SENIOR LEADERSHIP POSITION PROFILE

Chancellor
University of Minnesota Rochester
Overview
The University of Minnesota is looking for a visionary Chancellor to lead its Rochester campus. The Chancellor of the University of Minnesota Rochester (UMR) is the chief executive officer of the Rochester campus reporting directly to the President of the University of Minnesota. The Chancellor is responsible for the academic, executive, and administrative leadership of the Rochester campus.

UMR is a unique gem in the higher education landscape and has become a national model for innovation. The position of Chancellor on the Rochester campus, in the prestigious University of Minnesota system, is one of the most exciting, entrepreneurial positions currently available in higher education leadership.

Rochester, consistently named one of the best places to live in the US, and home to the Mayo Clinic, is a beautiful small city 80 miles southwest of the Twin Cities.

The University of Minnesota Rochester
UMR is transforming higher education through innovations that empower graduates to solve the grand health challenges of the 21st century. By offering distinctive health sciences and biosciences education, UMR prepares students for a broad spectrum of current and emerging careers, ranging from patient care to pure and applied research. The campus community serves approximately 800 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 our community, our state, and our world.

We Are Innovators
UMR is an institution focused on learning and student development. This commitment to learning and development is reflected in our organizational structures and administrative processes, hiring strategies, pedagogy, curricular structure, research, capital planning approach, and in the leveraging of centralized administrative resources and community assets.

The mission of the Center for Learning Innovation is to advance learner-centered, technology-enhanced, competency-based, assessment-driven, and community-integrated education in the health sciences through cognitive science-based, innovative learning approaches.

We Are Learners
The University of Minnesota Rochester promotes learning and development through personalized education in a technology-enhanced environment. UMR empowers undergraduate and graduate students to be responsible for their own learning and
provides appropriate support to prepare them to succeed in a global and multicultural society.

**We Are Collaborators**
The University of Minnesota Rochester serves as a conduit and catalyst for leveraging intellectual and economic resources in Rochester and southeastern Minnesota through its signature academic, research, and public engagement programs in collaboration with other campuses of the University of Minnesota, other higher education institutions throughout the state and nation, governmental and non-profit organizations, and private enterprise.

**We Are Researchers**
UMR houses the Center for Learning Innovation, which is the academic home of a Bachelor of Science in the Health Sciences and a Bachelor of Science in the Health Professions; a graduate program in Biomedical Informatics and Computational Biology; and partnerships that offer academic programs from throughout the University of Minnesota system.

**We Are Problem-Solvers**
On May 18, 2013, UMR graduated its first class of undergraduate students in the Bachelor of Science in Health Sciences and the Bachelor of Science in Health Professions programs at the Mayo Civic Center in downtown Rochester. UMR has moved from a start-up organization to a growth organization. Faculty primarily conduct research on undergraduate health science education or in their specific disciplines. Some of UMR’s research endeavors are directed to the institution’s curricular model with the goal of improving effectiveness.

UMR is now reaching out into the educational community and beyond to share what is transpiring at UMR, what works, and what could work better in solving what our former Chancellor Steve Lehmkuhle referred to as the educational conundrum: we are required to educate students for jobs that don’t yet exist, prepare students to provide solutions for problems that have yet to be identified, and do it with technology that has yet to be developed.

**We Are Community-Centered Pioneers**
The University of Minnesota has served in Rochester since the mid-1960’s. The programmatic focus has always been in alignment with the economic drivers of the region. In the 1960’s the focus was on engineering and mathematics to reflect the growth of IBM, a major employer in the region. In the 1970’s, the Rochester Public School District was focusing on advancing the credentials of area teachers and educational leaders. As a result, education was added as a programmatic focus.
In the early 1990’s, an educational coalition was formed with Rochester Community College and Winona State University-Rochester to form the University Center Rochester and was described as 3 institutions, 2 systems, and 1 campus. In 1998, the Rochester presence of the University of Minnesota was recognized by the legislature as a branch of the University of Minnesota Twin Cities campus. This designation allowed the Rochester site to develop its own leadership structure and to begin expanding its programs. In 2000, the University heightened efforts to grow both the programs and reach of the Rochester branch by adding a new provost to lead the campus and increasing staff to accommodate this growth.

