



*Search for the
Dean of the College of Biological Sciences
University of Minnesota
Minneapolis/St. Paul, MN*

THE SEARCH

The University of Minnesota, the public land-grant research University of the State of Minnesota, seeks a collaborative and visionary scholar, leader, and educator to serve as the Dean of the College of Biological Sciences (CBS). As the chief executive and academic officer of the College, the new Dean will work with faculty, staff, students and other key stakeholders to create a unified vision for the College and will provide effective strategic leadership to advance the overall quality, reputation, stature, and aspirational goals of the College. The ideal candidate for this position will be an inclusive and decisive leader, who brings an appreciation for the full spectrum of the power of the biological sciences to advance the human endeavor and who will empower the faculty to achieve renown in scholarly research and innovative teaching in the College. The Dean will be a person of integrity who is committed to the highest standards of excellence in the biological sciences. The Dean reports directly to the Senior Vice President for Academic Affairs and Provost, Dr. Karen Hanson.

The Provost has formed an inclusive search committee chaired by Trevor Ames, dean of the College of Veterinary Medicine, and has retained Isaacson, Miller, a national executive search firm, to assist in the recruiting of the new Dean. All confidential inquiries, applications, and nominations should be directed in confidence as noted at the end of this document.

THE COLLEGE OF BIOLOGICAL SCIENCES

Established in 1965, the College of Biological Sciences at the University of Minnesota is one of few colleges nationwide focusing exclusively on the biological sciences. Its research and education programs span molecules to ecosystems; they are aimed at improving human health, well-being and quality of life, and providing food, energy, materials, and water for Earth's growing population in ways that ensure the long-term sustainability of Earth's ecosystems.

The College initially included the departments of Zoology and Botany, both established in the late 19th century, and the Department of Biochemistry. A department of Genetics and Cell Biology and a department of Ecology and Behavioral Biology were added. Also incorporated into the College were the Lake Itasca Forestry and Biological Station, one of the oldest in the nation, and the Cedar Creek Natural History Area. Over the decades, new facilities such as the Biological Sciences Center and the Ecology Building were constructed. In the 1980s, the leading-edge Biotechnology Institute (BTI) was developed.

In 1998, a university-wide reorganization in biological sciences was carried out. It focused on hiring new faculty and developing state of the art facilities, and it strengthened UMN's competitive advantage against other public research universities for funding, top faculty, and top students. Through the Molecular and Cellular Biology Initiative, CBS hired talented young faculty in emerging areas and built new facilities. The early 2000s saw the opening of Biodale, a world-class research support suite providing services to faculty, students, and industry through the University Imaging Centers, Biotechnology Resource Center, the Center for Mass Spectrometry and Proteomics, the BioMedical Genomics Center (now the University of Minnesota Genomics Center), the High-Throughput Screening and Analysis Facility, and the Computational Biology Center. This was followed by the construction of the Molecular and Cellular Biology (MCB) Building in Minneapolis and the Cargill Building for Microbial and Plant Genomics in St. Paul. The Science Teaching and Student Services Building on the Minneapolis campus features active learning classrooms for CBS and other science students. In addition, the University has just completed a new teaching center at its Itasca field station.

Today, the College's basic science structure supports new ways to address critical issues related to human health, the environment, agriculture, and renewable energy through the academic departments of Biochemistry, Molecular Biology, and Biophysics; Ecology, Evolution, and Behavior; Genetics, Cell Biology, and Development; and Plant Biology. The College has approximately 380 employees and reports a non-sponsored operating budget of approximately \$60 million (FY2014). CBS offers seven undergraduate programs and five graduate degree programs, enrolling approximately 2,000 undergraduates and 300 graduate students. As a small College within a large, public research university, CBS offers students the best of both worlds—a close knit community environment with the opportunity to conduct research within individual faculty labs, along with other opportunities to engage with research facilities, centers, and field stations such as Biodale, the Biotechnology Institute, Cedar Creek Ecosystem Science Reserve, and the Itasca Biological Station.

