



# UNIVERSITY OF MINNESOTA ROCHESTER

## **Search for the Vice Chancellor for Academic Affairs and Innovation University of Minnesota Rochester Rochester, Minnesota**

The University of Minnesota Rochester (UMR) seeks a visionary, strategic and innovative leader to serve as its next Vice Chancellor for Academic Affairs and Innovation. The vice chancellor will join UMR at an exciting time, working to drive practices that fuel equitable student success and to implement strategies that contribute to the progress, growth, and vision of this distinctive health-focused innovation campus and its faculty. Working in concert with the UMR community, the vice chancellor is charged with strengthening the academic enterprise by supporting faculty scholarship and development, promoting excellent teaching and inclusive pedagogy, and inspiring curricular innovation. The vice chancellor will model and compel UMR's grounding values of respect, community, evidence-based decision-making, diversity and inclusion, and human potential. This new leader will operate in a collaborative environment as a listener, learner, strategist, and activator.

The University of Minnesota Rochester is one of five campuses in the University of Minnesota System and its only exclusively health-focused campus. Opening its doors in 2009 in downtown Rochester, Minnesota, UMR encompasses the diverse backgrounds and perspectives of 1,000 undergraduate students, 99 full- and part-time faculty and staff, and 1,200 alumni. A flourishing, young campus community, with partnerships with the nearby and world-renowned Mayo Clinic, UMR is distinguished by its Vision to *inspire transformation in higher education through innovations that empower its graduates to solve the grand health challenges of the 21st century*. UMR's programs prepare students to be leaders in the ever-growing health sciences fields and provide access to the institution's dedicated faculty and local practitioners to furnish a guided and uniquely student-centered experience.

UMR's next vice chancellor will seize on this distinction, champion its advantages and growth potential, and lead the campus community in advancing an academic vision that honors the University's values and aspirations and looks boldly to the future. The chancellor and the entire UMR community of faculty, staff, and students seek an experienced leader who is passionate about student learning, academic innovation, equity, and well-being in higher education. As the chief academic officer for the campus, the vice

chancellor will champion the faculty; nurture their contributions as teachers, researchers, and members of the community; and enhance the structures and systems that enable intellectual innovation and empowerment. The vice chancellor will embrace a culture of creativity and collaboration; the values of diversity, equity, inclusion, and belonging; and the mission and purpose of innovative, student-focused teaching and learning.

A search committee has been formed and Isaacson, Miller, a national executive search firm, has been retained to assist in the recruitment of the next Vice Chancellor for Academic Affairs and Innovation. Applications, nominations, and inquiries can be directed in confidence to the firm as indicated at the end of this document.

## **THE UNIVERSITY OF MINNESOTA ROCHESTER**

The University of Minnesota Rochester began as a concept in the 1950s when Rochester legislators and community advocates started the campaign to increase the University of Minnesota's presence in Rochester, Minnesota. Several decades later in 1998, Rochester 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 begin expanding its programs. In 2000, the University heightened efforts to grow the programs and reach of the Rochester branch by adding a new Provost to lead the campus and increasing staff to accommodate this growth. In 2006, UMR was designated as a full and official coordinate campus of the University of Minnesota system, and shortly after, the selection of a downtown location to grow the campus began. UMR opened its doors to students for the first time in 2009, graduating its first class of graduates in 2013.

UMR's values of respect, human potential, community, diversity and inclusiveness, and evidence-based decision-making, are embedded in its vision and emanate from the collective belief in the transformative power of higher education. The student-faculty ratio is 15 to 1, and the average class size is 20 students. 84 percent of UMR students are from Minnesota. 98 percent of the class of 2021 completed their degree in four years or less. 60 percent of the class of 2021 went on to graduate or professional school, and 40 percent reported employment in a health-related field. Additionally, underrepresented students comprise approximately two-thirds of the student body (40 percent low-income, Pell-eligible; 40 percent first-generation; and 41 percent students of color.) With its diverse student populations, UMN graduates contribute to the diversification of the healthcare workforce – a development expected to enhance innovation and public health outcomes.

