



CENTRAL
MICHIGAN UNIVERSITY

Presidential Assessment Committee Report

February 2022

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Letter from Richard K. Studley, chair

Every three years, the Board of Trustees conducts a comprehensive review of the performance of the university president. As part of our effort to fulfill this responsibility, the Board of Trustees' Presidential Assessment Committee — which includes Trustee Oliver, Trustee Wardrop, and me — conducted a comprehensive and inclusive university-wide survey of the president's performance.

In November, a group of more than 200 university stakeholders with experience working with the president were invited to participate in the survey. These individuals were not hand-selected by the board nor the assessment committee; rather, they were chosen based on their membership or participation in groups asked to provide input in the development of the presidential profile used in the 2018 search. To ensure we included the perspectives of a wide range of stakeholders, this group included students, faculty, staff, alumni, local and state leaders, and community members. And, finally, we also sent the survey invitation to 50 randomly selected students, faculty, staff and alumni, and to 13 individuals who served on the 2018 presidential search committee.

Survey invitations were sent to 387 university stakeholders, and 49.9 percent (193) individuals responded, and the full board received an update on the survey results in December.

Today, I am pleased to share those results and our board action regarding the president's performance evaluation with the university community.

First, I want to clearly state that the overall results of the survey were very positive. Survey respondents rated Dr. Davies very highly in key areas including his:

- Commitment to CMU's mission, vision and values.
- Work to foster and strengthen a vibrant, diverse community at CMU.
- Respect for and appreciation of input from CMU's many stakeholders.
- Active, influential advocacy for our university within our state and region.
- Focus on student-centered operations and emphasis on student success.

One area of concern, as acknowledged by Dr. Davies, is enrollment. Enrollment continues to be a major priority for the board. This is highlighted later in this letter with the board's and Dr. Davies' mutually agreed upon four key priorities for 2022-23.

At the close of today's meeting, we will make a copy of the Presidential Assessment Committee Report available to the university community on the CMU Board of Trustees webpage. Please note that the data has been de-identified to protect the privacy of the survey respondents.

In addition to the survey results, we also considered the president's progress toward leadership goals and performance metrics established by the Board, both at the time of his hiring and over the course of his tenure.

And finally, as part of our decision-making process, we reviewed presidential compensation among Michigan's public universities, institutions in the Mid-American Conference and CMU's group of peer institutions. In each case, Dr. Davies's salary was among the lowest — if not **the** lowest — in all of these groups. We are also mindful that Dr. Davies' base salary has not been increased since he became president in September 2018. As we consider the increasing competition for top executives in the higher education marketplace, we understand that we must work hard to retain the outstanding talent we have in place here at CMU.

After much consideration and deliberation, the trustees have unanimously decided to increase Dr. Davies' base salary to \$450,000 to bring him closer to the average salary with other university leaders within CMU's peer group and the MAC.

We also are providing Dr. Davies an opportunity to earn annual performance incentives based on progress toward established goals. In 2022-23, these goals cover four key priorities:

- Growing enrollment;
- Diversity, equity and inclusion;
- The search for CMU's next provost; and
- University advancement.

I want to emphasize that these changes in compensation are based on our appreciation for the exemplary service, passion, commitment and leadership Dr. Davies has demonstrated at CMU since his arrival in 2018.

He has fully embraced and embodied our goals of rigor, relevance and excellence. This is evident in his establishment of the Strategic Envisioning Process and his work with leaders across campus to increase quality in the overall student experience. He has led significant efforts to raise the reputation of the university and to strengthen and clarify our position in the marketplace. You can see this reflected in the university's new "We do" brand, as well as in our aggressive outreach and student recruitment efforts.

Throughout the ongoing global pandemic, President Davies demonstrated courageous and compassionate leadership in the face of tremendous challenges. My colleagues on the board and I have been impressed by his thoughtful, collaborative approach to making difficult decisions and guiding the university forward — a theme we saw reflected often in the survey results.

Make no mistake — there are more challenges coming. The next few years will be difficult for colleges and universities nationwide, and for CMU. We need a leader with a proven track record of strategic, innovative leadership in tough times — and we are fortunate to have that leader here with us now.

Dr. Davies, you have our thanks for all you have done and continue to do for CMU.

Presidential Profile 2018

THE OPPORTUNITY

The Board of Trustees of Central Michigan University (“CMU”) invites nominations and applications for the position of President. The successful candidate will succeed Dr. George E. Ross, who will be stepping down from the presidency in July 2018 after serving the university with distinction since his appointment as President in 2010.

Central Michigan University is a nationally ranked research university that fosters the transformative power of advanced learning while embracing a sense of community among its students, faculty, staff and more than 225,000 alumni around the world. From its roots as a teachers' college, CMU has grown to offer nationally acclaimed programs in areas ranging from the health professions and engineering, to business and communications, and science and technology.

CMU’s student and faculty researchers help preserve the earth's resources, discover new ways to treat diseases, advance innovative ways to improve teaching and learning methods, and much more. Its alumni are doctors, physical therapists and physician assistants. They are CEOs, lawyers and policymakers. They are top broadcasters and journalists, fashion designers and teachers.

Established in 1892, CMU has more than 18,000 students on its Mount Pleasant campus and 9,000 enrolled online and at more than 30 locations across North America. Among just five percent of U.S. universities in the highest two Carnegie research classifications, CMU offers more than 300 academic programs at the undergraduate, master's, specialist and doctoral levels. In addition, CMU has established the nation's 137th College of Medicine to address a growing shortage of primary care physicians in Michigan. The inaugural class of students graduated in May 2017.

The President will express a passion for the mission of public higher education and will champion the “value proposition” that this education provides to students and their careers. The President will serve as a persuasive advocate for the university at the local, state and national levels, and lead efforts to raise untapped resources from the university’s varied and growing constituents.

CMU’s next President will have the opportunity to lead a special and vibrant university toward future successes and will be presented with the opportunity to achieve the following professional and personal accomplishments:

- ✓ Lead an institution with financial stability and positive momentum into its next chapters of success;
- ✓ Serve as a passionate advocate of that mission to enhance the university’s resources, reputation, and quality;
- ✓ Personally oversee the implementation of a thoughtful and comprehensive strategic plan that will further build the university’s mission, relevance and resources;
- ✓ Partner with a cohesive and collaborative senior leadership team and a dedicated and energetic corps of faculty and staff and engaged student body;
- ✓ Work closely with a Board of Trustees fully committed to the success of the university and its President;

- ✓ Be an active and influential leader within central Michigan and across the state, and meaningfully impact the quality of life of the region, the State of Michigan, and the nation.

For information regarding how to make a nomination or express personal interest in this position, please see the section entitled “Procedure for Candidacy”.

THE ROLE OF THE PRESIDENT

The next President of Central Michigan University must be an engaged, inspiring leader with a demonstrated commitment to CMU’s heritage, mission, and core values. The President must advance those values by building on the university’s traditions and strengths, valuing and respecting input from its constituencies, and exercising superb management and decision-making skills. The President must communicate effectively with both internal and external constituencies, articulating clearly and passionately CMU’s mission and strategic aspirations. The President must work effectively with the Chair and Trustees of CMU’s Board in pursuit of the strategic initiatives that will further strengthen the university and the community.

