

University of North Dakota, Grand Forks, ND (July 2016 – current)

- **President**

The University of North Dakota is the state's flagship university. Founded in 1883, six years before statehood, UND is among the nation's premier public research universities, classified as a "Doctoral University: High Research Activity" institution by the Carnegie Foundation. UND is characterized by a solid foundation of the liberal arts, high quality students and faculty, a diverse curriculum with more than 225 fields of study, widely recognized programs of graduate education and research, law and medical schools, rich cultural resources, an innovative spirit and an outstanding record of alumni support.

Long a provider of distance education, UND is developing a robust online presence with more than 100 online programs offered currently.

Research expenditures in 2018 were \$110 million focused on five grand challenges:

- Energy & Environmental Sustainability
- Human Health
- Autonomous Systems
- Rural Health & Communities
- Big Data

The University's budget exceeds \$460 million.

The UND Alumni Association and Foundation is governed by an independent board and holds an endowment of \$279 million.

UND is home to 17 NCAA Division I athletic teams competing as the Fighting Hawks, including an 8-time national championship men's hockey team.

In 2017, U.S. News & World Report named UND as one of the top **25 most innovative schools in the nation**.

COLLEGES & SCHOOLS

College of Arts & Sciences
College of Business & Public Administration
College of Education & Human Development
College of Engineering & Mines
College of Nursing & Professional Disciplines
John D. Odegard School of Aerospace Sciences
School of Graduate Studies
School of Law
School of Medicine & Health Sciences

ENROLLMENT FACTS

Undergraduate Students.....	10,519
Graduate Students.....	2,785
Law Students.....	238
Medical Students (M.D.).....	305
Full Time Equivalents.....	11,585
Total.....	13,847

EMPLOYEES

Faculty.....	782
Staff.....	1,706
Total.....	2,488

Academic Year 2018-19

- *Accelerated Achievement of the Goals of One UND Strategic Plan*
 - UND has increased its four-year graduation rate by 11 percentage points (pp) in the last three years.
 - UND’s research ranking on the NSF HERD survey jumped from 170 in 2015 to 151 in 2017. With an 11% increase in externally funded research expenditures in 2018, UND’s rank is likely to climb further. UND’s recent receipt of a \$20.5 million NIH grant and our \$10 million university commitment to hire computational scientists portends additional progress in 2019 and beyond.
 - We have prospects for nearly \$500 million in campus renewal projects that are not state funded with the launch of a \$93 million public-private partnership (P3) to replace our steam plan; student approval of an \$80 million replacement of our Memorial Union; donor funded projects currently underway; advanced fundraising efforts for a new business school building and athletic facilities; solicitations for additional P3s and bonding for core campus renewal.
 - These remarkable accomplishments were achieved while absorbing significant cuts in state support.
- *Enhanced Student Success*
 - *Achieved Jump in Graduation Rate.* We increased our four-year graduation rate another 4 pp from 32% in academic year 2017 (28% in 2016) to 36% in 2018 with a 7-pp improvement in our five-year graduation rate, from 49% in 2017 (47% in 2016) to 56% in 2018.
 - *Implemented Degree Planner Software.* The software has improved student persistence rates by between 2.5 pp to 7 pp (depending on how actively used by students) at other universities.

- *Launched Implementation of Professional, Coordinated Advising University-Wide* with an investment in added advisors to enhance student success. In what we call UND's Student Success Power Play, we are putting more advisors in the arena. Professional and coordinated advising has a strong track record of enhancing student success at other universities. We also invested in predictive analytics skills to better target preemptive interventions to address student needs. UND's goal is to receive a payback on its added investment through elevated retention rates.
- *Expanded Internships*. In prior six months, 796 students were assisted by Career Services and participated in internships and co-op experiences, setting a pace to surpass last year's full year total of 1,341. This aligns with UND's goal to enhance high impact experiences for students.
- *Implemented new Handshake career development platform*. New software allows employers and students to engage throughout the part-time and full-time employment/career development process. The system will also allow for tracking of campus-wide high impact practices such as internships, co-ops, service learning, and education abroad experiences.
- *Enhanced Student Course Reviews*. Supported an effort led by the University Senate in tandem with the Student Senate to make student course reviews more useful and to make the results available to students. Improved the overall student participation from 51% (Fall 2017) to 55.4% (Fall 2018).
- *Upgraded Library Services*. UND's Chester Fritz Library was awarded Most Innovative Library of 2018 from the Mountain Plains Library Association which covers the public and academic libraries of 12 states, in part due to its leadership on promoting Online Educational Resources. Launched a one button studio (a DIY recording studio) and a temporary visualization lab.
- *Secured Hosting of Collegiate Drone Competition*. The collegiate drone competition hosted by Purdue during the past two years will be hosted by UND in April of 2019.
- *Expanded Research: Jumped in Standings amongst the Top Research Universities*. A combination of increased external funding, reallocating internal resources for seed funding (\$6 million in last three fiscal years) and a more accurate recording of institutional investment led to UND being ranked 151 on the National Science Foundation's Higher Education Research and Development (HERD) survey for Fiscal Year 2017 with \$102,823,000 in research expenditures compared with a ranking of 167 and \$70,275,000 in expenditures in the prior year. Preliminary results suggest that externally funded and total research expenditures increased further in Fiscal Year 2018.