### ***Academics***

As one of the most innovative health-focused universities in existence today, UMR nourishes intellectual inquiry, ethical values, curiosity, and the foundational skills needed for an impactful professional career in the health sector. UMR offers degrees at the bachelor's, master's, and doctoral levels and is fully accredited by Higher Learning Commission of the North Central Association of Colleges and Schools.

UMR's location in Rochester presents opportunities to engage meaningfully with the local communities through intentional partnerships and initiatives. UMR students benefit from the rigorous and meaningful programmatic offerings, and they graduate not only as skilled leaders, but as compassionate citizens.

UMR offers two undergraduate degree choices: a [Bachelor of Health Sciences](#) (BSHS), and a [Bachelor of Science in Health Professions](#) (BSHP). The Bachelor of Health Sciences program is known as an innovative degree program with an integrated curriculum to provide students with a foundational undergraduate education that allows them to pursue a wide range of careers in the health field, including: the business and leadership of healthcare; resilience, well-being, and mental health; patient care; health care research and discovery; public policy and global health; and emerging health technologies. The BSHS degree also offers early assurance and accelerated programs, including the innovative [NXT GEN MED](#) program, an accelerated, year-round program providing career-focused students with a fast-track, lower-cost, world-class University of Minnesota degree. Paid internships are embedded in the curriculum and students document their progress toward competencies identified by our healthcare industry partner, ready for graduation and employment in two-and-a-half years. UMR also offers an early assurance nursing degree in partnership with the Twin Cities campus, where, beginning their sophomore year, students take University of Minnesota Twin Cities Bachelor of Science in Nursing (BSN) degree courses on the Rochester campus. The Bachelor of Science in Health Professions degree offers four bachelor's degree programs in educational collaboration with Mayo Clinic School of Health Sciences: echocardiography; radiography; respiratory care; and sonography.

UMR also offers a master's and doctoral level degree in Bioinformatics and Computational Biology, offering an opportunity for research and graduate education at the intersection of quantitative sciences, biology, medicine, food, and agriculture. Additionally, a Master of Business Administration is offered on the Rochester campus by the University of Minnesota Duluth, and a Master of Science or Ph.D. in Occupational Therapy is offered on both the Twin Cities and Rochester campuses.

### ***Student Success***

Given the University of Minnesota Rochester's focus on student learning and development, academic affairs is closely intertwined with student affairs, described at UMR as "student success, engagement and equity" (SSEE). SSEE houses the "student success coaches," student advisors who foster strong relationships with students, and mentor them through academic, career and personal development. This structure necessitates close collaboration with the academic unit. Structured for student success, UMR's diverse student body and educational equity outcomes are critical to continued growth in pursuit of its Vision. At UMR, students are at the center, research informs practice, and partners make it possible.

### ***Faculty & Staff***

The 99 dedicated faculty and staff members form the heart of UMR, serving the institution not only as scholars and educators, but also as mentors and administrative leaders. All UMR faculty are in the same

academic unit: the [Center for Learning Innovation](#) (CLI), UMR's interdisciplinary academic department. At present, the vice chancellor serves as the "unit head" and supervisor for all faculty, with future structures to evolve as this young campus continues to grow. UMR faculty types include tenured/tenure-track faculty and "student-based faculty" (SBF, who are full-time lecturers and teaching specialists).

The CLI is represented through governance by a four-person Directorship Committee, whose chair serves a four-year leadership term. All members of the Directorship Committee serve on the vice chancellor's leadership team. Across all disciplines, tenured/tenure track faculty at UMR are distinguished by their primary research focus - student learning and development through [Scholarship of Teaching and Learning](#) (SoTL) as well as Discipline-Based Education Research (DBER). UMR faculty are committed to engaged, experiential, evidence-informed teaching and learning. Outside the classroom, UMR faculty seek to encourage engagement with students in a [Just ASK Center](#), - supporting success for first-generation and other underrepresented students. High-impact practices are in place, including learning communities, writing-intensive coursework, first-year experience coursework, capstones, community-based learning, undergraduate research, and more.