The President must embrace the faculty’s commitment to excellence in teaching, underscored by quality scholarship and research, and understand the connections between the two. The President must strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, elected officials and others closely associated with the university. Finally, the President must lead by modeling character, passion, integrity, and the pursuit of knowledge.

The President’s principal duties are to:

- Articulate the mission and core values of Central Michigan University;
- Ensure that the university pursues and achieves excellence in its academic endeavors, including but not limited to quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty, and the achievement and success of its students;
- Work closely and collaboratively with the leadership and governance units of CMU, regularly reviewing and refining CMU’s strategies for continued success;
- Appoint such executive officers and administrative leaders as deemed necessary;
- Personally interact with local, regional, state and federal elected officials and the Saginaw Chippewa Tribal government to further their appreciation for the mutual value provided to the citizens of Mt. Pleasant, its surrounding region, the State of Michigan, and the nation;
- Encourage alumni engagement in the university and its activities;
- Lead aggressive efforts to raise funds from individual donors, private and non-profit sources, government grants, corporations, and foundations. The President’s principal role in this regard is to ensure that donors recognize the significance of their potential gifts and how those gifts will help the university accomplish its goals.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Beyond the management of a complex academic enterprise, the next President of Central Michigan University will be encouraged to place a particular emphasis on several strategic imperatives that will continue to strengthen the university and add value to its students, faculty, staff and community.

1. Operationalize an updated strategic plan that defines and articulates a long-term vision.

CMU recently completed a comprehensive and inclusive effort to update a strategic plan that defines what the next chapters of CMU's success will look like. "Achieving Excellence: CMU's Strategic Plan 2017-2022" is centered on key institutional imperatives: nurturing student success; fostering scholarly activity; and strengthening partnerships in Michigan and beyond. The process of building this plan produced a shared sense of excitement about CMU's potential, and faculty, staff, students, trustees, alumni, and community members are eager to be engaged in implementing a road map to future success.

CMU's next President will have the opportunity to bring this plan to life and use this firm foundation as a platform to further advance the university's reputation, relationships and resources. The President will capitalize on the enthusiasm and commitment demonstrated by the university's constituents during the planning process to develop and execute specific steps designed to move this plan forward.

A companion and supportive initiative to the strategic plan is an academic organizational review, which realigns instructional units, programs and support services, restructures Academic Affairs, and further enhances the university's budget model. Decisions from this review will be completed prior to the President's arrival but will require top level oversight to implement and maximize its impact.

2. Define and communicate a more distinctive identity for Central Michigan University.

Over recent years, Central Michigan University has invested in improvements to its academic quality, programs, facilities, community engagement, and the student experience. Prominent achievements here include the launch of a new medical school, construction of new academic and co-curricular facilities, and an upgrade in the university's Carnegie research classification R2 (with concurrent increase in annual research funding to more than \$13.5 million).

These enhancements have been celebrated by CMU's core stakeholders (faculty, student, staff, alumni, and its immediate community partners) but need to further penetrate broader constituencies in the interest of continued growth in enrollment, philanthropic fundraising, public support, and regional/statewide/national recognition. Most of CMU's stakeholders acknowledge its size and prominence within Michigan but believe more can be achieved.

As an extension of the strategic planning initiative, the President should spearhead a plan to ascribe more distinctiveness to CMU. The university must know exactly who it is and will be, what the premier programs and strengths are, what our state and national rankings are and will be. And then, CMU must deliver bold excellence. Once this strategy is finalized, a renewed CMU brand and identity will directly support the goal of strategically positioning the university as a "destination" school for first time and transfer students who will be successful in meeting the academic rigor of CMU programs. It will also enhance CMU's standing with its donors and other key external constituents and funders, including the Governor and the legislature.

3. Serve as Central Michigan University’s “Champion” in outreach and advocacy.

The President is looked to as the “face and voice” of Central Michigan University in representing its interests to external partners. The university’s success in building its reputation and resources is directly impacted by the effectiveness of its external advocacy and communications — with the legislature, the Governor and state administration, the private sector, donors, and leaders in key Michigan communities (especially Metropolitan Detroit). This outreach will need to be further intensified in the future, as public resources become tighter and the expectations of these external stakeholders become sharper. The next President will need to convey to all stakeholders a clear and enthusiastic personal embrace of CMU. To succeed, the President must possess knowledge of the university’s strengths and potential, and have the ability to communicate these strengths to others.

The President must be able to navigate the Michigan political landscape and build positive working relationships with elected officials, community/business leaders, and the Saginaw Chippewa Indian Tribe of Michigan. The president must continue to strengthen bridges to the local Mt. Pleasant communities by engaging actively with business and community neighbors in building “town/gown” partnerships and by working with them to manage healthy physical and economic growth.

4. Foster a campus community of inclusion, diversity and civility.

Central Michigan University has worked effectively in recent years to significantly expand the diversity of its students, faculty and staff, but the need for continued progress in this area remains an important goal. The President must lend personal authority and passion to efforts underway to impact this profile through targeted recruiting and by conveying a personal commitment to this goal. The President should also promote a culture of diverse thought, and lead through appropriate and reflective comments about public policy issues that impact the university community.

5. Strengthen relationships and partnerships with key internal CMU constituents.

In terms of personal engagement and visibility, the President must be equally attentive to the university’s internal communities, and convey a visible commitment to building a holistic culture that unites students, faculty, staff, trustees and other governance units in support of the common mission of ensuring CMU’s future success. The President will invest appropriate personal energies to build positive relationships with key campus constituents, including faculty, staff and students. The campus culture of CMU prizes a leader who is visible, accessible, engaged, and outgoing.

Enhancing the faculty’s appreciation for the President and the administration will be particularly timely and important. This will require the President to quickly establish personal/professional credibility with the faculty, understand their needs and expectations, demonstrate a keen appreciation for shared governance, and implement proper planning and communications protocols that strengthen this partnership on an ongoing basis.

6. Sharpen Central Michigan University's enrollment strategy.

In light of challenging demographic trends of the region and intensifying competition from other universities in Michigan and from surrounding states, the President will be expected to ensure sustainable enrollment levels (and associated revenues) through a focused and effective enrollment management strategy. The President must lead a continuing conversation of the university enrollment strategy that will align the board and senior leadership team in support of an enrollment plan that properly balances appropriate admission standards for student quality with an enrollment yield that provides tuition and housing revenues necessary to sustain the university's budget. This strategy will place a particular emphasis on the recruitment of out-of-state and international students.

Beyond stabilizing – and ideally growing – CMU's tuition revenues, the President should encourage more aggressive consideration of alternative sources of revenues, such as those driven through online learning and by serving non-traditional learners. The university was an early trailblazer in this area, but needs to re-assert itself to gain more prominence and resources in this marketplace.

7. Build and steward Central Michigan University's resources.

CMU is in a strong financial position, with a balanced budget and carrying more than \$160 million in unrestricted net assets. However, in light of declining state appropriations for public higher education and the desire to keep tuition increases at a minimum, the President will be expected to generate new philanthropic revenue streams that will be critical to maintaining the quality of CMU academic and co-curricular programs, the depth of its faculty and staff expertise, and the attractiveness of its facilities.

