

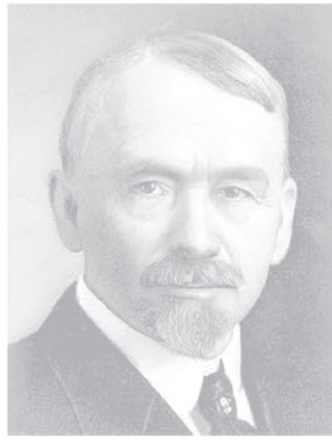


The Inauguration of

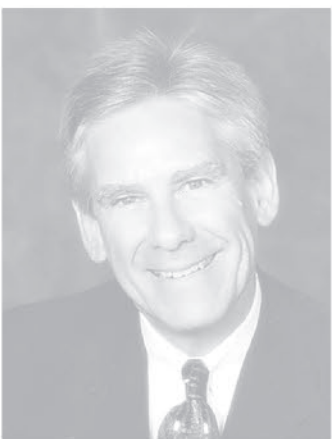
Andrew P. Armacost

*as the Thirteenth President of
the University of North Dakota*

OCTOBER 5, 2020



The Inauguration of
Andrew P. Armacost
as the Thirteenth President of the University



The Installation Ceremony

2 P.M. MONDAY, OCTOBER 5, 2020
CHESTER FRITZ AUDITORIUM

PRESIDING

Meloney Linder
Vice President for Marketing & Communications

PRESIDENTIAL REFLECTIONS VIDEO

GREETINGS

From the State: Governor Doug Burgum
From the City: Brandon Bochenski, Mayor, Grand Forks
From the Alumni: Howard Dahl, Alumnus
From the Faculty: Elizabeth Legerski, Chair, University Senate
From the Students: Matthew Ternus, President, Student Government
From the Staff: Megan Wasylow, President, Staff Senate
From the Tribal Colleges: Cynthia Lindquist, President, Cankdeska Cikana Community College
From the North Dakota University System: Mark Hagerott, Chancellor

INVESTITURE AND PRESENTATION OF THE CHAIN OF OFFICE

Casey Ryan
Vice Chair, State Board of Higher Education
Mark Hagerott
Chancellor, North Dakota University System

INTRODUCTION OF THE PRESIDENT

Denny Elbert
Co-Chair, Presidential Search Committee

INAUGURAL ADDRESS

President Andrew P. Armacost

ALMA MATER

CLOSING VIDEO

Andrew P. Armacost is being inaugurated as UND's thirteenth president in a private ceremony because of COVID-19 pandemic safety restrictions. A recording of the live streamed ceremony is available at [UND.edu/president](https://www.und.edu/president).

Andrew and Kathleen Armacost

Andrew P. Armacost was chosen by the State Board of Higher Education to serve as the University of North Dakota's 13th president on December 3, 2019. He succeeds **Mark Kennedy and Dr. Joshua Wynne, Vice President for Health Affairs and Dean of the School of Medicine & Health Sciences at UND**, who served as interim president after Kennedy's departure.

A native of Glendale, Wisconsin, in suburban Milwaukee, Armacost officially began his tenure as UND President on June 1, 2020.

Armacost came to UND after completing his service as the Dean of the Faculty at the U.S. Air Force Academy. **With more than 30 years on active duty and 20 years at the Academy**, Armacost served in the rank of Brigadier General as the **chief academic officer for the nationally ranked and top-funded undergraduate research institution**. Over the years, Armacost has been a champion of shared governance, academic freedom, inclusion, student growth, and applied learning and research.

Prior to that role, Armacost served as the head of the Air Force Academy's AACSB-accredited business management program, leading 40 faculty members and the Academy's largest academic major. As a faculty member, he attained the academic rank of Professor, while sustaining a particular focus on developing and delivering applied learning opportunities for his students. His additional service to the Air Force included assignments as the Chief Analyst at Air Force Space Command and as a program manager for systems supporting the intelligence community and the **White House**.

He has been widely recognized for his disciplinary expertise, academic leadership, and commitment to interdisciplinary learning. His lifetime of work, as both scholar and leader, has earned him recognition as a Fellow of the Institution for Operations Research and the Management Sciences and lifetime achievement awards from both the Air Force and the Military Operations Research Society. In addition, he has received numerous teaching, research, and curriculum design awards at the institutional, national, and international levels.