- Significant Advances in all Five Grand Challenges
 - *Energy and Environment* - Significant progress on CO2 Capture and Pipeline Safety. On-site testing in support of Project Tundra (full-scale CO2 capture) was completed and the demonstration system is in the process of being set up at a power plant for full-scale slip stream testing. Received \$3.2M award from Department of Energy for enhanced CO2 oil recovery in Williston Basin. The second round of the iPIPE “shark tank” technology selection was completed for the demonstration of innovative pipeline technologies.
 - *Health Care* - Received Largest National Institute of Health Grant Ever Received in the Dakotas. UND is the lead on a new \$20.3 million NIH Clinical and Translational grant in collaboration with NDSU, the University of South Dakota and Sanford Health. This will lay the foundation for uniquely addressing the health care challenges of the Dakotas in a more efficient and effective manner. The resulting increase in applied research also holds out more promise for commercializing outcomes than the basic research NIH has long funded at UND. Also received a \$2.25M NIH award to use a metabolic approach to yield new targets for therapeutics against epilepsy.
 - *Rural Health – Battling Substance Abuse*. Received \$3.2M Substance Abuse and Mental Health Services Administration grant to research substance abuse, its impacts, and mitigation strategies in North Dakota.
 - *Unmanned - First-Ever Implementation of Wide-Area, Multi-User UAS Beyond Visual Line of Sight (BVLOS) Airspace*. Leveraging university research, UND and research partners from Harris Corporation and the Northern Plains Unmanned Aircraft Systems Test Site achieved a major industry milestone with the first-ever test flights over a specially developed UAS network of technologies that opens the skies for broad commercial use of drones.
 - *Big Data* - Committed to Invest \$10 million Over Five Years to Hire Six New Computational Science Faculty. Given the rapidly advancing digital technologies that are impacting all fields of study and the need to deliver more learning and discovery in analytics, AI (artificial intelligence), cybersecurity, the Internet of Things (IoT) – the university has committed to investing in computational faculty that, though housed in our College of Engineering and Mines, will act as a university-wide resource.
- *Implemented Research Tracking Software*. Completed implementation of Novelution, a software package that will not only better track research activity, but also enhance proposal productivity.
- *Upgraded Recruiting*
 - *Implemented New Platform Aware Website*. With the implementation of our new mobile friendly website, inquiries through the website increased by a factor of five, reflecting a much-improved experience for current and prospective students.
 - *Awarded Scholarships in More Targeted and Timely Manner*. Centralized scholarships to apply toward recruitment. All financial aid awards were communicated to

applicants by December 13, 11 week earlier than prior year. Award amounts incorporate analytics as to optimum amount to recruit.

