This leadership profile is intended to provide information about the University of Minnesota, Twin Cities and the position of Senior Vice President for Finance and Operations. It is designed to assist qualified individuals in assessing their interest in this position.
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*Leaders Connecting Leaders*
The Opportunity

The University of Minnesota, Twin Cities, located in Minneapolis, seeks an innovative and transformational leader for the position of Senior Vice President for Finance and Operations. This position is responsible for the administrative structure at the University’s flagship campus in Minneapolis/St. Paul as well as the University of Minnesota campuses located in Duluth, Crookston, Morris, and Rochester, and its academic health center campus in the Twin Cities.

Reporting to the President, the Senior Vice President for Finance and Operations serves as the University’s chief financial officer, chief operating officer, and treasurer, leading the strategic financial and operational management of the institution in support of the academic, research and outreach mission. The newly created position arises from the University’s desire to have an effective, efficient and fully integrated administrative infrastructure to serve its academic and research missions. As all academic programs and activities are consolidated under the University’s Executive Vice President for Academic Affairs and Provost, all administrative services have been consolidated under the new Senior Vice President. The Senior Vice President is responsible for the institution’s $3.7 billion operating budget, oversees a staff of over 2600 FTE, effectively manages its fiscal, human and physical environment, and ensures overall fiscal and operational excellence. The Senior Vice President works in partnership with the Executive Vice President and Provost and other senior leaders to ensure that the University’s finance, human resource, information technology, and university services align with and support the strategic objectives of the institution and serve the needs of students, faculty, staff and others.

The successful candidate will have a demonstrated track record of building and leading large organizations that are well integrated, technologically sophisticated and that meet the needs of its customers. To achieve success in this role, the Senior Vice President will be an experienced and visionary leader with a proven record as a strategist with direct oversight experience of a variety of financial and administrative functions. She/he will possess a track record of increasing experience within a complex, highly productive matrixed environment, preferably in a large research university. She/he will possess a solid record as a collaborative leader able to guide staff through organizational change. The Senior Vice President will lead by example with a strong orientation to mission and service. The incumbent will understand the academic endeavor, approach his/her work with a “people” orientation, and possess exceptional communication and leadership skills.

Founded in 1851, the University of Minnesota (UMN), with its five campuses, is one of the most comprehensive universities in the country. The University of Minnesota is a world-class public research university based in a vibrant, urban setting next to the Mississippi River, with unparalleled opportunities for collaboration and partnerships. The University of Minnesota is one of only five universities in the nation with an engineering school, a medical school, a law school, a veterinary medical school, and an agricultural school all on one campus. UMN is the 9th most active public research university, with more than $850 million in annual research spending.

More than 60,000 students are divided between the five campuses, with 30,135 undergraduate students and 16,444 graduate and professional students residing at the Twin Cities campus. UMN is reducing administrative costs by $90 million over six years and moving those resources into mission driven areas of teaching, research, and community engagement. In the last
decade, UMN created a $292 million Biomedical Discovery District, enabling cutting-edge research across disciplines.

The University of Minnesota’s over 150 undergraduate degree programs and 200 graduate degree programs offer students a tremendous breadth and depth of opportunity in the sciences, liberal arts, agricultural, business and the professions. With more than 23,000 employees, its large student population, its long-established health care services, and its various research centers, UMN creates approximately $9 billion in total economic impact on Minnesota annually. For information regarding a nomination or expression of personal interest in this position, please see the section entitled “Procedure for Candidacy” on page 15 of this document.
The Role of the Senior Vice President for Finance and Operations

The Senior Vice President will serve as the Chief Financial Officer (CFO) and Chief Operating Officer (COO) for University of Minnesota and will report directly to the President, Eric Kaler.

The ideal candidate will be a visionary, transformative, inclusive, collaborative and entrepreneurial leader who is committed to the highest standards of excellence, integrity and accountability and recognizes the importance of human capital. The Senior Vice President is a key member of the President’s senior leadership team. As the University’s treasurer, the Senior Vice President also reports to the University’s Board of Regents.