The future “University of Minnesota Rochester” began to take form when, in January 2005, Governor Tim Pawlenty announced in his State of the State Address that southeastern Minnesota was underserved by public higher education and a plan was initiated to better understand and resolve the issue. Governor Pawlenty formed the Rochester Higher Education Development Committee (RHEDC) which consisted of representatives from other public and private education institutions, area business leaders, and leaders in health care. The group’s charge was to formulate a plan to advance higher education in southeastern Minnesota.

The RHEDC eventually identified the need for an institution that could drive and support key economic growth factors for the region and to do so through education, research, and outreach. The group recognized the University of Minnesota as the only institution in a position to carry out this ideal. An RHEDC report was drafted and delivered to Governor Pawlenty and was eventually adopted by the Governor, the legislature and the University of Minnesota Board of Regents.

In 2006, the University of Minnesota Rochester was designated as a full and official campus of the University of Minnesota system and shortly after, a downtown location was selected for the campus. In fall of 2007, UMR staff moved into the new facilities at University Square in downtown Rochester and welcomed its new Chancellor, Dr. Stephen Lehmkuhle. Dr. Lehmkuhle was inaugurated in April 2008.

In 2008 and 2009, Biomedical Informatics and Computational Biology (BICB) and a Bachelor of Science in Health Sciences (BSHS) respectively, became the first two programmatic offerings developed, administered, and delivered by UMR. In 2011, the Bachelor of Science in Health Professions (BSHP) program, an educational collaborative program with Mayo School of Health Sciences, was approved by the Board of Regents and offered by UMR. Students in the BSHP program graduate with a degree from UMR and a certificate from Mayo School of Health Sciences in one of four health-related fields: Respiratory Care, Echocardiography, Sonography, and Radiography. The BSHP program, like those before, was in response to the changing needs of the region and health care professions. Additional partnership programs are offered on the UMR campus by other
system campuses (for example, Bachelor of Science in Nursing and graduate degrees in Occupational Therapy and Business Administration).

As programs grew and enrollment increased, UMR recognized the need for additional academic space and, in 2009, developed a campus master plan, containing guidelines for the development of a permanent campus in downtown Rochester. As part of the plan, UMR announced its intention to collaborate with existing resources in the community to provide students with housing and recreation and to work in partnership with the city of Rochester to develop a plan for the growth of downtown and the future campus. In part as a result of the Campus Master Plan, a Rochester Downtown Master Plan initiative began and local leaders from the city, county, Mayo Clinic, UMR, and other organizations worked in conjunction with planning consultants to develop a report to the community outlining the steps and goals of this initiative. The report was finalized and presented in summer 2010.

UMR updated the Campus Master Plan in 2014, working in collaboration with Mayo Clinic and the City of Rochester on the Destination Medical Center (DMC) initiative. DMC is supported by the State of Minnesota as a 20-year infrastructure and development plan to support growth in the core of the Rochester community.

**Institutional Governance and Structure**

The University of Minnesota Rochester is a campus of the University of Minnesota system. The Chancellor of UMR reports to the President of the University of Minnesota. The President of the University of Minnesota in turn reports to the Board of Regents of the University of Minnesota, elected by the Minnesota legislature. The Board of Regents sets overall policy for the University of Minnesota system that provides the framework and direction for the administration of the entire system.

The President of the University of Minnesota, Eric W. 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 the U, Kaler served from 2007 to 2011 as provost and senior vice president for academic affairs at Stony Brook University in 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.