- *Completed RFP to Replace of Outdated CRM.* Launched the implementation of a replacement of a Customer Relationship Management (CRM) tool that is no longer supported by its sponsor.
- *Advanced Campus Renewal*
 - *Broke Ground on a \$93 Million Public-Private Partnership (P3).* The replacement of our steam plant and an upgrade of infrastructure throughout campus via a P3 with Johnson Controls avoids the need for the university or the state to invest its own resources, enhances the ambiance of the main campus and delivers significant environmental benefits.
 - *Received Student Approval of \$80 Million Investment to Replace Memorial Union.* The student body voted in support of replacing UND's Memorial Union, a strong statement in support of the long-term direction of the university.
- *Introduced University's First Mascot.* A student led committee I appointed agreed on the design for a new Fighting Hawk mascot. The committee gathered broad input, including a vote amongst choices by the student body, and the university's first mascot emerged in person for our Homecoming game. The mascot has been extremely well received, even by hockey fans, and is a significant milestone in the school's transition to a new name for its sports teams.
- *Campus Survey Completed.* Concluded an Education and Advisory Board (EAB) survey on student experiences with diversity, inclusion and sexual violence that had a response rate well above the national average. While showing students generally felt the campus was safe and welcoming, the survey helps UND target future improvements.
- *Embraced Tech Enablement Solutions to Enhance Student Experience and Faculty / Staff Productivity.* In addition to the new degree planner, Handshake career engagement software, Novelution research management software, new website, and CRM discussed above, the university provided professional development for important academic technologies including Yuja, Zoom Enterprise, VoiceThread, and Digital Badging.
- *Added Cybersecurity Degrees.* Added cybersecurity degrees both on campus and online.
- *Expanded and Upgraded Online Offerings.* Launched a new Master's in Cybersecurity through Pearson last fall and a new Master's in Accounting this spring. Steps were taken to elevate the quality of instruction, student support and marketing for our extensive current online offerings. Created a "Best Practices for Online Course Design" course and encouraged use by all online instructors. Finalized UND Online's organization structure and began position searches.
- *Strengthen Leadership Team.* Completed several key internal promotions and significant external hires including Meloney Linder, previously with the University of Wisconsin, as Vice President of Marketing and Communications

- *Intensified Fundraising for Key Capital Projects.* Enhanced project definition, collateral material development and major prospect engagement for the proposed new College of Business and Public Administration and High-Performance Center II projects.
- *Elevated Alumni Engagement.* Expanded reach and tempo of alumni engagement in key metropolitan areas, including adding summer receptions in Bismarck and Fargo, UND Night at the Wild in Minneapolis and a pre-game reception in Denver.
- *Strengthened Center for Innovation.* Received \$100,000 per year, five-year grant to establish the University Center for Autonomous Systems Innovation from the U.S. Department of Commerce's Economic Development Administration. Developed two new service lines, student-run ventures and the innovation studio. Focused on UND student high-impact, experiential learning dedicated to innovation and entrepreneurial skill development.
- *Career Pathways.* Added career pathways in aviation with Delta, United and Sun Country Air. Added pathway for unmanned students with General Atomics and Customs and Border Patrol.

Academic Year 2017-18

- *Advanced OneUND Strategic Plan.* A key priority for FY 2018 was to make progress in pressing forward on with our OneUND Strategic Plan. Toward that end, I ensured that captains, program managers and teams were established for each of the plan's seven goals. I met with the captains and program managers monthly and they reported to the President's Cabinet monthly to ensure progress toward UND's goals were being achieved. Progress on the plan included:
 - *Goal 1 – Liberal Arts Foundation:* Set plans through the AAC&U Value Institute to measure our effectiveness in teaching critical thinking, intercultural skills, quantitative reasoning and written communication; expanded High Impact Practice (HIP) offerings, including the addition of new internship programs in collaboration with the local community; increasingly leveraged technology to improve learning through more self-paced and active learning.
 - *Goal 2 – Graduation Rate:* Significantly increased faculty usage of the Starfish tool to better engage with students on their academic progress; selected a degree planner software with NDSU and began installation; removed 11 barriers to graduating or to enrolling as a transfer student.

- *Goal 3 – Deliver More Opportunity:* Marketing – launched UND brand with Leaders in Action tagline; began digital marketing with metrics that have already increased recruitment productivity, High Demand Degrees – set plans to introduce new analytics and cybersecurity program in the Fall of 2018; Online – reached agreement with Pearson in support of new online master’s degrees in cybersecurity and accounting; Transfer Students – defined “Finish in 4” degree pathways with area two-year colleges; Campus – set plans to remove 52 buildings, which reduced \$72 million in deferred maintenance; advanced project to replace / relocate steam plant through a \$93 million public-private partnership that reduces CO2 impact by equivalent of 8,600 passenger cars.
- *Goal 4 – Research:* Created five Grand Challenge research teams and reallocated funds to provide \$3.7 million in additional university funding to support seed grants and postdoctoral researchers for each Grand Challenge; modernized approach to internal reporting to better reflect UND research investments; along with an increase in externally funded research, this resulted in UND reporting \$100+ million in research expenditures.
- *Goal 5 – Diversity and Inclusion:* Met with all tribal colleges to establish 2+2 Finish in 4 programs for priority degrees, beginning with Cankdeska Cikana Community College; began new internship in Africa for American Indian engineering students; brought Community Violence Intervention Center (CVIC) to campus.
- *Goal 6 – Military Friendly:* Identified programs in high demand by military; had first three degrees accepted by Air University, allowing UND to serve Air Force personnel around the world.
- *Goal 7 – Alumni Support:* Established fundraising goals by college / unit; began testing and refining crowdfunding; completed engagement, fundraising and staffing assessment.
- *Completed Campus Master Plan:* The Campus Master Plan right-sizes the campus to reflect the removal of excess buildings with significant deferred maintenance creating a more efficient usage of our existing space and expected mix of students on campus and online. By removing 1,560,342 Gross Square Feet (GSF) and adding 604,010 GSF, the plan reduces the campus footprint by nearly a million square feet. The Master Plan results in a campus that is more efficient and functional, but also more appealing.

