

GARY M. BROWN, PhD

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SUMMARY

Highly motivated and energetic, student-centered, team oriented administrator with 30+ years of higher education senior level leadership experience. Strong background in academic and athletic program development, community relations, student life, fundraising, strategic planning and finance. Experience in fostering a campus environment of inclusion and transparency while placing high value on the creation of a strong cohesive campus leadership team. Possesses a deep appreciation and understanding of retention issues and the need for strong student enrollment and supportive services. Committed to fostering strong connections within the local community to include local government, school districts, community and faith based organizations, workforce development and others. Highly visible and accessible leader.

EDUCATIONAL BACKGROUND

Doctor of Philosophy | Educational Administration and Higher Education
Southern Illinois University at Carbondale, Carbondale, Illinois (August 1989)

Master of Science | College Student Personnel
Southern Illinois University at Carbondale, Carbondale, Illinois (August 1984)

Bachelor of Arts | Biology
The College of Saint Rose, Albany, New York (May 1982)

Harvard Institute for Higher Education | IEM Program (Summer 2011)

CAREER SUMMARY

Chief Operating Officer, Mercyhurst North East (2014-2017)
Senior Vice President and Chief Financial Officer, Mercyhurst University (2011-2014)
Executive Vice President and Vice President of Strategic Finance, Mercyhurst University (2009-2011)
Executive Vice President, Mercyhurst North East (2003-2009)
Executive Dean, Mercyhurst North East (1996-2003)
Associate Dean of Students, Mercyhurst College (1993-1996)
Assistant Dean of Students, Mercyhurst College (1991-1993)
Director of Housing and Residence Life, Mercyhurst College (1989-1991)
Housing Program Coordinator, Southern Illinois University at Carbondale (1984-1989)
Assistant Head Resident, Southern Illinois University at Carbondale (1982-1984)

PROFESSIONAL WORK EXPERIENCE

CHIEF OPERATING OFFICER

Mercyhurst University, Mercyhurst North East Campus (2014-2017)

- See Executive Vice President position (1996-2011)
- Returned to campus to stabilize enrollment and improve campus reputation
- Facilitated the increase of Fall to Fall Retention by 5% and new student enrollment by 25%
- Secured a \$604,000 Grant for Birthing Simulation Lab
- Facilitated increasing the Nursing NCLEX pass rate
- Enhanced the admissions office increasing new student applications by 20%
- Reduced student financial aid discount by \$800,000
- Reestablished “Students First” campus-wide culture
- Secured a \$500,000 Annual Fund Challenge Match
- Reduced campus expenses by over \$2M

SENIOR VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

Mercyhurst University, Erie, PA (2011- 2014)

- Member of the President’s Cabinet
- Major areas of responsibility included Finance, Physical Plant, Human Resources, Food Service, Bookstore, Grant/Contracts and Endowment. Supervision of Vice President of Finance, Director of Plant Operations, Director of Human Resources and Food Service Director
- Lead Administrative Resource for three Board Committees; Budget and Finance, Strategic Finance and Buildings/Grounds
- Facilitated and prepared the annual operating budget of \$120,000,000 with an annual operating margin in excess of \$3,000,000 with a University-wide enrollment of 4,200 on five campuses
- Successfully negotiated long term contracts with Parkhurst (Food Service), Aramark (Plant) and Pepsi, generating \$3,865,000 in unrestricted gifts
- Established a self-insurance health plan (2011) and added a vision plan (2013) for employees
- Instituted annual budget preparation hearings to create a transparent budgeting process

- Created a “Plant Fund” using annual margin allocations for future building/renovation projects
- Created a multi-year financial model for funding the *2020 Strategic Plan*. Plan included zero new debt, a plant development/investment fund and suggested/planned annual tuition rate increases
- Adjusted Fiscal Year to match Academic Calendar Year
- Facilitated a move from paper to on-line budgeting
- Updated and revised travel policies to comply with audit requirements
- Revised retirement contribution match and years of service policy
- Moved to an on-line payroll system

EXECUTIVE VICE PRESIDENT, MERCYHURST NORTH EAST
 Mercyhurst College, North East PA (1996- 2011)

- Member of the President’s Cabinet
- Total responsibility for an 84 acre residential “Branch Campus” offering certificates and associate degrees located 15 miles from the Erie/Main Campus
- Additional responsibility for three other off-site locations (Corry, Girard and Erie) offering associate degree programs
- Created a safe, student-centered environment promoting learning, diversity/equality and collaboration
- Direct supervision of a Dean of Administration, Dean of Academics, Director of IT, Director of Admissions, Director of Plant Operations, Director of Municipal Police Training Academy and a Director of Athletics. Began with 148 students enrolled in three academic programs in 1996 and increased enrollment to 1,100 students in over 32 academic programs by 2011, including high demand programs such as Nursing (LPN, ASN, BSN), Physical Therapy Assistant, Medical Lab Technician, Occupational Therapy Assistant, Culinary Arts and Criminal Justice while also adding 12 NJCAA athletic programs
- Grew annual operating revenue from \$1,200,000 (1996) to \$20,000,000 (2011) and employed 125 full-time employees including 45 FT faculty
- Grew campus enrollment from 148 students (1996) to 1,100 students (2011)