Armacost has been an active member of state and local **non-profit boards, including an inaugural member of the Colorado Innovation Network**, and a founding advisor to the QUAD Initiative, a collaboration between local colleges to craft innovative solutions for community organizations in Colorado Springs, Colorado. He was similarly active in support of academic bodies, including service on the Board of Directors of the Military Operations Research Society and key editorial roles for professional journals.

As a former student-athlete and campus leader at Northwestern University, Armacost is a strong proponent of providing curricular and extra-curricular opportunities that promote growth and development in all students and the opportunity to leverage education for a better society. His degrees include a Bachelor of Science in Industrial Engineering from Northwestern, and a Master of Science and Ph.D. in Operations Research from the Massachusetts Institute of Technology.

A graduate of Old Dominion University with a B.A. in Speech Communications, First Lady Kathleen Armacost has always been a great partner in building a sense of community, wherever the Armacosts have lived, to include the Air Force Academy in the City of Colorado Springs. Her volunteer service has included work on the board of directors for the Pikes Peak Performance Company and **significant committee work in strategic planning for local school districts**. She brings that same strong sense of service and selflessness to UND and the City of Grand Forks.

The Armacosts are the proud parents of Ava, a 2018 graduate of Northwestern University (Cognitive Science), and Audrey, a 2020 graduate of the University of Oklahoma (Drama).



State Board of Higher Education

Nick Hacker (Chair)
Bismarck

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Minot

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Faculty Advisor
University of North Dakota

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Grand Forks

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Mark Hagerott
Chancellor
North Dakota University System

Jill Louters
New Rockford

Presidential Search Committee

Denny Elbert
Committee Co-Chair
Dean Emeritus, College of Business &
Public Administration

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UND Alumnus

Terry Meyer
Administrative Support Manager,
North Dakota University System

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Sociology

Howard Dahl
UND Alumnus

Kellie Hall
UND Alumnus and Interim President,
Turtle Mountain Community College

Paul Todhunter
UND University Senate President
and Professor, Geography

Whitney Maine
UND Staff Senate President

DeAnna Carlson Zink
Chief Executive Officer, UND Alumni
Association & Foundation

Academic Pageantry

The pageantry of American colleges and universities, including such ceremonies as commencement and the formal installation of new presidents, has been inherited from the medieval universities of the 11th and 12th centuries. Academic life as it is known today **began in the Middle Ages, first in the church and then in the guilds.** The teaching guild was the Guild of the Master of Arts, in which the Bachelor was the apprentice of the Master and the dress was the outward sign of privilege and responsibility.

The ceremony you will witness today will be less formal than would have been the case even two decades ago. Still, many traditions have been continued. To maintain continuity with the

past, University of North Dakota faculty in the processional, as well as **delegates from other institutions and the stage officials, will wear academic dress.**

Principal features of academic garb are the gown, cap and hood. Early it became necessary for universities to set rules to preserve the dignity and meaning of academic dress. Both Cambridge and Oxford since the 15th century have made academic dress a matter of university control even to its minor details, and have repeatedly published revised regulations. American universities agreed on a **definite system in 1895.**

Academic Dress

THE GOWN. The flowing gown comes from the 12th century. While it originally may have been worn as protection from the chill of unheated buildings, today it symbolizes the democracy of scholarship, covering any trappings of rank or social standing underneath. At UND it is black for all degrees, with pointed sleeves for the bachelor's degree recipient, long closed sleeves with a slit at the arm or wrist for the master's degree, or full bell double sleeves for the doctoral degree. Bachelor's and master's degree gowns have no trimming. The doctoral degree gown is faced down the front with velvet and has three velvet bars across the sleeves in the color distinctive of the faculty or discipline to which the degree pertains.

