

DATE: 12/19/2023

TO: Joy Benz, University of Wisconsin Madison

FROM: Michael Pieper, University of North Dakota

RE: Assistant Vice Chancellor of Physical Plan

Please accept this letter of application for the Assistant Vice Chancellor for Facilities. Over the last fifteen years I have worked in higher education senior leadership roles responsible for maintenance and operations, Planning-Design-Construction (PDC), custodial services, refuse/recycling, landscaping, pest control, snow removal, mail delivery pavement maintenance, moves, and motor pool.

I have experience collaborating within a shared governance model, reporting to executive leaders, serving on councils, presenting to executive boards, and working collaboratively with municipalities and neighborhood groups.

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 differences, contributions and focus on strengths to stimulate personal and group excellence. In addition, I am a data informed servant leader who is constantly scanning for solutions to help my departments become more effective and efficient.

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.

Recent work and recognition:

- Travel + Leisure recognized UND as the most beautiful campus in North Dakota
- UND is a sustainability leader, top five amongst flagship and land-grant universities for carbon neutrality (Navigant Research 2019)
- 2021 Historic Preservation awards for Gershman Graduate Center and Carnegie Hall
- APPA 2020 Sustainability award for innovation
- 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)

Personally, I welcome the opportunity to return to Wisconsin so that I can be closer to my friends and family commitments. In addition, it would be financially beneficial to participate in the Wisconsin Retirement System (WRS) again.

Professionally I want to continue to provide leadership and strategic vision for a public university, which is research-intensive (R1), with diverse colleges, and with NCAA Division 1 athletics. I am confident that I can be a collegial and productive member of the UW Madison community and assist in providing all with a high-quality campus experience. If you have any questions, or need additional information please contact me.

Respectfully,

A handwritten signature in blue ink that reads "Michael C. Pieper". The signature is written in a cursive, flowing style.

Michael C. Pieper

Michael C. Pieper



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, labor 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 capital project management, facilities operations and maintenance, energy management, sustainability, parking services, transportation services, space planning and management, real estate, civic and political relations, and public-private-partnerships (P3)
- Annually lead 350 employees and manage over \$300M in operations and capital renewal
- UND main campus is comprised of 521 acres, 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, 2.8M gross square feet and will eliminate \$552M 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) ratings

- Developed P3 solution to update undergraduate 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
- 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)

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
- Increased general fund balance by 87% up to 37% of operating budget
- Secured higher bond rating three times to AA+
- Developed and implemented Vision 2020 Master Facility 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 (top award)

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

- Achieved JCI master’s 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/Operations Officer *PreK-12 Public School Districts, WI & MN 1994 – 2005*

- Responsible for business, operational, and support departments – largest: Rochester Public Schools with 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