Until just recently, the university had only been modestly successful in fundraising. Over the past several years, however, there has been a marked improvement in fundraising activities and results. Its endowment has now reached \$172 million. Significant enhancements have been made to the advancement infrastructure of people, technologies, and processes. The CMU Advancement Board has been populated with highly supportive, energetic, and ambitious members. As a vivid result of these efforts, the university's largest capital campaign will officially kick off in April 2018 with a \$100 million goal.

The time is right for the next President to intensify efforts to instill a culture of philanthropy and raise significantly more private funds. The next President will achieve this goal by dedicating appropriate time and energy to personally cultivating and stewarding current and future donors. With an alumni base of 225,000, there is significant untapped capacity at Central Michigan University and the President will lead the planning necessary to build increased annual giving (only 5% of alumni currently contribute). It is also expected that planning for a new capital campaign with a much more ambitious goal will begin in the next several years.

PRESIDENTIAL QUALITIES AND QUALIFICATIONS

Central Michigan University's President first and foremost embraces, embodies, and champions its values. The ideal candidate for the position must therefore appreciate the history, culture and spirit of this distinctive university. It is essential that the President convey a passion for CMU's character and as CMU's "face and voice", the willingness to enthusiastically communicate the university's strengths and priorities.

CMU's President must demonstrate a servant-leader style and managerial approach that emphasizes clear and open communication, a team orientation, and the ability and willingness to delegate authority and to hold people accountable. The next President must combine these attributes with creativity, the ability to assess and undertake calculated risk, a tolerance for ambiguity and nuance, optimism, and a sense of self-confidence, humility and humor. Like most effective leaders, CMU's President must be able to balance the need to engage in appropriate levels of collaboration and consultation with the essential ability to make timely and informed decisions.

The President will expend considerable time and energy working with external constituencies to generate the resources the university needs to carry on and expand its operations and enhance its profile. This includes personal involvement in securing funds from the Michigan state government and fundraising from private individuals and organizations. It will also include interactions with print, as well as broadcast and online media, and requires a sensitivity to the impact those interactions will have on the university. In building these external relationships, the President will also demonstrate considerable skill and experience as a communicator and negotiator, and will possess the diplomatic dexterity, political savvy, courage of convictions, self-awareness, and exquisite judgment necessary for superb leadership.

The ideal candidate for CMU's presidency will possess the following professional qualifications and personal characteristics. These are all drawn from Central Michigan University's **Leadership Standards**, which have been formally established as cornerstones to drive a collaborative culture of excellence and leadership that make CMU a top-choice place to learn and work:

- Team Builders
- Thoughtful, Open Communicators
- Service-Oriented
- Proactive, Responsible and Accountable
- Courageous and Effective
- Focused on Students and Passionate about Central Michigan University

Professional qualifications

Leadership

Central Michigan University's fifteenth President must be a trusted leader who is a creative thinker; a clear and inspiring communicator with the ability to convey an unrelenting enthusiasm and skill for telling CMU's story; an individual who possesses an entrepreneurial spirit; bold; forthright; adaptable; and who values relationships with all university constituents.

Financial and Administrative Acumen

Experience in managing the operational, financial and budgeting areas of a complex organization is a prerequisite for this position. Prior financial management experience will provide the foundation for effectively managing all major business aspects of the university, with special attention to policies and procedures to ensure the health and well-being of all CMU constituencies. Demonstrated success in building, developing and retaining a high-performing leadership team will be essential.

Fundraising

Raising resources is critical to the growth and progress of CMU; the President must play a key role in this process. An estimated 20-25 percent of the President's time will be spent in the fundraising arena. The President provides overall direction to the strategies to cultivate and raise necessary funds. The President will have demonstrated both a talent and an enthusiasm for fundraising, including the personal and social skills - and a passion for CMU's mission - to cultivate financial support and partnerships in the private sector.

Community Involvement

CMU must constantly be sensitive to its community presence and image, and the President must have a high level of involvement and visibility in the area. The President's work in the community is a must given CMU's role as one of the leading employers in its region. This carries a special obligation for the university – through its President – to play a central role in economic and community development. The President must be personally engaged in the appropriate community organizations and causes. Past experience in community, organization, or nonprofit boards would be indicators that the President would continue such initiatives in this position.

Advocacy

As a public institution, CMU's fortunes are regularly impacted by how its external stakeholders perceive its value to the Mt. Pleasant and Great Lakes Bay region and the State of Michigan. CMU's President must present the political acumen to position the university effectively and positively with political, business, and civic leaders.

Higher Education Issues, Economics and Trends

The President should be fluent in the current and emerging topics in higher education, particularly those that are relevant to a public university like CMU. This acumen should include working knowledge of changing university financial models, enrollment trends, intercollegiate athletics (NCAA Division I), and instructional delivery technologies and methodologies.

Marketing and Promotion Experience

Much of the university's future success will be based on its expanded brand image and self-promotion. The President must lead the charge to continue enhancing the university's reputation not only locally, but nationally as well. A key part of driving the university's strategic direction will be its external marketing efforts. Experience in overseeing a promotion or marketing campaign that propelled an organization forward would be beneficial to the President.

University Governance

Working knowledge of governance practices is essential, and having that experience in a university setting would be preferred. Working with and being familiar with boards and how they operate can be learned rapidly once in the position, but having that knowledge in advance would help the President to develop a collaborative partnership with CMU's Board of Trustees.

The President should possess the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared governance, tenure, and academic freedom at CMU. This includes seeking appropriate input for major decisions; reaching out to faculty, staff, and students and encouraging their engagement in campus matters; and conveying a collaborative leadership style. Previous experience within a collective bargaining environment would be valuable.

Information Technology and Social Media

In today's world of rapid technological advances and applications, a working knowledge of the direction and possibilities of information technology would be very useful in steering advances and shaping communications at CMU. While this is primarily at an oversight level, personal knowledge and application of technology and social media would be beneficial.

Personal Attributes

Academic Excellence – Commitment to an environment where teaching and student success remain the top priority, with a respectable research and scholarship agenda integrated into that agenda.

Executive Disposition—Conveying a disposition that is consistent with CMU's values; demonstrating the qualities, traits, work ethic, high energy, and demeanor that command leadership respect.

Effective Communications – Ability to present ideas and messages in a cogent fashion, whether in one-on-one, small group, or large audience forums. Can inspire, energize and enthuse audiences. Also demonstrates thoughtful and reflective listening skills.

Forward Thinking and Behavior – Conveying an entrepreneurial approach that encourages new ways of approaching problems and opportunities, and a willingness to foster and incite change in organizations, practices, and culture. Can encourage change in a diplomatic – not confrontational – fashion.

Drive for Results—Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

Valuing Diversity—A demonstrated commitment to diversity, inclusion, equity, and the ability to articulate a strong rationale for their importance to effective learning at CMU.

Student Orientation - A commitment to keeping students at the center of CMU's programs and operations, with their academic and holistic development as the ultimate goal.

Authenticity—A genuineness which engenders trust, encompasses integrity and self-confidence, but conveys humility. A person who takes their role very seriously but not themselves.

Visibility and Approachability—A willingness and interest in regularly being “out and about” through attendance at campus academic, cultural, and athletic events, with an equal investment of time spent externally in the Mt. Pleasant community. A high level of comfort in encouraging – and accepting – insights, feedback, suggestions and criticism from myriad CMU stakeholders.

