December 4, 2015

Hesham El-Rewini and Grant Shaft
Co-Chairs, Presidential Search Committee
University of North Dakota
Grand Forks, ND 58202

Dear Dr. El-Rewini and Mr. Shaft:

I would like to thank you and the members of the search committee for considering my application for the position of President at the University of North Dakota. It is clear that the university is at an exciting stage in its history, and I would be very interested in an opportunity to discuss leading such an institution. In recent years, I have heard much about the important role the university plays in supplying talented graduates to meet the workforce needs of the state and the surrounding region. The university’s focus on improving student accessibility, enhancing student preparedness, increasing and diversifying its research portfolio, and expanding partnerships in the community makes this position even more attractive to an individual with my background and experience.

The University of North Dakota is at a critical juncture. Like many universities, it is facing a changing funding landscape that will require its leadership to exercise more entrepreneurial thinking and action while maintaining academic excellence. Innovative education models must also be utilized to ignite new student learning pathways and enhance student readiness for the changing needs of the state’s workforce. At the same time, the institution must continue to leverage its assets for the benefit of the state’s economy. This must include ramping up the research enterprise to grow a valuable revenue stream, to capitalize on private-sector partnerships, and to address wide-ranging challenges and problems in the state and beyond.

Your next president must not only develop and implement a vision to meet these needs but also must be a dedicated ambassador for higher education and the State of North Dakota. The job will require skill in consensus building, advocacy, and collaboration with a variety of constituent groups, including the congressional delegation, state legislators, donors, alumni, and other external groups. Equally important, however, will be the president’s ability to unite and inspire the campus faculty, staff, and students to join in enhancing the programs, infrastructure, education, and research at the university. Your next president must have the ability to focus on all of these goals simultaneously, valuing each and advancing each. This requires a dynamic and flexible leader who can strategically develop plans and implement them, but not before gaining integral support from all parties involved.
Both of my former institutions also share some important characteristics with the University of North Dakota. They are both situated in an urban environment nestled in a rural setting and face many of the same issues and challenges, such as the meeting the diverse academic needs of all their students, creating a comprehensive experience for all members of the campus community, recruiting and retaining faculty and staff, and ensuring the university contributes to the economic, social, and cultural vitality of the region it serves. I have both led and supported efforts to address these types of issues as a member of the leadership teams at the University of Nevada, Las Vegas (UNLV) and Boise State University, and I would look forward to sharing some of the relevant lessons I’ve learned with the faculty and administration of the University of North Dakota.

I invite you to review my record at Boise State to observe my contributions in these areas. I have worked closely with state and federal officials and agencies as well as private-sector partners, donors, and the public to expand the reach of my institution and to build out initiatives designed to enhance education, research, and service. My team and I have helped build the economic development function at Boise State through workforce preparation programs, technology transfer initiatives, and research partnerships to enhance the economic vitality of the region. I am committed to transformational thought and action as I manage people and programs, and several of initiatives outlined in my curriculum vitae demonstrate my success in leading these efforts. Above all, I take as much pride in building my relationships with colleagues, faculty, staff, and university supporters as I do in my other accomplishments.

I believe my strengths as a candidate for President are best described by the following areas related to my professional academic experience and personal management style:

Organizational Leadership. Although the majority of my administrative experience in academia has been in the area of research administration, I have been asked quite often by my current President to lead academic initiatives. For example, I worked with the President and Provost to create a new College of Innovation and Design at Boise State, which offers academic programming focused on student preparedness and experiential learning. A number of the programs that currently populate the new college were actually created in my division. Two of these, Venture College and Vertically Integrated Programs, were developed to create real-world learning environments that provide students with valuable 21st century soft skills often sought by employers.

Strategic Planning and Assessment. Using a collegial leadership style, I have led strategic planning efforts at the department, division, and university levels. I have also developed innovative assessment plans for both academic programs and research administration activities. These efforts served to implement a consensus-based vision of growth and success. I have enjoyed working with university leaders to transform and advance the strategic goals of both UNLV and Boise State University.

Active Engagement with the Community. It is extremely important for a university to be seen as a viable and trusted partner in enhancing the quality of life in its surrounding community. I have established strong working relationships with key local business
entities and members of the state legislatures at both institutions to ensure that each university is seen as an economic asset to its state. In addition, I continue to be supportive of outreach activities that educate community leaders and the general public on the importance and value of education, workforce development, research, and creative activities.

