

Neal Weaver

Dear Search Committee Members:

Please accept this letter and the attached materials as my formal application for the President Position at Winthrop University. As this letter and my application materials will demonstrate, I have all the requisite qualifications for the position. My leadership experience, combined with my commitment to ensuring that public higher education prepares students to be both effective and responsible citizens, make me an ideal candidate for the position at Winthrop.

Over the past few weeks, I have studied the search profile, visited winthrop.edu and reached out to colleagues across the region familiar with Winthrop to learn as much as I can about the University. As a result, I am interested in the opportunity because Winthrop is a great university with an important mission. The University's commitment to education as a public resource mirrors my belief that public universities like Winthrop are essential to the goal of producing an educated citizenry. I am convinced that universities like Winthrop are the best at producing talented, motivated graduates, who make significant contributions to the workforce and their communities. I have spent my entire career working at and leading universities with similar responsibilities and my commitment to these goals is evident by the successes I have been able to achieve through my enthusiasm for investing in and empowering individuals, my ability to manage multiple strategies simultaneously, and my inclination to challenge conventional wisdom.

Certainly, Winthrop is a regional leader in higher education, and the University has enjoyed numerous successes across academics, enrollment, athletics, and fund raising. The academic mission, while grounded in the Liberal Arts, is adjusting to meet the needs of students and the state, and there is a strong commitment to student success. The University is well positioned to continue living its mission while prepared to confront – from a position of strength – the uncertainties that will be faced by all institutions of higher education in the coming decade. I am ready to lead the University - to build on its strengths, explore new opportunities, and build the partnerships that will elevate the University. As the President at Georgia Southwestern State University, I have led our efforts to grow enrollment, improve student success, rebuild the campus infrastructure, modernize our approach to student engagement, develop new academic programs, and prepare for the University's first comprehensive campaign. I have done this by building a strong leadership team, developing successful relationships with faculty and staff leaders, engaging with students, strengthening GSW's relationship with the University System of Georgia Board of Regents, and energizing the local board of trustees.

Professional Background

Currently, I serve as the President of Georgia Southwestern State University in Americus, Georgia. Over the past five years, we have made remarkable progress on enrollment growth, student success, community involvement, campus facilities, academic realignment, and employee morale. Prior to GSW, I served as the Vice President for University Advancement and Innovation at Nicholls State University in Thibodaux, Louisiana where I provided leadership for the areas of University Advancement, Enrollment Management, Athletics, and New Student Orientation. In addition, I managed an innovation portfolio that drove student success, operating efficiencies, improved customer service, and new revenue generation across the Nicholls brand. Prior to Nicholls, I served as Vice President for Institutional Advancement at West Texas A&M University, and as Vice President for University Relations at Northeastern State University (OK).

By prioritizing goals, strategically allocating resources and creating a culture of empowerment, I have been able to leverage limited resources to achieve record-breaking results. Over the last 32 years, I have led my institutions to student enrollment records while also raising alumni and donor support beyond any previous levels. I have been instrumental in bringing additional investments of more than \$250 Million to my universities by leading three successful fundraising campaigns, five successful community elections and lobbying for dedicated support from state legislatures. These investments have led to the creation of endowed professorships and chairs, branch campuses, scholarships, named classrooms, new campus construction, and innovative academic and co-curricular programs designed to enhance student success and increase market differentiation.

In the Search Profile, you outlined presidential priorities for the next President. With those in mind, I wanted to take this opportunity to share some of my previous experience in order to give you some insight as to how I might approach each at Winthrop.

Refine the University's Academic and Co-curricular Programs

Maintaining alignment between the academic programs of the university and the economic development needs of the region is a critical factor in the success and growth of a regional, comprehensive university. Throughout my career, I have successfully established and developed new academic programs and units to grow or introduce innovative and entrepreneurial projects that have helped increase revenue, better serve students, and connect to the workforce needs of the surrounding communities.

During my time at GSW, I have led the effort to both modernize our academic offerings while also adding new majors more closely aligned with the economic and workforce needs of the regional communities we serve. Our academic planning process identified 13 new programs that would not only meet local needs and support workforce shortages, but also would create unique market opportunities for GSW related to our regional competition. Over the last two years, we have implemented six of the 13 programs, including downward expansion with the Associate Degree in Nursing and growing the graduate program with the Executive MBA.

While strengthening, modernizing, and developing the academic programs at GSW has been critical for our progress, we have also intentionally invested in co-curricular programs to drive up student success related to retention, graduation, and personal growth.

