

TO: Mr. Mark Kennedy, President, University of North Dakota
FROM: Dr. Mark R. Hagerott, Chancellor
DATE: June 12, 2017
SUBJECT: Annual Evaluation

Goal One: Deliver degrees that are the best value in the nation

Strategy 1.1: Ensure the price to attend NDUS institutions is clearly stated and regionally competitive

Objective: The SBHE has asked UND and other institutions to prepare for reduced state funding. I will manage a process for fulfilling that mandate. Attention will be paid to ensuring that decisions taken both consider broad input and reflect school priorities.

Outcomes and Chancellor's Comments: My compliments on your ability to adapt to a rapidly changing fiscal environment that only worsened in the weeks after your arrival when the Governor called for a second unprecedented allotment. You immediately ramped up your budget planning effort to create open dialogue with many opportunities for input as well as campus wide communication on status. You made appropriate adjustments required by allotments incorporating broad based input by the academic deans and administrative unit heads. Extensively communicated the process and resulting adjustments. Reductions to conform to an approximately 80% general fund level were made in advance of the final legislative decision which helped reduce the distracting uncertainty that could have resulted in April.

Objective: I will work with the UND Alumni Association and Foundation to secure donor support. Together, we will assess the readiness for the soft launch of a fundraising drive in the following academic year.

Outcomes and Chancellor's Comments: I understand that even before your start date on July 1, 2016, you attended small group meetings and alumni events at which 800 plus people attended; during the past nine months you have met one-on-one or small group meetings with approximately 50 individuals; and the Alumni Association and Foundation hosted about 20 "Welcome Kennedys" events as well as general alumni events. An estimated 2,800 guests were in attendance. I am encouraged to hear that to date, the UND Alumni Association and Foundation has raised \$33.5 million from 5,701 donors for the University of North Dakota. Well done to you and your team.

Goal Two: Provide programs people want, where and when they need them

Strategy 2.2: Meet North Dakota's workforce needs through recruitment of students from traditional and non-traditional audiences, both in and out of state.

Objective: As the world becomes more global, it is essential that UND provide expanded opportunities for international immersion for our students. My goal is to assess the current state of international collaboration at UND and seek input on desired enhancements. I also hope to explore designing unique semester exchange programs in areas of expertise, like shale energy or unmanned aircraft, that would be attractive to the nation's and world's premier universities. This would both elevate UND's profile and offer UND student's exceptional exchange opportunities.

Outcomes and Chancellor's Comments: I applaud the speed with which you have tackled this goal, to include International degree-seeking freshmen who are being pre-registered for their first semester at UND to ensure they are in classes they need; promoted the International student section of English 110 (Comp I); establishing a "Weekends in Winnipeg" program to get students out of the country; initiated two new faculty-led programs this spring, "International Social Policy in Sweden" and "Theatre in London" that were very successful (25 students between the two); and sending 18 students to the American College of Norway this summer (up from 5 last year). You are off to a good start.

Goal Three: Equip students for success

Strategy 3.1: Improve admissions standards at NDUS institutions

Objective: Describe the current overall academic quality of the institution

Outcomes and Chancellor's Comments: Your new strategic plan gives me confidence that you are putting UND on a path for continuous improvement in academic quality towards achievement of goals by 2022; with Goal #1 seeking to exceed our Comparison Flagship Universities on outcomes from Collegiate Learning Assessment (CLA+) designed to test critical thinking, analytic reasoning, problem solving, and written communication skills; Goal #2 seeking to increase our four-year graduation rate to 34%; and lastly, Goal #5 seeks to ensure the benefits of the first two goals are shared by diverse populations segments.

I am particularly encouraged to read that your Goal #4 seeks to significantly increase your research productivity toward five grand challenges: energy, health care, rural communities, UAS, and information in the age of 'Big Data.'

My compliments that you have already launched UND's Research Institute for Autonomous Systems to accelerate the states effort in unmanned and autonomous research.

Strategy 3.2: Improve students' overall attainment rates through increased participation, retention and completion

Objective: Define strategies to achieve mission / purpose and objective

Outcomes and Chancellor's Comments: I recognize you are only eleven months in the job, and thus most of your outcomes are forward looking. But I consider your deliberate, inclusive strategy

process as a good metric of your efforts thus far. Specifically, you established a broad-based strategic planning committee that consisted of 45 members, including faculty, students, staff, deans, administrators, and community members, and involved nearly 900 in the planning process, to create an inspiring blueprint towards a desired future state for our University.

A wonderful start. And, I acknowledge the adaptive nature of your plan, in that your purposely designed your plan evolve over time as we incorporate learning and allow adjustments to the desired course.

Goal Four: Maximize the strengths of the unified system

Strategy 4.1: Increase academic collaboration among the institutions

Objective: I will work in close collaboration with NDUS to make the case for funding priorities with the North Dakota legislature. In preparation for this effort I will familiarize myself with the priorities of key players in the legislative process.

Outcomes and Chancellor's Comments: I appreciate your efforts to immediately expand collaboration with the System office and your sister colleges and universities. As examples, you and your team developed and distributed UND Insight publications on specific issues for legislators; wrote Op/Ed pieces and also used the UND Today communication vehicle, to which legislators were invited to subscribe, to explain NDUS funding priorities and UND's budget process in numerous outlets. In addition, you engaged with precision, professionalism, and yielded positive outcomes in your support of the System office during the legislative session.