THE CAP. Under Roman law, a slave who had been set free received the privilege of wearing a cap. The academic cap is a sign of freedom of scholarship, and of the responsibility and dignity with which scholarship endows the wearer. Ancient poetry records the cap of scholarship as square to symbolize the book. The color of the tassel denotes the discipline. For UND commencements,

the tassel colors for academic divisions are: white, College of Arts and Sciences; drab (subdued orange), College of Business and Public Administration; black and white, John D. Odegard School of Aerospace Sciences; blue and white, College of Education and Human Development; orange, College of Engineering and Mines; purple, School of Law; green, School of Medicine and Health Sciences; apricot, College of Nursing and Professional Studies; black, School of Graduate Studies.

THE HOOD. The hood is trimmed with one or more chevrons of a secondary color on the ground of the primary color of the college. The color of the facing of the hood denotes the discipline represented by the degree; the color of the lining designates the **university or college that granted the degree.** The official colors of the University of North Dakota, selected by the student body for the **institution's first commencement in 1889, are the pink and green of the prairie rose.**

Ceremonial Objects

THE MACE. The mace was initially modeled after a 12th century implement of war. In earlier days, the mace, or heavy staff, was borne by or carried before a magistrate or other dignitary as an ensign of authority. A mace is placed as the symbol of royal authority on the treasury table in the British House of Commons at the opening of each session and is removed at its close. In the **U.S. House of Representatives, it is a rather plain staff mounted in a marble pedestal at the right hand of the Speaker.** The mace of the University of North Dakota symbolizes authority to carry out its mission, especially the granting of degrees. Made from the oak of the **University's first building, "Old Main," the mace is carried by a marshal during academic processions and is placed at a prominent spot on the stage during commencement.**

THE MEDALLION. A medallion or seal of office worn by the head of an educational institution is a practice that also dates to the Middle Ages. In those times, a seal was used to mark documents as official. Possession of the seal was so important that it was usually worn around the neck for safekeeping. The wearing of the seal

eventually became a symbol of authority. One side of the medallion worn by the president bears an engraving of the University's official seal and the names of all former presidents are included on the chain of office.

THE CHARTER. The University of North Dakota was founded six years before North Dakota became a state. The original, handwritten charter, enacted in 1883 by the Dakota Territorial Assembly, is preserved in UND's archives. One facsimile is displayed in the **President's Office and another is used at commencements and other special occasions.**

THE UNIVERSITY FLAG. The University flag features the UND logo set on a white background. The flag is used at ceremonial events and is carried by the honorary faculty flag marshal to lead the commencement procession. The flag is displayed on the stage during the commencement ceremony and other events along with the mace and charter.

UND's First Presidential Inauguration

In 1909, Frank LeRond McVey became UND's fourth president at a time of transition for the institution. Physically impressive — over six feet tall — and younger-looking than his 39 years, McVey conveyed an air of vitality and self-confidence. He was a polished speaker and accomplished scholar, and exhibited a flair for administration. His inauguration symbolized in many respects a turning point for the University. In his history of UND, University of the Northern Plains, author Louis Geiger described the event:

“It was to call attention to what had been accomplished as well as to emphasize the University's place in the world of learning and its respect for the standards of that world that McVey's inaugural, September 26-29, 1910, was celebrated with elaborate ceremonies. This was North Dakota's first experience with academic pomp in the grand manner; the first faculty procession in cap and gown had been held only the spring before at commencement. Opened on the evening of the twenty-seventh by Professor Hult's lecture at the Baptist church on 'The Purpose and Meaning of Inauguration Week,' the event drew together the largest collection of notables ever to assemble at the University: the presidents of all the state colleges and of fourteen colleges and universities outside the state, the governor and his staff, all the members of the state supreme court, representatives of all the major branches of the state government, James J. Hill of the Great Northern railroad, and Howard Elliott, president of the Northern Pacific. Assemblies, a round of dinners, and the formal dedication of the Teachers College building filled the next day and a half. On the



Frank LeRond McVey

afternoon of the twenty-ninth the academic procession proceeded from building to building on the campus before assembling in the gymnasium for the final presentation of the president.”

In the somewhat embellished style of the time, the 1912 edition of the *Dacotah Annual* reported:

“The event itself, the formal beginning of a new relationship, marks the dawn of a new University era, and signifying, as it does, progress in education in the state, signifies also the general progress of North Dakota. The recognition of the University by prominent men and institutions is significant of the place attained by the school, and of the rank of our new president among men of thought and action.