- *Implemented Model for Incentive-based Resource Allocation (MIRA)*: Launched the only Responsibility Center Management (RCM) model in the state system. Doing so has elevated the understanding of colleges and support units of the consequences of their decisions and given them encouragement to make changes that generate resources to invest in their priorities. Primary units have skin in the game – they keep results that exceed expectations and must pull from reserves to cover shortfalls. Service units can charge separately for services not provided to all units. MIRA prices previously “free” resources like space, encouraging their responsible use. Over time, improved performance allows for strategic reinvestment.
- *Building Team*: Replaced our Vice President of Finance and Operations and our Athletic Director with excellent outside hires, while promoting a replacement Vice President of Student Affairs and Diversity from within.

Academic Year 2016-17

- Established a track record as a highly collaborative and transparent leader that takes in broad input and makes difficult decisions based on what is necessary for UND to optimally fulfill its purpose to be the chief engine of opportunity for North Dakota and students amid seismic changes transforming higher education.
- *First 90 days – listening and crisis management*. Began with an intense period of listening by engaging over 2,000 people during first 90 days in office, while during the same period successfully navigating petitions regarding UND’s athletic logo, a \$1.4 million budget overage in the athletics department, a 5% allotment (state funding reduction), two racially charged Snapchat posts that drew national attention and more.
- *Completed One UND strategic plan*. Launched a strategic planning process and appointed a committee of 45 faculty, student, staff, and community members that reached consensus on a plan with the input of over 900 members of the university community. UND’s plan embraced a purpose to be the *chief opportunity engine for the state and our students* by being the *premier flagship in the Northern Plains*. The plan identifies six core values (community, discovery, diversity, inclusivity, liberal arts, lifelong learning) and the following seven goals:
 - Learning
 - Goal 1: Provide a strong undergraduate liberal arts foundation
 - Goal 2: Increase undergraduate, graduate and professional retention and graduation rates
 - Goal 3: Deliver more educational opportunities online and on-campus
 - Discovery
 - Goal 4: Enhance discovery at a level consistent with most research-intensive universities (Carnegie R1)
 - Engagement
 - Goal 5: Foster a welcoming, safe, and inclusive campus climate

- Goal 6: Meet educational needs of active-duty military personnel, veterans, and their families
- Goal 7: Attract support for the University by actively engaging alumni and donors
- *Invested in Priorities Amid Budget Cuts.* In addition to making \$16 million in annual reductions to reflect lower state funding, completed another \$7 million in adjustments in order to position UND for the future by funding the priorities in the strategic plan. Adjustments included reducing executive positions from 19 to 15. Reductions were made in advance of the final legislative decision in order to reduce the debilitating uncertainty that surrounds any such exercise.
- *Elevated Communications and Engagement.* Formed *UND Today*, an online publication that provides four to five well written articles on a semiweekly basis for the broader university community. Proactively providing the rationale behind administrative decisions through *UND Today* and multiple other venues helped the campus community assimilate change required by budget adjustments and aligning with priorities of strategic plan.
- *Tackled Deferred Maintenance.* Launched the Coulee to Columbia Committee constituting faculty, students, staff and community members to consider how to optimize construction projects slated for the central stretch of University Avenue between the English Coulee and Columbia Avenue – remodel or replace the Gamble Hall business school building, remodel the Chester Fritz Library, and the possible decision by students to use student fees to remodel or replace the Memorial Union. Dedicated 1 percentage point (pp) of the tuition increase for the academic year 2017-18 to a fund for campus renewal, adding another pp each year following. Launched a master planning process.
- *Engaged Legislative.* Actively engaged with state legislative on matters important to UND and the state system.
- *Increased Fundraising.* Headlined 20 “Welcome Kennedys” events hosted by the UND Alumni Association and Foundation. Engaged over 3,500 event attendees, participated in more than 50 development meetings, and hosted alumni at all hockey and football games in support of the Foundation, raising \$40 million from almost 10,000 donors.
- *Launched Autonomous Institute.* Launched UND’s Research Institute for Autonomous Systems (RIAS) to further elevate unmanned and autonomous research efforts. Engaged in outreach to other universities and corporate sponsors.
- *Launched Eye of the Hawk lecture series.* Raised money to endow four lectures. Two events were held during the first year focused on international and diversity awareness. Each drew a crowd of approximately 400 attendees.
- *Realigned Athletics.* Shepherded a conference realignment to bring UND back to playing regional rivals, opening up the prospect of greater community engagement and reduced travel time for student–athletes. Sports sponsorship changes better position UND to be able to fund remaining sports at levels required for Division I competitiveness.