Over the past five years, we have reinvented and renamed the student affairs division by focusing on the student experience and implementing new programs designed to engage students and generate success. By investing in the campus experience, we have dramatically impacted student outcomes. Prior to the effects of COVID, the new student success initiatives resulted in a 7.3% overall increase in first-year retention, and within the 7.3% increase, GSW had record increases for residential student retention, increasing 10.7%, a first-generation increase of 10.5%, African American student retention increasing 12.4%, and a 17.4% increase in retention of African American female students.

I am excited to work within the framework in place at Winthrop that allows the University to respond to market needs and deliver relevant, high-quality, degree programs that meet the rapidly expanding and shifting needs of today's students. The added value of delivering these programs from a liberal arts-based perspective provides Winthrop with a solid foundation for student development that can lead to powerful market differentiation and a strong national reputation.

Develop an integrated and multimodal marketing and communications strategy

As we emerge from the COVID Pandemic and approach the “enrollment cliff,” the need to increase awareness and improve reputation will be a critical factor in Winthrop's success both in student recruitment and in community, state and donor support. Fortunately, leading these branding, marketing, and communications efforts have been a part of my responsibility portfolio throughout my career.

As competition for students increases and the number of high school graduates is set to decline, Winthrop must creatively convey a clear and distinctive identity that rises above the noise, to present an attractive and confident message that attracts prospective students. Such strategically designed marketing messages deployed during my time at Northeastern, West Texas, Nicholls, and Georgia Southwestern have contributed to record enrollment increases, even while concurrently elevating academic standards. I am excited to identify and actively recruit those students who are ideally suited for Winthrop.

Beyond student recruitment, we must also focus on building community support for the University. Throughout my time in Higher Education, I have worked with many community-based organizations that rely on a strong and positive relationship with the University. I have chaired and served on committees and boards with Chambers of Commerce in Tahlequah, Broken Arrow, Tulsa, Canyon, Amarillo, Thibodaux and Americus. I have led community campaigns and community projects for the Tahlequah Public Schools, the Cherokee Nation, the Build a Better Broken Arrow Committee, Tulsa County, the Amarillo Economic Development Corporation, The High Ground of Texas, the Lafourche Parish Tourism Council and the Ignite College and Career Academy in Americus.

At NSU, I marshalled legislation through the Oklahoma Legislature to expand the scope of practice for the Oklahoma College of Optometry, and worked with the Broken Arrow City Council and the Tulsa County Vision 2025 to generate support for and over \$40 million in funding for the creation of the NSU-Broken Arrow campus. At GSW, I have worked with President Jimmy Carter to define, fund and launch the President Jimmy Carter Leadership Program, and at WT, I partnered with the Texas A&M Corps of Cadets to introduce the Dyke and Terry Rogers Leadership Education and Development Program, a leadership certificate program designed for juniors and seniors at West Texas A&M University. These types of unique educational partnerships and new opportunities can play an important role in the development of a university and strengthen the relationship between the university and the community.

As new opportunities unfold for Winthrop, it will be important to articulate clearly the university's mission to both internal and external constituents. My commitment to being an engaged, transparent, and collaborative leader has allowed me to build, within the institution and throughout the community, a common understanding of the mission, vision and values of the university. From this common understanding, external constituents – such as the local and regional communities, the state legislature, corporate partners, and donors and friends – learn about the university and develop a deeper appreciation for the important role we play in advancing the social, cultural and economic development of the state.

Provide focused attention to recruitment and enrollment management

Smaller universities, like Georgia Southwestern, must strategically invest limited resources in the right objectives at the appropriate time in order to drive the enrollment outcomes that generate increased tuition revenue and additional state funding. The margin for error is razor-thin, as missteps can set the institution back for several years. The leadership challenge is to balance this investment with other

significant campus needs related to salary increases, program development, faculty and staff training, facility maintenance and upkeep, technology upgrades and other pressing issues. I have navigated these competing interests to help GSW develop a strong market presence, protect the university's strong financial position, and grow enrollment more than 8 percent over the past four enrollment cycles. As a result of these efforts, we were able to absorb a 13 percent reduction in state funding for FY21 and not eliminate or furlough any active employees.

At GSW, I have employed a multifaceted approach to growing enrollment which allowed us to first stabilize, then grow, the University's student enrollment and financial stability. We prioritized: new academic programs, creating a new brand message and graphic identity, innovating in student success initiatives, building new and renovating existing campus facilities, improving the performance of Hurricane athletics, investing in scholarship opportunities, and intentionally recruiting a more diverse student population. As a result of these efforts, GSW has grown more than eight percent over the past three years and has set enrollment records for the fall, spring, and summer semesters.