The Senior Vice President is the senior executive officer for all of the University of Minnesota’s financial resources and core business operations. The incumbent will provide strategic and tactical leadership for the institution, advise the President and his senior leadership team on the accomplishment of strategies and initiatives articulated in the Strategic Plan and annual work plans, and will ensure that the University’s financial and operational resources effectively support the academic mission and other institutional priorities.

As CFO, this position provides leadership for short- and long-term financial planning, management, analysis, and oversight of the University of Minnesota system. The Senior Vice President oversees all finance functions. This includes oversight of accounting, budget, purchasing, risk management, real estate, investments and banking, debt management, tax management, and institutional analysis, which provides financial modeling, evaluation, analyses, and reports to support the financial planning and management of the institution. As CFO, this position also serves as administrative liaison and staff to the Board of Regents Finance & Operations Committee. The Senior Vice President will also serve as primary liaison and advocate with the legislature and bond rating agencies for all university financial matters.

As COO, this position ensures the effective alignment, collaboration and communication between the institution’s core business operations to achieve the highest degree of efficiency, impact, and excellence. The Senior Vice President provides leadership for, and has managerial oversight of, human resources, information technology, and University services, which includes auxiliaries, capital planning and project management, facilities management, public safety, and health and safety. In partnership with the vice presidents of these units, the Senior Vice President will create a vision and integrated strategy that effectively serves the academic mission and fosters collaboration and efficiency across all business services.

The Senior Vice President is also responsible for financial policy development and policy decisions, general programmatic direction for all of the reporting units, and the establishment of effective working “dotted line” relationships with all of the financial officers across the schools and colleges located on the Twin Cities campus, as well as the campuses located in Duluth, Crookston, Morris, and Rochester.

The Senior Vice President works closely with the President and the Executive Vice President for Academic Affairs and Provost to create an integrated multi-year, multi-funds financial plan,
embedded in the institutional priorities and with a robust reporting environment that will support senior leadership in accomplishing institutional goals. The Senior Vice President works with the academic and administrative leadership of the institution to fulfill the University of Minnesota’s goals, fully understanding and supporting the central role of the academic vision for the University and implementing business process improvements, information technology infrastructure enhancements and financial reporting systems that will support effective multi-funds planning for the entire enterprise. She/he will serve as a key advisor to the President, and exercise the authority of the CFO/COO throughout all aspects of the University’s operations.

The Senior Vice President will ensure that the financial and administrative infrastructure of the institution is appropriate to its goals for the 21st century and will provide clear communication that will enable the entire University leadership team to function more effectively. She/he will build relationships across the University, continuing the strong service orientation that these business units have operated within. She/he will ensure that the financial systems of the institution are transparent, with a comprehensive reporting environment that can provide necessary data for effective decision-making and ensure effective use and understanding of this data throughout the institution. With a vision for systems change, and a strong understanding of the technology tools available to facilitate institutional effectiveness, she/he will have the energy and enthusiasm to ensure a stable financial framework for future planning.

Principal functions and direct reports of the Senior Vice President include oversight and executive management of the following functional areas:

**Finance:** AVP/University Controller, AVP/Budget Director, AVP/Chief Investment Officer, Director of Debt Management, Director of Tax Management, Director of Real Estate, Director of Institutional Analysis.
- Finance department is accountable for short- and long-term financial planning, forecasting, analysis, management, and oversight of the University of Minnesota system, and all of the responsibilities and functions of the chief financial officer and treasurer.

**Human Resources:** Vice President of Human Resources
- The Office of Human Resources works as a strategic partner to provide the workforce and organizational capabilities that drive excellence in the University.

**Information Technology (OIT):** Vice President/Chief Information Officer
- The Office of Information Technology (OIT) is the University’s central IT unit, which provides enterprise-level technologies that are broadly consumed, core to central administrative business operations and tend to offer substantial economies of scale.

