. His last two assignments at Carlson were as COO of Carlson Marketing Group Worldwide, a billion dollar marketing services company and as CEO of Carlson Shared Services Company, a successful shared services implementation in a major global company. Walt currently serves on the Board of the Alpha Kappa Psi Scholarship Fund, a 501c3 that issues scholarships to students attending the Carlson School of Management. During nine years as Executive Director Walt grew the scholarship fund from \$1/2 million in assets to over \$2 million. Scholarship issuance grew from \$28,500 to three students in 2007 to \$217,000 to 29 students in 2016.

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Experience: My experience running a very large, complex global marketing services company and a very complex but successful shared services company are examples of my governance and leadership credentials. In both organizations, I developed the mission, values and strategic plans, approved budgets, monitored performance and customer satisfaction, maintained major customer contact and selected and evaluated personnel. Most important, I led and motivated the organization to achieve great results.

Challenge and Resolution: As President of Carlson Shared Services at Carlson Companies, I was responsible for launching a new and very unpopular Shared Services Company which included a very expensive Oracle ERP. It was unpopular because it combined resources from very independent operating divisions into a separate organization with the goal of dramatic cost savings. Those divisions were opposed to giving up resources and control. The resolution was to create a Board which included executives from each entity impacted by the change. We used a go/no go process at various stages of the ERP development and made most strategic and organizational decisions in Board meetings. Resistance stopped because there was a plan in place to which all involved had participated and agreed

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

First - Debt and Cost of Tuition. 1) Organize and advise to get students through school in four years. A six year degree is 50% more expensive than a four year degree. 2) Encourage and solicit more scholarships from private sources such as the AKPsi Scholarship fund. Solicitation should have a priority on students, not buildings. 3) Partner with a very vibrant business community to place every student in paid internships.

Third District

Darrin Rosha

Independence



BIOGRAPHY

Darrin Rosha is general manager and corporate counsel for Crutchfield Dermatology in Eagan. He is also a Lieutenant Colonel in the Minnesota Army National Guard, currently serving as Command Judge Advocate of the 347th Readiness Support Group. Previously, he clerked for Judge Gerald Heaney of the U.S. Court of Appeals for the Eighth Circuit and was an associate attorney at Briggs and Morgan before becoming a founding partner in the Rosha Legal Group in Long Lake. Rosha deployed to Basra, Iraq as Chief of Operational Law with the 34th Infantry Division “Red Bulls” from 2009-2010. Raised in Owatonna, MN, he received a B.S. in Applied Economics in Agriculture, B.A. in Political Science, and a J.D. from the University of Minnesota. He served as an at-large regent from 1989-1995 and has currently served as the 3rd Congressional District Regent since 2015. Darrin and his wife, Valorie, live on a small horse farm in western Hennepin County with their three children.

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Having served a full and partial term on the Board of Regents over three decades, I have and would continue to make an immediate contribution. A major challenge is the University’s complexity, and the range of perceptions among different constituencies within and outside the state. Through my service as a regent, I understand the balance between governance and management, recognizing that regents must represent the citizens of Minnesota as well as serve as supporters of the University.

All regents have specific expertise, and the University has a wealth of resources to inform them. Each regent must have a curiosity and capacity to understand issues, approaching each with an open mind and sound judgment. With the President and key stakeholders, regents establish and refine a shared vision for the University. Once it is established, the board must support and assist the President in pursuing it and, when necessary, critically assess the President’s performance.

During my current service on the board, we have made significant improvements in how the board interacts with the administration, giving Minnesota’s elected regents an opportunity for input at a stage in the decision-making process that matters rather than after issues are already decided. This early feedback has served the University. We engage other state leaders and the public to ensure a 360-degree understanding of how University actions are perceived. While this change has taken effort, it has resulted in a reduction in negative media coverage of the University over the past year.

I approach the challenges of a diverse constituency and complex institution aided by wide experience. Raised in rural southern Minnesota, I have lived in Duluth and St. Paul, and now in western Hennepin County.

