

## Question and Answer

**Question:** A very particular issue concerns the University's membership in the workers rights consortium and the present work to developing a designated suppliers program. And I'm wondering if you could address the University's not yet having signed on to be among the, at this point thirty universities that are trying to craft that code which will put teeth into and the commitment that I know that you share really effective and all the University of California system, University of Wisconsin, they're at the table trying to work out the details, make sure that it's legal and so on and I think especially given our recent large contract with Nike so that our name is tied to theirs it really behooves us to be out there and protect our good name which is not only on our sports team, on our logo apparel, but most importantly on our degrees and the research that comes from here and that trying to create a diverse democratic critical conversation locally and transnationally is at the core of the vision I've heard you articulate and I'm wondering what you can say about will by the end of this academic year this university join others at the table trying to work out those procedures. [Professor Naomi Scheman, Philosophy and Women's Studies in College of Liberal Arts]

**Answer:** Thank you for your question. First of all I have to say that the University of Minnesota is one of the first universities in the United States to join the workers rights consortium has a strong statement of standards, and we are clearly on record in supporting the values of the WRC and the values in ensuring that contractors who prepare sports apparel or apparel for the university or any other product that we may use here live up to those standards and we are deeply committed. The issues are the workers rights consortium that we are a part of and we are a part of making the recommendations to move to the designated supplier program has asked the US Department of Justice to make a determination as to whether these standards and the designated supplier program will stand up to the legal standards of the United States. I asked people to take a look as to whether we should sign on with the other universities. There is no reluctance on our part to be a part of the conversation and certainly to be part of the movement, to make a big difference in this area. I think we need to figure out ways of expanding the influence beyond universities in the United States. University apparel represents roughly 5% of the world's apparel industry right now and I think what I want to say is those values are steadfast. We have a very, very strong commitment and we'll make the right decision I'm quite sure in the next few weeks and we'll make it in consultation with you and other members of the committee.

**Question:** This is Bill Peterson, faculty member of Crookston. For the past 9 years, the campus has been rated top public comprehensive college in the Midwest by US News and World Report. This year we moved up to number two in that category. Given that, what other types of measures are you looking at to connect campuses to support the University's goal of becoming one of the top three public research universities?

**Answer:** Well Bill, what people in the Twin Cities are worried about is that I'll truly answer your question, and they might have to give up their dinner. I actually think it's a profoundly important question. You've heard me at one point in my remarks, and I've

said this over and over again and I believe this and it goes back to the last question; we measure what we value and obviously we have put together a report that we submit to the University board of Regents and the state legislature every year that includes nearly 80 measures in very sector and area of University responsibility but I also made the point that I don't think we should just chase rankings because quite frankly rankings are quite transient and really great cultures that survive are ones that continually transform themselves, that build a culture that is continuously committed to excellence and improvement. I love this mantra from the service industry, the non-profit as well, and the retail industry, that "good enough is never good enough," and I think that has to be the way that we think about the future of the University of Minnesota, but I would argue that we're better off, we should pay attention to these ratings that occur in higher education, but we should pay far more attention to the real results. I talk about mining our own intelligence. On the Twin Cities campus we have an aspiration to be an international global university, but we're dead last in the big ten in attracting and providing educational support for undergraduate students. Provosts, I talked to Tom Sullivan about this, he's putting a swat team together to figure out why. It's not because we lack applications. Our applications have been going up at a geometric rate. There's something else going on. Either our price is too high, we don't act quickly enough, we don't provide good enough housing, or we don't have decent financial support. But, if we're going to be a truly global university we can't just be effective in attracting graduate professional students, and the point I would really make is that we should sit down in a deliberate way as an academic community and say to ourselves, what's really important to accomplish here at the University of Minnesota and how well are we doing it? How well are we supporting our work? How well are we supporting the academic mission of the University? How effective are we as an organization? We should build a measure that really tracks our progress and impact in all of those areas and use them as a means of not only monitoring where we are but as for the fuel and the energy to continuously create this cultural dynamic around improvement, this cultural dynamic I refer to as a real commitment to excellence. So I would pay attention, Bill, to those ratings because some of those measures matter, but a lot of the ratings are somewhat superficial in terms of measuring what really matters in a great academic system like the University of Minnesota and if you just pay attention, it's the teaching of the test phenomenon, if you just pay attention for those measures without taking a look at some of the underlying trends I think you can often fall off the cliff and not really achieve the long term success that I think this state has a right to expect of us. So I think you ought to look at the evaluation framework the board has endorsed and really drill these measures. Some of them need, for example the 5% measure about student participation is fine, but if you're not achieving it what a great institution does is ask the question about why, why aren't we getting that? What's wrong with the way we're operating? So what I'm really asking for is that our community not only pay attention to the benchmarks we think are important and the evaluations that others do of us, but be really thoughtful and self-conscious about the trends in our own academic environment and to really manage them in a way to get much better results and I think put the University on a much stronger path towards the future.

**Question:** Pareena Lawrence from the Morris campus, I would like to thank you for recognizing our Truman scholar, we are all very proud. My question to you is one of the Spelling's Commission's goals for American higher education is to adapt to a world altered by changing demographics and globalization. How is the University of Minnesota positioning itself for the future to address those goals, in particular how will you incorporate all the campuses of the University of Minnesota, particularly those outside the metro area, in this endeavor?