Personal Values - A leader who exhibits and embodies integrity, collegiality, leadership development, support of scholarship, and enthusiasm. A leader who values participating in a campus community that honors tradition, embraces intelligent growth, and reflects collegiality, respect, mutual support, and warmth. Above all, a servant leader who has the *courage and conviction* to make the necessary decisions in a compassionate way to ensure CMU’s long-term success.

Academic Credentials

A Ph.D. or other terminal degree is preferred. In lieu of a terminal degree or extensive experience in academia, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and confidence of the academic community.

PROCEDURE FOR CANDIDACY

Witt/Kieffer is assisting Central Michigan University in this search. The Search Advisory Committee, appointed by the CMU Board of Trustees, is comprised of 13 stakeholders from the Board, campus and community. The Search Advisory Committee is accountable for overseeing the recruitment of candidates, performing initial candidate screening and assessment, and ultimately recommending unranked preferred candidates to the CMU Board of Trustees. The Board will then interview selected candidates, undertake appropriate due diligence and ultimately make the selection of the new President for Central Michigan University. All of the deliberations of the committee and the Board of Trustees are conducted with **full confidentiality** for candidates.

Review of candidates will begin in June 2018. For fullest consideration, applicant materials should be received by June 1, 2018. Application materials should include a letter addressing how the candidate’s experiences match the position requirements, a current c.v. and contact information for at least five references (references will not be contacted without the prior knowledge and approval of the candidate).

Confidential inquiries, nominations, and application materials should be directed by email to CentralMichiganPresident@wittkieffer.com. Questions may be directed to John Thornburgh at 412-209-2666 or Elizabeth K. Bohan at 630-575-6161.

Presidential Assessment 2021

**For ease of readability, all percentages in tables below rounded to nearest tenth*

Q1 - CMU is an inclusive community of scholars and a national leader in higher education inspiring excellence and innovation.

Response	Number	Percentage
1 - Strongly Disagree	6	3.1
2 - Disagree	35	18.1
3 - No opinion	18	9.3
4 - Agree	102	52.8
5 - Strongly Agree	<u>32</u>	<u>16.6</u>
Total	193	100

Q2 - CMU is a community committed to the pursuit of knowledge, wisdom, discovery, and creativity. We provide student-centered education and foster personal and intellectual growth to prepare students for productive careers, meaningful lives, and responsible citizenship in a global society.

Response	Number	Percentage
1 - Strongly Disagree	3	1.6
2 - Disagree	7	3.6
3 - No opinion	7	3.6
4 - Agree	110	57
5 - Strongly Agree	<u>66</u>	<u>34.2</u>
Total	193	100

Q3 - To achieve CMU's mission, we adhere to the core values of integrity, respect, compassion, inclusiveness, social responsibility, excellence, and innovation.

Response	Number	Percentage
1 - Strongly Disagree	3	1.6
2 - Disagree	17	8.8
3 - No opinion	14	7.3
4 - Agree	107	55.4
5 - Strongly Agree	<u>52</u>	<u>26.9</u>
Total	193	100

Q4 - President Davies is an engaged, inspiring leader with a demonstrated commitment to CMU’s heritage, mission, and core values.

Response	Number	Percentage
1 - Strongly Disagree	9	4.7
2 - Disagree	12	6.2
3 - No opinion	15	7.8
4 - Agree	74	38.3
5 - Strongly Agree	<u>83</u>	<u>43</u>
Total	193	100

Q5 - President Davies advances those values by building on CMU's traditions and strengths, valuing and respecting input from our constituencies, and exercising superb management and decision-making skills.

Response	Number	Percentage
1 - Strongly Disagree	18	9.3
2 - Disagree	27	14
3 - No opinion	17	8.8
4 - Agree	67	34.7
5 - Strongly Agree	<u>64</u>	<u>33.2</u>
Total	193	100

Q6 - President Davies communicates effectively with both internal and external constituencies, articulating clearly and passionately CMU's mission and strategic aspirations.

Response	Number	Percentage
1 - Strongly Disagree	12	6.2
2 - Disagree	16	8.3
3 - No opinion	13	6.7
4 - Agree	87	45.1
5 - Strongly Agree	<u>65</u>	<u>33.7</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Q7 - President Davies serves as a passionate advocate for CMU to enhance the university's resources, reputation, and quality.

Response	Number	Percentage
1 - Strongly Disagree	7	3.6
2 - Disagree	6	3.1
3 - No opinion	18	9.3
4 - Agree	75	38.9
5 - Strongly Agree	<u>87</u>	<u>45</u>
Total	193	100

Q8 - President Davies partners with a collaborative senior leadership team; dedicated to faculty and staff; and an engaged student body.

Response	Number	Percentage
1 - Strongly Disagree	10	5.2
2 - Disagree	29	15
3 - No opinion	38	19.7
4 - Agree	68	35.2
5 - Strongly Agree	<u>48</u>	<u>24.9</u>
Total	193	100

Q9 - President Davies is an active and influential leader within central Michigan and across the state, and meaningfully impacts the quality of life of the region and the State of Michigan.

Response	Number	Percentage
1 - Strongly Disagree	10	5.2
2 - Disagree	19	9.8
3 - No opinion	51	26.4
4 - Agree	66	34.2
5 - Strongly Agree	<u>47</u>	<u>24.4</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Q10 - President Davies embraces the faculty’s commitment to excellence in teaching, underscored by quality scholarship and research, and understand the connections between the two.

Response	Number	Percentage
1 - Strongly Disagree	11	5.7
2 - Disagree	16	8.3
3 - No opinion	41	21.2
4 - Agree	80	41.5
5 - Strongly Agree	<u>45</u>	<u>23.3</u>
Total	193	100

Q11 - President Davies strengthens and fosters a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, elected officials and others closely associated with the university.

Response	Number	Percentage
1 - Strongly Disagree	15	7.8
2 - Disagree	14	7.3
3 - No opinion	25	13
4 - Agree	76	39.4
5 - Strongly Agree	<u>63</u>	<u>32.6</u>
Total	193	100

Q12 - President Davies leads by modeling character, passion, integrity, and the pursuit of knowledge.

Response	Number	Percentage
1 - Strongly Disagree	8	4.1
2 - Disagree	8	4.1
3 - No opinion	20	10.4
4 - Agree	74	38.3
5 - Strongly Agree	<u>83</u>	<u>43</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Q13 - President Davies works effectively with the Board of Trustees to advance CMU through strategic initiatives that will further strengthen the university, the Mount Pleasant Area, our region, and state.

Response	Number	Percentage
1 - Strongly Disagree	8	4.1
2 - Disagree	16	8.3
3 - No opinion	65	33.7
4 - Agree	62	32.1
5 - Strongly Agree	<u>42</u>	<u>21.8</u>
Total	193	100

Q14 - President Davies is defining and communicating a more distinctive identity for Central Michigan University.

Response	Number	Percentage
1 - Strongly Disagree	22	11.4
2 - Disagree	32	16.6
3 - No opinion	31	16.1
4 - Agree	66	34.2
5 - Strongly Agree	<u>42</u>	<u>21.8</u>
Total	193	100

Q15 - President Davies serves as Central Michigan University’s “Champion” in outreach and advocacy.