**Philanthropy.** With the continuing decrease in state funding levels for higher education, cultivating donors to support key university initiatives has become increasingly important. This is especially true at universities where robust strategic planning is in place and a vision for future growth and improvement has been clearly identified. I have been privileged to be actively engaged in donor relations at my two former universities, where the possibilities for great leaps were within reach, provided we could find the needed support. In the process, I’ve gained a new appreciation of the power of personal relationships to elicit support that can transform our universities.

**Public Relations:** Informing and educating the general public and constituencies about a university’s achievements and activities are key to attracting top students and building support for programs. I have been involved in these efforts on many levels, from directing the development of various media platforms to sitting for interviews with local, regional, and national press to encouraging and supporting faculty and staff in telling their stories.

**Professional Service.** In order to optimize my effectiveness as a university administrator, I have continued to be active in my professional society and organizations related to university leadership. I have also served as a Program Evaluator for the Accreditation Board for Engineering and Technology, Inc. (ABET)/Applied Science Accreditation Commission (ASAC). This opportunity has allowed me to stay informed of evolving assessment strategies through an affiliation with a leading accrediting body.

As our economic priorities and workforce needs continue to evolve, so too must our universities if we are to meet the needs of our constituents and forge a path for future growth. University leadership that is nimble, visionary, knowledgeable, collaborative, and inclusive is critical to institutional success in this endeavor. I believe I have the appropriate academic and administrative experience to implement these types of initiatives at the University of North Dakota.

I have attached my curriculum vitae for your consideration. Thank you again for your consideration of my candidacy for the position of President at the University of North Dakota.

Sincerely,

Mark Rudin
Vice President for Research and Economic Development
Boise State University
CURRICULUM VITAE
Of
MARK J. RUDIN, PH.D.

OFFICE
1910 University Drive
Boise, ID 83725-1135

HOME
4275 N. 36th Street
Boise, ID 83703

EDUCATIONAL EXPERIENCE

1985 to 1989  Doctor of Philosophy, Medicinal Chemistry
              Concentration in Health Physics
              Purdue University, West Lafayette, Indiana

1983 to 1985  Master of Science, Health Physics
              Purdue University, West Lafayette, Indiana

1980 to 1983  Bachelor of General Health Science Degree
              Purdue University, West Lafayette, Indiana

EMPLOYMENT EXPERIENCE

Jan 2007 to Present  Vice President for Research and Economic Development, Division of
                     Research and Economic Development, Boise State University. Full professor
tenured in the Departments of Geosciences, Chemistry and Biochemistry, and
Environmental Health

Serve as a key member of the President’s leadership team in developing long-term
strategies and policies for the university, especially in the areas of research,
innovation, economic development, and educational initiatives. Lead and manage
a staff of 45 in the Offices of Sponsored Programs, Research Compliance,
Economic Development, and Technology Transfer. The directors of five
interdisciplinary research centers and institutes also report directly to the division.

Selected Noteworthy Accomplishments and Activities

• Total reported National Science Foundation research expenditures
  have increased by 130% between FY07 and FY14. Major federal
  funding sources include the U.S. Department of Energy, U.S.
Department of Education, U.S. Department of Defense, U.S. Department of the Interior, National Science Foundation (NSF), and National Institutes of Health (NIH).

- Serve as the university’s point-of-contact for state and local government and economic development agencies (e.g., Idaho Department of Commerce, Boise Metro Chamber of Commerce, Boise Valley Economic Partnership, Meridian Downtown Economic Development Partnership, Meridian Downtown Business Association, and SustainBlaine) and companies from the private sector interested in potential collaborative research and educational opportunities with Boise State faculty, staff, and students.

- Serve as a point-of-contact for a robust federal relations program and work directly with members of the Idaho delegation, their staffs, and the various federal and state agencies to develop and advance targeted education and research initiatives.

- Appointed by the Governor to serve on the Idaho Global Entrepreneurial Mission (IGEM) Council. The mission of the IGEM Council is to provide oversight of the state-wide IGEM Program that was created to establish new enterprises and high-paying knowledge-based economy jobs by increasing strategic areas of research and development through targeted partnerships among industry, higher education and government that leverage new and existing resources.

- Appointed by the Governor to serve on the Leadership in Nuclear Energy (LINE) Commission. The Commission is responsible for making recommendations to the Governor on policies and actions of the State of Idaho to support and enhance the long-term viability and mission relevance of the Idaho National Laboratory.

- Recently appointed by the Secretary of Energy to serve on the Nuclear Energy Advisory Committee (NEAC) in August, 2015. The Committee is responsible for providing expert advice to the U.S. Department of Energy on nuclear theft and terrorism, nuclear proliferation and measure to control it, the future of nuclear energy and its fuel cycle, and policies to promote innovation in energy technologies.