Third District

Tammy Lee Stanoch

Minnetonka



Biography

I have nearly 20 years of experience in corporate affairs and currently serve as Chief Corporate Affairs Officer for Recombinetics, a global leader in gene-editing technologies for human health and animal welfare. I oversee government and regulatory affairs; marketing and corporate communications; and human resources.

Experienced Business Leader. I bring a breadth and depth of business experience to the role of Regent. I've held senior executive roles in large, complex, multinational businesses including Vice President of Corporate Affairs at Carlson companies, a global leader in hospitality and travel. I was Vice President of Corporate Affairs for Delta Air Lines during Northwest-Delta merger and a corporate officer for Northwest Airlines and Sun Country Airlines. I am now in the C-suite of an entrepreneurial biotech company.

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Broad Expertise In Managing And Mitigating Risk. I am highly-skilled in managing the kinds of reputational risk the University of Minnesota faces now, and inevitably, in the future.

At large companies like Northwest and Delta Air Lines, and Carlson Companies, I developed strategies and protocols to manage and mitigate regulatory and reputational risk. As Regent, I'd bring that expertise and discipline to the U and set policies that prevent and limit risk exposure, while ensuring transparency and accountability in all of the University's actions and communications.

Governance Experience. I bring wide-ranging expertise to the Regents' critical role of providing strategic direction and governance oversight to University of Minnesota, a large and complex organization.

- I've chaired and served on numerous nonprofit boards – including in board leadership on executive committees and as chair of marketing, development and governance committees.
- I'm currently on the YWCA Minneapolis Board of Directors and a member of the Minnesota Women's Economic Roundtable and Women's Forum of Minnesota.
- As a corporate officer during the merger of Northwest and Delta Airlines, I saw first-hand the challenges of bringing two large complex organizations, with competing cultures and unionized workforces, together as one company. I am experienced in building coalitions around strategic imperatives and during business transitions.

Bold, Strategic, Multi-Disciplinary Initiatives in Higher Education. While working at the University of Minnesota Foundation, I helped spearhead the Global Food Initiative, bringing Deans and researchers from several colleges together around the goal of helping Minnesota become the "Silicon Valley of Food."

- I focused on building strong partnerships between the U of M and the private sector to provide funding and thought-leadership for this initiative, solidifying key relationships for the U of M with the Minnesota's multinational food companies. The U has since made that a signature initiative of its legislative strategy and MN Drive.

Given my experience both inside and outside the U of M, I could uniquely provide strategic direction from the Board of Regents to better enable these public-private partnerships.

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

A Commitment to Making the University of Minnesota "Open for More Minnesota Students"

- As a U of M Regent, I believe cost-containment and finding greater efficiencies are both critical to meeting the University's budget challenges. I have an MBA and have managed department budgets as large as \$20 million. I've also set and met budgets in severely cash-constrained environments.
- I am a strong advocate for student support and using the power of philanthropy to inspire donors to create scholarships. I created an endowed scholarship at my alma mater.
- As student debt skyrockets, I am committed to making the U more affordable and accessible to more Minnesota students. I want to stop the "Brain Drain" of talented students leaving the State. As a member of Concordia College's Student Enrollment and Marketing committee, we endorsed and piloted micro-targeted student recruitment strategies and a marketing plan for student aid called the Maroon and Gold Promise.
- Stronger partnerships between Minnesota's 2 year colleges and the U can create a better pipeline for diversity; keep Minnesota's talented students inside the State and help make the U more affordable and accessible.

A Commitment to Making the University of Minnesota "Open for Business"

I've seen the challenges in partnering with the U. As a U of M Regent, I would promote policies to enable better academic, research and commercial collaborations with the business community.