I sharpened these enrollment and budget focused competencies throughout my previous positions. At WT, we worked hard to change the market perception of the University, to attract more students from outside the Texas Panhandle and to become a Hispanic-serving institution. When I arrived, nearly 85 percent of WT students were from the Panhandle and 18 percent of the student body was recognized as Hispanic, but eight years later, enrollment had grown from 6,500 to over 8,000, the percentage of Panhandle students had dropped to less than 60 percent and WT had achieved federal recognition as a Hispanic-serving institution. When I moved to Nicholls, I was asked to take charge of the Enrollment Services division and end 16 straight semesters of enrollment declines. I led the transformation of the recruitment, scholarship and orientation programs which resulted in a 40 percent increase in applications, a 25 percent increase in admitted students and three consecutive semesters of enrollment growth.

Build and inspire a collaborative and stable leadership team

Obviously, one person cannot lead every effort that will improve the University, so it will be imperative to build and develop an energetic, forward thinking leadership team ready to work together to make decisions in the best interests of the faculty, staff, and students of Winthrop. In my work leading teams and universities, I have learned that momentum builds when people have pride in their University and purpose in their work. I focus my leadership on building these critical elements through clear, multichannel communications and my individual behavior, knowing that actions often speak louder than words. I employ a philosophy of "urgency without fear" and empower individuals throughout the organization to make appropriate decisions in alignment with the goals and objectives we have discussed and agreed are right for the university. This willingness to empower others allows the university to attack its challenges on multiple fronts, to build cooperation and cross-functional solutions, to adapt to environmental changes, and learn from mistakes.

Throughout my career, I have built strong leadership teams and am proud of my work in hiring, promoting, and developing individuals from all backgrounds. I take great pride in the fact that five people I hired have gone on to serve as Vice Presidents for Advancement and I am currently mentoring two Vice Presidents who aspire to become Presidents/Chancellors. However, leadership can, and should, come from throughout the organization, so while I intentionally build a strong leadership team, I cherish the opportunity to develop strong relationships with the faculty, staff and students on campus.

As I transitioned to the president's role, I quickly realized that the relentless schedule could trap me in the office and isolate me from the very reasons I loved the job. As I have learned to take charge of my calendar, I have implemented strategies to engage with the campus community and to experience the campus environment as it is on a regular basis. These opportunities allow me to connect with students, faculty, staff, and community members and create the dialog, transparency, and connection that lead to better decisions and better relationships. Kristi and I open our home and our lives to the people of our

campus and we truly enjoy being a part of the campus family. As the President of Winthrop University, we will be fully engaged in the life of the campus and devoted to everyone who chooses to be a part of the Eagle family.

Anticipate Higher Education trends and post pandemic realities

As the President, my most important role is to anticipate changes in the higher education landscape both nationally and regionally, communicate the vision of how the University will meet this evolving future, and monitor the transition of the University over time. For most of my career, this was a painfully slow and methodical process, however, the pace of change has dramatically increased over the last decade and the COVID pandemic accelerated the process even more.

When I arrived at GSW, enrollment was declining and facing significant regional headwinds, retention was falling into the low 60 percent zone, faculty and staff morale was pessimistic and the university lacked a compelling vision for the future. It had been a decade since the most recent campus construction, over 15 years since the introduction of a new academic program, and, since joining the NCAA Division II 13 years previous, the Hurricane athletic teams had never finished above last place in the Peach Belt Conference Commissioners Cup standings. The school did not have a contemporary approach to student life, and the threat of consolidation hung over the campus like an ominous cloud. The University System of Georgia Board or Regents wanted improvement and was willing to support an aggressive approach to reenergizing the campus and implementing the changes that would prepare GSW for a better future.

Today, GSW is an intellectually and socially vibrant campus with the highest enrollment in university history, three new academic programs, an academic master plan, five active or completed construction projects, a retention rate above 68 percent, and athletic teams competing for conference championships. The faculty and staff are energized and empowered to innovate and bridge the divides that separate students from their academic and social objectives. The Covid Pandemic may have surprised us, just like every college campus across the country, but it also provided us with the experience, the desire, and the resources to invest in the post-covid strategies that will make GSW a vital part of the Southwest Georgia region for another 100 years.

Through the Post-Pandemic Task Force I formed in January 2021, we identified the technology gaps we witnessed, the elements of GSW that drew students to the campus, and how we compared to our competitors across the higher education landscape. Using the outcomes from this taskforce, we have invested more than \$6 million in campus infrastructure; created, funded, and launched a campus wide Experiential Learning initiative; and defined the key components of the GSW Experience. In addition, we have launched a strategic planning process to embed this new knowledge into our next five-year plan and guide our preparation for SACSCOC reaffirmation.

