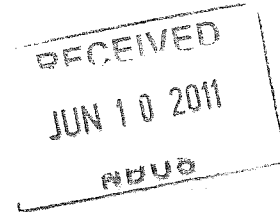


June 7, 2011

Dr. Richard McCallum  
President  
Dickinson State University  
291 Campus Dr  
Dickinson, ND 58601-4896



Dear President McCallum:

As determined by State Board of Higher Education Policy 604.1 I am submitting to you the annual assessment of your performance goals for the year July 1, 2010-June 30, 2011.

Additional documentation that you have provided, at my request, dated May 30, 2011 is support information utilized in this assessment as well.

#### INSTITUTIONAL AGENDA

The established goals and recorded outcomes you set for Dickinson State University have been aligned with the SBHE's Strategic Plan. I note progression in dealing with a number of initiatives and issues that have strengthened the health and standing of the university. Notably, I mention the following: Future Focus Five-Year Plan, Strategic Enrollment Plan, Faculty Sick Leave Plan, Code of Conduct, Tobacco Free Policy, alcohol policies at the Badlands Activity Center and NACATE re-accreditation. A number of these issues have been pending for some period of time. As chancellor, along with the SBHE, there was an expectation that they be dealt with accordingly. I note that such issues bring debate, controversy and disagreement on and off campus. Your presidency has had to bear the implications of the decisions made and resulting environment with those who may agree or disagree with resulting actions. Such is the course that leadership travels. Your challenge will be to maintain and strengthen the primary focus and fiber of the institution bringing with you the total community of Dickinson State University and its position within the North Dakota University System.

#### ACADEMIC LEADERSHIP

I attribute your leadership and persistence in successfully gaining graduate course offerings approval by the SBHE. As you record your objectives and outcomes to increase academic programming and delivery, I note continued progress. Program outreach through the Bismarck Center and collaboration with NDUS colleges and universities has been very successful and I commend you in these efforts. Diversity of the student body has been a concerted effort on your part. DSU earning NACATE re-accreditation, accreditation for the environmental health program and business department program is duly recognized as a positive accomplishment.

Dr. Richard McCallum Letter

June 7, 2011

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Comments I have made on a number of occasions at the time of our cabinet meetings have focused on the fact that we cannot lose sight of maintaining and improving upon quality of education versus that of being enrollment driven. Such may be the case, when an increasingly large segment of the student population are those designated as international students. Questions that lead to quality of student services, classroom learning environment, resident life for all students and appropriate resource availability all impact the strategic direction for the campus and the ultimate impact upon all students. I ask that careful evaluation be made in this area.

#### GENERAL MANAGEMENT AND PLANNING

Your assessment and follow-up letter cite initiatives and the approaches that have been taken or are being taken to put into action expected outcomes. Your leadership portrays one of inclusiveness and a participatory approach. Such leadership style brings both success and at times failure in meeting objectives. In light of the number of issues you have dealt with this past year and prior with resulting disfavor from some, it is critically important that meeting success should bring applause; failure may also require the good judgment of applause as well if so warranted. Your verbal and non-verbal communication with employees is critically important. Perception on the conduct of communication becomes reality in the minds of employees.

Your attention to the university's infrastructure, plant management and institutional planning continue to be of high priority. This is attributable to your leadership and a team dedicated to this objective for years.

The state of the campus housing and enrollment should be a priority issue calling for a plan of resolution.

#### FISCAL MANAGEMENT AND BUDGETING

Fiscal management and budgeting are strengths at your institution due in large part to a very capable staff. Recognition is given to the fact that your campus has met compliance of implementing the Code of Conduct and certification as well as fraud awareness training. The strength of the institution in part relies upon a strong fiscal policy and financial standing. Your resource is that you have very capable people at the helm to advise accordingly.

#### FUND RAISING

Your citing of success in attaining a number of revenue streams namely grant awards is so recognized. You have briefed me on numerous occasions of the strained relationship with the Foundation and Alumni Board. I note that your situation, in some respects, is shared by presidents at other institutions both in and out of state. I appreciate your accounting of the circumstances and Dickinson State. The necessity to acquire and build upon alternate sources of revenue is essential. Fund raising success along with a strong working relationship is essential. Continued efforts need to be made by both the Foundation and the University in resolving outstanding issues. I ask for continued discussion between myself and you in this regard.

#### INTERNAL RELATIONSHIPS

I note a positive working-effective relationship with the SBHE, Chancellor and your executive team. You have communicated with me effectively and in a timely fashion regarding personnel and university

matters. Noted is a degree of discord within the campus proper. A significant contributing factor to the unrest by some can be attributed to the number of issues that have and needed to be dealt with. I alluded to this earlier. I recommend that careful evaluation be made of your assessment of issues dealt with, personal communication style and a priority be placed upon continued development of positive personnel relations. I note you have made efforts in this regard as so noted in your assessment. May I also suggest building upon mentorship with a president of your choice or maybe several? This may be very helpful as issues and outcome are approached.

EXTERNAL RELATIONSHIPS

I have received very positive feedback relative to external relationships throughout the Dickinson State University community. In the conduct of this assessment this feedback was primarily at my initiation.

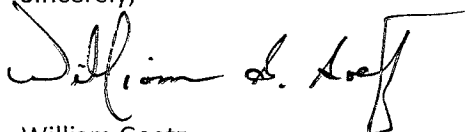
OTHER PERSPECTIVES

Attention is made relative to the issue of enrollment reporting. I recognize your response in this regard; however work with the System Office remains in resolving issues of reporting and definitions. I am pleased of your response to the Quality Assurance Report. Dealing with the issues pronounced in the report directly is the appropriate action to take on behalf of the university.

The Risk Assessment report will be reviewed as process calls for. We surely will have many discussions in that regard in the months ahead as will be true of all campuses.

I appreciate the work conducted by you and your staff the duration of the legislative session.

Sincerely,

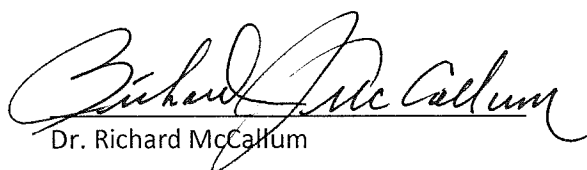


William Goetz  
Chancellor

Attachments

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Dr. Richard McCallum's Comments:



Dr. Richard McCallum

6-08-2011  
Date