- Make the U a powerful partner in workforce development and meeting the emerging needs of Minnesota's businesses. As a Regent at Concordia College, we broke old paradigms to adapt to a changing funding model and shifting demographics in Higher Ed. The Regents approved a range of new ventures including new majors, minors and certificate programs highly targeted to the workforce development needs of the region, which built upon existing faculty expertise and teaching capacity.
- Leverage Public-Private Partnerships. I understand how the U functions and areas where we can improve. As Regent, I would support strategic initiatives that create new revenue streams and become a model for driving innovation and technology commercialization.

A Commitment to Helping the University of Minnesota Restore its Reputation and Research Ranking

As a Regent, one void that I could immediately help fill is in the area of crisis response. An institution the size of the U of M will always have issues that make news (not unlike the large airlines I worked for).

- I bring expertise in managing crisis and the kinds of reputational issues the University faces now, and inevitably, in the future.

The University of Minnesota's medical school has slipped to #35 in U.S. News and World Reports' rank for medical research.

- I work for a biotech company founded by U of M graduates and professors. We've been co-applicants with about 20 researchers at the U on grants to find cures for diabetes, cancer and neurological diseases such as Alzheimer's; and in the area of regenerative medicine. The U's Academic Health Center needs partnerships like these – and companies like ours need the U to be a center of research excellence. It's critical to the State's economy; to the U's ability to win multimillion dollar NIH research grants; to attracting and retaining the State's brain trust; and to discovering the next life-saving cures.

Eighth District

David McMillan

Duluth



BIOGRAPHY

I grew up in New Brighton and went “north” to attend college at UMD in 1979. I met my wife there and, after graduating in 1983 spent a year working at UMD as a Research Fellow with faculty from the Economics Department. I graduated from the U’s Law School in 1987 and worked as corporate counsel for Union Pacific in Omaha before returning to Duluth where I have lived, worked and raised a family since 1989. I am entering my 28th year with Minnesota Power and its parent company, ALLETE, where I serve as a senior executive. I live across the street from UMD and I have come to know the University’s assets in Greater MN and especially across the 8th District very well. I am the third generation of my family to have attended the University and my two children are 4th generation graduates with my son graduating from CSE in 2015. I am passionate about the outdoors, along with the people, communities and businesses of our region and our state. Fishing, hiking, and biking are my favorite activities. I have had the privilege of leading a wide array of organizations in leadership and governance roles in the private, public, for-profit and not-for-profit sectors. I have learned a tremendous amount in the past six years about our University and I look forward to bringing that learning and experience to a second term with the Board.

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My governance experience is extensive and varied across the public, private and not-for-profit sectors. I have been fortunate to attain leadership roles with most of the Boards on which I have had the opportunity to serve. By way of example, my experience includes federal agencies such as the St. Lawrence Seaway Development Corporation, local quasi-public entities like the Duluth Entertainment and Convention Center, a major regional health care provider, St. Luke’s, the Minnesota Chamber of Commerce, the Area Partnership for Economic Expansion (APEX), trade associations like the Lignite Energy Council and rehabilitation service organizations, Goodwill. The boards of these entities ranged from community-based to competency-based, from large (+40) to small (5) and from entirely private to fully noticed, public record proceedings. These have come with opportunities and challenges alike. I have used the skills I described in the preceding question to build consensus from differences, to focus on big picture, strategic matters and to always move the organization which I govern forward.

Importantly, I have spent the past 20 years as an officer of ALLETE and Minnesota Power. In that capacity, I have gained two decades of experience and understanding “management’s” perspective of the Board/Management interface and how it impacts governance outcomes. This experience has been invaluable and provides ongoing lessons for me as a member of a governing board working closely with its administration.

Eighth District

Curtis Teberg

Duluth



BIOGRAPHY

Curtis A. Teberg is Portfolio Manager of The Teberg Fund, a publicly traded fund of mutual funds he founded in 2002 when there were only 137 such funds on the market. He is also President of First Associated Investment Advisors, Inc., an SEC-registered advisor he co-founded in 1988 to serve private clients, many of whom are charter shareholders in The Teberg Fund.

