

THOMAS L. DAVIS, CPA

PROFESSIONAL LICENSE

- Certified Public Accountant (CPA), state of California
- Certified Public Accountant (CPA), state of Texas

EDUCATION

- Master of Science in Taxation, Golden Gate University, San Francisco, CA (1990)
- Bachelor of Science in Accounting, Golden Gate University, San Francisco, CA (1985)
- Associate of Arts in Business, Santa Rosa Junior College, Santa Rosa, CA (1983)
- Certificate of Completion – Executive Education Sustainability Leadership Program, Harvard T.H. CHAN School of Public Health, Boston, MA (2015)

PROFESSIONAL EXPERIENCE

Vice President for Business and Administrative Services

California State University, Bakersfield; Bakersfield, CA (04/2015 – 01/2025)

Chief Financial Officer directly responsible for six units including Budget and Reporting Services, Business and Financial Services (including Procurement and Support Services), Capital and Facilities Management Services, Human Resource Services (including Safety and Risk Management), Information Technology Services, and Public Safety Services (including University Police Department); four auxiliary organizations including Foundation, Sponsored Programs Administration, Student-centered Enterprises Inc., and Associated Students Inc. Also serve as an advisor to the Athletics Director, Chief Enrollment Officer, and Chief Grants Research and Sponsored Programs Officer.

Selected highlights include:

- Created the highest standards of fiscal integrity and transparency of financial resources, including collaboration with Academic Senate leadership to establish the annual budget book and semi-annual budget presentations apprising the campus of university and systemwide fiscal matters; and established new financial model for the university and supporting auxiliary organizations to support financial accountability and sustainability.
- Envisioned, negotiated, and led a Public Private Partnership that expanded the dining services to include the national chains of Starbucks, Panda Express, and Which Wich, food trucks, and Aramark retail dining including acceptance of student housing dining cards at all dining venues.
- Enhanced the facilities footprint including negotiated and managed the expansion of the Humanities Office Complex to include large classrooms in support of the strategic plan and student success; collaborated with student government to expand parking revenues and spaces; improved the campus space management metrics and aligned non-state local funding that favorably positioned the campus to secure \$83 million from the Governor to build a new Energy Innovation Building; and managed a Public Private Partnership that

built Bakersfield College Southwest, a California Community College building, on the campus, the first and only such collaboration between a California Community College and a California State University (CSU) campus.

- Created an equitable, inclusive, and diverse first-class Division of Business and Administrative Services leadership team, many of which have been asked to provide their subject-matter expertise to lead and/or participate in CSU systemwide work groups and committees, including championed the revisions to the division's statement on Mission, Vision, and Core Values and created a statement on Equity, Diversity, and Inclusion.
- Developed a best-in-class Information Technology Services area including recruitment of talented leadership, creation of campuswide shared governance, and championed recurring and one-time budget investments that aligned with the campus strategic plan.
- Served as member of 15 campuswide committees including serving as chair for eight of the committees; and serve as treasurer and member of various auxiliary boards and related audit, executive, finance, and investment committees.
- Served as official campus liaison and represent the campus business interests with the CSU systemwide office, CSU sister campuses, government agencies, and local community.

CSU Systemwide Leadership

The California State University; Long Beach, CA

Selected highlights include:

- Served as Chair and one of 23 members on the CSU Chief Administrators and Business Officers (CABO) group, a meeting of the CSU campus vice presidents for administration and business and the CSU executive vice chancellor and chief financial officer.
- Served as Vice-Chair and one of four CABO members on the Executive Committee of the CSU Risk Management Authority, a joint power authority with \$124.7 million in assets and \$123.2 million in revenues, which provides oversight for the systemwide pooled coverage programs for workers' compensation, general liability, disability, property, unemployment insurance coverage, construction, and other risk programs.
- Served as one of three CABO members on the CSU Supplemental Retirement Plan Advisory Committee, which provides oversight for the CSU 403(b) Retirement Plan with \$1.7 billion in invested assets.
- Served as one of three CABO members on the CSU Buy Governing Committee, which provides oversight for the CSU systemwide implementation of Jaggaer procure-to-pay.
- Served as the single CABO member representative to the CSU Chief Information Officers Council, a meeting of the CSU campus chief information officers and the systemwide chief information officer. Also served as the single CABO member representative on the latest CSU Chief Information Officer Search Committee.
- Served as the single CABO member representative to consult on the preparation and submission of the CSU bi-annual State Leadership Accountability Report that highlighted the CSU Graduation Initiative 2025 as the overarching strategy and goal of the CSU.
- Initiated and led a three CSU campus committee on budget software selection, design, and implementation to enhance budget transparency and accountability, which has now expanded to 14 of the 23 systemwide campuses at various stages of implementation.