Response	Number	Percentage
1 - Strongly Disagree	6	3.1
2 - Disagree	8	4.1
3 - No opinion	34	17.6
4 - Agree	82	42.5
5 - Strongly Agree	<u>63</u>	<u>32.6</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Q16 - President Davies is sharpening Central Michigan University's enrollment strategy.

Response	Number	Percentage
1 - Strongly Disagree	34	17.6
2 - Disagree	48	24.9
3 - No opinion	51	26.4
4 - Agree	35	18.1
5 - Strongly Agree	<u>25</u>	<u>13</u>
Total	193	100

Q17 - President Davies is a builder and a good steward of Central Michigan University's financial resources.

Response	Number	Percentage
1 - Strongly Disagree	11	5.7
2 - Disagree	20	10.4
3 - No opinion	51	26.4
4 - Agree	76	39.4
5 - Strongly Agree	<u>35</u>	<u>18.1</u>
Total	193	100

Q18 - President Davies values and has demonstrated commitment to diversity, equity, inclusion and the ability to articulate a strong rationale for their importance to effective learning at CMU.

Response	Number	Percentage
1 - Strongly Disagree	6	3.1
2 - Disagree	12	6.2
3 - No opinion	24	12.4
4 - Agree	84	43.5
5 - Strongly Agree	<u>67</u>	<u>34.7</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Q19 - President Davies is committed to academic excellence, an environment where teaching and student success remain the top priority with a respectable research and scholarship agenda integrated into that agenda.

Response	Number	Percentage
1 - Strongly Disagree	9	4.7
2 - Disagree	13	6.7
3 - No opinion	26	13.5
4 - Agree	82	42.5
5 - Strongly Agree	<u>63</u>	<u>32.6</u>
Total	193	100

Q20 - President Davies has an executive disposition that is consistent with CMU's values, demonstrating the qualities, traits, work ethic, high energy, and demeanor that command respect.

Response	Number	Percentage
1 - Strongly Disagree	10	5.2
2 - Disagree	6	3.1
3 - No opinion	16	8.3
4 - Agree	86	44.6
5 - Strongly Agree	<u>75</u>	<u>38.9</u>
Total	193	100

Q21 - President Davies is an effective communicator with the ability to present ideas and messages in a cogent fashion in one-on-one, small group, or large forums. He can inspire, energize, and excite audiences and demonstrates thoughtful and reflective listening skills.

Response	Number	Percentage
1 - Strongly Disagree	6	3.1
2 - Disagree	14	7.3
3 - No opinion	14	7.3
4 - Agree	80	41.5
5 - Strongly Agree	<u>79</u>	<u>40.9</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Q22 - President Davies is forward thinking and conveys an entrepreneurial approach that encourages new ways of approaching problems and opportunities, and a willingness to foster and incent change in organizations, practices, and culture. He encourages change in a diplomatic – not confrontational – fashion.

Response	Number	Percentage
1 - Strongly Disagree	13	6.7
2 - Disagree	18	9.3
3 - No opinion	37	19.2
4 - Agree	75	38.9
5 - Strongly Agree	<u>50</u>	<u>25.9</u>
Total	193	100

Q23 - President Davies drives for results, setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

Response	Number	Percentage
1 - Strongly Disagree	7	3.6
2 - Disagree	20	10.4
3 - No opinion	63	32.6
4 - Agree	55	28.5
5 - Strongly Agree	<u>48</u>	<u>24.9</u>
Total	193	100

Q24 - President Davies is student-oriented and committed to keeping students at the center of CMU's programs and operations, with their academic and holistic development as the goal.

Response	Number	Percentage
1 - Strongly Disagree	3	1.6
2 - Disagree	8	4.1
3 - No opinion	12	6.2
4 - Agree	77	39.9
5 - Strongly Agree	<u>93</u>	<u>48.2</u>
Total	193	100

**For ease of readability, all percentages in tables below rounded to nearest tenth*

Q25 - President Davies is authentic and conveys a genuineness which engenders trust, encompasses integrity and self-confidence, but conveys humility. A person who takes their role very seriously but not themselves.

Response	Number	Percentage
1 - Strongly Disagree	11	5.7
2 - Disagree	9	4.7
3 - No opinion	14	7.3
4 – Agree	76	39.4
5 - Strongly Agree	<u>83</u>	<u>43</u>
Total	193	100

**For ease of readability, all percentages in tables rounded to nearest tenth*

Presidential Priorities 2022-23

- **Growing Enrollment.** Recruitment, enrollment and retention are everyone's responsibility. There is no single office or individual able to achieve all of the changes we need to see at CMU in 2022. However, to provide effective strategic leadership for CMU, the Board of Trustees and President must have a clear goal and actionable priorities. We believe CMU is on the right path to the overarching goal of reversing a decade-long trend of declining student enrollment. President Davies will lead execution of a strategic enrollment plan to recapture lost market share and provide for stable enrollment growth in the future. The enrollment plan will include measurable steps and actions to redefine CMU's business model to include increased opportunities for lifelong learning, partnerships with other organizations and mid-career needs. The plan will also include a concerted effort to reimagine Global Campus to recapture CMU's prominence in the distance learning and on-line learning marketplace.
- **Diversity, Equity and Inclusion.** President Davies will encourage and support the effort currently underway to develop a comprehensive multi-year Diversity, Equity and Inclusion Plan to be submitted to the Board of Trustees for review and approval not later than December 1, 2022. The proposed new plan will define and communicate a more distinctive DEI plan for CMU tailored to reflect the richness of diversity we see in our university community and our state. The Plan will include initiatives to ensure that CMU is inclusive, welcoming and supportive of all individuals and everyone has the appropriate tools and support to empower them to be successful in their roles in our community, whether as students, faculty or staff.
- **CMU's Next Provost.** To enhance overall academic quality and the environment for student success at CMU, President Davies will engage the campus community and Board of Trustees in the search to find the right individual to serve as Provost and Executive Vice President. CMU's next Provost will affirm, and live, our commitment to rigor, relevance and excellence. The search will begin in earnest by spring of 2022 and the President will provide a progress report on the search at each regular meeting of the Board of Trustees.
- **University Advancement.** To inspire generosity and student success, President Davies will collaborate with members of CMU's Advancement Board, Alumni Board and university advancement team leaders to take measurable steps and actions over the course of 2022 to lay the groundwork and build a solid foundation for the university's next comprehensive capital campaign to increase private support for CMU. The Board of Trustees will receive a progress report on this priority at each regular meeting.

