

ROBERT O. DAVIES

**Central Michigan University
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Education

Ph.D. in Higher Education Administration, The State University of New York at Buffalo, June 2005. Dissertation Title: *The new university president: How nontraditional presidents construct their presidencies.*

Masters of Business Administration in Finance and Marketing, University of Oregon, June 1991.

Bachelor of Science in Management, University of Nevada, Reno, May 1989.

Certificates:

Higher Education Leadership, Institute for Educational Management, Harvard University, June 2007.

Seminar for New Presidents, Harvard University, July 2009.

Seminar for Experienced Presidents, Harvard University, November 2016

Professional Experience

**President
Central Michigan University
September 2018 to Present**

Central Michigan University is a national research university that offers bachelor's degrees, masters, and doctoral (professional and research based, including medical degrees). Serving more than 25,000 students through a traditional residential campus in Mt. Pleasant, nearly 50 sites and centers throughout Michigan and the United States, and a growing on-line program, CMU has a history and tradition of being a leader in expanding access and opportunities for students and their families. Tenured as a full professor in the College of Business.

Selected Accomplishments:

- Creating a university atmosphere and culture of openness to new ideas and reinvigorating an innovative spirit. Supported by the creation of the "President's and Provost's Fund for Innovation" to provide start-up funds for new ideas in academic and student-support areas that foster a commitment to academic excellence.

- In the process of establishing a comprehensive 10-year strategic envisioning process based on five strategic pathways to properly position CMU for success as we navigate significant changes in the university environment—demographics, funding, perception, technology and knowledge advances, etc. The plan will reframe and reposition CMU in a transformational manner, instead of transactional adjustments frequently used in most university strategic planning efforts.
- Providing the foundation for the implementation of a student recruiting strategy that has provided initial positive early results that will have an impact in turning around a 10-year decline in student enrollment. This is a multi-pronged effort that focuses on expanding the geographic market for traditional-aged students, recapturing market share in Michigan, increasing our transfer students, initiating an international recruiting presence and strategy, enhancing graduate programs, appealing to adult learners, creating opportunities for non-traditional education forums by partnering with corporations, business and civic organizations to offer educational programs.
- Fostering a commitment to shared governance and a clear sense of transparency between and among the many units within the university.
- Committed action steps to build trust and create productive “Town-Gown-Tribe” relationships with the leaders of the community and the Saginaw Chippewa Indian Tribe.
- Founded a Title IX Advisory Committee to further a culture of support, education and awareness regarding sexual assault and aggression on university campuses. Conducted a campus-wide climate survey at CMU and implementing strategies and recommendations to address these issues.
- Assisted in significant advances of CMU’s relatively new College of Medicine in achieving various milestones including major long-term agreements with hospitals and area providers.
- Fostered a continued commitment to raising private dollars, participated in the successful solicitation of numerous major gifts and established relationships that will provide continued private support.
- Created relationships with key legislative leaders (local, state and federal) that have already produced positive results for CMU.

**President
Murray State University
July 2014 to September 2018**

Murray State University is a comprehensive university with a rich history of academic excellence and prides itself in being among the best student-centered universities in America. Enrollment is nearly 11,000 and our students come from 48 states and over 55 countries. Murray State has been ranked as a top tier university for 28 years in a row by US News and World Report in the Southern region. As President, I report directly to the Murray State Board of Regents. Tenured as a Full Professor jointly in the College of Business and the College of Education.