As the president, I have had the opportunity to lead this transformation and to enjoy the unique perspective that comes from the position. I remain stubbornly optimistic, steadfast and confident in the process, and dedicated to the identity, the mission, and the vision of the University. As a result of our work and initiative, the University's reputation is growing throughout Georgia, corporate partners are investing in program development, donors are committing to projects that will transform the physical appearance of the campus, and students and parents are seeing the value of the GSW experience.

Implement a sustainable financial model and budget including additional revenue generating opportunities

Clearly, investing in and strengthening student success initiatives, academic programs, Hurricane athletics, and campus facilities has been my priority over the past five years, however, we have achieved these important improvements while maintaining a financially healthy institution. GSW's Unrestricted Net

Assets have increased each year from FY19-21. Net student receivable balances have decreased each year from FY19-21, financial ratios remain relatively flat or show improvement over 2- and 3-year trends and Primary Reserve, Viability, Return on Net Assets, Current, and Cash ratios all reflect positive trends over the last 3 fiscal years. Our Total Debt Liabilities per FTE and Total Debt Minimum Payments per FTE have decreased each of the last 3 fiscal years and GSW's Auxiliary Reserves now stand at \$5.2 million, the highest total in GSW's history, increasing 2.8 percent from FY20-21 and 5.6 percent from FY19-21.

Each year, as a part of the budget planning process, we prioritize reaching the maximum 3 percent tuition reserves we are able to carry forward as this gives us flexibility for contingencies such as large unexpected expenses and/or an unexpected dip in revenue. As the steward of taxpayer investment, and a caretaker of the University, it is imperative that I am respectful and responsible to the current condition of the University while also committed to the future of the university far beyond my service.

While we work hard to gain additional support through the legislative process, the most practical way to increase operating funds is to find innovative ways to generate new revenue. Throughout my career, I have been responsible for revenue generation and campus innovation, and these skills have been especially important during my time at GSW as we search for the resources needed to fund our growth. Over the past five years, we have aggressively pursued new revenue opportunities while also taking steps to minimize our risk exposure. During this time, we have added a winter intersession, expanded capacity in academic programs, introduced new degree programs in markets we don't currently serve, entered a dual-degree partnership with an international university, privatized the university bookstore and dining services, expanded revenue generation in athletics, increased fundraising, and partnered with the local community to develop mutually beneficial partnerships.

These types of unique educational partnerships and new opportunities can play an important role in the development of a university and strengthen the relationship between the university and the community. Winthrop University is clearly well prepared and well positioned to take advantage of new opportunities and I am excited to bring my experience in developing these partnerships to the campus.

Expand Winthrop's Fundraising Program

While state allocations and tuition revenue build the foundation of what we do, the universities that engage in successful fundraising are the ones who are able to provide the margin of excellence to academic programs, student success initiatives and athletic teams. My successful background in Advancement work has allowed me to become an effective Advancement President and we have made some outstanding progress at GSW.

Over the past five years, I have invested in the Advancement team and we have doubled the annual fundraising total, increased the number of donors, increased the number of gifts, increased the size of the average gift, and laid the foundation for the University's first-ever comprehensive campaign. I have led the effort to fund a \$4 million rebuild of the Griffin Bell Conference Center, a \$3.2 million renovation of the Student Success Center, a \$3.5 million renovation of the Florrie Chappell Student Activity Center, and the building of a \$1.5 million indoor practice facility for the Baseball and Softball programs. In the year ahead, we will complete the expansion of the science lab facilities, and will launch the beginning of a \$4.9 million renovation of the Carter Library. Through these efforts, we have invested more than \$20 million in facilities that will enhance and support academic success, student life, and athletics.

In my previous positions, I established a successful track record in fundraising and resource development. When I arrived at West Texas A&M in 2008, I was asked to transform the development program and build an Institutional Advancement division capable of leading the University's first comprehensive campaign. Early on, I discovered detached operational units that didn't know how to work together, a development team without any advancement services, and a fundraising program that didn't understand donor stewardship or offer planned giving services. In fact, I had taken a job where donors didn't trust the University. They felt the university was either twisting their arms to give to projects that were not helping the university or

taking gifts for one thing and using them in a different manner. As a result, our pre-campaign study identified that 80% of donors would not recommend to their friends making a gift to WT. At the time, WT was raising \$3.4 million a year from less than 1,000 donors. Eight years later, we successfully completed the university's first comprehensive campaign, hitting \$50 Million (143% of the campaign goal), growing donor participation from 1,000 to over 10,000 and more than doubling foundation assets from \$23 million to over \$50 million. During this time, we changed the donor culture of the university and developed valued donor relationships that grew to bear institution-shaping gifts.