**University Services:** Vice President of University Services
- University Services is responsible for creating and sustaining a physical environment and service culture that supports and advances the teaching, research and outreach mission of the University of Minnesota.

The Senior Vice President is responsible for a staff of over 2600 staff (FTE). Please see Appendix for an organization chart of the University of Minnesota and the Senior Vice President’s areas.
Opportunities and Expectations for Leadership

The new Senior Vice President will be asked to address and execute on the following critical leadership themes during the first 18 to 24 months of their tenure. They are not listed in any particular order of significance.

**Establish an integrated strategic plan for the administrative divisions**
As the new leader of multiple administrative divisions, the Senior Vice President will assess and develop a unified divisional strategic plan. The integrated plan will realign the work across divisions under common themes and goals, fostering and encouraging partnerships throughout Finance, HR, OIT, and University Services. This plan will address short and long term strategic initiatives that enhance business processes and the efficient delivery of services to the campus.

**Build collaborative and consultative partnerships across the University**
The Senior Vice President will have significant interaction with campus academic and administrative leadership and build upon a collaborative and consultative partnership. Winning the confidence of and building trusting relationships with key academic and administrative leaders, including faculty governance, will be required to successfully plan and implement organizational change.

**Maintain a sustainable and transparent fiscal vision and model for the University**
As the CFO of the University, this person will have responsibility for maintaining and enhancing an environment in which campus-wide financial planning, budgeting and reporting can be seamlessly provided to all units, and across all units, as well as ensuring the appropriate information technology environment for support of these initiatives. In close collaboration with the President and Provost, the SVP will foster a business model that will serve the University and address the financial realities both today and into the future. This will also include leading the necessary cultural changes to ensure the ultimate success of any needed changes.

**Foster entrepreneurial environment and innovation in administrative divisions**
The Senior Vice President will advocate on behalf of her/his divisional unit initiatives as they support the academic mission of the University. Such campus wide initiatives may include but are not limited to: software system upgrades, budget processes, training and development, policy and procedures, space planning, and campus safety. The new SVP will work diligently to instill a culture of continuous improvement using best practices and empowering staff to find new and better ways to perform their work.
Qualifications and Personal Qualities

Ideal candidates for the position of Senior Vice President for Finance and Operations at the University of Minnesota will have the following qualifications and personal qualities:

**Essential Qualifications and Personal Qualities**

- Masters degree in finance, accounting or business administration or equivalent combination of education and experience;
- 15+ years of fiscal and operational management experience;
- Visionary, strategic, collaborative and inclusive leadership and commitment to the highest standards of excellence including high ethical standards, sound judgement, and personal and professional integrity.
- Understanding of and deep commitment to the academic enterprise as the central mission of the university.
- Highly mission-oriented with a strong orientation to service; she/he will be both financially savvy and politically astute;
- Financial and budgetary acumen, including evidence of fiscally responsible management practices and a record of fiduciary transparency and accountability;
- Superior financial planning and analytical skills, and an in-depth knowledge of strategic financial analysis, budgeting, and modeling, and demonstrated ability to analyze complex financial and accounting data;
- Strong business acumen in operations, administration and/or business services with experience facilitating process efficiencies and improvement initiatives;
- Significant project management experience, particularly involving business process improvements and change management efforts;
- Considerable experience as a manager with a lengthy and progressive track record of successful leadership within a large, complex and highly decentralized organization with multiple stakeholder groups, and will need to see financial resources at an institution as the enabler to advance the mission and important institutional priorities, not the end in themselves;
- Strong interpersonal and relationship-building skills with an ability to work effectively within the various reporting organizations, as well as to build trust and confidence with the other members of the leadership team, across the institution;
- Proven success in administrative leadership in the context of shared governance models and deeply held commitment to, and belief in, the value of collaborative decision-making;
- Demonstrated success in leading, empowering, and delegating effectively to a successful team;
- Open, accessible and transparent approach to management, along with significant experience in the building, both of teams/new organizations and of the capacities of the members of those teams;
• Proven track record in building and managing organizations with a strong service orientation and building collaborative partnerships with leaders of the academic enterprise;

• Ability to work collaboratively, and to communicate effectively, with multiple and diverse constituencies, such as faculty, staff, students, legislators, corporate partners, community leaders and the public;

• Demonstrated commitment and contribution to fostering and advancing equity, diversity and inclusion;

• Exceptional analytical, interpersonal, and written and oral communication skills.

