



**CHANCELLOR
UNIVERSITY OF MINNESOTA DULUTH
POSITION AND CANDIDATE SPECIFICATION**

Prepared by: Susan Boren
Suzanne Lang
Lynn Olman
Deborah Palasek

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POSITION SPECIFICATION

University of Minnesota Duluth (UMD), a comprehensive University, is the second largest campus of the five-campus of the University of Minnesota. UMD enrolls more than 11,600 students, including over 1,000 graduate and professional students. Through its Sea Grant designation and obligations as part of a Land Grant university, UMD contributes to meeting the cultural and economic development needs of the region. A firm liberal arts foundation anchors exemplary undergraduate and selected professional and graduate 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.

In 1895, the Minnesota Legislature created the Normal School at Duluth. In 1921, the institution became the Duluth State Teachers College, and in 1947 it became a coordinate campus of the University of Minnesota. Today, UMD offers undergraduate students a selection of 13 different bachelor degrees in 78 majors. In addition to the two-year program at the School of Medicine and a College of Pharmacy program, UMD offers graduate programs in 21 different fields, participates in three all-university PhD programs (one of which is located primarily on the UMD campus), and cooperates significantly in the delivery of four Twin Cities-based PhD programs.

UMD focuses on active learning through internships, research opportunities, and community service. The campus attracts students who value a tailored learning experience with high quality teaching nurtured by the research and artistic contributions of an outstanding faculty. It serves as a regional hub for economic development, medical education, and arts and culture. The UMD community strongly endorses and consciously works to recognize the diversity of its learners, its constituencies, and the greater society it serves. UMD strives to be an inclusive, diverse community, with a special emphasis on and commitment to American Indian education, which has been and continues to be a high priority campus initiative.

UMD's campus consists of more than 55 buildings on 244 acres overlooking Lake Superior, all built since 1948. Ten new buildings have been added to the campus in the last ten years, including the Swenson Science Building, the Weber Music Hall, and the new Labovitz School of Business and Economics. Most UMD buildings are connected by concourses or hallways, providing easy access for students with disabilities and convenience for all students year round. UMD is home for the Tweed Museum of Art, the Marshall W. Alworth Planetarium, and the Marshall Performing Arts Center. Other facilities include the Glensheen Historic Estate, the Large Lakes Observatory, and the Natural Resources Research Institute.

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General Highlights:

- UMD is home to five collegiate units (the College of Education and Human Service Professions, the College of Liberal Arts, the Labovitz School of Business and Economics, the School of Fine Arts, and the Swenson College of Science and Engineering) and two professional schools (Pharmacy and Medicine)
- 9,422 undergraduate students
- 1,112 graduate and professional students, and 1,130 non-degree seeking students
- Enrollment for Fall 2009 brought approximately 40% of students from the Twin Cities metro area and 10% from Wisconsin
- Over 1,500 people work at UMD, including 526 faculty
- \$84.3 million endowment
- Annual research expenditures, supported by external funds, are approximately \$20 million
- Annual budget expenditures for FY08 were approximately \$190 million
- The UMD Bulldogs are active in NCAA athletics with 14 teams competing at the Division II level and men's and women's hockey competing at the Division I level

Duluth, the fourth largest city in Minnesota, is located at the westernmost point of the Great Lakes on the north shore of Lake Superior, serving as an international port. It is the regional hub of economic development not only for its own immediate area, but also for a large area encompassing northern Minnesota and Wisconsin.

Additional information on the University of Minnesota Duluth can be found at <http://www.d.umn.edu/>.

Position Summary

Chancellor Kathryn A. Martin will retire July 31, 2010 after serving in this role for 15 years. Therefore, the University of Minnesota Duluth is now seeking a new Chancellor. This position is the chief executive officer of the campus reporting directly to the President of the University of Minnesota. The Chancellor also reports through the Senior Vice President for System Academic Administration on operational, administrative, and management issues. The Chancellor is responsible for the academic vision and administrative leadership of the campus, and for representing UMD to the University President, Board of Regents, and other key constituencies. The ideal candidate will be a visionary academic senior leader who is inclusive and committed to strategic decision making, with a strong record of success in leading a complex higher education organization. The candidate must possess excellent judgment and diplomacy, well-established credibility and integrity, and a reputation for working collegially with both internal and external constituencies, as well as an ability to anticipate and lead change and act as a catalyst for campus creativity, innovation, and progress.