Collaborate, communicate, and counsel with the Winthrop University Board of Trustees

Throughout my career, I have worked within a variety of University Systems: from the six member Regional University System of Oklahoma, to the 11 member Texas A&M System, to the nine member University of Louisiana System. Currently, I work as a part of the 26 member University System of Georgia. I have chaired committees, led taskforces, and made numerous presentations to the Board of Regents. I have always found the collegiality, comradery, and cooperation of board members to be extremely beneficial to both my personal development and to the stability of the universities I have served.

In addition to my work with the system boards, I have also been responsible for working directly with the Foundation Board of Trustees in each of my previous positions. The opportunity to work with the members of the Winthrop University Board of Trustees would be an exciting opportunity to collaborate and promote partnerships that will accelerate the future of the regional workforce and to create an exciting future for the citizens of South Carolina.

Commitment

I have spent most of the past 30 years on campuses in Oklahoma, Texas, Louisiana, and Georgia and during that time I am proud to have established great friendships and a reputation for hard work. The communities of Rock Hill and Winthrop University will discover that I am an optimistic leader willing to invest in the development of individuals, humble enough to include others in the life of the University, and informed enough to manage all areas of the enterprise. I have established a strong reputation as a person of his word and as an open and trustworthy leader who values and respects each member of the academic community. My colleagues know me as an honest, focused leader who always puts the best interest of the institution foremost in decision making.

As Kristi and I evaluated this opportunity, we considered our family, our interests and our life experiences before choosing to pursue the opening at Winthrop University. We are comfortable that we will easily transition to the Rock Hill community and that we can bring positive, helpful leadership to the University. Therefore, we enter this process thoughtfully and united in a commitment to explore new surroundings, enjoy the opportunities that are presented, and to serve faithfully the organization to which we commit ourselves. Each day, we will endeavor to improve Winthrop University by developing an environment where faculty, staff and students work together to create and expand a campus community that encourages participation, mutual respect and collective success. We look forward to the challenge the position presents and the numerous joys that come from meaningful service.

Sincerely,

A handwritten signature in black ink, appearing to read "Neal Weaver". The signature is fluid and cursive, with a long horizontal stroke at the end.

Neal Weaver, Ph.D.

Education

2005	University of Oklahoma <i>Ph.D. - Organizational Leadership</i>	Norman, OK
1999	Southeastern Oklahoma State University <i>Master of Business Administration</i>	Durant, OK
1990	Oklahoma Panhandle State University <i>Bachelor of Arts Speech/Communications</i>	Goodwell, OK
1986	Putnam City North High School	OKC, OK

Work History

7/2017 to Current Georgia Southwestern St. Univ. Americus, GA

President

Responsibilities: Serve as the University's chief executive officer, reporting to the Chancellor of the University System of Georgia and to the Board of Regents. Articulate the University's vision, mission, and values with internal and external stakeholders. Support and enhance the institution's academic mission and overall operations. Build upon the existing traditions, distinctiveness, and strengths of the University. Approve and oversee the institutional budget and secure external funding support. Work with the Chancellor, Board of Regents, Governor, elected officials, alumni, donors, and the broader community to advance the mission of the University.

Summary of key accomplishments

- Adapted academic offerings to better connect the university's programs with the economic needs of the region
 - Launched new academic programs:
 - Long-Term Care Management
 - Integrated Digital Media Communications
 - Associate Degree in Nursing
 - Secured \$750,000 in seed funding to renovate facilities, hire faculty and launch program without state funding

- Introduced new degree and certificate options:
 - Executive MBA
 - Entrepreneurship
 - Financial Technology
- Doubled the available enrollment of the GSW Bachelor's Degree Nursing Program
 - Secured \$250,000 seed funding from private donors to expand program without state funds
- Grew enrollment at both the undergraduate and graduate level by increasing recruitment efforts and adding strategic regional and international partnerships
 - Achieved the highest enrollment in University history in Fall 2020
 - Freshman enrollment increased 18.5 percent
 - Graduate enrollment increased 16.8 percent
 - Headcount enrollment increased 7.3 percent
 - Since 2017, applications have increased by more than 150 percent and accepted students have increased by more than 100 percent
 - Negotiated and signed articulation agreements with schools throughout Georgia to provide seamless transfer for students at the undergraduate and graduate level
 - Finalized agreement with Zhoukou Normal University in Zhoukou, China, to enroll up to 120 new students per year in a 3+1 co-degreed Computer Science program.
- Improved Student Success through intentional and targeted programs designed to support at-risk and underrepresented populations.
 - Created the First-Year Experience department to support all new students
 - Increased First Year Retention from 61.4 percent to 68.6 percent
 - Introduced the Undergraduate Research Symposium to recognize, celebrate and encourage faculty/student partnerships
 - Expanded the academic schedule to provide students with more opportunities to graduate in four years or less
 - Implemented signature events to increase engagement
 - Launched the President Jimmy Carter Leadership Development Program
 - Restructured Campus Housing adding full-time staff and resident leaders to improve conduct and improve retention
 - Started the extended orientation program "Thunder Camp"
- Secured state funding for two building renovations and raised private funding for

