

DATE: 7/11/2023

TO: University of Wisconsin - Madison

FROM: Michael Pieper, Chief Facilities Officer/AVP for Facilities, UND

RE: Assistant Vice Chancellor for Real Estate Development & Administration

Please accept this letter of interest for the Assistant Vice Chancellor for Real Estate Development & Administration position.

I have worked in higher education senior leadership roles focusing on auxiliary services (parking, housing, dining, transportation, printing, bookstores, childcare), fleet services, procurement services, contract administration, government relations, finance, operations, facilities, capital projects, planning, real-estate, sustainability, economic development, utilities, and public-private-partnerships (P3). Prior to my current role as the chief facilities officer for UND, I was a public sector chief financial and operating officer. I have extensive experience collaborating within a shared governance model, serving on executive councils, collaborating with elected officials, donors, working with executive boards, and actively engaging with policy makers and public agencies.

From the beginning of my professional career, I have always served as my institution's Chief Real Estate officer. I have completed hundreds of real estate related transactions. I established the University of North Dakota's first real estate department to proactively manage the institutions vast real estate holdings, and to activate key real estate holdings to improve the campus experience and generate new innovative revenue through various public private partnerships (P3). Currently I have three active P3 developments totaling over \$200M in private investment on UND's main campus. In addition, I have experience creating and consolidating off-campus facilities (i.e., medical clinics, research stations, business incubators, etc.) and regional satellite campuses.

I am an innovative leader, driven to engage others in finding solutions for complex problems that affect multiple constituent groups. I believe my professional success has come in part from my ability to recognize and engage talent around me, and to develop institutional talent. In addition, I am a servant leader and data informed decision maker who is constantly scanning globally for solutions to advance my institution's mission.

These are exciting times for higher education. Today's challenges are an opportunity for higher education institutions that are willing to engage in thoughtful discussion and make innovative decisions to flourish and advance their strategic objectives and global standing.

Work and recognition:

- Revamped and expanded UND's 2016 master facility plan to align with UND's 2018 strategic plan
- Travel + Leisure recognized UND as the most beautiful campus in North Dakota
- 2019 completed P3 project to replace UND's coal fired steam plant, the first higher education P3 in the State of ND
- UND is a sustainability leader, top five amongst flagship and land-grant universities for carbon neutrality (Navigant Research 2019)
- 2021 executed final agreements and started construction on UND Housing P3 to improve the student experience, right-size the housing operation, and create a sustainable life-cycle based capital renewal plan for all under-classman on-campus housing buildings
- 2021 and 2023 negotiated the first two of five P3s for on-campus private market-rate mixed-use developments, all developments will include apartments
- April 2021 Grand Forks Herald's columnist Marilyn Hagerty's happy person of the week
- Hit record enrollment highs for graduate enrollment, transfer enrollment, professional enrollment, online enrollment and year-over-year growth in research
- 2021 Historic Preservation awards for the Gershman Graduate Center and Carnegie Hall
- APPA 2020 Sustainability award for innovation – P3 Steam Plant
- UND is experiencing record year-over-year capital investment through implementation of UND's revamped 2016 master facility plan, revigorated legislative support and hybrid funding solutions
- Record year-over-year fundraising
- 2022 American Council of Education (ACE) - Fidelity Investments award for institutional transformation (top award)
- 2021 Larry Abernathy Award from the International Town & Gown Association (top award)
- 2015 National Climate Leadership Award from Second Nature (top award)

It is my career goal to be a visionary leader for a public university - R1 comprehensive research university – university in power-five conference for NCAA Division I athletics - located in the Midwest. I am ready to be part of the University of Wisconsin - Madison community and provide life-changing education and address the most pressing needs of our age. If you have any questions, or need additional information please contact me.