Selected Accomplishments:

- Created the process for a comprehensive university-wide strategic planning process that resulted in *Hope, Endeavor and Achievement: Murray State's Strategic Plan*. It has four imperatives:
 - Academic Quality
 - Student Success
 - Research, Scholarly and Creative Activities
 - Community Engagement
- Each imperative has a set of objectives, clear measurable goals and overarching strategies
- Each year the Plan is refined through extensive campus involvement and is based on reporting results, scanning the environment, and community involvement.
- Reports and updates are provided publicly, frequently and consistently
- Initiated a strategic funding program for faculty, staff and students to propose ideas to address key issues within the plan:
 - Over 75 programs have been funded
 - Nearly 80 percent of the programs met expectations
- Fortified the vision of “Being the best student-centered University in America.”
- Created the Student Success Center to improve retention and graduation rates:
 - Retention rates increased from 69 percent to 77 percent
 - Progression rates have increased by nearly five percentage points from Sophomore to Junior and Junior to Senior
 - Increased the retention and progress towards graduation of under-represented, low income and first-generation students
 - Implemented a very successful “recapture” campaign to bring back students who have “stopped out.”
- Implement the Experiential Learning Center
 - Created the goal of having every undergraduate participate in an experiential learning activity prior to graduation
- Initiated a revamping our enrollment strategies to emphasize quality and academic rigor.
 - Heightened academic standards
 - Created a Residential Honors College (previously was an Honors Program)
 - Enrollments surpassed expectations with new freshman cohorts surpassing 250 annually
 - Recruiting 20 Presidential Fellows Annually
 - Worked with admission team to develop a targeted enrollment strategy based on data and demographics
 - Targeted and focused approach has increased applications by nearly 30 percent over three years
- Developed a partnership with local community college to offer a residential program, *Accelerate U!*, that allows for students previously denied by Murray State an opportunity to take co-requisite courses on our main campus, live on campus, and participate in campus programs. Upon the successful conclusion of the year-long program, the students receive automatic admission to Murray State. In doing this, the student still can graduate in four years.

- Leading the university through significant budgetary transitions because of declining state-funding and significantly increased pension costs.
 - Process being done through an open and transparent process
 - Fully engaging shared governing bodies
 - Recognized by these bodies for the manner and process, while uncomfortable, is being done strategically and with the purpose of the university to maintain its trajectory.
- Increased philanthropic activity:
 - Alumni participation has increased by nearly 10 percentage points
 - Recorded three of the largest gifts in the history of Murray State
 - Each of the past three years resulted in increased gifts and, outside of a campaign, recorded highest levels of gifts of total gifts
 - Increased scholarship support by over 20 percent
- Successfully lobbied on behalf of Murray State at the Federal and State level
 - Increased federal funds specifically for our *Hutson School of Agriculture* and in securing research grants
 - At the state level, while still having our budget reduced, received less reductions than other agencies
 - Secured full state funding for the Breathitt Veterinary Center (previously, it was funded at 30 percent and the Governor proposed for it to be eliminated).
- Created a focused Branding and Marketing Campaign
 - Resulted in a comprehensive, integrated and university-wide marketing plan
 - Increased our brand awareness in key markets significantly
 - Shifted our brand from “low cost provider” to “value-added based on academic quality”
- Noted nationally for use of social media to communicate and connect with students, parents and community members.

Selected to serve on the following national and regional associations and commissions:

- Committee on Policies and Advocacy, American Association of State Colleges and Universities, 2014 to present
- Chairperson of the Ohio Valley Athletic Conference Board of Presidents
- Appointed by the Governor of Kentucky to serve on the Performance Based Funding Advisory Committee
- Leadership Kentucky Advisory Committee
- Served on three Southern Association of Colleges and Schools (SACS) accreditation teams
- Regional Economic Development Corporation

**President
Eastern Oregon University
July 2009 to July 2014**

Eastern Oregon University is a member of the Oregon University System (OUS) which is comprised of seven universities. Enrollment is currently 4,157 students. EOU has an extensive and robust residential campus structure that serves students primarily from the western region

(Oregon, Idaho and Washington) and has a fair number of international students. In addition, EOU has a nationally acclaimed on-line and distance education program that serves students in all 50 states offering 19 major and minors fully on-line. EOU also operates 16 sites and centers, primarily in conjunction with community colleges, which offers students a seamless transition from the community college system to bachelors and masters-level degree programs.