### ***Finances & Affordability***

The University of Minnesota Rochester has a current annual budget of \$24 million.

UMR has demonstrated a commitment to keeping its undergraduate degree programs affordable and accessible to undergraduate health sciences students from Minnesota. As a land grant university, all of the University of Minnesota System campuses including UMR are committed to enrolling and graduating a broad, diverse spectrum of students, especially from Minnesota. UMR will continue to enroll at least 75% Minnesota residents in its undergraduate programs. UMR also boasts a "flat tuition" (the same rate for in-state and out-of-state students) that will continue to enhance its ability to attract students to meet Minnesota's healthcare workforce demands.

### ***Facilities***

Since opening its doors in 2009, UMR now leases four properties in downtown Rochester used for instructional space, university administration offices, and housing. Additionally, the University has purchased more than 9 additional properties to be developed into the future UMR Education District, a proposed 10-acre footprint in the First Avenue Southwest area of Rochester. In 2022, UMR announced plans to add an additional 400-bed housing property that will provide student housing, a dining facility, and ancillary recreational space.

### ***The City of Rochester***

Rochester, the third largest city in Minnesota, has a population of more than 120,000. A vibrant community, it combines the qualities of a diverse metropolis with the spirit of a smaller community.

Rochester is home to the world-renowned Mayo Clinic, Minnesota's largest employer and the worldwide leader in medicine, ranked #1 in Best Hospitals by U.S. News and World Report.

In 2013, the Minnesota state government determined there was a compelling interest to authorize public investments in Rochester to help support Mayo Clinic in Rochester as a global medical destination center. State and local leaders worked together to develop [Destination Medical Center](#) (DMC) and create in statute the financing tools and public governance structure necessary to create a global destination for health and wellness. With more than \$5 billion in projected private investments over the next 20 years, DMC will provide the public financing necessary to build the public infrastructure and other projects needed to support the vision of expansion in Rochester.

### ***Leadership***

Chancellor Lori J. Carrell, PhD, has served the University of Minnesota Rochester campus as a collaborative and inspirational leader since 2014. Selected as the second chancellor in 2018, she first served UMR as vice chancellor for both academic and student affairs. Prior to joining the University of Minnesota, she led general education reform efforts in the University of Wisconsin system as a campus leader in Oshkosh, where she also founded and directed a research-based teaching and learning center while continuing as a distinguished professor of communication. Known as a creative strategist, Dr. Carrell's commitments to learning research, innovation through inclusive conversations and exemplary teaching resonate well with UMR's vision to inspire transformation in higher education.

Chancellor Carrell is convinced that "collaborative academic communities can lead transformation in higher education while also creating inclusive environments in which all can flourish." Those collaborative endeavors include NXT GEN MED, a tech-enhanced, accelerated, industry-integrated program being designed by the UMR community with the support of Google Cloud and Mayo Clinic; College in 3, a national exploration project with 13 pilots; Health Care Scholars Day, a scholarship competition that showcases stories of student resilience, a predictor of college completion; UMR's Higher Education Innovation Summit; [HealthCORE](#) (Community of Respect and Empowerment), a covenant-based living, learning community enhancing underrepresented student success; and the campus strategic BluffTop View plan, now aligned with the systemwide strategic plan, [M PACT 2025](#).

Born in Indiana, Chancellor Carrell graduated summa cum laude from Anderson University in education, speech communication, theatre, and psychology. She completed her MS in counseling psychology at the University of Alaska Anchorage and her Ph.D. in human communication at the University of Denver. Dr. Carrell began her career as a teacher in her hometown, then became a counselor and teacher in a remote Yupiit village in Alaska. More recently, she assisted as a contributor to the launch of a new university in Oman, studied intercultural learning with a remote tribe in Ecuador, and conversed with colleagues across the country as co-author of *Communicate for a Change: Revitalizing Conversations for Higher Education* (2021).

During her leadership of the campus, UMR has achieved significant enrollment growth and equity in educational attainment, as reported by the Washington Post, Hechinger Report, and Chronicle of Higher Education's Innovation Issue. Carrell attributes this "gap closing" accomplishment to the hard work of diverse students, faculty, and staff, and a "research to practice" model focused on students and their success.