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Key Relationships

Reports to: President, University of Minnesota
Senior Vice President, System Academic Administration

Direct reports: Vice Chancellor for Academic Administration
Vice Chancellor for Finance and Operations
Vice Chancellor for Academic Support & Student Life
Vice Chancellor for University Relations
Director of Equal Opportunity

Other key relationships: University of Minnesota Board of Regents
Leaders within the Duluth community and the region
Local, state, and federal governmental leaders

Major Responsibilities

- Inspire a unified vision for the Duluth campus that preserves and advances undergraduate, graduate, and professional education to ensure the highest levels of student engagement and success
- Serve as a strong and vocal champion for UMD, leveraging system strengths and opportunities
- Oversee the responsible planning, stewardship, management, and accountability of human, fiscal, and capital resources for the campus
- Set and achieve high standards for recruiting and retaining the highest quality faculty and staff to advance the academic quality, research vitality, and public service mission and to advance UMD's standing as a major component of the University of Minnesota system
- Strengthen identity and presence with the student body by engaging students in key campus initiatives, promoting student academic success, fostering student development, providing quality student services and support, and being accessible to students
- Enhance and nurture the research mission of UMD faculty, staff, and students
- Lead successful fundraising efforts to augment public funding with private gifts
- Strengthen the University's core value of commitment to, and leadership in support of, the values of equity and diversity across the Duluth community, region, and state
- Strengthen collaborations and relationships with the campus's internal and external constituencies
- Integrate the UMD campus and its many vital resources into the broader Duluth community and surrounding region

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- Strengthen and support the campus' efforts to increase the number of underrepresented faculty, staff, and students
- Continue to advance the campus' internationalization efforts to increase the number of students studying abroad and the number of international students and scholars on campus
- Advise and support the President of the University of Minnesota in developing and executing the University's statewide mission to enhance the University's impact across the state

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Essential Qualifications

- Extensive record of successful senior administrative experience in higher education or within a large, complex organization
- A demonstrated track record of developing strong leadership teams, effectively managing the organization's fiscal and human resources, working collaboratively with a broad array of key constituencies, and engaging with regional, state, and national leadership organizations in higher education
- Substantial evidence of intellectual achievement and research and scholarship
- Record of success in articulating the values of, and advancing and leveraging, a culture of equity and diversity
- Documented success in fundraising and securing private, corporate, and governmental support to further the academic mission
- Exceptional ability to communicate verbally and in writing with multiple and diverse constituencies

Preferred Qualifications

- Full professor with tenure
- Experience in academic and executive leadership at the all-campus or all-system level, preferably within a larger university system
- Proven success in academic and executive leadership in the context of shared governance, unionization, 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, the region, and the state
- Understanding of the role that a public land-grant university plays in the vitality of the state and region
- Understanding of tribal sovereignty and the importance of preserving indigenous languages and cultures

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Critical Competencies for Success

- *Strategic Leadership:* The Chancellor will inspire a unified vision for UMD that ensures commitment to academic rigor and student engagement by setting and consistently communicating a clear set of priorities and performance expectations; encourage and support the recruitment and retention of top level faculty and staff; and being engaged with the campus community in key campus initiatives.
- *Engagement and Advocacy:* In a University that strives to be an inclusive, diverse community, the Chancellor will strengthen its commitment to these values across the Duluth community, region, and state while partnering with the President on statewide initiatives, serving as a champion for UMD's unique attributes and opportunities to reinforce its mission and reputation, nurturing and supporting the faculty, staff, and students, and working in partnership with numerous entities and stakeholder groups within and outside the University.
- *Relationship Building and Influence:* As Chancellor of a highly regarded university, s/he will ensure that the necessary human, fiscal, and capital resources are secured for UMD to achieve maximum success by navigating complex organizational and political structures and leading through influence, as well as through direct authority; securing legislative, community, and internal support on issues of importance to UMD; and fostering relationships to secure new private funding for the campus.

Procedure for Candidacy

Applications and nominations are now being accepted and will be reviewed beginning February 22, 2010, and accepted until the position is filled. Inquiries, applications, and nominations will be treated in confidence as allowed by Minnesota law. Application materials should include: 1) a letter of interest which addresses the essential qualifications and the three critical competencies for success outlined above, 2) a curriculum vitae, and 3) the names, addresses, telephone numbers, and e-mail addresses of 3-5 references for future contact—please also include your professional relationship with each reference listed. Applications materials must be submitted electronically to:

<http://employment.umn.edu/applicants/Central?quickFind=85260>.