Preferred Qualifications
• Experience as a financial/administrative leader in a complex higher education institution with a medical school.

• Familiarity with the University of Minnesota or comparable higher education institution.

• Understanding and appreciation of the historic role of a public land grant research university.

Key Leadership Competencies
• Innovative
• Drives efficiency
• Thinks strategically
• Aligns resources
• Selects and develops talent

• Motivates and inspires others
• Builds relationships
• Resiliency and courage
• Operates with integrity
• Learns and adapts

Appointment
The Senior Vice President is a 100%-time, 12-month, senior administrative position appointed by and serving at the pleasure of the University President.
University of Minnesota, Twin Cities: An Overview

The University of Minnesota Twin Cities (locally known as the U of M or simply the U) is a public research university located in Minneapolis and St. Paul, Minnesota. The Minneapolis and St. Paul campuses are approximately 3 miles (4.8 km) apart. It is the oldest and largest campus within the University of Minnesota system and has the sixth-largest main campus student body in the United States, with more than 60,000 students. The University is organized into 19 colleges and schools, and it has sister campuses in Crookston, Duluth, Morris, and Rochester. UMN is categorized as an R1 Doctoral University with the (highest research activity) in the Carnegie Classification of Institutions of Higher Education.

The second-largest institution of higher education in the Midwest by enrollment, the University offers 143 undergraduate degree programs and 200 graduate degree programs. The University of Minnesota Twin Cities is also a member of the Association of American Universities which is an association of the 62 leading research universities in the United States and Canada.

The University has 19 colleges, schools, and other major academic units:

- Center for Allied Health Programs
- College of Biological Sciences
- College of Continuing Education
- School of Dentistry
- College of Design
- College of Education and Human Development
- Extension
- College of Food, Agricultural and Natural Resource Sciences
- Graduate School
- Law School
- College of Liberal Arts
- Carlson School of Management
- Medical School
- School of Nursing
- College of Pharmacy
- Hubert H. Humphrey School of Public Affairs
- School of Public Health
- College of Science and Engineering
- College of Veterinary Medicine

The University has six University-wide interdisciplinary centers and institutes whose work crosses collegiate lines:

- Center for Cognitive Sciences
- Consortium on Law and Values in Health, Environment, and the Life Sciences
- Institute for Advanced Study at University of Minnesota
- Institute for Translational Neuroscience
- Institute on the Environment
- Minnesota Population Center
Rankings

The University of Minnesota is ranked among the top 25 of the nation's top research universities in all nine categories used by the Center for Measuring University Performance (only nine public research universities meet this criteria). In 2015, the University of Minnesota – Twin Cities ranked 22nd out of more than 1000 international institutions recognized by the Academic Ranking of World Universities, and is considered a Public Ivy, which recognizes top public research universities in the United States. The 4 International Colleges & Universities (4ICU) 2015 World University Web Ranking placed the University's web program 14th globally.

The U.S. News & World Report's 2016 rankings placed the undergraduate program of the University as the 69th-best National University in the United States. It also ranked the Chemical Engineering program third-best, the Doctor of Pharmacy (PharmD) program third best, the Economics PhD program tenth, Psychology eighth, Statistics sixteenth, Audiology ninth, and the University of Minnesota Medical School 6th for primary care and 34th for research. The Law School, consistently recognized as a 'Top Law School' by U.S. News & World Report, is ranked 22nd in the nation, and is a national leader in commercial law, international law, and clinical education. Additionally, nineteen of the University's graduate-school departments have been ranked in the nation's top-twenty by the U.S. National Research Council.