“But the thought which gives great joy to those who have labored long for the University, and have grown to love it, is that it is attaining now its majority, is passing from childhood to youth. In ancient Greece when a young man came of age, the occasion was attended with elaborate ceremonial. A feast was made, and all members of his phratry [a social division of the Greek tribe] came to be presented to the new member of the family clan. And just so has the University been received into the fraternity of great educational institutions of the world.”

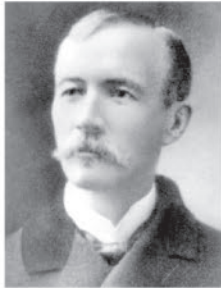
A presidential inauguration ceremony on this scale would not be seen again at UND until the installation of George W. Starcher on April 20, 1955.

The Presidents

Before Andrew P. Armacost assumed his duties on June 1, 2020, 16 individuals had directed the affairs of the University of North Dakota over its 137-year history, including 12 who held full appointments as president and four who served in an interim capacity.



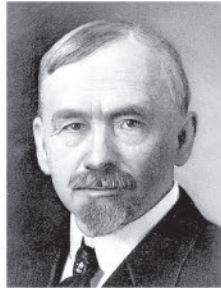
William M. Blackburn
1884 — 1885
*Academic Specialty: Mental,
Moral and Political Science*



Henry Montgomery
1885 — 1887 (Acting)
*Academic Specialty:
Natural Sciences*



Homer B. Sprague
1887 — 1891
*Academic Specialty: Rhetoric
and English Literature*



Webster Merrifield
1891 — 1909
*Academic Specialty: Greek,
Political and Social Science*



Frank L. McVey
1909 — 1917
*Academic Specialty:
Economics*



Earle J. Babcock
1917 — 1918 (Interim)
*Academic Specialty:
Geology and Chemistry*



Thomas F. Kane
1918 — 1933
Academic Specialty: Classics



John C. West
1933 — 1954
*Academic Specialty:
Education*



George W. Starcher
1954 — 1971
*Academic Specialty:
Mathematics*



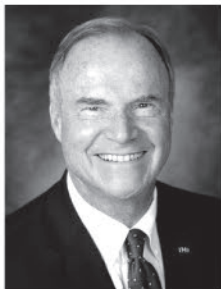
Thomas J. Clifford
1971 — 1992
*Academic Specialty:
Business, Accounting, and Law*



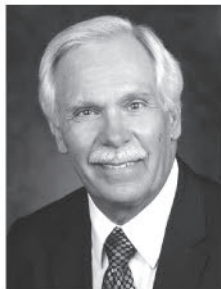
Kendall L. Baker
1992 — 1999
*Academic Specialty:
Political Science*



Charles E. Kupchella
1999 — 2008
*Academic Specialty: Biology,
Physiology, and Microbiology*



Robert O. Kelley
2008 — 2016
*Academic Specialty: Cell
and Developmental Biology;
Anatomy*



Edward T. Schafer
2016 (Interim)
*Academic Specialty:
Business Administration*



Mark R. Kennedy
2016 — 2019
*Academic Specialty:
Business Administration*



Joshua Wynne
2019 — 2020 (Interim)
*Academic Specialty:
Medicine, Public Health,
Business Administration*





The Medallion

A medallion or seal of office worn by the head of an educational institution is a practice that dates back to the Middle Ages. In those times, a seal was used to mark documents as official. Possession of the seal was so important that it was usually worn around the neck for safekeeping. The wearing of the seal eventually became a symbol of authority. One side of the medallion worn by the President bears an engraving of the official seal of the University of North Dakota. The names of all former fully appointed UND Presidents are included on the chain of office.

A large, intricate metal sculpture of a globe, composed of a complex network of dark metal bars. The sculpture features silhouettes of various human figures engaged in different activities, such as walking, carrying items, and working. In the center of the globe, a bright, glowing torch with yellow and orange flames is mounted. The entire sculpture is set against a clear, deep blue sky. The text 'UNIVERSITY OF NORTH DAKOTA' is overlaid in white, with the 'UN' logo on the left.

UNIVERSITY OF
UN NORTH DAKOTA