two new buildings

- Raised \$5.8 million from donors to build:
 - Baseball/Softball Indoor Practice Facility
 - Griffin Bell Conference and Business Incubation Center
 - Secured \$10.8 million in state funding for the renovation of:
 - The Academic Center for Excellence
 - Florrie Chappell Student Fitness Center
 - James Earl Carter Library
- Partnered with the GSW Foundation to improve fundraising capacity and launch the silent phase of a comprehensive campaign
 - Increased total number of donors to the GSW Foundation by over 30 percent
 - Increased annual funds raised by 95 percent
 - Created two new Development Officer positions
 - Improved Faculty/Staff giving from 32 percent to 52 percent
 - Introduced the GSW Day of Giving
 - Increased scholarship support for both academic and athletic programs
 - Introduced the Southwestern Promise Scholarship program
 - Expanded the Guaranteed Acceptance Program for pre-nursing students
 - Added over \$200,000 in new athletic scholarships
 - Launched a new brand and university marketing strategy
 - Introduced the Hurricane themed “Take Tomorrow By Storm” campaign
 - Updated and modernized the University Logo and brand message
 - Expanded advertising footprint to introduce Georgia’s “Hidden Gem” to students and parents from a wider region
 - Returned campus to in-person instruction for Fall 2020 while maintaining student, faculty and staff safety in the midst of the COVID-19 Pandemic.
 - Secured appropriate PPE and testing support to create a safe campus environment
 - Developed campus-wide plans for students to return and attend classes in-person during the Fall 2020 semester
 - Invested in faculty development initiatives to assist with course transition
 - Hired and trained residence hall staff to manage the living environment based on CDC and Georgia Department of Public Health guidelines.
 - Approved all campus planning for academic schedule changes, adjustments to official university events, recruitment efforts and orientation programming

11/2014 to 7/17

Nicholls State University

Thibodaux, LA

Vice President for University Advancement and Innovation

Responsibilities: Worked directly with the University President to design and implement innovative strategies and programs to grow enrollment, increase revenue and control costs for the University and students. Participated at the executive level in deciding University budget priorities and distributions, academic program changes, and general university operations.

Areas of Supervision:

Advancement –

Responsibilities: Served as the chief advancement officer for the university: responsible for external affairs including development, alumni services, annual fund, planned giving, community relations, governing board relations, public relations, university communications, and advancement services.

Enrollment Management –

Responsibilities: Coordinated the University's student recruitment and onboarding efforts including student recruitment, admissions, financial aid, scholarships, orientation, and student employment.

Athletics –

Responsibilities: Oversaw the 14 sport, NCAA Division I, Southland Conference Nicholls Athletics Department and the Colonel Athletic Association.

Summary of key responsibilities and accomplishments

- Led the implementation of a CRM for enrollment management and migrated the recruiting program to a relationship based model.
 - Ended 16 semesters of enrollment declines with 4 consecutive semesters of enrollment growth
 - Applications increased by over 40 percent
 - Admitted Students increased by more than 25 percent
- Partnered with Academic Affairs to create the University College
 - Increased Retention from 63 percent to 70 percent
 - Reduced D/F/W rates in gateway courses by 20 percent
- Restructured New Student Orientation
 - Implemented a campus-wide Orientation cross-functional team
 - Focused on effective student on-boarding
 - Reduced the 10 percent loss rate from orientation to attendance by over 5 percent in one year

- Secured lead gifts to update athletic facilities including new playing surface for football, remodeling volleyball locker room and coaching offices
 - Coordinated campaign to raise funds to enhance coaches' salaries
- Secured legislative funds to construct new athletic facilities supporting baseball, football, student-athlete welfare, and athletic administration
- Renegotiated contracts with Coca-Cola, The Manning Passing Academy, and Adidas to increase unrestricted support to the university and increase revenue opportunities for Nicholls

6/2008 to 10/2014

West Texas A&M University

Canyon, TX

Vice President for Institutional Advancement

Responsibilities: Work directly with the University President and serve as the chief institutional advancement officer for the university: Responsible for external affairs including development, alumni services, annual fund, planned giving, community relations, governing board relations, public relations, university communications, and advancement services: Serve as Executive Director of the WTAMU Foundation: Participate at the executive level in deciding University budget priorities and distributions, academic program changes, and general university operations.