MAC Presidential Salary Comparables

MAC BASE SALARY		MAC TOTAL COMBINED	
Institution	Base Salary*	Institution	Total Combined Salary, Retirement & Deferred Comp
Univ of Toledo (UT)	\$520,200	Miami Univ - Oxford (MUO)	\$647,854
Miami Univ - Oxford (MUO)	\$520,047	Kent State (KSU)	\$637,330
Ohio University (OU)	\$489,000	Western Michigan (WMU)	\$623,460
Western Michigan (WMU)	\$486,000	Univ of Akron (UA)	\$566,500
Kent State (KSU)	\$484,500	Bowling Green State (BGSU)	\$554,700
Ball State (BSU)	\$480,000	MEAN Total Combined	\$550,656
Bowling Green State (BGSU)	\$480,000	Ball State (BSU)	\$530,400
MEDIAN Salary	\$480,000	Univ of Toledo (UT)	\$520,200
MEAN Salary	\$475,396	MEDIAN Total Combined	\$520,200
Univ of Akron (UA)	\$475,000	Ohio University (OU)	\$515,733
Eastern Michigan (EMU)	\$455,000	State University of New York - Buffalo (SUNY)	\$511,750
Northern Illinois (NIU)	\$450,000	Northern Illinois (NIU)	\$505,000
State University of New York - Buffalo (SUNY)	\$450,000	Central Michigan (CMU)	\$499,000
Central Michigan (CMU)	\$415,000	Eastern Michigan (EMU)	\$495,950

* Data sorted by base salary

AGREEMENT

This Agreement is made between the Board of Trustees of Central Michigan University (“the Board”) and Robert O. Davies (“President”).

1.0 Appointment as President

1.1 The Board appoints and employs Robert O. Davies to be President of Central Michigan University (CMU), to serve as the chief executive officer of CMU under the policies, supervision, and direction of the Board of Trustees of CMU. President accepts and agrees to such employment.

1.2 President shall perform all duties required by the constitution and laws of Michigan, the bylaws and policies adopted by the Board, and the terms of this Agreement. The President shall perform such duties as are customarily performed by a public university president in the State of Michigan which may include, but are not limited to: fund raising, development, and public and alumni relations; institutional, faculty, and educational leadership; long-range planning and budget formulation; oversight of CMU buildings, grounds and equipment; administration of the affairs of CMU as best serves CMU consistent with Board policy; student recruitment; overseeing the appointment, supervision, promotion and termination of faculty and staff members; preparing regulations, rules and procedures useful to the welfare of CMU; representing CMU to the state legislature; and recommending to the Board, and implementing, policies and procedures that promote the excellence and success of CMU in a fiscally sound manner.

2.0 Acceptance of Responsibilities

2.1 President agrees to devote full-time attention and energies to the duties as President of CMU.

2.2 Such duties shall be rendered at the campus of CMU in Mount Pleasant, Michigan, and other CMU locations, including the President’s residence, and at such other place or places as the Board or President shall deem appropriate for the interest, needs, business, or opportunity of CMU.

2.3 The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the services required to be rendered to the Board and CMU under the provisions of this Agreement.

2.4 President shall not, without prior written permission from CMU, render services of any professional nature to or for any person or firm for remuneration other than CMU, and shall not engage in any activity that may be competitive with or adverse to the best interests of CMU. This provision does not prohibit or restrict President’s making of

passive and personal investments or conducting private business consistent with the conflict of interest laws and the policy of CMU.

3.0 Term of Appointment

The President's appointment and this Agreement shall be for a term of three (3) years and shall commence on September 1, 2018, and extend through and until August 31, 2021.

4.0 Salary

4.1 For all services rendered under this Agreement, CMU shall pay President an initial annual salary of Four Hundred Fifteen Thousand Dollars (\$415,000), beginning September 1, 2018. Salary shall be payable semi-monthly in accordance with CMU's payroll practices normally applicable to Senior Officers. Deductions for local, state, and federal taxes and employee benefits, as appropriate, shall be made.

4.2 President's salary shall be reviewed annually and his annual salary may be increased but not decreased at the discretion of the Board. Such annual salary review will be in conjunction with a review by the Board or a Board committee of the performance of President in accordance with Section 14.0 of this Agreement.

4.3 In addition, in each year of this Agreement, CMU shall provide an amount equal to the maximum allowed by Internal Revenue regulations to fund a section 457(b) deferred compensation account in the President's name.

5.0 Fringe and Retirement Benefits

5.1 CMU shall provide President with the Senior Officer fringe benefit package and insurance coverage as set forth in the Senior Officer Handbook and as may be modified from time to time. The Senior Officer package is a "flexible benefit program" which presently consists of life, health, dental, vision, prescription drug insurance and long term and short term disability insurance. President shall receive such enhancements to the benefits contained in the flexible benefit program as are made available to other senior administrative staff in accordance with the Senior Officers' fringe benefit package. President, however, is not eligible for the Termination Payment/Transition Leave set forth in the Senior Officer Handbook.

5.2 President shall be entitled to take reasonable vacation with notification to the Board or its designee(s) and sick time as he/she deems necessary. Vacation time is neither recorded nor accumulated. Sick time should be recorded for disability purposes but is not accumulated.

5.3 President shall be entitled to participate in the §403(b) plans available to CMU employees. CMU shall contribute to the 403(b) Basic Retirement Plan an amount equal to the annual maximum allowed by Internal Revenue regulations and CMU's plan.

6.0 Tenure

The Board of CMU will exert its best efforts to obtain for President faculty rank at the professor level and tenure in the College of Business Administration. Once such faculty rank and tenure have been awarded, upon expiration of this Agreement or termination by the Board for any reason whatever, President may choose to continue employment full-time at the rank of professor at a salary equal to the highest comparable full-time faculty member in the Department unless President is terminated for good cause.

7.0 Housing

7.1 President is required to live in the CMU president's residence and CMU agrees to provide, maintain in good repair, and pay for housekeeping, utilities and telephone, facsimile and computer service for the residence currently located on Forest Lane in Mount Pleasant, Michigan. CMU shall provide for maintenance of the grounds on which the residence is situated. Catering and special events of a business nature at the home will be paid by CMU.

7.1.1 The public or entertainment areas of President's residence will be furnished by CMU. President will be consulted concerning updating and replacement furniture before President moves in and before later updates. President may spend up to \$10,000 per year for new furnishings for the public areas without Board approval. Public areas include the large living and dining areas, study, kitchen, deck, and lower level meeting and entertainment rooms, and such other areas as may be agreed to by the Board and the President in the future. In addition, CMU will furnish an office for President in the President's residence with direct telephone tie lines and computer network access to the University's central administration offices. All furnishings in the residence provided by CMU will be assets of CMU.

7.1.2 The private section of the residence shall be furnished with furniture and furnishings at the cost of the President. This section of the residence will be updated before President moves in, and President will be consulted concerning paint, carpet, color schemes, etc.

7.1.3 CMU shall keep the residence property insured for fire and extended coverage and shall pay for liability insurance on said property. The cost of any insurance on the President's personal contents shall be borne by President.

7.2 President shall vacate the President's residence within 60 days of the termination of his employment as the President of CMU.

8.0 Automobile

CMU shall initially furnish President with a new, full-sized automobile for his business and personal use. This vehicle may be replaced at reasonable intervals and shall be maintained by

CMU, and all fuel, repairs and insurance shall be paid by CMU. Any personal use of this vehicle, including commuting to/from home to/from campus is taxable to the President.

9.0 Relocation

Relocation from Murray, Kentucky will be arranged for and paid by CMU, except that CMU will not pay for the moving of boats, trailers, or recreation vehicles (RVs). CMU will arrange for and pay for packing, moving, up to 60 days of temporary living accommodations, and transportation of President and immediate family to Mt. Pleasant. CMU will also arrange and pay for a reasonable number of relocation planning visits to Mt. Pleasant for President and immediate family. Relocation planning visits, temporary living accommodations and some other moving related expenses are taxable to the President.