The Mission

The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation and the world. The University's threefold mission of research and discovery, teaching and learning, and outreach and public service is carried out on multiple campuses and throughout the state.

University of Minnesota, Crookston: An Overview

The University of Minnesota Crookston (UMC) is a public, baccalaureate, coeducational institution and a coordinate campus of the University of Minnesota. As a four-year, public university with an enrollment of 1,800 students (approximately 900 on campus and 900 online), UMC proudly carries on a tradition of a century of educational service to Northwestern Minnesota. It was established as an institution of higher learning in 1966, and it began offering baccalaureate degree programs in 1993.

University of Minnesota, Duluth: An Overview

The University of Minnesota Duluth (UMD) is a comprehensive regional university. Undergraduate students can choose from 14 bachelor degrees in 86 majors and 72 minors as well as five certificates. In addition to the two-year program at the School of Medicine and a College of Pharmacy program, UMD offers graduate programs in 27 different fields, 15 minors, and five certificates. In addition to offering the EdD, UMD participates in two all-university PhD programs (one of which is located primarily on the UMD campus) and cooperates significantly in
the delivery of a number of Twin Cities-based PhD programs. UMD consistently ranks among the top Midwestern, regional universities in *U.S. News and World Report's* "America's Best Colleges" issue. Providing an alternative to both large research universities and small liberal arts colleges, UMD attracts students looking for a personalized learning experience on a medium-sized campus of a major university.

**University of Minnesota, Morris: An Overview**

As one of only twenty-nine members of the Council of Public Liberal Arts Colleges (COPLAC), Morris is an undergraduate-focused residential liberal arts institution that provides a rigorous undergraduate liberal arts education, preparing its students to be global citizens who value and pursue intellectual growth, civic engagement, intercultural competence, and environmental stewardship. As a public university, Morris subscribes to the value of accessible public education for all citizens and promises accountability to the people it serves. A distinct liberal arts campus within the larger University of Minnesota system, Morris combines the benefits of an intimate, student-centered community with the resources and opportunities of one of the nation’s largest universities. Morris serves a diverse enrollment of approximately 1,900 students who are supported by 150 faculty and benefit from a student to teacher ratio of 15:1.

**University of Minnesota, Rochester: An Overview**

The University of Minnesota Rochester (UMR) is a campus of the University of Minnesota system that was founded in 2006. UMR offers distinctive health sciences and biosciences education to prepare students for a broad spectrum of current and emerging careers, ranging from patient care to pure and applied research. The campus community serves approximately 750 undergraduate and graduate students in the heart of downtown Rochester. By continuing to meet the needs of the southern Minnesota region through its programmatic offerings, UMR proudly leads the way to a brighter future for the community, the state of Minnesota, and the world. UMR is accredited as part of the UMTC campus.

For Additional information on the University of Minnesota please visit their website at: [www.twin-cities.umn.edu](http://www.twin-cities.umn.edu).
University Leadership

About President Kaler

Since taking office in 2011, President Eric Kaler has focused on core priorities: academic excellence, access for qualified students, stewardship of tuition and public dollars, diversity and a welcoming and respectful campus climate, a world-class research enterprise that aligns with the needs of the state of Minnesota and its industries, and a deep commitment to public engagement and outreach, locally and globally.

His personal commitment to excellence was rewarded in April 2014 when he was named to the American Academy of Arts and Sciences, one of the nation’s most prestigious honorary societies. He was elected in two categories: for his work as a chemical engineer and as a higher education administrator.

In 2014 and 2015, Kaler and the University’s Twin Cities campus community engaged in a consultative and highly inclusive strategic planning process that calls for a rejection of complacency, a deep culture change, and curriculum and research approaches to the state’s, nation’s, and world’s “grand challenges.” That plan is now being implemented with, for example, interdisciplinary "grand challenges" courses added to the undergraduate curriculum.