## **THE ROLE**

The vice chancellor for academic affairs and innovation reports directly to the chancellor and is the chief academic officer of the university. The vice chancellor provides academic leadership and works collaboratively with other members of the chancellor's senior advisory council as well as faculty governance leadership. As chief academic officer and intellectual community builder, the vice chancellor is broadly responsible for teaching, learning, scholarship, and research across the university, including academic planning, supporting curricular innovation, and academic facilities. In addition to faculty oversight, the vice chancellor has leadership and oversight responsibilities for the academic functions of registration and transfer, instructional technology, academic partnerships, library, and institutional research, with oversight responsibilities for enrollment management currently under review for reorganization. Ongoing collaboration with the student development leadership and staff is expected to sustain UMR's established, integrated approach to learning and development. Additionally, the vice chancellor has responsibility for academic financial management and will provide budgetary oversight for academic operating budgets.

This role provides an exciting opportunity for an experienced academic innovation leader to engage in a culture of creativity and collaboration, serving as a catalyst and supporter of faculty research on learning as well as evidence-based pedagogy and curricular design. At the same time, the growth of the campus provides this leader with the opportunity to strengthen support and organizational structures for faculty research, grant attainment, and evidence-based teaching while also exploring new programs aligned with healthcare industry needs that can be designed to decrease student costs while increasing student success.

## **KEY OPPORTUNITIES AND CHALLENGES**

The vice chancellor will be a seasoned academic leader with proven experience in influencing positive organizational and cultural change. To be successful in this work, the vice chancellor will need to address the following key opportunities and challenges:

***Work collaboratively to advance a compelling, innovative academic vision for the University of Minnesota Rochester***

The next vice chancellor will arrive at the University of Minnesota Rochester at a propitious moment, with the campus ripe for change and new initiatives to further its commitment to strengthening the health

science fields and providing access and opportunity for students to pursue successful careers. Over the coming years, UMR will continue to plan for acquisitions and the creation of new learning spaces and campus facilities. Thus, the vice chancellor will have the opportunity to shape and strengthen the academic life of the UMR at a time when organizational change and innovation are pivotal to the community and the future of the campus.

The next vice chancellor will account for the unique elements that comprise UMR, including the promotion of a learner-centered, technology-enhanced, concept-driven, and community-integrated learning environment. The vice chancellor will appreciate and apprehend the opportunities presented by these elements and work strategically and collaboratively with colleagues to develop an integrated, compelling vision that celebrates the distinctive leadership role that UMR plays in the higher education landscape.

***Champion an innovative and student-centered faculty***

UMR is a place that draws on the many talents and capabilities of the faculty. Beyond their teaching and research responsibilities, faculty are attentive mentors to students and assume significant administrative responsibilities across the University. Given their complex, multi-faceted roles, the faculty need a vice chancellor who will support them and enable them to thrive.

The vice chancellor will attend to individual faculty members and the collective faculty at large, assessing workload, strengthening research infrastructure, and championing the continued growth of faculty as teachers and scholars. In the face of significant growth, the vice chancellor will work collaboratively with others among the faculty to shape the professoriate of the University's future. The vice chancellor will continue to strengthen diversity, equity, inclusion, and belonging among the faculty; promote professional development and retention; and ensure openness, transparency, and responsiveness in faculty interactions with the directorship committee and the vice chancellor's leadership team.

***Develop systems and structures to support interdisciplinarity and innovation***

As a young university with a proud history and a bold and critical mission, UMR seeks an academic leader who honors both while finding ways to evolve and innovate. Unlike many university settings, UMR was founded upon the principles of experiential and community-based learning programs. To continue to advance the innovative and revolutionary spirit that UMR represents, the vice chancellor will work with faculty to develop the structures, policies, and facilities that continue to be conducive to teaching and learning in the 21st century, and which allow collaboration, creativity, and innovation to flourish. The next vice chancellor will ensure the campus builds and sustains academic partnerships with other University of Minnesota system campuses, Mayo Clinic School of Health Sciences, and other higher education institutions and industry partners to address the healthcare industry's talent needs in Rochester, Minnesota, and beyond.