Summary of key responsibilities and accomplishments

- Led the largest fundraising campaign, and first comprehensive campaign, in University history. Surpassed \$50 Million which was more than 40 percent over the original goal. The campaign secured 21 endowed faculty positions, 36 named classrooms, and more than 110 new scholarships.
 - Fundraising at WT increased 125% from \$3.6 million annually to more than \$8 million annually.
 - Donor participation grew from 1,350 in 2008 to more than 10,000 in 2013.
 - Total gifts to the campaign exceeded 40,000
- Led the creation and implementation of an integrated marketing plan which focused the limited advertising budget on key student recruitment markets and worked with Enrollment Management and Admissions staff to identify new markets for prospective students that complemented our recruitment goals and ensured a consistent and brand-centered marketing and communications strategy.

- Enrollment increased each year since 2008.
 - Enrollment from outside the traditional service area increased by more than 25 percent between 2008 and 2014.
 - First-time freshmen enrollment grew to highest in history.
 - Headcount enrollment increased to highest in history.
- Served as the Co-Chair of the Program Review Committee, a university-wide committee responsible for assessing and prioritizing each campus program and department.
 - Secured funding for the creation of a branch campus in Amarillo.
 - Worked with community leaders to develop and deliver academic programs that drove economic development.
 - Coordinated the design and implementation of the Lead WT certificate program designed to enhance the leadership credentials of WT juniors and seniors.
 - Participated in the program as a guest lecturer and advisor.
 - Implemented a Planned Giving Program designed to assist donors with their financial planning and to receive planned gifts including bequests, life insurance, charitable gift annuities and estates.
 - During FY 2012-13 planned gifts now provide nearly 25% of the annual fundraising total.
 - Oversaw the establishment of the “I Am WT” faculty and staff annual giving program which has led to university employee giving increasing from 18% participation to over 72% participation in three years.
 - Actively engaged in the local community, including service to the Canyon and Amarillo Chamber of Commerce, the Amarillo Economic Development Cooperation, and the High Ground of Texas Economic Development Corporation.

Executive Director WTAMU Foundation

Responsibilities: Managed daily operations of a private 501 c3 organization under the direction of a separate 30 member board of directors: Oversee assets of more than \$46 million: Receive, process, and acknowledge more than 8,000 gifts annually: Supervise the distribution and management of more than 300 endowments and 280 scholarships: provide monthly, quarterly and annual reports appropriately to donors, the Texas A&M System offices, the State of Texas and the Federal Government.

1/98 to 5/2008

Northeastern State University

Tahlequah, OK

Vice President for University Relations – 2004-2008

Responsibilities: Worked directly with the University President and served as the chief institutional advancement officer for the university: Responsible for external affairs including development, alumni services, annual fund, planned giving, government and community relations, governing board relations, public relations, university communications, and advancement services: Participated at the executive level in deciding University budget priorities and distributions, academic program changes, and general university operations.

Director of University Relations – 2001-2004

Responsibilities: Worked directly with and from the University President's office: retained previous Public Relations responsibilities while adding management responsibilities for the NSU development staff and the NSU Foundation: assisted the President with government and board relations: assisted the President with campus and student issues that arrived in his office.

Director of Public Relations – 1998-2001

Responsibilities: Promoted the university to prospective students, university alumni and foundation donors, elected officials, our local communities, and other university stakeholders through the use of available media channels, paid advertisements, direct correspondence and special events: Supervised and directed the activities of employees in media relations, publications, web site development, photography and video services, and the university print shop.

Summary of key responsibilities and accomplishments at NSU

- Directed city and community election campaigns which resulted in an investment of more than \$45 million in University construction projects including the creation of the NSU-Broken Arrow campus and the Doc Wadley Stadium renovations.
- Led the creation and implementation of an integrated marketing plan that focuses on expanding market share in the University's traditional service area while working with admissions staff to identify new markets for prospective students that complemented the recruitment goals and ensured a consistent and brand-centered marketing and communications strategy.
 - Enrollment grew more than 17 percent, setting campus records in headcount enrollment, credit hour production and first-time entering freshman.

- Constructed Articulation Agreements with 6 Oklahoma Community Colleges to support course transfer policies, financial aid commitments, and provide a seamless transition to NSU for students planning to complete a Bachelor's degree.
- Oversaw the creation of legislation to expand the Oklahoma Optometric Scope of Practice to include laser surgery. The first state in the nation to provide this opportunity to optometrists.
- Grew support for the university among alumni and donors
 - Alumni Database grew from 19,000 to 56,000 and Alumni Association membership increased by 237 percent.
- Doubled the number of donors to the Foundation.
- Served as Chairman of the Centennial Celebration effort managing the activities of the Centennial Oversight Committee and the Centennial Planning Committee.
- Served as the university's liaison with state agencies such as the Oklahoma State Regents for Higher Education, the State Department and State Board of Education, and national associations such as the Association of State Colleges and Universities, the Council for the Advancement and Support of Education, and the American Council on Education.