George Washington University (GWU), Washington, DC (January 2012 – June 2016)

- **Director, Graduate School of Political Management (GSPM)**
 - **Professor of Political Management, College of Professional Studies**
 - **Faculty Associate of Elliott School of International Affairs' Institute of International Economic Policy**
- Led this graduate school with approximately 450 graduate students, 3,000 alumni, 10 full-time faculty, 80+ adjunct faculty, and 20+ staff. Founded in 1987 and located four blocks from the White House, GSPM offers master's degrees in Advocacy in the Global Environment, Legislative Affairs, Political Management, Strategic Public Relations, and Comunicación Política y Gobernanza Estratégica, as well as multiple certificates. Programs are offered both in-residence and online, in both English and Spanish. Executive education programs are offered in Africa, Asia, Europe, North America, and South America.
 - GSPM's alumni include public affairs executives for BBVA Compass, Boston Scientific, Coca-Cola, Nestle, New York Life, Novozymes, SAP, Siemens; executives with public relations firms like Edelman, Hill & Knowlton, Ogilvy; a Japanese Congresswoman who serves on Prime Minister Shinzo Abe's cabinet; the chief of staff for Mexican President Enrique Peña Nieto; Mexican governors, senator and congressmen; the chiefs of staff for members of the U.S. Senate, U.S. House of Representatives, German Bundestag; a U.S. Presidential campaign manager; CEOs of Emily's List and the National Association of Counties; White House strategists; senior appointees in the U.S. government; national party political and communications directors; the communications director for Bono's One Campaign.

During my four-and-a-half-year tenure of leadership at GSPM:

- *Dedicated the School to a Purpose of Making Democracy Work* and to being *full spectrum* in its embrace of all political persuasions.
- *Created / Achieved Strategic Plan*. Led a strategic planning process that integrated wide input (faculty, staff, students, alumni, employers, peer academics) into an ambitious plan that was approved by the provost, resulting in the university making a multi-million-dollar investment in the school. Performance exceeded commitments made in the plan.
- *Attracted Talent*. Attracted the talent required to achieve plan results, including hiring full-time faculty with strong records of scholarship and PhD's from Columbia, George Mason, Harvard and UCLA. Added the school's first female program director. Recruited a chief of staff, operations support director, development director, and media director.
- *Strengthened Teaching*. Under my leadership at GSPM, the school launched two new internationally focused master's programs. *PRWeek* recognized our Strategic Public Relations program as the best program in 2015. We strengthened course offerings with a complete curriculum refresh for the Political Management program and completed Academic Program Reviews for the Legislative Affairs and Strategic Public Relations programs. Student ratings of teaching performance were improved through an intense focus on teaching skills, including adding new interactive approaches.