Education

The College of Biological Sciences is one of seven freshman-admitting colleges at the University of Minnesota, along with the College of Design, the College of Education and Human Development, the College of Food, Agricultural, and Natural Resource Sciences (CFANS), the College of Liberal Arts, the Carlson School of Management, and the College of Science and Engineering. CBS undergraduates have among the highest class rank and average ACT scores of any academic unit amongst the University's freshman admitting schools and colleges. Seventy nine percent of Fall 2013's 511 freshman graduated in the top 10 percent of their high school class. Over 2,000 undergraduates were registered last year in 7 undergraduate degree programs. Students drive their own learning and discovery in specially designed active learning classrooms. These undergraduates enroll in one of seven undergraduate degree programs on both the Minneapolis and St. Paul campuses: Biology; Biochemistry; Ecology, Evolution, and Behavior; Genetics, Cell Biology, and Development; Plant Biology; Microbiology; and Neuroscience. Significant undergraduate research is a hallmark of the CBS experience. In 2010, CBS was awarded a \$1.5-million grant from the Howard Hughes Medical Institute to create innovative, hands-on research programs with the help of ten HHMI postdoctoral teaching fellows hired specifically to develop research curricula and teaching skills.

As a college at the forefront of new pedagogical frontiers in biology education, CBS has recently made efforts to highlight the national priority of educating millions of additional STEM undergraduates in the next 10 years in order to maintain the nation's competitive edge. These efforts align with the priorities of the National Academies' Scientific Teaching Initiative for Undergraduate Biology Education, and have culminated in the formation of the new Department for Biology Teaching and Learning (BTL) within the College of Biological Sciences. This department will be the first of its kind in the nation, implementing a comprehensive approach to the use of the best practices of scientific teaching, conducting educational research, and attracting and inspiring top-tier students towards careers in science and science education.

Over 300 graduate students study and conduct world-class research in five primary graduate programs at CBS: Biochemistry, Molecular Biology and Biophysics; Ecology, Evolution and Behavior; Microbial Engineering; Molecular, Cellular, Developmental Biology and Genetics; and Plant Biological Sciences. These students are outstanding, with GRE scores above the average for the University. Last year, CBS awarded 58 academic year and summer fellowships to qualified students and post-docs who learn and work alongside 129 tenured and tenure-track faculty, including 5 members of the National Academy of Sciences.

Scholarship and Research

CBS's total sponsored research expenditures for FY2013 were \$23 million, with nearly half from the National Institutes of Health and \$5.7 million from the National Science Foundation. Per FTE, the CBS faculty lead the University in publications in high-impact research journals, with their work regularly appearing in *Science*, *Nature*, *Proceedings of the National Academy of Sciences*, and the *Public Library of Science (PloS)* journals.

The College is home to outstanding research institutes and centers with scientific, historical, and cultural significance to the University and to the state. The Itasca Biological Station and Laboratories, a pristine living laboratory located at the headwaters of the Mississippi River, is a University of Minnesota field station dedicated to ecosystem learning and research. The Cedar Creek Ecosystem Science Reserve contains the most biologically diverse array of habitats in the Twin Cities metropolitan area and was the birthplace of the modern science of ecosystem ecology in the 1940s; it is part of the foundation for one of the best Ecology, Evolution, and Behavior programs in the world.

CBS continues to consider how best to evolve curricula and how best to incorporate physics, chemistry, mathematics, and engineering into the education and research of future biology and biomedical experts.

Faculty Profile

Faculty in CBS conduct research on a broad range of subjects, from molecules to ecosystems, and make discoveries that improve human health, restore the environment, provide new sources of renewable energy, and enhance agriculture. The quality of the College's faculty is reflected in the number of articles they publish in *Science* and *Nature*, the leading peer-reviewed, scientific journals. During the five-year period from 2003 to 2008, these accounted for more than a third of the total articles by UMN faculty in these journals (40 of 117).

In addition, the College recently completed a faculty cluster hiring initiative that added tremendous strength to the College in the fast-emerging thematic areas of Microbial Systems and Synthetic Biology, Genome Variation, Plant and Fungal Evolution, Cellular Biophysics, Quantitative and Theoretical Biology, and Functional Proteomics. Ten new faculty-member cluster hires were recently recruited with significant support from CBS and the central administration. The College is on track to nearly double this hiring within the next two years through support from both central administration and the state-funded Minnesota Discovery, Research, and Innovation Economy (MnDRIVE) initiative, a landmark partnership between the state and the University of Minnesota to align research and industry strengths to solve grand challenges and grow a robust economy.

For more information about the College of Biological Sciences, please visit: <https://www.cbs.umn.edu/>.