Nomination materials and confidential inquiries can be directed electronically to:

UMDChancellor@spencerstuart.com.

The University of Minnesota is committed to the policy that all persons shall have equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, sex, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression. This material is also available in alternative formats upon request.

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APPENDIX – Overview of Duluth

Duluth, Minnesota is halfway between Minneapolis-Saint Paul and the U.S-Canadian border, on the north shore of Lake Superior. Duluth is rated by *Money* magazine as one of the top four Midwestern small cities, based on livability. Duluth is the fourth largest city in Minnesota. The Duluth-Superior Metropolitan Statistical Area consists of two counties: St. Louis County, Minnesota and Douglas County, Wisconsin. Within this region, the population is approximately 275,000.

As one of the largest of the Great Lakes' international ports (and the farthest inland port in the world), Duluth is an important shipping, commercial, and manufacturing center in a region that has a large natural resource based economy (iron ore and forestry/forest products). Major industries in Duluth include health care, education, aviation, technology, and tourism. Although narrow, the city extends approximately 25 miles along the Lake Superior shoreline.

The city of Duluth is the hub of a thriving region in northeastern Minnesota called the Arrowhead. With \$9 billion in annual consumer spending and approximately \$2 billion planned for new capital investments, Duluth is positioned to benefit from economic opportunities for years to come.

Residents know what makes Duluth special, and so do the 3.5 million people who visit annually. Tourism is one of the city's largest industries, creating well over \$700 million in annual direct economic impact.

Attractions

Many attractions are located throughout the community, and while these indoor venues are frequented, many people also enjoy the abundant outdoor recreational opportunities and special parks, trails, and northern Minnesota's spectacular wilderness. The city owns and preserves more than 11,000 acres of park space, giving Duluth one of the more comprehensive park systems in the United States, where citizens can rock-climb, walk, ski, bike, hike, golf, fish, and rollerblade, all within city limits. But parks aren't just about athletics: all this space means a lot of wildlife, too. It's not unusual to see deer or bears within the city.

Duluth boasts a thriving arts and culture scene. Home to the Minnesota Ballet, Duluth also has several theaters, the Duluth Superior Symphony Orchestra, and art museums, along with several colleges and universities that add to the availability of theater and music options. The Duluth Entertainment and Convention Center (DECC) remains the top entertainment venue, bringing in diverse talent and drawing thousands of annual visitors.

Housing

One of Duluth's charms is its varied neighborhoods. Beautiful, turn-of-the-century mansions add to Duluth's sense of history, while much of the city offers affordable single-family

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homes and condominium/town home properties, with newer upscale housing nearer to downtown.

In addition to unique neighborhoods, Duluth's livability is recognized by several organizations. Duluth is also one of the top 26 American cities with the cleanest air, according to The American Lung Association's 2007 State of the Air report. And *Outside Magazine* listed Duluth as one of its 2007 "Best Towns" for folks who like to be and play outdoors.

Education

Education is one of the Duluth area's leading industries. Home to a wide array of learning institutions, including early childhood, elementary, secondary, and post-secondary schools, Duluth boasts a diverse educational system, which provides life-long learning opportunities for people of all ages and acts as a significant economic driver.

The quality of Duluth's schools is illustrated in the way that Duluth students continue to outperform other state averages in reading and math. Moreover, Duluth high school students outperform state and national averages on the ACT college entrance exam. In addition to the strong elementary and secondary schools, the Duluth area is home to three major universities, a number of smaller community colleges, and several specialized business schools. University students make up more than 20 percent of Duluth's population.

Health Care

Since 2000, around 5,000 jobs have been added to the health care industry, a growth of about 24 percent. And, as the city's biggest employer — one in four workers are employed by the industry — health care accounts for about 31 percent of the city's total wages. Finally, most recent statistics show that the major health-care systems in Duluth produced total proceeds of roughly \$1.3 billion. Even better than providing jobs, boosting the economy and serving patients is the fact that Duluth's health care is stellar. Its excellent reputation attracts people from all over the Upper Midwest. In addition to health care providers, the University of Minnesota's Medical School-Duluth is an excellent addition to the community.

Weather

The proximity of Lake Superior, the largest of the Great Lakes, modifies local weather, causing cooler summer temperatures, warmer winter temperatures and a low frequency of severe storms.