- *Created / Taught New Courses.* My personal teaching has focused on master's level classes on how organizations optimally engage societies around the world. I have created and taught global immersion programs on this topic (for both Johns Hopkins University and GWU) in Beijing, Brasilia, Brussels, Cape Town, Hong Kong, Istanbul, Johannesburg, London, Sao Paulo, Seoul, and Tokyo. I have also created and taught courses with titles such as Business Government Relations, Corporate Public Affairs, Corporate Statesmanship, and Global Economic Systems. My Massively Online Open Course (MOOC) on Business in a Political Age attracted 800 students. My teaching is always very highly rated.
- *Bolstered Research.* Added GSPM's first Director of Research, launched its Global Center for Political Engagement to establish the school as a leader for research in its unique domains, secured additional funding for research, and encouraged the faculty to become more prolific in publishing peer reviewed research and books. Research programs include:
 - George Washington University Battleground Poll that offers unique bipartisan polling analysis and is administered by GSPM.
 - Society of Presidential Pollsters that archives and examines the role public opinion plays in shaping decision-making strategy in the White House.
 - Public Echoes of Rhetoric in America (PEORIA) Project to quantify how voters react to campaign messages.
 - Shenkman Applying Big Data for Political Success research effort.
 - Congressional Communications Report on communication methods and preferences of congressional offices and their staff.
 - Framing the Immigration Debate Research exploring how best to position issues in the interest of building-broad based support for action on immigration reform.
- *Personally Engaged in Innovative Research.* My personal research focus is on engaging to win, whether organizations engaging governments and societies globally, officials seeking to govern, advocates seeking to achieve or avert action, or countries marshaling support for collective action. This is the focus of my book from Columbia Business School Publishing – *Shapeholders – Business Success in the Age of Activism*. My 2013 peer reviewed article in Strategy and Leadership introduced the concept of “Shapeholders” to the field of business strategy – the political, regulatory, media, and activist actors with little stake in an organization, but significant ability to shape its opportunities and risks.
- *Enhanced Development.* Exceeded goal to double fundraising levels. Re-established the school's Board of Advisors with more active participation by members in school activities and established the first defined expectations for financially supporting the school. New members included former Senator Mary Landrieu (D-LA) and Ken Duberstein, Reagan's Chief of Staff and co-head of Institute of Politics at Harvard's Kennedy School.
- *Infused Technology.* Added five new digital courses to Political Management program, an annual digital boot camp for students and alumni, and extensive research program on applying big data and digital engagement for political success.
- *Recruited Students.* Increased new student enrollees and credit hours. Improved marketing and recruiting, including enhanced website with extensive video content, landing pages, brochures, and social media. Added a student ambassador program.

- *Engaged Alumni*. Significantly improved alumni engagement and involvement.
- *Added Student Opportunities*. Launched employer visit program affording students the opportunity to visit over 25 local employers annually. Developed an international student support plan to help international students succeed, including a writing course requirement, orientation, customized video, and enhanced resources for international students.
- *Raised School Profile*. Became one of the top two schools at GWU in media mentions. Hosted the Prime Minister of Ireland and President Obama's Transportation Secretary.
- *Interdisciplinary*. Added new collaborative efforts with multiple GWU departments.

Graduate School Courses Taught

- George Washington University, Graduate School of Political Management
 - *Advocating in East Asian Capitals* (Beijing, Seoul, Tokyo) – May/June, 2015
 - *Advocating in South Africa* (Johannesburg, Pretoria, and Cape Town) March, 2016 – course design only
 - *Corporate Public Affairs* – co-creator, co-instructor – Fall, 2015
 - *Advocating in East Asian Capitals* (Beijing, Seoul, Tokyo) – May/June, 2015
 - *Business in a Political Age* – Massively Online Open Course (MOOC) – launched April, 2015 – attracted 800 students
 - *Principled Political Leadership* – co-creator, co-instructor–Fall, 2012-15
 - *Advocating in Turkey and its Region* (Istanbul)– August, 2013, 2014
 - *Advocating in the United Kingdom* – (London) December, 2014
 - *Advocating in Latin America* (Sao Paulo)– March, 2014
 - *Advocating in Asia* (Hong Kong) – January, 2014
 - *Advocating in the European Union* – (Brussels) November, 2013
- Koç University Graduate School of Business, Istanbul, Turkey
 - *Business and Government*, EMBA course – August 2012, 2013, 2014, 2015, 2016, 2017
- University of Pennsylvania / Wharton: Lauder Institute, Philadelphia, PA 2011-13
 - *The Prospects for High-Speed Rail around the World*, Faculty Advisor
- Johns Hopkins Carey Business School, Baltimore, MD – 2011-2013
 - *Business in a Political Age*, MBA course
 - *Corporate Statesmanship*, EMBA course
 - *Global Economic Systems*, EMBA course – taught twice
 - *Brazil: Adapting to Achieve* (Sao Paulo), graduate study abroad course
 - *Turkey: Bridging East and West* (Istanbul), graduate study abroad course
- University of Maryland Smith School of Business, Washington, DC
 - *Business in a Political Age*, MBA course – Fall, 2011
- University of North Dakota, Grand Forks ND
 - *What Does Peace Through Strength Mean Today* - Spring, 2019
- HEC-Paris, Paris, France
 - *Business in a Political Age*, MBA course – Fall, 2011