THE UNIVERSITY OF MINNESOTA

Founded in 1851, the University of Minnesota, with its five campuses, is one of the most comprehensive universities in the country and ranks among the most prestigious research universities in the world. It is both a major research institution, with scholars of national and international reputation, and a state land-grant university, with a strong tradition of education and public engagement. The University enrolls over 65,000 students, including more than 52,000 on its Twin Cities campus, which has 19 colleges and schools. With 159 undergraduate, 135 masters, and 104 doctoral degree programs, as well as professional degrees in dentistry, law, medicine, pharmacy, and veterinary medicine, the University offers its students tremendous breadth and depth of opportunity in the liberal arts, sciences, agriculture, and a range of professions. With its 25,000 employees, large number of students, and various research centers and health care services, the University has an economic impact of \$8.6 billion on the Minnesota economy annually. In 2013, the most recent figures available, the University had \$722 million in sponsored expenditures.

Reflecting its foundational land-grant mission, the University has a strong commitment to connecting its academic and research excellence with the needs of the state and advancing collaborations to address the critical challenges of the region, nation, and world. Through its commitment to public engagement, the University strives for a partnership of University knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

The institution's scope and breadth are well-aligned with its statutory role as the primary state-supported academic institution for research, for advanced education through the doctoral degree, and for extension activities benefiting the state of Minnesota. Its academic breadth reflects the University's unique responsibility to advance knowledge for a state in which agriculture and agribusiness loom large, while at the same time recognizing the advantages and opportunities the University has as one of few major public land-grant research universities located in a major metropolitan area.

As a comprehensive and globally engaged research university with many renowned and top-ranked academic programs, the University has a geographically diverse graduate and professional enrollment profile and ranks 14th as a destination for international students in the United States.

The University of Minnesota comprises five campuses; the largest is the University of Minnesota, Twin Cities (UMTC), the flagship campus of the University of Minnesota system. This campus is among the largest public research universities in the country and offers undergraduate, graduate, and professional students a multitude of opportunities for study and research. The other UMN system campuses include the University of Minnesota, Crookston (UMC), University of Minnesota, Duluth (UMD), University of Minnesota, Morris (UMM), and University of Minnesota, Rochester (UMR). In addition, the University includes regional Extension offices, research and outreach centers, and clinics, labs, and K-12 educational outreach programs throughout the state.

The University is engaged in a comprehensive strategic planning process to make the University of Minnesota-Twin Cities preeminent in solving the grand challenges of a diverse and changing world. With this overarching vision, we will chart a dynamic future for a great 21st-century land-grant research institution.

For more information about the University of Minnesota, please visit: <http://www.umn.edu>.

THE ROLE OF THE DEAN

As the chief executive and academic officer of CBS, the Dean works collaboratively both within CBS and across other colleges to create a unified vision for the College and to provide strategic leadership to advance the overall quality, reputation, stature, and aspirational goals of the College.

The Dean is responsible for the effective oversight and administration of the college, including but not limited to recruiting and retaining distinguished scholars and outstanding students; managing the allocation of the College's fiscal, human, and capital resources; setting direction and structure for the College's curricular and scholarly efforts to foster and promote exceptional academic degree programs and research pursuits; planning, evaluating and overseeing academic programs; instituting and managing promotion and tenure guidelines for faculty; garnering support from college alumni and from internal and external stakeholders, including non-profit and for-profit sectors, government, and educational organizations; and leading energetic efforts to secure philanthropic support, cultivating development opportunities with a broad array of constituents.

As an institutional leader, the Dean will advocate for the College of Biological Sciences in University-level discussions and strategic initiatives to secure further support and promotion of its academic and research agendas and ensure it is a full participant in the evolving UMTC strategic plan. The Dean works with other collegiate deans as a member of the Twin Cities Deans Council to advance the educational mission of the University and to develop joint educational and research activities. At the same time, the Dean serves as a strong advocate for the College and its students to the Provost, the President, the Regents, and the citizens of the state of Minnesota, balancing the interests of CBS with those of the University as a whole. The Dean must provide leadership both for the College and the University community, protecting strengths, nurturing emerging areas, and inspiring new intellectual ideas.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN OF CBS

Craft and implement a strategic vision for the College of Biological Sciences, further enhancing key thematic growth areas in “new biology” with an eye for collaboration and translation

The College of Biological Sciences has significant strengths and aspires to even greater achievements in research, faculty and student scholarship, and teaching excellence. The College requires a leader who can work creatively and effectively with a range of internal constituencies and external stakeholders to identify a cohesive college-level direction, and to galvanize faculty, students, and staff in its pursuit. The College has made significant strides in recent years to build capacity in leading-edge thematic areas critical to the future relevance and stature of UMN’s biological sciences. Close partnerships with the College of Science and Engineering, the College of Food, Agricultural, and Natural Resource Sciences, and the Medical School must continually be nurtured and capitalized upon to translate foundational science into real-world application.