Selected Accomplishments:

- Restored faith in the university among legislators and community leaders in EOU.
- Initiated and developed the *Eastern Promise*—a program that provides for a seamless trajectory from 5th grade to post-secondary through a true collaborative partnership. This partnership serves and includes over 40 K-12 schools, 12 school districts, three Education Service Districts, and two community colleges.
 - The Governor of the State of Oregon has called this “the new model of educational partnerships”
- Oversaw EOU’s accreditation status reaffirmed—it was placed on probationary status in 2008—in 2010.
 - Received a second reaffirmation in 2011 as part of the new standards and processes, Year 1 review
 - Received unanimous 3-Year reaffirmation in 2013
- Spearheaded the financial blueprint for EOU in 2011 entitled “*Positioning Eastern Oregon University for Mission Fulfillment and Financial Sustainability*” and its updated version in 2013.
- Initiated, and completed, a 10-year master campus planning effort.
- EOU recognized by AAC&U for its leadership in the LEAP (Liberal Education and America’s Promise) project.
- Advances in the Government Relations agenda:
 - Successfully lobbied on multiple State Bills and/or State Referendums
 - Secured over \$50 million, over five years, in State Funding for building renovations (most in the history of the university)
 - Secured specific program funding for:
 - Regional Economic Center
 - Eastern Promise
- Assisted in increasing fundraising by factor of 5.
 - EOU recorded its two largest gifts in history
 - Assisted in increasing the endowment by 25 percent
 - Personally pledged a gift of \$120,000 for scholarships, faculty research and other programs.
 - Assisting in leading EOU’s first significant capital campaign.
- Implemented a model of shared governance that has increased university commitment and expertise to advise and present options in the university decision making process
- Increased enrollment, retention and graduate rates to the highest levels in the university’s history.
- Successfully initiated “Interested Based” collective bargaining with the Faculty Union.

Selected to serve on the following national and regional associations/commissions and commissions:

- Committee on Policies and Advocacy, American Association of State Colleges and Universities, 2009 to present
- Commission on Equity and Diversity, American Council on Education, term for 2009 to 2012
- Commission on Leadership, American Council on Education, term for 2012-2013
- Cascade Collegiate Conference, Chairman of the Council of Presidents, 2010 to present
- National Association of Intercollegiate Athletics (NAIA), Council of Presidents member, 2011 to present
- Appointed by the Governor of Oregon:
 - To represent higher education on his transition team.
 - Chairperson of the Regional Economic Development Committee
 - Chairperson of Umatilla Forrest Collaborative: commission which successfully created an agreement between members of the logging industry, Forest Service and environmental groups to develop a sustainable (economically and ecologically) plan for logging and harvesting for the Umatilla National Forest.

**Vice President for University Relations
Indiana University of Pennsylvania
February 2006 to 2009**

Indiana University of Pennsylvania (IUP) is primarily a residential university offering a full range of undergraduate and master's degrees while awarding doctoral degrees in specialized professional fields. Among its peers, it has an intense research agenda in specific fields. IUP has over 14, 500 students, and is the largest and the "Flagship" of the Pennsylvania State System of Higher Education System (PASSHE) that consists of 14 state-owned universities.

Responsible for overseeing all external affairs of the University including all fundraising efforts, campaign management, legislative affairs, marketing and promotion, leadership and guidance for the Indiana University of Pennsylvania (IUP) Foundation, managing an endowment of nearly \$50 million (largest in the PASSHE), managing a \$280 million student housing project, and representing the University to the media and community.

Selected Accomplishments:

- Oversaw all aspects of a \$280 million student housing construction project.
- Secured five multi-million gifts for the university—prior to 2006, the university received two multi-million gifts in its history.
- Completed the "Gateways to Opportunity Campaign" by raising \$32 million and exceeded campaign goal in less than two years.
- Enabled IUP, through private gifts, to become an *All-Steinway University* (One of 60 in the country).
- In response to NCAA legislation, led the effort and was responsible for changing the nickname (the "Indians") and athletic logo of the university.
- Launched, and completed, a \$38 million capital campaign for a convention center.