10.0 Travel for the Institution

CMU will pay for President's reasonable travel expenses, hotel bills, and other necessary and proper expenses when President is traveling on CMU business, including attendance at educational conferences, conventions, courses, seminars and other similar professional growth activities. When President is traveling on CMU business, CMU will pay for coach class air fare, except that it will pay for business class travel for flights over four (4) hours in length. Where the presence of President's spouse is necessary to further the interests of CMU, his/her reasonable business and travel expenses will also be paid in accordance with CMU's travel policy subject to Internal Revenue regulations. Travel by President's spouse to be paid by CMU will have prior approval by the Board of Trustees Chair.

11.0 Expense Receipts and Documentation

President agrees to maintain and furnish an accounting of expenses provided for in this Agreement in accordance with CMU procedures.

12.0 Memberships in Organizations

CMU will provide President with club, organization and professional memberships that are pertinent to the position of President and benefit CMU. Any social club dues paid by CMU are taxable to the President.

13.0 Termination

13.1 Termination by CMU Board for Good Cause

The parties agree that during the term of this Agreement the Board of Trustees may terminate this Agreement for "good cause" as that term is defined in this Agreement. If this Agreement is terminated for "good cause," President shall not be entitled to any further payments under this Agreement except that Section 6.0 of this Agreement shall remain in full force and effect. As used in this Agreement, "good cause" shall mean:

13.1.1. conduct or behavior, whether by act or omission, that the Board of Trustees determines materially interferes with President's duties, materially adversely affects the orderly or efficient operation of CMU or materially detracts from the reputation, image, or respect of CMU, even if off-duty or off premises;

13.1.2. a material violation of this Agreement or any rule, regulation or bylaw of CMU;

13.1.3. a material and serious refusal or unwillingness to perform the duties set forth in this Agreement;

13.1.4. conduct or behavior which constitutes theft, embezzlement, or other dishonesty; intoxication or otherwise being under improper influence of controlled substances; moral turpitude; fraud or dishonesty in the preparation or maintenance of any document or record required to be prepared, kept, or maintained by law or CMU rules;

13.1.5. conduct punishable as serious crime; or other nonfeasance, misfeasance or malfeasance.

"Good Cause" also specifically includes conduct or behavior, whether by act or omission, of an employee of CMU who directly reports to President, if Board determines that the conduct or behavior seriously detracts from the reputation, image, or respect of CMU and was permitted, encouraged, or condoned by President, or about which President knew or reasonably should have known, and failed to act to prevent, limit, or mitigate.

13.2 Termination Due to Incapacity or Inability to Perform Duties

In the event that President is unable to perform the functions of the office of President, whether totally or partially, by reason of illness, accident or incapacity for a period of more than three (3) months, the Board shall have the right at any time subsequent to such period to terminate President's appointment as President and this Employment Agreement by written notice to the President, and all obligations of the Board shall thereupon cease, except as otherwise required by any disability insurance policy provided by CMU to Senior Officers and except as to the President's rights under Section 6.0 of this Agreement, which survive the Agreement. During the three-month period during which the President is unable to perform the functions of the President due to incapacity, the President's absences shall be treated as paid sick leave. In the event that the President's appointment is terminated pursuant to this Section by reason of illness, accident or incapacity, the Board shall pay President for a period not to exceed twelve (12) months a supplement which, when added to all other disability and paid leave benefits already provided by and through CMU sponsored insurance or benefit programs will equal two-third (2/3) of annual base salary President was receiving as of the date of termination.

13.2.1 If the Board deems President disabled, totally incapacitated, or incapable of carrying out the duties as President, the Board reserves the right to require President to submit to a medical examination, either physical or mental. Such examination shall be performed by a physician licensed to practice medicine in all of its branches, paid for by the Board and mutually selected by the Board and the President.

13.2.2 If President becomes incapable of carrying out the duties of office due to disability or incapacity and is terminated, CMU shall be liable to President or President's personal representative, as the case may be, for any accrued but unpaid compensation which would be due and payable to President, or personal representative, as the case may be, by reason of incapacity during employment by CMU.

13.3 Termination by CMU Board Without Good Cause

13.3.1 Should the Board prior to August 31, 2021, request the President to resign or terminate the appointment other than for Good Cause as defined in Section 13.1 of this Agreement, the President shall receive payment in an amount equal to the value of salary at the time of resignation or termination for a minimum of six months, up to a maximum of twelve months, at the rate of one month per each full year of university service as a Senior Officer. This amount shall be payable in one lump sum or in installments at the option of the Board of Trustees. Any required taxes shall be withheld in accordance with applicable tax law requirements.

In the event the Board terminates President's appointment and this Agreement without Good Cause, written notice of the Board's intent to terminate this Agreement without cause shall be effective sixty (60) days after the date notice is delivered to the President.

13.4 Termination by President

This Agreement may be terminated without cause by President by giving the Board One Hundred Eighty (180) days advance written notice of the termination of employment with CMU, except that President shall not have the right to terminate this Agreement during the six month period prior to the expiration of this Agreement.

13.5 Contribution to Retirement Plans Upon Termination

Upon termination or resignation of President, payments to 457(b) and 403(b) plans, described in subsections 4.3 and 5.3 respectively of this Agreement, shall be prorated for the year of termination or resignation, to the extent the amounts have not already been paid to the account or plan.

14.0 Performance Evaluation

In accordance with the Presidential Assessment Policy set forth in the Board Policy Manual, prior to each academic year and on or before the September Board meeting, the President will provide the Board for its approval written goals and plans based on the key objectives approved by the Board. On or before the September Board meeting of the following year, the President will provide the Board with a written self-assessment based on the previously stated goals and plans. In accordance with the Presidential Compensation Review Policy, the President's compensation package and annual salary will be evaluated annually each December with any adjustments effective the following January 1. Every three years, the Board will perform a formal assessment of the President's performance.

15.0 Entire Agreement: Modification

This Agreement constitutes the entire understandings of the parties hereto and supersedes any and all prior or contemporaneous representations or agreements, whether written or oral, between the parties, and cannot be changed or modified unless in writing signed by the parties. This Agreement does not incorporate all of the provisions of the Senior Officer Handbook but only those Handbook provisions specifically referenced in this Agreement.

16.0 Severability

The terms of this Agreement are severable such that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or unenforceable, the remainder of the provisions shall continue to be valid and enforceable.

This Agreement shall be interpreted and construed in accordance with the laws of the State of Michigan, which shall be the forum for any lawsuit arising out of this Agreement.

17.0 Waiver

No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.

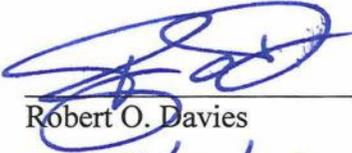
18.0 Non-Assignable

This Agreement is not assignable but shall be binding upon the heirs, administrators, personal representatives, successors, and assigns of both parties.

IN WITNESS WHEREOF, Robert O. Davies and the authorized representative of CMU have executed this Agreement on the dates specified below.