His research on historic market cycles and his knowledge of funds has been featured in the national media, including The Wall Street Journal, The Washington Post, Business Week Online, CNNMoney.com and Dow Jones Newswires. In 2006, he had guest appearances on Bloomberg Television and CNBC's Squawk Box.

A Morris native, he earned a B.A. Degree in Political Science from the University of Minnesota – Morris in 1970 and is a past member of the Alumni Association Board of Directors. He has been a registered securities representative since 1977 and a general securities principal since 1995.

He currently serves on the Board of Directors of The Kitchi Gammi Club in Duluth where he has resided for 43 years. He is also a Rotarian Paul Harris Fellow and has sponsored major fund-raising events for a family services charity in Duluth since 2005.

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This is impossible for me to answer as I realize the University is extremely large and complex organization and I have yet to be faced with any situation that I could state. Dealing within the financial arena with the investment fund I established and manage and going through regular audits with the SEC has been an eye-opening experience for me but I am sure this pales as to the workings of the Regents.

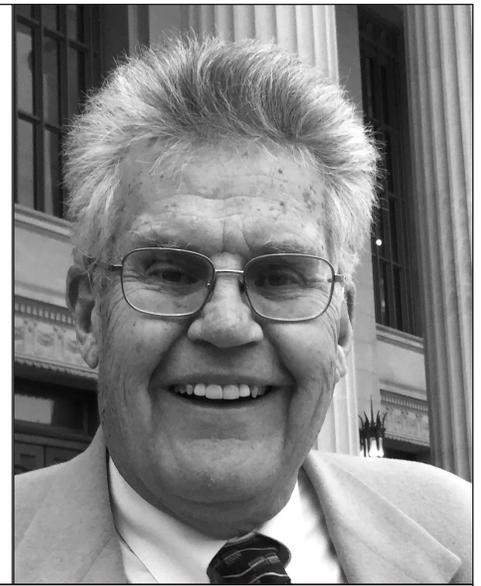
How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

One of the important issues currently confronting the University that I would highlight is the athletic department terminations. I can only assume I would have as much information as President Kaler. The firing of the coach and much of his staff would have thus been substantiated and the President would have my support. There is no place anywhere for this type of behavior, let alone on one of our college campuses. I am the husband of a retired School principal, years ago when she was an assistant principal, my wife had to suspend a star athlete during the state qualifying matches for the state tournament. Upon finding out that the father of the student was putting pressure on the Superintendent to reverse her decision she and her Principal informed the Superintendent they would be willing to resign if he overturned her decision. He did not, and years later I

At-Large Seat

Kent Molde

Eden Prairie



BIOGRAPHY

- Born and raised on a farm in Swift County, purchased the family farm (circa 1903) in 1975—I actively manage the farm.
- Three time graduate of the University of Minnesota: UNDERGRADUATE-- Phi Beta Kappa; BA, summa cum laude; MEDICAL SCHOOL, Doctor of Medicine; RESIDENCY Diagnostic Radiology, Chief Resident, Board certified
- U.S. Air Force, Minot, ND—Regional Hospital, Chief of Radiology
- 36 year career with Suburban Radiologic Consultants (SRC)—medical staff of Fairview Community Hospitals—also University of Minnesota Hospital for the last 15 years of practice—I recently retired.
- Was the designee from SRC for MR Development in the Early 1980's—Called together competing hospitals for dialogue and formed a partnership. We had the 1st Mobile MR in the World—second MR in State after Mayo.
- In my clinical practice, I was a pioneer in interventional radiology utilizing many medical devices and MR. (U of M a leader in the Medical Device Industry and MR Research).
- Former Chief of Staff of Fairview Riverside Medical Center (presently West Campus of the University of Minnesota Hospital)
- Awarded--Fellow of the American College of Radiology (FACR)
- Married for 46 years to Julie (teacher, small business owner); children—Ryan, Britt
- Governance experience—Board Member of Fairview Riverside Medical Center; Board Member of Suburban Radiologic Consultants, LTD; Board Member of NetCare MRI; Board Member of Minnesota Radiologic Society
- Medical Director—1991 U.S. Open Golf Tournament—a lightning strike changed paradigm of outdoor event management worldwide.