**Accreditation**

In 2015, the University of Minnesota Rochester completed a full Higher Learning Commission of the North Central Association of Colleges and Schools evaluation and accreditation visit. In 2016, UMR received a full 10-year accreditation approval along with the University of Minnesota Twin Cities campus.
Enrollment

The current enrollment at University of Minnesota Rochester is about 700, including UMR degree programs and partnership degree programs with the University of Minnesota Twin Cities, the University of Minnesota Duluth, and the Mayo Clinic School for Health Sciences. UMR’s Bachelor of Science in Health Sciences admitted a Fall 2017 first-year class of 188 students. UMR’s Bachelor of Science in Health Professions admitted a Fall 2017 first-year class of 22 students. UMR’s enrollment goal over the next five years is about 1,000 students.

About Rochester

Rochester, Minnesota is located about 80 miles south of the Minneapolis-Saint Paul metropolitan area. Rochester is known for health care, technology, and education. The Mayo Clinic and IBM have established employment, population growth, and advanced economic development. With a population of approximately 114,000, Rochester has led large Minnesota cities with a 24% increase in population growth in the last 10 years. Rochester welcomes 2.75 million visitors annually, creating a vibrant downtown with the shops, restaurants, and attractions of a large city and the accessibility of a smaller one. Rochester has long been a fixture on Money magazine’s best places to live index.

Rochester is poised for expansion in the near future, as a result of the completion of the Rochester Downtown Master Plan, which is the culmination of a collaborative effort by the City of Rochester, the Mayo Clinic, the University of Minnesota Rochester, the Rochester Downtown Alliance, and the Rochester Area Foundation. This unprecedented partnership was created out of a recognition that the future of the Rochester community is tied, in large part, to the health and well-being of the downtown area, where UMR is located.

All of the elements necessary to create a truly exceptional downtown are already in place: Rochester has a well-educated and diverse population, a healthy and growing economic base, and a compact, walkable downtown situated in an attractive natural environment. Most importantly, Rochester has public and private institutions committed to maintaining downtown Rochester as the heart of the community. The Downtown Master Plan will be complemented by Destination Medical Center, an innovative economic development initiative to secure Rochester’s status as a global medical destination now and in the future.

UMR in the News

Much has been written about UMR, but a good summary of the rationale for our approach can be found in Robert Zemsky’s book Checklist for Change: Making American Higher Education a Sustainable Enterprise, in which he writes: “In two quite different ways, UMR suggests how higher education might best be changed over the next decades. Its educational innovations—a focused as well as compact curriculum, faculty who serve as members of learning teams, students who are collectively responsible for their learning, fully specified links to careers in health sciences, course management systems that make
possible the analysis of complex learning outcomes, and imaginative uses of new electronic learning technologies—are, each in its own way, important demonstration projects that can reject as well as validate alternative instructional strategies and practices. The larger importance of UMR will likely be its scale of the effort. UMR has succeeded because it is compact and focused and does not require massive capital investments (pg. 123)...
And that ultimately is why UMR is such an important harbinger of a better, more productive and responsive future for American higher education (pg. 125).”

An [OpEd for Forbes](https://www.forbes.com/sites/ianfried/2014/01/01/small-new-university-does-something-radical-only-hires-faculty-who-want-to-teach-and-only-admits-students-who-want-to-learn/) in January 2014, “Small, New University Does Something Radical – Only Hires Faculty Who Want To Teach, and Only Admits Students Who Want To Learn” states, “But just because much of our higher education system is now a poor value for students who really want to study, we shouldn’t think that worthwhile schools have disappeared. In fact, just a few years ago, a new, very small university was created - the University of Minnesota Rochester (UMR) – that does just what a college is supposed to do. While online education is getting most of the attention these days when the subject of change in higher ed comes up, the UMR shows that the old-fashioned professor-facing-students-in-a-classroom model can be reworked so that it gives serious students a true education at reasonable cost.”