During the 2012-13 academic year, and in his first biennial budget request to the Minnesota Legislature, Kaler forged a partnership with the State of Minnesota by achieving a historic tuition freeze for Minnesota resident undergraduates. For the 2015-16 academic year, the 1.5 percent tuition increase for Minnesota residents is the smallest in 15 years. This commitment to affordability for students and their families aligns with President Kaler’s vigorous reduction in administrative costs and his ongoing leadership around Operational Excellence. The University is ahead of schedule on a six-year plan to reallocate $90 million in administrative costs to the University’s mission-driven focuses of teaching, research and community engagement.

Among other activities, Kaler is a member of the Guthrie Theater Board, the co-chair of Generation Next, Chair of the Big Ten Council of Presidents and Chancellors, and the Big Ten representative on the NCAA Division I Board of Directors.

In 2013, in partnership with Minnesota's Legislature, Kaler achieved $35.8 million in research investments from the state. In an initiative called MnDRIVE—the Minnesota Discovery, Research and Innovation Economy program—research emphasis matches some of the University’s research and discovery strengths with the state’s most pressing needs and key industries. That has resulted in 210 separate research projects involving 629 researchers resulting, so far, in 41 invention disclosures, leveraging an additional $57 million in external research funding.
In 2010, Kaler was elected to the National Academy of Engineering, the highest honor for a leader of that discipline and profession, and was based on distinguished and continuing achievements in original research. In 2012, Secretary of Homeland Security Janet Napolitano named him to the U.S. Department of Homeland Security Academic Advisory Council, on which he continues to serve. In 2013, he was named a Charter Fellow of the National Academy of Inventors.

Kaler received his Ph.D. in chemical engineering from the University in 1982. He went on to become one of the nation’s foremost experts on “complex fluids,” which have applications in drug delivery, food processing, pharmaceuticals, and manufacturing.

Before coming to UMN, Kaler served from 2007 to 2011 as provost and senior vice president for academic affairs at Stony Brook University in Stony Brook, New York. Previously, he was dean of the University of Delaware’s College of Engineering. He also taught at the University of Washington. He received his undergraduate degree from the California Institute of Technology in 1978.

Kaler and his wife, Karen, have two adult sons.
About the Twin Cities

The Minneapolis-St. Paul area is renowned for its cultural and recreational opportunities and beautiful natural surroundings. Numerous arts venues provide a vast array of entertainment offerings. Some interesting facts about the Twin Cities and Minnesota are:

- Minnesota ranks in the top three of the healthiest states in the U.S., and is seen as a state with high quality care at a low cost based on Medicare data.

- The Twin Cities is made up of a 13-county population totaling 3.3 million residents. The Twin Cities is the fastest growing metropolitan area in the Midwest and the eighth fastest growing area in the U.S. The State of Minnesota’s population is 5,439,200.

- Minneapolis is home to the largest Somali population in the U.S., and the largest Hmong population outside of Laos. It also has the second-largest Vietnamese and Ethiopian populations in the country and one of the fastest-growing Latino/Hispanic populations.

- The Twin Cities has the highest percentage of new Americans per capita of any large city in the U.S. The Twin Cities’ many distinctive neighborhoods offer rich places for visitors to discover a plethora of ethnic shopping, dining, and entertainment possibilities.

- Twin Cities’ area parks and lakes are among the most extensive in the country with 136,900 acres of parkland and 950 lakes for swimming, fishing, or boating.

- Five professional sports teams play here, as well as minor league baseball, an international soccer league, and University of Minnesota teams.

- The Twin Cities boasts more than 30 performance spaces, 75 working theater companies, 20 dance companies, and two professional orchestras. Every night of the week one can find a play, concert, or event to attend. Theater is one of the Twin Cities main cultural draws. Original works and touring Broadway always make a stop in downtown Minneapolis and St. Paul. The Ordway Center for the Performing Arts is the place to see hit shows in the capital city. In Minneapolis, the home of Broadway is on Hennepin Avenue. Known collectively as the Hennepin Theatre District, the Orpheum, State, New Century, and Pantages theatres prove that sometimes the stage can be as enthralling as the plays. Built between 1908 and 1921, the district’s four main downtown Minneapolis theaters boast Art Deco and Beaux Arts architectural features, separating them from the modern stages around town. Today, the theaters draw in big-name concerts, traveling Broadway shows, and well-known comedians, packing in more than 500,000 patrons annually.