Advocate for and champion the College of Biological Sciences at the University

The impact of the College of Biological Sciences on the wider UMN community cannot be overstated. Its remarkable undergraduate population elevates the reputation of the whole University with each incoming freshman class; its commitment to pushing forward the frontiers of science pedagogy yields dividends for instructors throughout the academic units; and its basic field and bench research excellence contributes to the UMN’s international reputation in environmental, engineering, and biomedical science. In an increasingly constrained funding environment at the state and federal level, a strong Dean who can champion the College’s contributions while advocating for greater support is critical to the vitality and continued impact of CBS.

Develop and implement an enrollment strategy that supports the undergraduate student population and effective recruitment of graduate students

CBS prides itself on nurturing its highly accomplished undergraduate students, who greatly value the small size and supportive community of the College. Steady growth in undergraduate enrollment has also come at a time when decreased federal funding for graduate fellowships has constrained graduate research programs. The Dean must seek to “right size” the College, meeting undergraduate needs and increasing the footprint of the College, while at the same time ensuring support for a high-quality graduate student population. The College’s recent cluster hiring initiative has added significant faculty capacity, with more on the way; ample research and teaching space exists in the form of new investments in equipment and flexible classroom spaces; and the undergraduate student demand will continue to grow in the coming years. Managing these opportunities in a thoughtful, effective, and inclusive manner, while preserving and advancing graduate opportunities to increase CBS’s competitiveness with peer institutions, will be a central charge of the next Dean.

Partner with collaborators across the University of Minnesota, particularly with the Provost; the Medical School; the College of Food, Agricultural, and Natural Resource Sciences; and the College of Science and Engineering

CBS units are highly interconnected, with many of the college’s departments sharing faculty and/or faculty and research space with units in the Medical School, College of Science and Engineering, and CFANS, in particular. For example, operationally, the Departments of Microbiology and Neuroscience are housed in the Medical School; Biochemistry, Molecular Biology, and Biophysics, as well as Genetics, Cell Biology, and Development, are jointly shared with the Medical School. The Department of Plant Biology also shares space with CFANS. These relationships historically have yielded dividends for all involved—both the fluid transfer of ideas and enhanced opportunities for scholarly collaborations. The new Dean must build upon these close relationships to strengthen science and pedagogy, while streamlining operational and administrative models. The University-wide move to RCM budgeting in 2010 must be reconciled with the Medical School’s unique research and clinical revenue streams; because of the close ties between CBS and the Medical School, this is a

conversation in which the Dean will be heavily involved. A strong relationship with the Provost's office will ensure that the needs of all units are addressed and that CBS will continue to thrive among its peers and partners.

Continue the tradition of teaching excellence that has defined CBS as one of the country's pedagogical leaders in the biological sciences

CBS's "Nature of Life" orientation program for incoming freshman is a national model for students entering science programs, and the active, research-based learning model embodied by its Foundations of Biology course has been described by external review panels as the "pedagogy of the future." Under way at CBS is the creation of a Department of Biology Teaching and Learning (DBTL), a response to the national priority of training millions of additional STEM undergraduates to maintain the country's competitive edge. CBS is already well known for the support and education it provides its gifted undergraduates; the institutionalization of this tradition in a new department will catapult the University of Minnesota to the forefront of biology education research. DBTL will be the first department of its kind in the nation. The college's continued educational excellence, and its continued advancement of scholarship across the undergraduate and graduate ranks, will expand the scope of the college and contribute in vital ways to the national conversation on STEM education.