POSITION DESCRIPTION
CHANCELLOR
UNIVERSITY OF MINNESOTA ROCHESTER

The Chancellor of the University of Minnesota Rochester (UMR) is the chief executive officer of the campus reporting directly to the President of the University of Minnesota. The ideal candidate will be a visionary leader who possesses excellent judgment and diplomacy, personal and professional integrity, a reputation for working collegially with both internal and external constituents, and an ability to act as a catalyst for campus creativity, innovation, and progress. The new Chancellor will build upon UMR’s legacy of offering an unparalleled education in the health sciences, providing strong support of faculty research on education and learning, and committing to UMR’s grounding values: respect, human potential, community, diversity and inclusiveness, and evidenced-based decision making.

UMR Overview

UMR is a unique gem in the higher education landscape that inspires transformation through innovation and empowers graduates to solve the grand health challenges of the 21st century. A riveted focus on undergraduate education has generated innovations that are significantly enhancing student learning and development.
Passion and energy permeate the University of Minnesota Rochester. It’s a place where forward-thinking faculty and students work to better the world. UMR offers two baccalaureate degree programs, the **Bachelor of Science in Health Sciences** and the **Bachelor of Science in Health Professions**. Novel delivery systems, collaborations, and experience-based learning create an intellectual environment second to none.

Rochester, the third largest city in Minnesota, is growing rapidly in population, diversity and economic vitality, and is distinctive and recognized for world-class biomedical and technology enterprises. The Mayo Clinic and IBM’s Rochester location are major economic drivers for the state. UMR’s academic focus on health sciences is a fabulous fit for workforce demands locally, regionally, and nationally.

**Position Overview**

As the chief executive officer of the Rochester campus, the Chancellor is responsible for academic, executive, and administrative leadership of the campus, including the procurement of adequate resources to support its mission. The Chancellor is also charged with facilitating, nurturing, coordinating, and supporting efforts of the administration, students, faculty, and staff on the Rochester campus, and with carrying out campus and University policies and procedures. The Chancellor represents UMR to the University, community, region, Minnesota legislature, and public and private sectors.

**Major Responsibilities**

- Advance high quality academic programs at the Rochester campus and the effective integration of those programs within the University system
- Oversee the responsible planning, stewardship, management and accountability of the fiscal, capital and human resources of the campus
- Serve as a strong and vocal champion for UMR both on campus and beyond
- Optimize UMR’s established arenas of distinctiveness:
  - Customized undergraduate health education
  - Individualized care, attention and guidance
  - Connected curricular experiences
  - Collaborative culture
  - Learner-centered core shaped by ongoing learning research
  - Community immersion and engagement
- Lead UMR’s growth planning based on established priorities and decision-making principles
- Generate transformative contributions to the renewal of higher education, providing a collaborative environment of inquiry that allows innovative thought-leadership in teaching and learning, educational research, public engagement, organizational efficiency and community integration
• Sustain UMR as an innovative education enterprise through increased enrollment of passionate, resilient students commensurate with the goals established in the Enrollment Management Plan
• Facilitate, nurture, coordinate, and support the efforts of the campus leadership and the faculty, students, and staff on the Rochester campus
• Uphold the University’s core value of commitment to, leadership in, and support of the values of equity and diversity across the Rochester campus, community, region, and state, particularly in support of a diverse faculty, staff, and student body
• Enhance student engagement on campus by involving students in key campus initiatives, promoting student academic success, fostering student development, providing quality student services and support, and being accessible to students
• Increase strategic generation of mission driven resources
• Lead successful fundraising campaigns to augment public funding with private gifts to drive and support campus impact and success
• Forge partnerships with alumni, foundations, corporations and other individuals and organizations
• Work collaboratively with University of Minnesota central officers, other system campus chancellors, collegiate deans, the Board of Regents and leaders from other higher education institutions and external agencies to forge partnerships, promote innovation, and leverage resources to create exciting and innovative programs that serve students and citizens throughout Minnesota, the region and beyond
• Build support for the institution through persuasive advocacy and effective interaction with external constituencies, including community and business leaders, elected officials, educators, the alumni and the public
• Work collaboratively with University of Minnesota, Rochester community, and state policymakers
• Oversee successful marketing, communications and public relations efforts to raise the visibility and stature of the campus and the institution to garner regional, statewide and national media coverage
• Seize opportunities to commercialize innovations
• Assume other duties as assigned by the University president