Guest Academic Lectures:

- University of Bergen, Bergen, Norway - November 1, 2017
- Cambridge University - Judge Business School, Cambridge, UK - October 30, 2017
- Tecnológico de Monterrey, Monterrey, Mexico – June 23, 2017
- University of Tokyo, Tokyo, Japan – June 2, 2016
- Waseda University, Tokyo, Japan – June 1, 2016
- University of Notre Dame, U.N. Global Compact Conference, April 4, 2016
- Bogazici University, Istanbul, Turkey Keynote Speech - Reputation Summit '15 – December 3, 2015
- University of Tokyo, Tokyo, Japan – June, 2015
- Assumption College, Worcester, MA – April 15, 2015
- Deusto Business School, Bilbao, Spain – March 23, 24, 2015
- University of Vienna, Austria – March 17, 2015
- LUISS: Libera Università Internazionale degli Studi Sociali, Rome – Nov. 18, 2014
- Shanghai International Studies University, Shanghai – October 11, 2014
- University of International Business and Economics, Beijing – Jan. 16, 2014
- Globis Graduate Business School, Tokyo – January 14, 2014; Oct. 15, 2014, June 2, 2016
- Meiji University, Tokyo - September 6, 2013
- Tecnológico de Monterrey, Mexico City - August 23, 2013
- University of Minnesota Law School – February 27, 2012, April 8, 2013
- University of Navarra, Pamplona, Spain – February 2012, 2013, 2014, 2015
- New York University, Global Markets and Normative Framework – Fall, 2011
- Fundação Getulio Vargas, São Paulo MBA alums – Sept. 22, 2011
- Mannheim Business School, Mannheim, Germany, MBA class – May 9, 2011
- University of Notre Dame, U.N. Global Compact Conference, March 21, 2011
- London Business School, London, UK, school wide lecture – March 10, 2011
- HEC-Paris, Executive MBA class, Doha, Qatar – March 8, 2011
- National University of Singapore Business School MBA class – Sept. 7, 2010

International Panels

- G1 Global Conference, Tokyo Japan, Connecting a Fractured World panelist, 2018
 - “Social and Political Fractures in America: Wounds, Remedies, and Scars” panel
 - “Preventing a Global Trade War: Is It Too Late?” panel
- Co-Chair Korea Economic Institute of America Opinion Leaders Conference, 2015

Writings

- Book:
 - Kennedy, Mark. *Shapeholders - Business Success in the Age of Activism*. New York: Columbia Business School Publishing, May 9, 2017. Print.
- Book Chapters:
 - Kennedy, Mark. "Is Persuasion a Lost Art." In *Working Congress - A Guide for Senators, Representatives and Citizens*, edited by Robert Mann, 95-113. Baton Rouge: Louisiana State University Press, 2014. Print.
 - Kennedy, Mark. "Pursuing Purposeful Profit." In *Sustainable Development: The UN Millennium Development Goals, the UN Global Compact, and the Common Good*, edited by Oliver F. Williams. South Bend: University of Notre Dame Press, 2014. Print.
 - Kennedy, Mark. Forward, "The Importance of Studying United States Presidential Elections." In *Campaigning for President 2012: Strategy and Tactics*, edited by Dennis W. Johnson, viii-x. London: Routledge, 2013. Print.
- Journals:
 - Kennedy, Mark, and Ricardo Calleja. "How Pope Francis is Shaping the Environment of Business" *The Journal of Corporate Citizenship*, Volume 2016, Number 64, December 2016, pp. 79-97. Print
 - Kennedy, Mark. "Social Media Provides a Megaphone for Organizations Intent on Shaping the Corporate Environment." *Strategy and Leadership* 41 5 (November 2013): 39-47. Print.
- Cases:
 - Kennedy, Mark, and Galen Danskin. "Amazon in 2015: Domestic Drone Regulations." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
 - Kennedy, Mark, and Galen Danskin. "Cookie Controversy: Deforestation, Girl Scouts, and Palm Oil." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
 - Kennedy, Mark, and Galen Danskin. "BMW in 2015: Extending Their Success in China." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
 - Kennedy, Mark, and Galen Danskin. "BP in 2015: Navigating Publicity, Profitability, and Petroleum." Case Study. Washington. The Graduate School of Political Management. 2015. Print.