- Serve as a member of the Idaho Technology Council (ITC). The mission of the ITC is to become the premier member-driven technology association dedicated to fostering the growth of technology companies in the state of Idaho, primarily in the areas
of information technology, agriscience, and energy.

- Chair of the Idaho Higher Education Research Council (HERC). HERC is responsible for implementing and administering the State Board of Education’s revised Higher Education Research policy and grant programs, which are designed to stimulate competitive research at Idaho’s institutions. HERC has worked diligently to attract projects that serve to strengthen the research capabilities and contribute to the economic development of the state of Idaho.

- Serve as a member of the Center for Advanced Energy Studies (CAES) Steering Committee. CAES is a partnership between Boise State University, Idaho National Laboratory, Idaho State University, University of Idaho, and the University of Wyoming established to advance research and education opportunities in the area of nuclear energy and homeland security.

- Successfully launched the Venture College in Spring 2013, a skills-based program that will prepare students across all disciplines to launch their own enterprises of economic and social value. The intended short-term outcomes of this initiative are to: 1) encourage the formation of Idaho-based businesses by students and graduates, 2) prepare students to compete for funding resources post-graduation, 3) develop entrepreneurial and employable skills, and 4) engage the local business community in secondary entrepreneurial ventures.

- Negotiated a formal educational and research agreement between Gorongosa National Park in Mozambique, Africa, and Boise State University in September 2015. The agreement creates the foundation for student exchanges between universities in Mozambique and Boise State, and ensures the necessary infrastructure is in place to allow our faculty and students to conduct research in the park.

- Established an Office of Technology Transfer in FY09 to commercialize intellectual property developed at the university. All technology transfer metrics increased from FY09 to FY14, including the total number of invention disclosures, number of patents filed, and number of licenses executed.

- Co-founded the state-wide Idaho Technology Transfer Consortium to better facilitate coordination and cooperation among the three Idaho universities in the area of intellectual property management and commercialization.
• Established an Angel-in-Residence Program through which local and regional business leaders and entrepreneurs provide hands-on mentoring and coaching to faculty interested in creating a start-up company.

• Established an Office of Research Compliance in FY07, which is responsible for administering a number of compliance areas, including the protection of human subjects, animal safety, biosafety, and conflict of interest. I serve as Institutional Official for these compliance areas.

• Developed Boise State’s first research magazine, created an enhanced research website, and expanded media coverage of research activities at the university.

July 2003 to Dec 2006 Interim Vice President for Research and Graduate Dean, Division of Research and Graduate Studies, University of Nevada, Las Vegas; July 2006 to December 2006.

Senior Associate Vice President for Research Services, Division of Research and Graduate Studies, University of Nevada, Las Vegas; November 2005 to June 2006.

Associate Vice President for Research Services, Office of Research and Graduate Studies, University of Nevada, Las Vegas; July 2003 to October 2005.

Served as a key member of the President’s leadership team in developing long-term strategies and polices for the university, especially in the areas of research, graduate education, and economic development. Lead and managed staff in the Offices of Sponsored Programs, Research Compliance, Technology Transfer, and the Graduate College.

Selected Noteworthy Accomplishments and Activities

• Total research funding increased by 123% between FY03 and FY06. Major federal funding sources include the U.S. Department of Energy, U.S. Department of Education, U.S. Department of Defense, U.S. Department of the Interior, National Science Foundation, and National Institutes of Health.

• Served as the university’s point-of-contact for state and local government agencies, and companies from the private sector inquiring about potential collaborative research opportunities with UNLV faculty and staff. This effort netted the university more than $5.9 million in state funding and more than $1.6 million in private sector funds in FY 2005.
• Administered over $2.5 million of internal research grant awards (seed money) to faculty and students at the university through the following programs: New Investigator Awards (NIA); Stimulation, Implementation, Transition, and Enhancement (SITE) Awards; Undergraduate Research Awards (URA); and the Applied Research Initiative (ARI).

• Developed a new research communication plan, which included the creation of an Office of Research Communication. This office continues to promote the nature and scope of faculty and student scholarship/creative activities to the university’s constituencies as well as capturing the entrepreneurial spirit of UNLV. Communication initiatives included the creation of a new research magazine, an enhanced research website, expanded media coverage, and Annual Research and Economic Development Reports.