Additional Positions

June 1996 - Dec. 1997 Lucent Technologies OKC, OK

Public Relations Specialist

July 1991- May 1996 Southeastern Okla. State University Durant, OK

Assistant Director of Public Relations/Media Coordinator

June 1990 – June 1991 McAlester News Capitol McAlester, OK

Reporter/Sports Editor

University Committees

Nicholls – SACSCOC Compliance and Leadership Committee
 Nicholls – Budget Review Committee
 Nicholls – Endowed Professorship and Endowed Chair Committee – Chair
 Nicholls – Space Allocation Committee
 Nicholls – President’s Cabinet
 Nicholls – University Council
 LUMCON – Executive Board
 WTAMU – SACSCOC Compliance Committee
 WTAMU – Program Review Committee – Co-Chair
 WTAMU – Textbook Taskforce – Chair –
 WTAMU – Comprehensive Campaign Committee – Chair
 WTAMU – Corporate Strategic Marketing – Chair
 WTAMU – University Marketing Committee – Chair
 WTAMU – Exigency Planning Committee
 WTAMU – Strategic Planning Task Force
 WTAMU – President’s Cabinet
 WTAMU – Campus Master Plan Task Force
 NSU - Broken Arrow Transition Taskforce – Co-Chair
 NSU - Speaker Larry Adair Lectureship Committee – Chair
 NSU - Senator Herb Rozell Scholars Committee – Chair
 NSU - Mascot Selection and Transition Task Force – Chair
 NSU - Administrative Council
 NSU - Strategic Planning Taskforce
 NSU - Campus Technology Planning Committee

Professional Activities

2021	SACSCOC On-Site Reaffirmation Committee <ul style="list-style-type: none"> ○ Served as a reviewer for the Reaffirmation of Athens State University
2017	AASCU New Presidents Academy <ul style="list-style-type: none"> ○ The New Presidents Academy is an intensive leadership development experience tailored to the distinctive needs of presidents and chancellors who lead state colleges and universities.
2012 – 2013	Executive Leadership Academy <ul style="list-style-type: none"> ○ The Executive Leadership Academy is a year-long program designed to prepare experienced cabinet officers to become successful presidents and chancellors. Hosted by the American

- Academic Leadership Institute (AALI), American Association of State Colleges and Universities (AASCU) and The Council of Independent Colleges (CIC).
- 2002 – 2011 CASE District IV Board of Directors
- *Served as District Chair during 2008 and 2009 and negotiated, planned and presided over the first joint conference in history of the district.*
- 2006 – 2009 CASE National Chairs Committee
- 2006 – 2007 Presenter - CASE Summer Institute for Advancement Services
- *Named a CASE Stellar Speaker*
- 2004 – 2007 Regional University System of Oklahoma
- The only non-president to serve on a system committee, served on the System Advancement Committee and led the System name change and legislative advocacy activities.
- 1998 - 2003 OSRHE Communicators Council
- Council Chairman - 2002
- 1998 - 2003 Senior Regional University Communicators Council
- Council Chairman - 2001-2002

Community Activities

- 2018 – 2021 Georgia Chamber Rural Prosperity Council
- 2019 – 2021 Americus Chamber of Commerce
- 2018 – 2021 Ignite College and Career Academy Board of Directors
- 2010 – 2014 Amarillo Chamber of Commerce - Legislative Affairs Committee
- 2010 – 2014 Canyon High School Booster Club Officer
- 2009 – 2012 Panhandle Regional Planning Commission - Labor Market Information Committee
- Studied the employment issues of 15 Texas panhandle communities
 - Made recommendations to area higher education and technical training schools regarding educational program needs.
 - Made recommendations to PRPC regarding most effective investment of available resources to support the panhandle area workforce.
- 2004 – 2005 Youth Leadership Oklahoma
- 2000 – 2007 Tahlequah Area Chamber of Commerce
- 1999 – 2003 Illinois River BalloonFest Committee
- 2002 – 2006 Tahlequah Public School Facilities Planning Committee
- 2003 Chairman, Kids First Campaign
- Successful city-wide sales-tax initiative to fund Public School Facilities in the Tahlequah community.

Personal Information/Interests

Family –	Married to Kristi for 31 years – 3 grown children
Health –	Excellent
Activities/Interests –	Exercise, Golf, Leadership Books, American Politics, Securities Investment, Cooking