***Continue to advance diversity, equity, and inclusion efforts across campus***

UMR is committed to fostering a diverse, welcoming campus climate for all. This work is ongoing, active, and crucial to the success of a growing campus. Creating and maintaining a positive, welcoming campus climate for all requires that diversity and inclusiveness be inherently integrated into the work and lives of every student, faculty, and staff member. To date, UMR has closed the so-called “achievement gap” with a diverse student body in a rigorous health sciences curriculum. Its undergraduate student body is 67 percent underrepresented, which includes 40 percent low-income, Pell-eligible students; 40 percent first-generation students; and 41 percent students of color. The disparities in educational attainment that plague Minnesota colleges and universities do not exist at UMR; that is, underrepresented students do not have statistically significant lower graduation rates than their peers.

The vice chancellor will work collaboratively with colleagues to continue to promote a culture of diversity, equity, and inclusion on campus and advance existing DEI efforts. Areas for focus include but are not limited to the curriculum, teaching and learning practices, faculty and staff recruitment and retention, and engagement with the surrounding communities. In these efforts, the vice chancellor will be a staunch champion, an astute leader, and a thought partner to senior leadership, faculty, and staff.

***Promote and practice collaboration, communication, trust, and transparency.***

A tireless communicator and listener, the vice chancellor will be skilled at disseminating information across a complex organization, having candid conversations, creating space for the open exchange of ideas, and leading the community in engaging one another authentically across issues of both difference and commonality. The vice chancellor will ensure that all constituencies are heard, but will balance consultation with timely decision-making, cultivating a culture that respects the many perspectives that exist on campus while also embracing opportunities and attending to challenges as they arise.

**PROFESSIONAL AND PERSONAL QUALIFICATIONS AND CHARACTERISTICS**

The University of Minnesota Rochester seeks a visionary, strategic, and innovative academic leader. The search committee welcomes and encourages expressions of interest from all.

The successful candidate will bring many of the following experiences, abilities, and qualities:

- A distinguished record of academic achievement in teaching, research, and service that commands the respect of the academic community and allows for appointment to a tenured full professorship in a learning, research-focused environment;
- A proven record of successful academic administrative experience including working closely with faculty governance; serving as a catalyst for learning-related research and innovation among faculty; ensuring creative, evidence-based pedagogy; and securing financial resources to support academic innovation endeavors;

- Knowledge of current and emerging issues, trends, and best practices in higher education;
- A demonstrated commitment to fostering the learning-related research of faculty, and to enriching undergraduate education and the entire student experience;
- Ability to ensure mentoring and support for faculty in teaching and learning; designing innovative curricula to enhance student learning and development; sustaining a campus culture of creativity and wellbeing; and securing funding for learning innovation endeavors;
- Demonstrated success advancing diversity, equity, inclusion, and antiracism, including specific endeavors to enhance undergraduate, underrepresented student success in health sciences or other STEM environments;
- A collaborative and transparent interpersonal style that fosters an environment of trust, empowerment, and shared governance;
- A superior communication competence that provides strongly collaborative leadership and models habits of interaction that ensure a campus culture of inclusivity and well-being including adaptability, conflict management, and humility;
- Exceptional emotional intelligence with the ability to engage effectively with many constituencies who hold different points of view;
- Experience working with education and community partners to create learning opportunities for undergraduate students;
- Experience launching and leading a growing academic unit or new academic program in its “start up” phase;
- Evidence of commitment to UMR’s grounding values of respect, human potential, diversity and inclusion, evidence-based decision-making, and community;
- An earned terminal degree in a field that complements the identity of the institution.

#### **APPLICATIONS, NOMINATIONS, AND INQUIRIES**

Confidential applications, nominations, and inquiries can be submitted electronically to:

Pam Pezzoli, Partner  
Katie White, Associate  
Isaacson, Miller

<http://www.imsearch.com/8795>

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