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When I was on the Fairview Riverside (FRMC) Board I recall two critical issues with which we were grappling.

The first was contract negotiations with a large HMO which used FRMC having a very significant portion of the bed use. I supported the hospital administration and board position of not caving in to the demands brought forward by the HMO. Agreeing to such a new contract would not have been sustainable financially.

The second was somewhat related to the first item. As the hospital no longer had the HMO population utilizing

hospital services and the fiduciary status became more problematic, overtures were entertained with the University of Minnesota Hospital for FRMC and the University Hospital to combine operations.

In private consultations with the CEO of FRMC, I was in favor of proceeding on this path.

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

- **Tuition Cost.** Gone are the days of my generation when through a combination of low tuition, dormitory, and other costs, I was able to work my way through school with the aid of limited scholarships and school loans. Amelioration of this situation would involve working on the University policy level such as differentiating out of state tuition and perhaps state to state tuition breaks. Coordination with the legislature in University funding would be another piece.
- **Student Debt.** The very adverse student loan practices nationwide should be addressed with the full weight of the Board of Regents insisting our congressional delegation work to fix the very high interest rates and inability to refinance these loans. Forgiveness of loans for critically needed service employment placement should be expanded in scope.
- **Address Sexual Assault On Campus.** This is not an issue that one would like to have to think about for a grand institution of higher learning. However, discussion and future action are necessary for this universal problem. Sexual assault or improper sexual advances are estimated to be experienced by 1 in 5 college women. Each of these women can go on to have lifelong post-trauma issues. Unfortunately, I know all too well the damage of sexual assault. A close family member lives with the aftermath decades after the event. I will be a champion for sexual assault awareness, education, and prevention as a member of the Board of Regents.
- **The Academic Health Center (AHC) Needs To Be Fixed.** Negotiations for merger of the AHC and the Fairview System broke down last summer. It is critical to get these negotiations restarted—and brought to fruition. The larger base of community hospital patients will provide a broader base of re-imbursement for medical services—so needed in today’s payer environment. The educational experience will be broadened for the medical students with a broad range of community hospital patients to add to the tertiary care present at the U of M. The research base will be strengthened across the larger strata of patients. As the only Metro physician Regent applicant I can be the catalyst to get this done. Having long term relationships with the University and Fairview will be invaluable in reaching this goal.
- **Support The Research Mission.** It is almost impossible to overestimate the added value the research at the U of M has added to the state of Minnesota. One exciting area is the MnDrive study of brain conditions which includes the groundbreaking work at the MR Research Center with the world’s strongest MR magnet. My MR background makes me mightily appreciate such transformational studies. Another huge success story is the medical device industry—pacemakers, interventional radiology and cardiology tools of all types have revolutionized medicine. My experience as a pioneer in our community hospital use of interventional tools again leads me to applaud the U of M leadership in this development.

Notes

At-Large Seat

Ken Powell

Golden Valley



BIOGRAPHY

Ken Powell is chairman and chief executive officer of General Mills, one of the world's largest food companies. General Mills produces and markets leading brands such as Cheerios, Häagen-Dazs, Pillsbury, Betty Crocker, Yoplait, Nature Valley, Annie's and more.

Ken joined General Mills in 1979 and progressed through a variety of positions in the company. He has spent more than a third of his career overseas, and in 1990 helped launch Cereal Partners Worldwide (CPW) – the company's joint venture with Nestlé based in Lausanne, Switzerland.