**Answer:** I frankly don't believe you can be a great university without being a great global university. I think it's impossible. If it's impossible today, it'll be even more impossible in the future. As we have thought about the international posture and responsibilities of the University, we always think of them on a statewide basis. We think about the international position involving all the campuses and resources of the University of Minnesota and we also think of those resources as connected to government in Minnesota, as our state, our local units of government, the vibrant business culture we have in our state, and the vibrant non-profit section. For example, when we secured a Bush grant a few years ago to internationalize the curriculum of the University of Minnesota, it wasn't just an exercise on one campus, it was a statewide effort. And it affected the curricular patterns of every campus of the University of Minnesota. So let me just give a few thoughts and really Senior Vice President Robert Jones who is mostly responsible in this area could do a better job than I can and I hope that he'll tell me that when I'm finished. But anyway, there are several things we have to deal with, if we're going to be an international global university this has to be a welcoming university system for international scholars, for international students, so we really have to get that right and we have to attract people from around the world. We have to work with government to make sure that visa issues are much easier in the future to resolve than they are today. I've been working on that quite diligently with a number of people throughout the United States, and it is difficult. But we also need not only to attract people but we also need to internationalize the curriculum and the relationships of the University of Minnesota. So I am really proud of the fact that the University has academic partnerships true, deep academic partnerships and research and education and some cases what I call the deeper aspects of public engagement and many many countries throughout the world. The last few years the Executive MBA program in Guangzhou, China at Sun Yat-sen University has been ranked the best in China. We have a new health care administration leadership degree located in Hong Kong and we will soon go to India and other places in China. So I can name, if you got me going, I could probably name about a dozen more. The Law School is working, you know, with the Beijing University for Political Science and Law the most distinguished University of its kind in China will offer a joint law degree. So the other thing that I think needs to happen here is we need to deepen these partnerships so they are more than sort of a world perks club you know we all sort of visit, we land, we meet, and then we have good meals, and we leave. These need to be deep academic partnerships where we get to get together and work as we are doing between researchers in Norway and here at the University of Minnesota on the future of renewable fuels and renewable energy in our society. So that's the one thing I would say clearly this is not going to be a Twins Cities centric activity. I mean when I look at some of the exciting developments

and Robert informs me of this all the time. On the coordinate campuses-- in Crookston, you are developing great relationships. I mention the UMD summer arts festival that's all about international connections around the world its one of the most exciting programs that you will find anywhere on the University of Minnesota. Morris has some great partnerships--your student teaching program where you place students in countries all over the world I think is one of the best programs of its kind in the United States. So my point really is we can't sort of take a step back, we really have to make a global commitment and global relationships of the University a top priority. We really need to be much more effective and much more adroit, and I think we need to do a better job at recruiting, and welcoming and supporting people, scholars and students who come here to study with us from around the world we need to deepen their relationship with the community outside of our campuses we need to strengthen the partnership we have with the business community in Minnesota. Think about this for a minute. Practically every major business in Minnesota is a global business, and when our students go study in China they can be doing internships at Best Buy. Best Buy just bought the largest retail chain in China, and Brad Anderson called just to wonder if the Carlson school could work with him to put together a retail kind of graduate program. You know for Chinese entrepreneurs and entrepreneurs here in the United States. I hope we'll move from a celebration of our international character and to a commitment to really deepen the international nature of the University and to figure out a way to make these truly deep and strategic partnerships as we go forward. The other thing I would kindly say and David Metzen is about to give me a book here. The other thing I would say is we need to do a better job when people come here celebrating the cultures that they represent on our campus, and we need to do a better job of celebrating the great fellowships you know the full bright fellowships and other awards that our people get to go around the world truly makes a difference. It is also about celebration I did not talk about but a great culture always celebrates achievement.

**Question:** John Finnegan, School of Public Health. Bob, wondering if you might address a little bit some of the collaborative relationships that link us to other Minnesota institutions. I think specifically of the University-Mayo partnership and what that might do for the strategic positioning directions that we've chosen.

**Answer:** Thanks John, this is again an answer that could take some time. I actually don't believe we would be a great University unless we really celebrate the power of partnerships. I talked about international ones. I talked about arts and the community, agenda here and Duluth. We've got great partnerships with the city of Minneapolis and we are working on joint ventures with Minneapolis and Hennepin County. Those kind of partnerships really I think just substantially strengthen the academic commission and impact of the University of Minnesota. I'd love to be able to catalog everything our faculty and staff do in that regard; it's just absolutely phenomenal. This is, I think this is the most engaged campus in the United States when it comes to people giving, unselfishly, their time to really make our community, our state, this world a much better place. But I just think, again I would argue that a thousand interactions might be important but more and more those partnerships need to be strategic. So when I mention the center on cooperate and business relations. Now we have, this came out of

the task group report that Jim McNerny who is formally CEO of 3M; basically it said that University does a lot of work with the businesses in Minnesota. It sort of one person at a time, and one business at a time and the other comment that was made was that we need more than a GPS system to get to the right place at the University of Minnesota, and so can't we sort of make this more understandable place for people in the outside world. The point I really want to make is that we have to think about partnerships as being a really true goal and aspiration of the University of Minnesota that there absolutely one of the central underpinnings of being a truly great University but we increasingly need to be far more strategic of these relationships and partnerships. Can't be all one person at a time, I want all the entrepreneurial people out there just stirring things up and creating all the activity they possible can. And some of these need to really systemic and strategic the partnership that started from the dinner conversation with the mayor and his fellow leaders in the city of Minneapolis to try to organize academic resources to confront some of our most vexing problems in the Minneapolis/ Saint Paul metropolitan community. It has lead to a three year conversation, and its going to lead to some real strong programs, partnerships, and I think partnerships that would really transform the economy and quality of life for literally thousands of people. But that takes time, and what I said before takes persistence and revision, and to knowing and thinking strategically and just being doggedly persistent. And we, you know just literally dozens and dozens and dozens of these programs all over the state of Minnesota. We need to try and make them partnerships with far more impact than I think they are today. I think we do it right we can truly leverage new resources for the academic mission of the University of Minnesota.