- Increased total sustainable giving to IUP by a factor 7.
- Increased giving to leadership societies from less than 250 donors to over 1,000.
- Completely funded over 150 new endowments.
- Assisted in securing over \$20 million in new research grants and contracts.
- Created an integrated marketing program for the university that helped to increase student applications by 30% and yield by 15%.
- Secured prominent feature articles in over 20 regional and four national publications.

**Associate Vice President for Alumni Relations and Development
State University of New York at Buffalo
August 2000 to February 2006**

The University at Buffalo is a major research university (member of the AAU) with 184,000 alumni and 28,000 students. UB is the Flagship University of the State University of New York (SUNY) System that includes 64 campuses and nearly 400,000 students. UB offers 300 master's and terminal degrees in many fields including Law (JD and LL.D.), Medicine (MD), Pharmacy, Dentistry (DDS) Engineering, Education (Ph.D. and Ed.D.), Business (Ph.D.), including many fields in the sciences and the liberal arts.

Responsible for directing the State University of New York at Buffalo's (UB) Alumni Association and the Office of Alumni Relations including the coordination and execution of all alumni programs, services, and communication on behalf of the University to alumni and other selected constituencies. Also responsible for leading specific fundraising priorities, legislative support and other external affairs.

Selected Accomplishments:

- Member of the executive team (consisting of three people) overseeing the "Campaign for UB" that raised \$290 million surpassing its goal of \$250 million.
- Secured several multi-million and six figure gifts for an alumni center and other projects
- Created nearly 50 new endowments in excess of \$50,000 each
- Created an alumni legislative advocacy organization that has over 37,000 members.
- Established 32 alumni advocacy groups worldwide (increased from six in 2000).
- Instituted a strategic planning process to direct resources and measure results.
- Created a comprehensive communication plan that melds print and electronic media. Efforts were recognized with a Grand Gold Award by CASE.
- Produced *UB Today*, the alumni magazine of the UB, and won several national CASE awards

As a letter of appointment, I taught the following courses in the Graduate school of Education:

- Financing Higher Education
- Seminar Series: Leadership in the Academy
- Advancement in Higher Education

**Executive Director of the Alumni Association
Director of Alumni Relations
Boise State University
November 1995 to August 2000**

Boise State University is a comprehensive metropolitan masters degree granting university with 75,000 alumni and 17,000 students.

Responsible for leading and directing the Office of Alumni Relations and the Boise State Alumni Association in the execution and implementation of alumni programs, services, communication and alumni engagement. Also responsible for fundraising activities for key university projects/priorities, supporting legislative affairs and marketing activities for the university.

Selected Accomplishments:

- Initiated a successful Alumni Center Campaign.
- Increased the Alumni Association Scholarship Endowment by over 40%.
- Funded the Legacy Scholarship Endowment that provides for 25 scholarships to the children of alumni.
- Responsible, along with Director of Athletic Association, for Boise State University's single largest fundraising special event in history.
- Identified, cultivated, negotiated and stewarded the single largest scholarship gift from a living alumnus to Boise State.
- Assisted in successfully raising \$13 million in less than two years to fund the newly created College of Engineering.

**University of Nevada, Reno
Director of Annual Giving and
Assistant Director of Alumni Relations
July 1992 to November 1995**

The University of Nevada, Reno is a Land Grant university with 65,000 alumni and 15,500 students. Nevada is a doctoral granting university with a significant and prominent research agenda. Nevada also serves, through its Land Grant mission, a valuable economic and cultural center for the entire state.

Director of Annual Giving in 1992 and assumed the additional duties of Assistant Director of Alumni Relations in August 1993. Primary responsibilities included raising gifts from alumni and friends, capital campaign assistance, increasing alumni volunteer support.