Build relationships with industry and other external partners to ensure continued support for the college's academic and scholarly agenda

The Minneapolis-St. Paul metropolitan area is home to some of the country's most respected companies—consumer leaders such as PepsiAmericas and the 3M Corporation, along with Ecolab, Medtronic, and the commodities giant Cargill, whose name graces the College's newest building for Microbial and Plant Genomics. The new Dean must maintain existing ties with area and national private-sector partners, some of which collaborate already at UMN's cutting-edge research facilities, while at the same time developing new partnerships to support development opportunities, student scholarship opportunities, and student success post-graduation. The James Ford Bell Museum of Natural History, established by state mandate in 1872 to collect, preserve, and display the diverse animal and plant life of the State of Minnesota, provides for an immediate and lasting connection with the citizens of the Twin Cities and beyond. As the Bell Museum prepares for a physical move onto the St. Paul campus, the Dean can take advantage of CBS's longstanding ties to this cultural touchstone to work with institutions across the UMN to ensure greater visibility and broader appreciation of the museum's offerings in the eyes of the public, and among local, state, and national legislators.

QUALIFICATIONS

Essential

- An earned doctorate or requisite terminal degree in the biological sciences or a related field;
- Distinguished scholarly reputation and strong record of academic accomplishment and scholarship commensurate with appointment as a tenured full professor at the University of Minnesota;
- Strong academic administrative experience in a complex, highly matrixed organization;
- Financial acumen, including evidence of fiscally responsible management practices, a history of pursuing the alignment of resources with strategic goals, and a record of fiduciary transparency and accountability;
- Demonstrated ability to lead, empower, and delegate to a strong management team;
- Proven success in academic leadership in the context of shared governance and a deeply held commitment to, and belief in, the value of collaborative decision-making;
- A personal appreciation for, and understanding of, the wide variety of disciplines and thematic foci represented by the departments of the College of Biological Sciences;

- Strong and persuasive communications skills and the ability to advocate for the biological sciences to a variety of audiences;
- Demonstrated successes in building effective working relationships and partnerships with internal external stakeholders, and gaining support for initiatives;
- Demonstrated fundraising success;
- Understanding of academic knowledge production, the current higher education landscape, and national trends in the biological sciences;
- A demonstrated commitment to the value of diversity in students, faculty, and staff; cultural awareness and an aptitude for navigating cultural differences.

Preferred

- Demonstrated success in establishing and executing a vision or strategic plan;
- Experience working with and supporting a publicly engaged curriculum and research agenda;
- Entrepreneurial skills
- Experience in strategic planning and inspiring a unified vision among a broad array of constituents;
- Experience in building collaborations involving public- and private-sector organizations, systems of higher education, and leaders and organizations in the community, region, state, nation, and world;
- Understanding and appreciation of the historic role a public land-grant research university plays in the vitality of the region, state, nation, and world.

NOMINATIONS, APPLICATIONS, AND INQUIRIES

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. Candidates must submit curriculum vitae and a cover letter. All correspondence should be directed to Isaacson, Miller via www.imsearch.com/5147.

Stephanie Fidel and Denise O'Grady Gaffney
Isaacson, Miller
263 Summer Street
Boston, MA 02210

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.

APPENDIX

University of Minnesota College of Biological Sciences Departments, Centers, and Institutes

Biochemistry, Molecular Biology, and Biophysics (BMBB)

The Department of Biochemistry, Molecular Biology, and Biophysics works in concert with the University of Minnesota Medical School, sharing both faculty and research space to conduct critical work emphasizing the fields of Synthetic Biology and Biotechnology, Molecular Biology, Metabolic and Systems Biology, and Chemical and Structural Biology at state-of-the-art facilities comparable to any in the world. Its graduate program is at the center of the University's research emphasis in genomics and proteomics. The Department offers three named lectureships per year and supports three main core facilities: a high field NMR Core with associate 800 MHz and 600 MHz spectrometers, an X-ray crystallography facility with high-throughput capability, and a Mass Spectrometry and Proteomics Core with MALDI-TOF and Electrospray capability. These core facilities interface with University-wide initiatives in genomics and allow for unequaled research exploration from DNA microarrays and gene expression to proteomics and structural biology.

Genetics, Cell Biology, and Development (GCD)

The Department of Genetics, Cell Biology, and Development is CBS's second shared department with the Medical School and spans a broad spectrum of biological disciplines, including the storage and expression of information (genetics), its translation into the workings of individual cells (cell biology), and the assembly of cells into tissues and organ systems (development). GCD is affiliated with a number of high-value University and department-level centers, including the BioMedical Genomics Center, the Masonic Cancer Center, the Beckman Center for Transposon Research, and the University of Minnesota Stem Cell Institute.