• Provided leadership in enhancing the activities of the Office of Technology Transfer, resulting in improved policies and procedures, enhanced intellectual property management and patent development, and increased faculty participation.

• Provided oversight and programming of a new $100 million Science and Engineering Building specifically dedicated to research and economic development (opened in Spring 2008).

Aug. 1993 to June 2003  Department Chair, Department of Health Physics, College of Health Sciences, University of Nevada, Las Vegas.

The department houses a doctorate in radiochemistry (jointly administered with the Department of Chemistry), a master’s degree program in health physics, baccalaureate degree programs in health physics, nuclear medicine, and comprehensive medical imaging, and a certificate program in radiography.

Selected Noteworthy Accomplishments and Activities

• Utilized support from community-based advisory boards to completely revise the B.S. in Health Physics Program in 1993 and B.S. in Nuclear Medicine Program in 1996, and to establish a B.S. in Comprehensive Medical Imaging and M.S. in Health Physics programs in 1996.

• Coordinated the efforts of faculty from the Departments of Health Physics and Chemistry, staff from the Harry Reid Center for Environmental Studies, and the newly established national
radiochemistry advisory board to develop the recently approved Ph.D. in Radiochemistry Program.

- Provided oversight on successful health physics (M.S.) and nuclear medicine accreditation visits within the department.
- Taught graduate and undergraduate courses in the areas of physics of ionizing radiation, radiation detection, and radiation biology.
- Served as a committee member on over 60 dissertation, thesis, professional paper/project student committees.
- Provided direct laboratory research supervision to six undergraduate students.
- Managed a radioanalytical service laboratory capable of quantifying the levels of radionuclides in a variety of environmental and biological matrices. The laboratory was set up as a cost center which allowed the department to charge fees for these services.

**June 1992 to June 1993**


Provided technical and administrative assistance to the Director of EM's Office of Research and Development. Responsibilities included office management and evaluation of technologies to characterize, treat, and dispose of Office of Waste Management (EM-30) mixed waste streams.

**Aug. 1989 to Aug. 1993**


Identified and evaluated systems for the cradle-to-grave remediation of Transuranic-Contaminated Waste Pits and Trenches located at the INEL. The evaluation of remediation systems was based upon the Comprehensive Environmental Response, Compensation and Liability Act of 1980 balancing criteria. Technology gaps identified by the project directed DOE resources for research and development and demonstration of technologies for remediating DOE buried wastes.

**Aug. 1990 to May 1992**

**Instructor**, Department of Health Physics, Idaho State University; Pocatello, Idaho.

Taught and developed the curriculum for two courses – environmental health
physics and radiation instrumentation. Guest lecturer in Fall/Spring 1992.

**REFEREED PUBLICATIONS**


Rudin, M.J. and Johnson, W.H. The influence of flood source placement on radiation


**TECHNICAL REPORTS**


**BOOK CHAPTERS**

GRANT FUNDING RECEIVED

Rudin, M.J., Research Infrastructure Upgrade, National Science Foundation, $1,870,343, 2010.


Rudin, M.J. Monitor and assess water quality; characterize existing conditions and identify numerical criteria to protect existing water quality in Lake Mead National Recreation Area, National Park Service, $26,450, 2001.


Rudin, M.J. Development of a research vessel, UNLV SITE Grant, $2,500, 2000.


Johnson, W.H. and Rudin, M.J., Environmental radiation monitoring experiments for radiation detection laboratories, National Science Foundation (NSF), $31,265 (with $31,265 match from University), 1996.


SELECTED PROFESSIONAL PAPERS PRESENTED


Pitanzo, B.J., Amy, P.S., and Rudin, M.J. Effect of Gamma Radiation on Indigenous Microbes at Yucca Mountain. 96th General Meeting of the American Society for
Microbiology in New Orleans, LA. May 19-23, 1996.


SELECTED PROFESSIONAL SERVICE ACTIVITIES

Associate Editor, Health Physics Journal, Spring 1996 – Present
National Health Physics Society Government Relations Committee, Fall 2014 – Present
National Health Physics Society Academic Education Committee, Chair, Summer 2003-2006
President Elect, President, and Past President of the Lake Mead Chapter of the Health Physics Society, Spring 1995 – Spring 1998
Served as a reviewer of manuscripts for Waste Management (peer-reviewed journal)
Office of Civilian Radioactive Waste Management Historically Black College and Universities Graduate Fellowship and Undergraduate Scholarship Review Team, Member, Fall 1995 – Fall 2007
ABET/ASAC Team Chair and Program Evaluator, Fall 2005 – Spring 2012