In 2006, Ken was elected president and chief operating officer of General Mills with overall global operating responsibility for the company. He was elected chief executive officer of General Mills in September 2007 and chairman in May 2008. Powell serves on the board of directors for General Mills, Medtronic, the Minneapolis Federal Reserve Bank, and Greater MSP.

Ken has taken a leadership role in Partners in Food Solutions, a nonprofit that links the technical and business expertise of volunteer employees from food companies like General Mills to small and growing food processors and millers in the developing world.

Ken earned his Bachelor of Arts degree in Biology from Harvard in 1976 and his MBA from Stanford University in 1979. Ken lives in Golden Valley with his wife, Wendy. They are proud parents of two grown daughters, both University of Minnesota graduates.

The role of the Board of Regents is to provide strategic direction and governance oversight to University of Minnesota. The University is a large and complex organization. Please describe your governance experience including (i) what challenges you have encountered in your governance role and (ii) how you worked to resolve these challenges.

I have broad and deep experience on both business boards (General Mills, Medtronic) and several non-profit boards including Greater MSP, The Greater Twin Cities United Way, Twin Cities Public Television, The University of Minnesota Foundation, the Minnesota Business Partnership, and the Grocery Manufacturers Association – the national industry association for food and beverage makers. Many of these boards face common challenges which include ensuring successful leadership transitions and effective oversight and monitoring of organization strategy. I have found that the best way to ensure success in these areas is well informed and engaged board members, trust and transparency between management and the board and transparent and inclusive decision making processes – so that all members of the board are heard on all key issues.

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

- As a publically funded land grant institution, it is critical that the University serve the people of Minnesota by ensuring access for all qualified applicants, regardless of their financial situation. That means the University must work to control operating costs in order to minimize tuition increases, must connect students with other sources of financial support including grants and part-time work opportunities and must continue to grow endowment funds that are specifically targeted to scholarship support for needy students. The goal should be to graduate students with as little debt as possible.
- I believe strongly in the importance of undergraduate education and support continued focus on the quality of the undergraduate student experience. Teaching quality is a key to the experience and an important factor in student satisfaction and I will be an advocate for high teaching standards at the University. I am also very supportive of activities that strengthen the culture and values of the college community including a vibrant intercollegiate athletic program.
- I support efforts to focus university research around the “Grand Challenges” facing the United States and the world. To advance research excellence the University must focus in areas where we have the greatest capability and the clearest opportunity to make a significant contribution to the creation of knowledge. As part of the research agenda I will encourage the University to deepen connections to Minnesota’s economic engines, including the medical technology sector, the food and agriculture sector and the finance and information technology sector. Minnesota has significant business strength in each of these areas – from entrepreneurial start-up companies to globally competitive large corporations. The University should maintain strong partnerships with these sectors in order to strengthen research productivity and to ensure the strong supply of talented graduates these employers will need as they continue to grow.
- I have a strong interest in food and agricultural production and the challenge of feeding the world population which will grow by an additional 2 billion people over the next 30 years. Minnesota, with its very strong food and agricultural sector and the strong research resources of the University including the College of Food, Agriculture and Natural Resource Sciences and the Institute on the Environment, is in a unique position to make globally significant research contributions to these challenges.

Notes

At-Large Seat

John Regal

Oak Park Heights



BIOGRAPHY

John is the Director of Risk Management and Local Public Affairs for Securian Financial Group. In addition, he directs the Company's business continuation planning efforts. John is also part of Securian's public affairs team leading the Company's local efforts.

Prior to joining Securian in 1998, John spent over ten years in various capacities within the City of St. Paul Department of Finance working with three Mayors.

Education

He obtained his undergraduate degree from the Carlson School of Management at the University of Minnesota. He has also earned an MBA from the University of St. Thomas and the Associate in Risk Management designation from the Insurance Institute of America.