The Board of Trustees of
CENTRAL MICHIGAN UNIVERSITY

By: William H. Weideman
William H. Weideman
Chair, Board of Trustees
Central Michigan University

By: 
Robert O. Davies
Date: 8/3/18

Date: 8/3/18

FIRST AMENDMENT TO AGREEMENT

This is a First Amendment to an Agreement entered into between the Central Michigan University Board of Trustees and Robert O. Davies on or about August 3, 2018 (“Agreement”). The terms of the Agreement that are changed as set forth below, and this First Amendment will govern the updated terms. All other terms of the Agreement will remain in effect.

1. Paragraph 3.0 of the Agreement is amended to provide that the President’s appointment and the Agreement shall be for a term that shall commence upon the signing of this First Amendment and shall extend through August 31, 2024.

2. Paragraph 10.0 of the Agreement is replaced as follows: CMU will pay for President’s reasonable travel and related expenses in accordance with the CMU Business Expense Manual, provided, however, that if the President is traveling on CMU business and the flight (inclusive of all segments) is greater than four (4) hours in length, CMU will pay for first class airfare. Where the presence of President’s spouse is necessary to further the interests of CMU, CMU will pay for her reasonable travel and related expenses in accordance with the CMU Business Expense Manual, and any applicable internal revenue regulations. For international flights CMU will pay for first class airfare for President’s spouse with prior approval by the Board of Trustees’ Chair.

3. CMU agrees to establish a supplemental executive retirement plan into which a retention payment will be contributed annually, provided that the president remains employed as the president of CMU and provided that the president has not accepted current or future employment with another employer on or before the retention payment eligibility date. The retention eligibility date and contribution percent shall be:

Retention Payment Eligibility Date	Contribution Percent
July 1, 2020	10% of 2019 base earnings
July 1, 2021	15% of 2020 base earnings
July 1, 2022	20% of 2021 base earnings
July 1, 2023	20% of 2022 base earnings
July 1, 2024	20% of 2023 base earnings

[Signatures follow immediately on the next page]

CENTRAL MICHIGAN UNIVERSITY BOARD OF TRUSTEES

By: 
Tricia Keith
Its: Chair
Date: 1.2.20

By: 
Robert O. Davies
Date: 1.6.2020

**SECOND AMENDMENT TO
AGREEMENT**

This is a Second Amendment to an Agreement entered into between the Central Michigan University Board of Trustees and Robert O. Davies on or about August 3, 2018 and amended for the first time by the First Amendment to Agreement on or about January 6, 2020 ("Agreement"). The terms of the Agreement are changed as set forth below, and this Second Amendment will govern the updated terms. All other terms of the Agreement will remain in effect.

1. Paragraph 3.0 of the Agreement is amended to provide that the President's appointment and the Agreement shall be extended through August 31, 2025.
2. Paragraph 3.0 of the Agreement is also amended to provide that beginning in the year 2021 and continuing every year thereafter, the President's appointment and the Agreement shall be automatically extended by one additional year, provided the President's yearly performance review by the Board of Trustees is satisfactory or the equivalent. The President will be eligible for a one-year extension every year. The extension will be effective upon notice by the Board of Trustees to the President of the satisfactory or equivalent yearly performance review which is typically given at the December Board of Trustees Meeting.
3. Paragraph 13.3.1 is amended to change the words "prior to August 31, 2021" to "during the term of this Agreement".
4. The retention eligibility dates and retention payment contribution percentages to the supplemental executive retirement plan in the Agreement that were initially created by paragraph 3 of the First Amendment to the Agreement shall be amended as follows:

Retention Payment Eligibility Date	Contribution Percent
July 1, 2021	20% of 2020 annual salary at year-end
July 1, 2022	25% of 2021 annual salary at year-end
July 1, 2023	30% of 2022 annual salary at year-end
July 1, 2024	30% of 2023 annual salary at year-end
July 1, 2025	30% of 2024 annual salary at year-end
July 1 on subsequent years	30% of prior year's annual salary at year-end

[Signatures follow immediately on the next page]

CENTRAL MICHIGAN UNIVERSITY BOARD OF TRUSTEES

By: *Judith Keith*
Its: Chair

Date: *December 5, 2020*

By: *ROD*
Robert O. Davies

Date: *12/8/2020*

THIRD AMENDMENT TO AGREEMENT

This is a Third Amendment to an Agreement entered into between the Central Michigan University Board of Trustees and Robert O. Davies on or about August 3, 2018 and amended for the first time by the First Amendment to Agreement on or about January 6, 2020 and for the second time by the Second Amendment to Agreement on or about December 8, 2020 ("Agreement"). The terms of the Agreement are changed as set forth below, and this Third Amendment will govern the updated terms. All other terms of the Agreement will remain in effect.

1. The supplemental executive retirement plan created by paragraph 3 of the First Amendment to the Agreement and amended by paragraph 3 of the Second Amendment to the Agreement are both amended by the following:

CMU agrees to establish a supplemental executive retirement plan into which a retention payment will be contributed annually, provided that the president remains employed as the president of CMU on the retention payment eligibility date. For this section, total earnings will be salary plus performance incentive. The retention eligibility date and contribution percent shall be:

Retention Payment Eligibility Date	Contribution Percent
June 30, 2022	25% of 2021 total earnings at year-end
June 30, 2023	30% of 2022 total earnings at year-end
June 30, 2024	30% of 2023 total earnings at year-end
June 30, 2024	30% of 2024 total earnings at year-end
June 30 on subsequent years	30% of prior year's total earnings at year-end

Beginning on September 1, 2023, if the President leaves his role as CMU President prior to the June 30 retention payment eligibility date, he will still receive a retention payment for that year but it will be prorated to the final day of his presidency.

2. Paragraph 6.0 of the Agreement is amended to provide that if the President is not terminated for good cause and chooses to continue employment at CMU full-time at the rank of professor, his salary will be at least fifty percent (50%) of his annual salary during his last year as president or, if higher, equal to the salary of the highest paid professor in the college where his tenure resides (College of Business).

3. Paragraph 4.1 of the Agreement is amended to include the following:

For all services rendered under this Agreement, CMU shall pay President an annual salary of Four Hundred Fifty Thousand Dollars (\$450,000), retroactively beginning July 1, 2021. Salary shall be payable semi-monthly in accordance with CMU's payroll practices normally applicable to Senior Officers. Deductions for local, state, and federal taxes and employee benefits, as appropriate, shall be made.

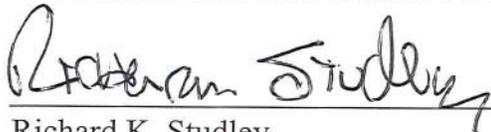
4. Section 4.0 will be amended to include the following:

4.4 A performance incentive will be established with the goal of achieving exemplary performance. The total amount of the incentive and eligibility dates are listed below. The president will be eligible for up to 60% of the performance incentive if he receives a performance review of at least very good, above average or the equivalent. The president will be eligible for up to the remaining 40% of the performance incentive if he achieves an exceptional or the equivalent performance review.

Eligibility Date	Performance Incentive Amount
December 31, 2021	\$100,000
December 31, 2022	\$110,000
December 31, 2023	\$120,000

[Signatures follow immediately on the next page]

CENTRAL MICHIGAN UNIVERSITY BOARD OF TRUSTEES

By: 
Richard K. Studley
Its: Chair
Date: 2-17-2022

By: 
Robert O. Davies
President
Date: 2-17-2022