Plant Biology

The Department of Plant Biology is a close collaborator with the College of Food, Agricultural, and Natural Resource Sciences. Faculty and students work to advance knowledge of basic plant biology to enrich society and advance the applied sciences. Teaching and research programs cover molecular, biochemical, cellular, developmental, physiological, organismal, ecological, and evolutionary biology of plants, algae, and fungi. Specific areas of research for graduate programs include ecology and evolution, development, plant-pathogen interactions, physiology, cell morphogenesis, and molecular evolution and systematics, among many others.

Ecology, Evolution, and Behavior (EEB)

The Department of Ecology, Evolution, and Behavior brings national and international renown to the University of Minnesota. It is one of the University's most highly ranked units, and is the primary departmental stakeholder in the Cedar Creek and Itasca field stations—along with the Bell Museum of Natural History, in which many of its research collections are housed. EEB's home base is the Ecology Building on the St. Paul campus, a state-of-the-art facility designed to promote interactions among faculty and students and enable collaborations in its specialized plant and analytical laboratories with modular wet-lab design; abundant and flexible workrooms with a high degree of connectivity; rooftop greenhouses; animal observation rooms; and the Bell Museum's research collection.

Neuroscience and Microbiology

The Departments of Neuroscience and Microbiology are part of the University of Minnesota Medical School and affiliated with the College of Biological Sciences. Research investigations of the Neuroscience Department's 34 faculty range from molecular to systems neuroscience, and occur at modern laboratories throughout the University in the Molecular and Cellular Biology Building, the Center for Magnetic Resonance Research, and the Minneapolis VA Medical Center; many scholars collaborate as well at the National Institute of Neurodegenerative Disorders and Stroke (NINDS).

Faculty and students in Microbiology conduct research that ranges from the physiology and development of microorganisms to the molecular pathogenesis of infections. The Department is home to one of the nation's leading Cancer Biology graduate programs and takes full advantage of the comprehensive nature of the University of Minnesota with a wide range of biotechnology and applied areas of microbiology, from food safety to bioenergy to engineered microbes for industrial production of compounds.

BioTechnology Institute (BTI)

BTI, whose director reports to the Dean of the College of Biological Sciences, provides advanced research, training, and University-industry interaction in biological process technology. It is the central UMN vehicle for coordinated research in the biological, chemical, and engineering aspects of biotechnology and is home to the President's Initiative in Biocatalysis, created to focus and fund research in industrial biocatalysis and chemical biotechnology. Since 1990, BTI has been home to the prestigious NIH Training Grant in Biotechnology, which has provided financial support to graduate students completing degrees in fields ranging from biochemistry and microbiology to health informatics and electrical engineering.

Cedar Creek Ecosystem Science Reserve

The Cedar Creek Ecosystem Science Reserve is located less than 40 miles to the north of the Twin Cities proper and encompasses 5,400 acres of native upland forest, prairie, and lowland swamps and meadows. It was designated a National Natural Landmark by the National Park Service in 1975 and a Long Term Ecological Research site by the NSF in 1982. As the birthplace of the modern science of ecosystem ecology, the site tested the first radio collars for animal tracking in the 1950s and developed prescribed burning techniques for savannas. The staff, students, and faculty of Cedar Creek are dedicated to understanding the planet's ecosystems; through research, conservation, and education, they continue to bridge the gaps between science, community, and government.

Itasca Biological Station and Laboratories (IBSL)

Located at the headwaters of the Mississippi, which flows 2,340 miles from Minnesota's Lake Itasca to the Gulf of Mexico, the 50 square miles of Itasca State Park see the convergence of three distinct ecosystems: coniferous forest, eastern deciduous forest, and tall grass prairie. This spectacular variety of undisturbed habitats makes this an outstanding site for field research and training at the Itasca Biological Station and Laboratories (IBSL), one of the oldest and largest continuously operated inland field training centers in the United States. The IBSL serves as a research facility and a site for summer-session undergraduate field biology courses for CBS. Each year, new CBS students attend the "Nature of Life" orientation program, allowing the study of a diverse, undisturbed environment from the organismal level to that of an entire ecosystem.