Respectfully,



Michael C. Pieper

**Michael C. Pieper**  
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## Education

### **M.S.E in School Business Management** *University of Wisconsin – Whitewater*

- Understanding the organization of educational institutions
- Expertise in managing institutional resources
- Advanced understanding of education, accounting, finance, information technology, property management, budget preparation, personnel management, public policy, risk management and community engagement

### **B.B.A. in General Management** *University of Wisconsin – Whitewater*

- Utilization of human and physical resources to attain organizational objectives
- Human resource management – salary administration, manpower planning, employee retention, employee development, interpersonal behavior, employee services, and labor relations
- Operations management – supervision, system design, resource management integration, quality control, scheduling, quantitative methods, purchasing, production, and inventory control
- Occupational/environmental safety management – employee behavior, work environment, and safety/health standards compliance
- Financial management – corporate finance, accounting, investments, financial markets, real estate, insurance, business law, and financial planning

## Work Experience

### **Associate Vice President for Facilities** *University of North Dakota, ND 2016 – present*

- Provide leadership in the areas of custodial, maintenance & operations, planning-design-construction, landscape, parking, transportation, sustainability, real estate, space management, public relations, political relations, and public-private partnerships (P3)
- Annually lead 350 employees and manage over \$400M in operations and capital renewal
- UND main campus is comprised of 521 acres and 190 buildings totaling 8.6M gross square feet
- UND academic colleges include Aerospace, Law, Engineering & Mines, Medicine & Health Sciences, Graduate Studies, Arts & Sciences, Business & Public Administration, Education & Human Development, and Nursing & Professional Disciplines
- Developed and implementing 2018 Master Facility plan which includes decommissioning over 100 buildings, 2.7M gross square feet and will eliminate \$546M of capital renewal needs
- Replaced existing coal fired central plant with a new plant utilizing a 35-year P3 agreement
- Developed Coulee to Columbia redevelopment initiative which includes smart-street reconstruction by the City of Grand Forks and \$300M in new P3 mix-use developments
- Work with the North Dakota Assembly on legislation involving new capital appropriations, capital match for gift funding, new capital bonding, exemptions for more operating flexibility, research funding, and higher education inclusion into State infrastructure revolving loan program
- Leading \$1B in active One UND strategic capital projects to improve space utilization and improve facility condition index (FCI) scores

- Developed P3 solution to update underclassman residence halls, operate buildings, and perform life-cycle capital renewal, eliminating 1M GSF and over \$225M in capital renewal
- Top 5 among flagship universities for carbon neutrality (November 2019 – Navigant Research)
- 2021 Historic Preservation awards for Carnegie Hall and Gershman Center
- APPA 2020 Sustainability Award

**Associate Vice President for Facilities** *Winona State University, MN 2014 – 2016*

- Provided leadership in the areas of custodial, maintenance, planning-design-construction, landscape, parking, transportation, sustainability, emergency management, security, and real-estate services
- Secured state appropriations for Education Village
- Developed 2016 Master Facility Plan, 2016 Master Athletic Plan and 2016 Master Arboretum Plan
- Reorganized Facility Services department and eliminated chronic hostile work environment complaints
- Secured donation of historic Laird-Norton building for public art gallery and graphic design academic space

**Vice President of Finance and Operations** *Western Technical College, WI 2008 – 2014*

- Member of the College’s Senior Leadership Team and served as the College’s Chief Financial Officer, Chief Operations Officer and Chief Facilities Officer
- Provided leadership in the areas of business, IT, facilities, human resources, grants, institutional research, sustainability, safety, security, and auxiliary services
- Increased general fund balance by 87% up to 37% of operating budget
- Secured higher bond rating three times to AA+
- Developed Vision 2020 Master Facility Plan and implemented first \$150M of the plan
- Developed P3s: Lunda Community & Corporate Training Center, Cashton Wind Farm, Angelo Hydro-Electric Dam, Trane HVAC Lab, and Kwik Trip Refrigeration Lab
- Secured interest free capital bonds: Disaster Area bonds, QECBs, and CREBs
- Successfully passed the largest tax-rate based capital referendum in WTCS history
- 2015 National Climate Leadership Award from Second Nature

**Global Solutions Account Executive** *Johnson Controls Inc., WI & MN 2005 – 2008*

- Achieved JCI’s Masters level performance standard as a global top 10% performer
- Facilitated long-range comprehensive data driven facility planning, financial planning, and community engagement for clients
- National speaker and founding member of JCI’s renewable energy team

**Chief Financial Officer** *PreK-12 Public School Districts, WI/MN 1994 – 2005*

- Responsible for business, operational, and support departments – 17,000 students, 2,500 employees, and \$300M budget
- Successfully lobbied Wisconsin and Minnesota lawmakers for new public funding
- Facilitated successful tax referendums, secured higher bond ratings (Rochester - AAA), increased general fund balances, negotiated labor contracts, and was a Malcolm Baldrige evaluator