- Expanded campus to include three sets of student townhouses, a freshmen residence hall, a new academic complex with a library, several new science labs, including a cadaver lab and three athletic fields
- Instrumental in fundraising \$2.0M for the first campus endowment with a million dollar donor matching challenge. Also raised millions of dollars in gifts from both individuals and foundations to help build the campus, including multiple “one million dollar” gifts

ASSOCIATE DEAN OF STUDENTS, DIRECTOR OF RETENTION AND RESIDENCE LIFE

Mercyhurst College, Erie, PA (1994-1996)

- Major areas of responsibilities included Residence Life, Retention, Orientation, Freshmen Studies, ACT 101, Academic Support Services, Tutoring, Student Union/Student Activities, Transfer Student Services and Daycare
- Supervision of Student Union Director, Director of Freshmen Studies, Director of ACT 101, Director of Academic Support Programs, Director of Transfer Services, Coordinator of Retention Services, Associate Director of Residence Life, and Director of Childcare Center
- Served as Chief Housing Officer for a resident population of 1200 with a staff consisting of an Associate Director of Residence Life, two Assistant Directors, three Hall Directors, two graduate assistant desk staff, forty Resident Assistants, and two office assistants

ASSISTANT DEAN OF STUDENTS AND DIRECTOR OF RESIDENCE LIFE

Mercyhurst College, Erie, PA (1989 -1994)

- Chief Housing Officer for a resident population of 900 students residing in three residence halls and twenty apartment buildings on the main campus and one residence hall on a satellite campus. Staff consisted of a Director of Housing Maintenance, a Housekeeper/Maintenance staff, three Master’s level Assistant Directors of Residence Life, three Hall Directors, two counselors, two graduate assistant desk staff, forty Resident Assistants, and two office assistants
- Major responsibilities include all aspects of a Residence Life/Housing operation including a \$1,200,000 annual facilities expense budget, staff selection and training, programming, discipline, facilities management, environmental management, personal counseling, crisis management and summer conferences
- In addition to the Residence Life responsibilities, others areas included Student Union and Childcare Center. The Union, supervised by a Director, housed Campus Ministry, Student Government, the Bookstore, the Snack Bar and the Student Activities Council
- Childcare Center was run by a Director and Assistant Director, with an enrollment of 90 children and staffed by 12 teachers and 25 student employees
- Represented the Dean at various functions, when needed

COORDINATOR OF HOUSING PROGRAMMING

Southern Illinois University at Carbondale, Carbondale, IL (1984-1989)

- Reported to the Associate Director of Housing
- Served as a member of the Residence Life management team as one of four coordinators responsible for policy development and implementation for on-campus, single student housing
- Major responsibilities included the development, implementation, and support of all Housing programs for a single student housing population of 4,800, a Family Housing population of 1,400 and an Approved Off-Campus Housing population of 1,000; the coordination of programming activities for 125 in-residence staff and 30 student groups; and total fiscal management of \$150,000 Campus Housing Activity Fee, including annual budget and blanket requisition preparation, ordering equipment, and approving/processing all purchases within the system
- Responsibilities also included the coordination of Academic Support Services, offering academic skills enhancement workshops and computer usage workshops; advising the Black Togetherness Organization; and coordinating of the application process for student resident assistant selection

ASSISTANT HEAD RESIDENT

Southern Illinois University at Carbondale, Carbondale, IL (1982-1984)

- Shared responsibility for the supervision of a 17-story coeducational residence hall housing 800 students; including selection, training, and evaluation of 16 student resident assistants; advising hall council; supervision of the security/reception desk staff by student workers; student counseling; student discipline; student activities; and facilities management

OTHER EXPERIENCES

Student Body President, College of St. Rose (1981-1982)

Laboratory Assistant, Albany Medical Center, Albany, N.Y. (1980-1982)

Night Auditor, Ramada Inn, Albany, New York (1978- 1980)

Veterinarian Assistant, Colonie Animal Hospital, Albany, New York (1974-1978)

ACTIVITIES

Board of Directors, North East Chamber (2014-2017)

Financial Advisor, Intaglio Productions, NYC (2011-**Present**)

Board of Directors, Lake View Country Club (2012-2016)

Member, Lawrence Park Golf Club (2011-**Present**)

College of St. Rose 30th Year Alumni Reunion Planning Committee (2012)

First National Bank, Local Advisory Board (2008-2015)
Hamot Hospital Board of Incorporators (2007-2012)
Board of Directors, Brevillier Village, Retirement Community (2005-2013)
PA Workforce Investment Board (2003-2004)
Board of Directors, National Bank of North East (1998-2005)
Board of Directors, Leadership Erie (1995-2013)
Kiwanis Club, North East Chapter (1995-2000)
North East Area Citizens Intergovernmental Study Group (1997-2002)
Vice-Chair, International Institute of Erie (1995-1997)
Board of Directors, Mercyhurst Child Care Center (1992-1996)
Board of Directors Joe Bee's Annual Golf Scholarship Outing (1994-**Present**)
Graduate, 10-Month Leadership Development Course, Gannon University (1993-1994)
President, Delta Chi Chapter Kappa Delta Pi (1986-1987)