Governance

Currently, John is the Chairman of the St. Paul Area Chamber of Commerce board of directors and a past Chair of the Chamber's political action committee. He is also past Chairman and current board member of the St. Paul Port Authority. He is a member of both the University of Minnesota's Leadership Council and the Presidents Club. John is a member of the Risk Management Committee advising the 2018 Super Bowl Host Committee. He is past Chairman and current board member of Sargasso Mutual Insurance Company, a Bermuda-domiciled group insurance captive.

Previously, John was a past board member of both the St. Paul Police Foundation and the St. Paul Riverfront Corporation. He was also a two-term President of the Minnesota Chapter of the Risk and Insurance Management Society (RIMS).

Personal

John and his wife Barb reside in Oak Park Heights. They have three children (Sarah, Sam and Eric) and two granddaughters (Ella and Olivia).

The role of the Board of Regents is to provide strategic direction and governance oversight to University of Minnesota. The University is a large and complex organization. Please describe your governance experience including (i) what challenges you have encountered in your governance role and (ii) how you worked to resolve these challenges.

In addition to providing strategic direction and governance oversight, I firmly believe boards should be bold. Boards should not meet simply to perpetuate the existence of the organization. I have reiterated this philosophy with every board meeting I have chaired whether it was Sargasso, the St. Paul Area Chamber of Commerce or the St. Paul Port Authority.

I noted some previous challenges in my response to question #2. In addition, in 2015, the St. Paul Area Chamber of Commerce did not have an updated strategic plan. As Chair-Elect, I was inundated with opinions from many individuals about what the Chamber should be doing or not doing. This was creating disharmony. In 4th Q 2015, the Chamber's President and I led an effort to meet with and/or survey over 100 key members, including current and previous board members. We asked them, "What are the top three matters the Chamber should focus on for the next two years?" We compiled this information and shared it with the current board during a 1/2 day strategic planning meeting. The board engaged in a lively debate and ultimately reached an agreement on its top three strategic priorities through 2017. I instructed the President to provide and update on these three key strategic priorities at each board meeting. As an aside, I was personally satisfied with the thanks I received from previous board members who very much want the St. Paul Chamber to succeed but felt their opinions didn't matter any longer.

How would you address the issues of tuition, student debt, and up to three (3) additional important issues currently confronting the University of Minnesota?

The 800-lb gorilla in every higher education board room is the topic of tuition costs. I understand the Board of Regents receives regular reports from staff from all campuses and has engaging dialogue on how tuition costs are maintained. I would continue to ensure that each campus deploys all financial aid options including waivers, gifts, work-study and loans to its students. Expense control is very important. Like all organizations, the U must evolve and become more productive. I would consider instituting an "operational excellence" campaign for each campus that would thoroughly review each operation to further glean efficiencies and cost savings.

Ensuring the U of M is Positioned to Excel in the Digital Era of the 21st Century

The University is Minnesota's land grant research institution. There are five "bricks-and-mortar" campuses spread throughout the state. Education is constantly evolving, including going digital. How then does the state's premier land grant research institution excel and change lives – through research, education and outreach – in the digital era and beyond? The topic demands constant attention by the Board of Regents.

Attracting and Retaining Top Talent

In order for any organization to succeed, it must attract and retain top talent. The U of M is no different. As much as expense control is important, so is sufficient resource investment in critical growth areas. I applaud and support the U's efforts to attract "field-shapers" faculty. Faculty success begets student success which begets overall success for the U.

Removing Invisible Structural and Institutional Barriers to Racial Equity

A few months ago, I, along with Regent Lucas and Chief of Staff Phenix, joined 90 elected officials and representatives from the business, non-profit, foundation and higher-ed communities on the InterCity Leadership Visit (ICLV) to Baltimore. We spent three days touring and meeting with various representatives from the Baltimore community, including those from Johns Hopkins. One of the topics we discussed was how policies developed from a "universalist" perspective (assuming equal access and opportunity) sometime do not account for possible structural and institutional barriers. I would encourage the Board of Regents to incorporate this "lens" when regularly reviewing its policies.

Notes



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