Successful Candidate Must Demonstrate the Following Abilities and Qualities
• Strong skills and credentials as an administrator
• Outstanding interpersonal skills and the ability to work positively and effectively with University officials, faculty, staff, students, legislators, community leaders, and the public
• Demonstrated commitment to diversity and the ability to work effectively with a culturally diverse student body and workforce
• Professional skills to manage a diverse range of responsibilities that produce timely results in a dynamic, complex environment
• Knowledge of health care fields and industry and their role in teaching, research, outreach, and providing support services
• Record of success in leading diverse groups of professionals
• Strong skills in planning, human resources, and financial management
• Exceptional ability to communicate verbally and in writing with multiple and diverse constituencies
• Personal qualities that reflect competence, integrity and flexibility
• Entrepreneurial spirit and ability to encourage creativity and innovation

Essential Qualifications
• Earned doctorate, or other terminal degree, from an accredited institution
• Record of successful senior administrative experience in higher education or within a large, complex organization
• Demonstrated track record of effectively managing an organization’s fiscal, capital, and/or human resources
• Demonstrated track record of taking actions that support the organization’s equity, access and diversity goals
• Working collaboratively with a broad array of constituencies and engaging with local, regional, state and national leadership organizations
• Exceptional interpersonal skills and the ability to communicate verbally and in writing with multiple and diverse constituencies

Preferred Qualifications
• Substantial evidence of intellectual achievement, research and scholarship that is congruent with a possible appointment as a full professor
• Experience in academic and executive leadership at the all-campus or all-system level, preferably within a large and complex university
• Demonstrated success in fundraising and securing private, corporate, or governmental support to advance the organization’s mission
• Proven success in academic and executive leadership in the context of shared governance and collaborative decision-making, preferably within a similar system organization
• Experience in building collaborations involving public and private sector organizations, systems of higher education, and leaders and organizations in the community, region and state
• Understanding the role a public land-grant university plays in the vitality of the region and state

Key Leadership Competencies
• Demonstrates an open mind
• Increases access, diversity and inclusion
• Innovates
• Drives efficiency
• Thinks strategically
• Aligns resources
• Learns and adapts
• Hires and develops talent
• Motivates and inspires others
• Builds relationships
• Is resilient and courageous
• Operates with integrity

Appointment
The Chancellor position is a full-time, 12-month, senior administrative position. The Chancellor reports to, and serves at the pleasure of, the President of the University of Minnesota. The position is open until filled. Salary is competitive and commensurate with education and experience. Qualified applicants may also be eligible for a secondary faculty appointment, contingent upon academic credentials and accomplishments.

Application and Nomination Procedures
All nominations and applications will be handled in strict confidence. Applicants must submit a cover letter, current resume or curriculum vitae, and three references to be considered for the position. Review of applications and nominations for the position will commence immediately and continue until the position is filled. To ensure full consideration, a complete set of materials should be received by Friday, December 1, 2017.

Nominations should include the name, position, email address, and telephone number of the nominee. Inquiries and nominations should be submitted to:

Molly Dingel
Associate Professor
Center for Learning Innovation
Dinge016@r.umn.edu
507-258-8206

Bernard Gulachek
Vice President and Chief Information Officer
bernard@umn.edu
612-625-9867

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.

For more information about the University of Minnesota Rochester campus, please visit http://r.umn.edu/about-umr.