Strategy 4.2: Create efficiencies through shared programs and services where cost-savings and/or performance enhancements are achievable

Objective: Location and quality of facilities play important roles in both attracting and retaining a top quality student body and faculty. I will carefully review proposed plans to upgrade key facilities, identified deferred maintenance and assessments of facility utilization. I will also explore whether NDSU's plans to upgrade student housing through privately funded efforts has applicability to UND. Finally, I will explore opportunities for collaboration between the school, city, and county to enhance Grand Forks as a college town.

Outcomes and Chancellor's Comments: You made substantial progress towards addressing deferred maintenance during the year, to include a plan to remove eight vacated building, including appropriate review by the state historical society and approval by the legislature. The buildings constituted 85,830 square feet and removed the need for \$7.1 million in deferred maintenance; a plan to remove housing that is beyond its useful life. Remaining housing stock can accommodate current demand for university housing. The buildings constituted 133,312 square feet and removed the need for \$20.9 million in deferred maintenance; dedicated one percentage point of the tuition increase for the academic year 2017-18 to a fund for campus renewal; Phase 1 of the master planning process was launched and completed to fulfill the requirement to submit an updated plan

to the State Board of Higher Education by March, 2018 which identified deferred maintenance and space utilization (over 400 pages).

After careful evaluation, the executive administration team was restructured in a manner that reduced executive positions from 19 to 15 in tandem with budget reductions necessary to comply with reduced state funding. The President's Executive Council was expanded to include the Vice President of Research and Economic Development and the CEO of the UND Alumni Association and Foundation. This was done in tandem with an intensified focus on research and in contemplation of exploring a fundraising campaign.

Again, a remarkable start in your first eleven months.

Strategy 4.3: Strengthen the system's ability to respond quickly to changing needs

Objective: Maximize the usage of the system-supported enterprise endpoint protection solution currently being implemented by the NDUS security team. The cost is being heavily subsidized by appropriated funding for all staff and faculty computers. If an alternate endpoint protection solution is being used by your campus, please document your current case and rationale.

Outcomes and Chancellor's Comments: I understand that the University of North Dakota (UND) hired its Chief Information Officer (CIO) in February 2017 to oversee information technology (IT) at the university. I appreciate your early efforts working collaboratively with CTS and other IT leaders distributed across the university. Given the security threats that we experience daily, securing endpoints was identified as a top priority. While UND currently does not have a standard endpoint solution, I am encouraged to read this will be remedied before Fall 2017, that the order for system solution licenses has been placed and plans are underway to implement the solution to the entire campus; and that a policy and procedure is being drafted requiring all endpoints to install the system solution with an identified base level of protection in every endpoint.

Overall: My personal thanks for taking on a tough job at a difficult, if not unprecedented time in the economic history of North Dakota when both energy and agriculture declined together. Early on in your tenure, you did not hesitate making hard decisions but in demonstrating servant leadership you tried, whenever possible, to include stakeholders in the development of your strategies and plans. I encourage you to continue to engage with your stakeholders as you adapt to tightening budget realities. Yet, after consultation, I recognize you did not deflect responsibility for decisions, but on more than one occasion took on hard decisions yourself, thereby providing public evidence of your commitment to the UND community but also your support for other more junior leaders on your campus.

As we work toward the updating of your goals and plans for the coming year, I encourage you to continue to look for opportunities for shared services and efficiencies in your enterprise. I anticipate that though the worst of the depressed AG/Energy economy may be behind us, we will continue to need to find efficiencies in our higher education state system.

Your work in the energy field is of great importance to the state, evidenced by the recent award by the DOE's Office of Fossil Energy \$8.7 million to the University of North Dakota to support a feasibility study for the Integrated Carbon Storage Complex. This major award, combined with your grants in advanced

Mr. Mark Kennedy, President, University of North Dakota
Page 5
June 12, 2017

UAS technology with XCEL Energy, are signs you are off to a good start in your emphasis on energy programs.

Similarly, I recognize and applaud your efforts to continue to adapt to new knowledge, all the while tightening belts on campus. The State of ND has made UAS one of its top priorities. Despite a drop in state funding, you continued to push in this field, evidence of which is your path-breaking work in UAS and now Counter-UAS, where your team was awarded one of the first national grants in the upper Midwest, a testament to you and your team's imagination as we look to the future.

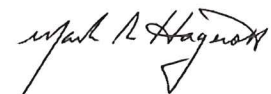
Your contribution to the Chancellor's Cabinet has been much appreciated, and I look forward to your leadership and insights on more of the system-wide studies, the best match for which we can discuss.

Similarly, as you have done for your own campus in the strategy process, I appreciate your early inputs to the ENVISION 2030 and I look forward to your further engagement as we translate the needs of ND businesses, workforce, and emerging technology into our NDUS strategy.

Lastly, your collaborative spirit is very much appreciated. In the past two years I have seen a marked increase in collaboration among the system campuses, and I have seen UND being even more so in the past year, especially in the areas of unmanned systems, cyber security, and data analytics (NEXUS ND). I appreciate your efforts to orient your campus to adapt to new knowledge which will be so critical to diversifying our state's economy.

Again, please accept my complements and thanks for your dedication and energy with which you approached your first year as President of UND.

Sincerely,



Mark R. Hagerott, Ph.D.
Chancellor

This evaluation gives the highlights of President Kennedy's documented goal results. Details may be found in the full report entered in the Strategic Planning Online resource.

I acknowledge receipt of my performance evaluation.



06/19/2017

Mr. Mark Kennedy, President
University of North Dakota

Date

cc: Kathleen Neset, Chair
State Board of Higher Education