Minnesota regularly makes business news. It is home to innovators, high-tech leaders, and 18 Fortune 500 companies, such as Medtronic, 3M, Cargill and Target. The Twin Cities area contributes significantly to Minnesota’s much lauded business community and is known for the strength, vitality, and diversity of its neighborhoods.

Minnesota is committed to education. With a leading K through 12 public school system, fine community colleges and technical schools, an excellent major public university system and
outstanding private colleges, Minnesota offers a wealth of educational opportunities. Minnesota students typically rank among the top in national SAT or ACT testing.

The area’s cost of living is near the national average, with costs for housing and food that are below the national average. With housing and food accounting for approximately 40 percent of family expenses, the area is affordable and a bargain given its amenities.

Of 352 U.S. metropolitan areas, the Twin Cities ranked as the sixth best place in the nation to live, based on 11 factors including cost of living, jobs, housing, education, transportation, and recreation. Minneapolis has been recognized as one of the top most livable cities in America including “Best Large City in the Midwest” (Money Magazine), “4th Best City in America for Eating Smart, Being Fit, and Living Well” (Cooking Light), “Reader’s Choice Awards for Top 3 Great Value Vacations” (Conde Nast), “Top Places for Young People” (America’s Promise Alliance), and one of the “10 Greenest Cities in America” (Earth Day Network). Minnesota is typically known for its 10,000 lakes and its winters. There is truly no better place to enjoy all of Mother Nature’s seasons than Minnesota.

**Minneapolis**

Incorporated as a city in 1867, Minneapolis is named for the Dakota word “Minne” (meaning “of the waters”) and the Greek word “polis” (meaning “city”); fitting for a town that contains 22 lakes. The birthplace of Minneapolis was discovered by Father Louis Hennepin, who found St. Anthony Falls in 1680. Powered by those falls, Minneapolis was crowned the milling capital of the world by the early 1870s.

Today, Minneapolis and St. Paul, with over 3 million people, make up the 14th largest metropolitan area in the country. Downtown Minneapolis is energetic, convenient and picturesque with a postcard-pretty skyline, a comfortable feel and a vivacious atmosphere, and the Mississippi River winding through it. The downtown area is home to nearly 40,000 residents, ensuring the city is constantly abuzz.

**Saint Paul**

The Saint Paul area is rich in history, natural beauty and charm, and contains many of the state’s historic sites, the state’s capitol and the Minnesota History Center. It is an area that has preserved distinctive architecture, cherished nature’s beauty and offers a wide range of shopping and dining experiences. More than 40 organizations produce more than 1,000 arts events, exhibits, and performances in Saint Paul alone. Whether playing or watching, the area offers sports that appeal to fans of all ages. Professional baseball, basketball, football, hockey, and soccer teams also call the Twin Cities home.

For additional information on the communities of Minneapolis and Saint Paul, Minnesota, please visit the following websites:

- Saint Paul, Minnesota [www.saintpaulchamber.com](http://www.saintpaulchamber.com)
- Minneapolis, Minnesota [www.minneapolischamber.org](http://www.minneapolischamber.org)

Other helpful websites for the Twin Cities:
Procedure for Candidacy

Recruitment will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via email to:

UMNSVP@wittkieffer.com

Material that cannot be emailed may be sent to:
Senior Vice President, Finance and Operations
The University of Minnesota-Twin Cities
Attention: Jim King/Manny Berger/Ben Haden
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523

Confidential inquiries and questions concerning this search may be directed to Jim King, Manny Berger, and Ben Haden via email at UMNSVP@wittkieffer.com.

*The University of Minnesota shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from the University of Minnesota, Twin Cities’ documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Appendix – Organization Charts
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.