- Kennedy, Mark, and Galen Danskin. "Procter & Gamble: Anticipating a Critical Tide." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Galen Danskin. "Nike Inc.: Running from Trouble." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Galen Danskin. "Coca-Cola in Boston." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Galen Danskin. "The Fall of SOPA: Framing a 'Free' Internet." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Galen Danskin. "Toyota in Crisis." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Galen Danskin. "Ikea Woos India." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Galen Danskin. "Akzo Nobel: Gazprom and the European Commission." Case Study. Washington. The Graduate School of Political Management. 2015. Print.
- Kennedy, Mark, and Matthew Shaffer. "Quality Brands Protection Committee -- Part A." Case Study. Washington. The Graduate School of Political Management. 2013. Print.
- Kennedy, Mark, and Matthew Shaffer. "Quality Brands Protection Committee -- Part B." Case Study. Washington. The Graduate School of Political Management. 2013. Print.

Education

- Master's in Business Administration (MBA) with distinction, University of Michigan Ross School of Business, Ann Arbor, Michigan, USA – April, 1983
 - One semester spent in the Netherlands on exchange program offered by the Rotterdam School of Management at Erasmus University and Delft University of Technology – Fall, 1982
- Bachelor of Science (BS), St. John's University, Collegeville, Minnesota, USA – December, 1978

Professional Training

- Harvard Seminar for New Presidents – Harvard Graduate School of Education
- Art and Craft in Discussion Leadership Part I – Harvard Business School
- Art and Craft in Discussion Leadership Part II – Harvard Business School

Media

Regularly sought after by leading media outlets worldwide including BBC, Bloomberg TV, CNN, CSPAN, FOX News, France2, MSNBC, NBC - Face the Nation, Sky News, Sky News – Arabia, NPR, SRF - Swiss Radio, Voice of Russia, Bloomberg / Business Week, Chicago Tribune, Foreign Policy, the Hill, LA Times, Roll Call, Politico, U.S. News & World Report, USA Today, Wall Street Journal, Washington Post, the Washingtonian and the Huffington Post.

Public Service

- Member of the United States Congress (Minnesota) 2001-07
 - Served on the Financial Services, Transportation, and Agriculture Committees
 - Reached across aisle to lead bills with twenty members of opposing party; authored bills that more than half of opposing party co-sponsored
- Presidential appointee to Advisory Committee on Trade Policy and Negotiations 2007-09
 - Served under both President George W. Bush and President Barack Obama
- Founder and Chairman, Economic Club of Minnesota (www.ecomn.org) 2008-present
 - The Economic Club of Minnesota hosts speeches by senior business, financial, and government officials from around the world, including The Honorable Sauli Niinistö, President of the Republic of Finland (2017), David Johnston, Governor General (head of state) of Canada (2015), Hank Paulsen, U.S. Secretary of State (2015), Ben Bernanke, Chairman of U.S. Federal Reserve (2011), Haruhiko Kuroda, Governor of the Bank of Japan (2015), Robert Zoellick, President of the World Bank (2010), Pascal Lamy, Director-General of the WTO – World Trade Organizations (2012), OECD Secretary-General Mr. Angel Gurría

Community

- Member of the Council on Foreign Relations, 2015-present
- Member of the Economic Club of Washington DC, 2013-16
- Member of Chatham House, London UK, 2014-present
- Founder of *Mark Kennedy Frontiers of Freedom Lecture Series* at St. John's University, Collegeville, MN, 2008-present

Employment

2016-present	University of North Dakota	President
2012-2016	George Washington University – GSPM	Director and Professor
2011-12	Johns Hopkins University’s Carey Business School	Executive in Residence
2007-10	Accenture	Global Retail Business Development Lead
2003-07	United States House of Representatives	Congressman (MN-06)
2001-03	United States House of Representatives	Congressman (MN-02)
1995-00	Department 56, Inc. (now Enesco)	SVP and CFO
1992-95	ShopKo Stores, Inc. (was sub. of SUPERVALU)	Senior EVP
1987-92	Federated Department Stores, Inc. (now Macy’s)	SVP & Treasurer
1983-87	The Pillsbury Company (now General Mills)	Director of Finance

Recognition

- Grand Forks Herald Person of the Year - 2017
- “Kennedy doesn’t ignore the elephant in the room; to the contrary, he looks it straight in the eye,” John King – CNN News
- “Bold and smart,” Fred Barnes – FOX News
- Alumni Achievement Award – St. John’s University, Collegeville, Minnesota - 2007
- Featured in an *Institutional Investor* magazine article on “America’s Top CFOs” - 1993