Selected Accomplishments:

- Produced all fundraising mass appeals by the university and its colleges resulting in total gifts of nearly \$1 million annually and increased alumni participation to nearly 25% (up from 11%).
- Personally secured over \$500,000 (unrestricted) annually for the President's Associates Leadership Society.
- Assisted in finalizing the University of Nevada's "*Century Campaign*," which raised \$140 million, surpassing its goal of \$105 million.

- Secured over \$1 million in new scholarship endowments.

**Dunn & Bradstreet
Business Analyst
July 1991-July 1992**

Worked closely with business leaders in Northern California, Oregon and Nevada to develop Business Information Reports. Prepared reports and provided opinions by gathering information from primary and secondary sources, applied industry data and economic projects, and analyzed financial reports and other subjective material on the management teams.

Selected and Relevant Presentations and Papers on University Leadership:

Goals for a metropolitan university: Three strategic objectives in building a strong alumni base, Metropolitan Universities: An International Forum, Vol. 8, Number 2, 1997.

Creating an integrated advancement strategy, International Metropolitan University Conference, San Antonio, Texas, July 1997.

Strategy: Why, how, and when. CASE District II, Kansas City, Missouri, March 2001.

Nontraditional alumni: How to reach, connect and engage, CASE International Conference, Washington D.C., July 2003.

Neither Newman nor Morrill: The great research university of America, Higher Education Symposium, Higher Education Symposium, State University of New York, Buffalo, New York, April, 2004.

Nontraditional Students and Alumni: Impact on the Modern University, Higher Education Symposium, Higher Education Symposium, State University of New York, Buffalo, New York, May, 2004

The college cost crises: The facts behind the rhetoric, Higher Education Symposium, State University of New York, Buffalo, New York, November, 2004.

Creating and implementing a strategic planning philosophy for advancement, CASE Web Conference, Washington D.C., December, 2004.

The New President: What the new leader seeks and what the campus seeks, Higher Education Symposium, State University of New York, Buffalo, New York, March, 2005.

The myths and realities of strategic planning, CASE Currents, November 2005, Washington D.C.

The academic master plan: strategic planning for higher education, Higher Education Symposium, State University of New York, Buffalo, New York, November, 2005.

The public-private university: Aspects of privatization of higher education, Higher Education Symposium, State University of New York, Buffalo, New York, March, 2006.

Strategy development in higher education: A review of practices and principles, CASE Web Conference, Washington D.C., February 2006.

A case study of financial management and flexibility in challenging times: The development of the nation's largest student housing project, Conference of the PASHEE Council of Trustees and Board of Governors, Mansfield University, Mansfield, PA, October, 2007.

Advancing to the Presidency, the non-traditional approach. American Council on Education seminar on Advancing to the Presidency, Washington D.C., October 2011.

Call for university leadership: Transitioning from a process of budget cuts to creating ambition, in Presidential Perspectives, 2011-2012 series: Strategies to Address the Rising Cost of Higher Education, edited by Dr. Marylouise Fennell and Dr. Scott Miller, June 2012.

Great Expectations: Are today's leaders a good fit for tomorrow's university leaders? AASCU webinar presentation with Ms. Lucy Leske, December 1, 2016

Enrollment Success in the time of turbulence. AASCU Annual Meeting, La Jolla, CA. October 23, 2017.

Selected University Service and Committees

Appointed by the Governor to the Partners in Education Committee, 1992-1995

Elected to the Faculty Senate, 1993-1995

Elected to the Executive Committee of the Faculty Senate, 1994-1995

Academic Standards Committee, 1994-1995

Core Curriculum Executive Board, 1994-1995

Merit Pay and Promotion Committee, 1993-1995

University Budgeting Committee, 1996-2000

Northwest Commission on Colleges and Universities Accreditation team, 1998

Boise State Strategic Planning Committee, Co-Chairman, 1998

Ph.D Review Committee, 1999

Chairperson, Vice President for Institutional Advancement Search Committee, 1997

Tenure Review Committee 2002-2005

Faculty Grievance Committee, 2001-2005

NCAA Accreditation Team member, 2002

Presidential Search Committee, 2004

UB 2020—Strategic Planning Committee, 2005

Elected to the University Senate, 2006 to 2009

Middle States Accreditation Team leader, 2006

Division I Exploratory Committee, 2006 to 2009

Chairperson, Provost and Vice President for Academic Affairs Search Committee, 2008

Vice President for Administration and Finance Search Committee, 2008
University Strategic Planning Steering Committee, 2007
University Strategic Planning Committee, 2007
Liberal Arts Curriculum Committee, 2005 to 2009
IUP Research Institute Board of Directors, 2006 to 2009
Undergraduate Research Symposium, 2007 to 2009
Keystone Innovation Zone Steering Committee, 2006 to 2009

Selected Professional Memberships

CASE member since 1992
NSFRE/AFP member since 1992
Appointed to the CASE District VIII Board of Directors, 1999-2001
Delegate to the Symposium on Marketing Higher Education sponsored by the American Marketing Association, 1998, 2000
CASE Board Member, 1997-2000
Council of Alumni Association Executives, 2001 to 2006
Appointed to the Governor's Commission on Employment Practices, 2002 to 2006
American Association of Higher Education member since 2003
Association of American State Colleges and Universities, 2009 to present
American Council on Education, 2009 to present
Association of American Colleges and Universities, 2009 to present
Association of Governing Boards, 2016 to present

Professional Honors

Idaho Business Leadership, 1999
CASE International Gold Medal for Web Sites, 2003
CASE/ASAP Gold Medal for Student Programs, 2005
CASE International Outstanding Presenter, 2003, 2005 and 2006
"UB Star" for Outstanding Service, 2001
Certificate for Outstanding Research, Teaching and Service, Dept. of Higher Education Administration, 2005
Council of Alumni Association Executives, Outstanding Leadership, 2006

Community Service Activities

Kiwanis Club of Reno 1992-1995
Nevada Secretary of State Committee on Telemarketing Fraud, 1994-1995
YWCA, Fundraising Committee, 1994-1995
Volunteer for Reno Youth Sporting, 1992-1995
American Marketing Association, 1995 to 2009
Member of the Boise Downtown Business Association Board of Directors, 1996-2000
Amherst Cooperative Education Member, 2003 to 2006
Member of Rotary International, Buffalo Chapter, 2003 to 2009
Volunteers annually for the American Cancer Society
Member of the Ben Franklin Elementary School PTA, 2006 to 2009
Member of Rotary International, Indiana Chapter, 2006 to 2009
Leadership Pittsburgh, 2007

Honorary member of Rotary, Kiwanis and Lions of La Grande, 2009 to 2015
Member of Murray Rotary, 2015 to present
Campaign Chair for Murray United Way, 2016-2017.

Community Boards and Civic Participation

Hugh O'Brien Youth Foundation Board of Directors, 1996 to 2002
Selected by *Boise Business First* as an Outstanding Business Leader, 2000
Selected by *Idaho Business Review* as a "40 under 40" award recipient, 2000
Washoe County High School Distinguished Alumnus, 2000
Selected as Boise Outstanding Citizen, 2006
American Red Cross, Indiana Board of Directors, 2006 to 2009
Jimmy Stewart Museum Board of Directors, 2006 to 2009
Indiana Arts Council Board of Directors, 2007 to 2009
Ex-Officio Member of the Borough of Indiana Council, 2007 to 2009
Oregon Cancer Society Board, 2009 to 2015
Oregon American Red Cross, 2009 to 2015
American Cancer Society, 2015 to present
Leadership Kentucky participant, 2016
Murray and Calloway County Chamber of Commerce, 2017 to present
Murray and Calloway County Economic Development Council, 2016 to present