Vice President and Chief Financial Officer and Chief Operating Officer
Averett University; Danville, VA (12/2010 – 03/2015)

Chief Financial and Chief Operating Officer directly responsible for nine units including Budget and Reporting Services, Business Services, Endowment Management, Financial Services, Human Resources, Facilities Management and Development Services, Information Technology Services, Public Safety Services, and Student Financial Aid; eight campus locations across the state of Virginia including an Equestrian Center and Flight Center; and indirectly responsible for two units including Athletics and Enrollment Management.

Selected highlights include:

- Provided leadership and oversight for the development and execution of a sustainable financial model for the university with multiple locations across the state of Virginia including moving the university from a multi-year operating budget deficit environment to a balanced budget within 18 months.
- Created “Averett Central,” a one-stop shop and mindset, to support student success and improve retention rates by centralizing student business services, student financial aid, and registrar; clarifying the role and responsibilities of a student support counselor; and developing student financial aid strategies to support equity, diversity, and inclusion.
- Initiated and championed on-going discussions with the President’s Cabinet regarding new sources of revenue streams, the prioritizing of academic programs and services, academic program gross margin analysis, university effectiveness and efficiency, and the necessity to align the operating budget with the strategic plan.
- Initiated conversations to create the “Leadership Forum,” a committee consisting of senior management, mid-level management and faculty leadership brought together to discuss relevant issues impacting the university and to encourage collaboration in the decision-making process regarding the allocation and utilization of resources.
- Created and chaired the Human Resources Committee, Information Technology Committee, and Risk Management Committee, each consisting of appointed representation from faculty and staff to oversee the prioritization of resources, policies, procedures, and communications of human resource, information technology, and risk management related matters, respectively.
- Developed key indicators and dashboard reporting for management and the Board of Trustees including average faculty salaries, composite financial index, enrollment, graduation rate, retention rate, discount rate, and philanthropic giving activities.
- Initiated comprehensive salary study for faculty and staff and developed funding resources for approved salary adjustments in support of equity, diversity, and inclusion.
- Negotiated new and renegotiated existing business services agreements to better serve the university while maximizing revenue and operational efficiencies including admissions, adult education programs, airplane fleet management, employee health benefits, employee retirement plans, facilities services, and investment management services.
- Served as member of the Board of Directors of the Virginia Private Colleges Benefits Consortium, Inc., an employee welfare benefit plan with 17 private colleges.

Certified Public Accountant – consultant/owner

Davis Consulting, California and Texas (11/2009 – present)

Provide business and higher education consulting services including composite financial index; corporate governance; management discussion and analysis; one-stop shop to support student success; procure-to-pay; and budgeting including responsibility center management.

Selected highlights include:

- Served as Associate Controller for the University of North Texas System, providing consultation on the composite financial index, management discussion and analysis, and implementation of Government Accounting Standards Board 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangement* (10/2022 – 03/2023)
- Served as Chief Financial Officer for the University of Dallas, providing consultation on their resources planning, tax compliance, and investment reporting (11/2009 – 06/2010)

Associate Vice President for Finance and University Controller

Florida International University; Miami, FL (02/2009 – 10/2009) *

* Senior Vice President, now President, recommendation letter provided to search firm.

Chief Accounting Officer directly responsible for four units including Accounting and Reporting Services, Financial Systems and Support Services, Procurement Services, and Student Financial Services and Systems. Also served as consultant to the Senior Vice President for Finance and Chief Fiscal Officer on various matters including budget and resources planning and management, team change management, and policy considerations.

Selected highlights include:

- Provided leadership and oversight for the development and execution of a sustainable financial model that allowed the Office of the Controller to provide exceptional customer service while addressing a 25 percent reduction in state funding.
- Provided leadership and oversight for the development of a campuswide “Business Managers Forum,” providing opportunity for engagement, collaboration, and synergy.
- Reorganized the Office of the Controller to create a diverse team with a customer service centric mindset; improve operational efficiency and compliance; and improve employee morale, accountability, and opportunities for professional development.
- Created the Financial Systems and Support Services department to provide enterprise resource planning (ERP) communication, reporting, training, and support to functional users within the division and the campuswide business management community improving budget transparency, operational effectiveness, efficiency, and accountability.
- Developed strong relationships with senior management and the university business management community creating a partnership for achievement of consensus on complex issues including Payment Card Industry Data Security Standards, PeopleSoft finance upgrade, and ERP reporting solutions.
- Served as the fiscal liaison representing the university to the Florida State Auditor, the Florida State University System Inter-Institutional Committee on Finance and Accounting, and the Florida Board of Governors.

Associate Vice President for Administration and Finance and University Controller
Texas Tech University; Lubbock, TX (09/2005 – 01/2009)

Chief Accounting Officer directly responsible for five units including Administration and Finance Information Systems Management, Financial Accounting and Reporting Services, Sponsored Programs Accounting and Reporting Services, Student Financial Services, and Tax Compliance Services; and, serving as second to the Chief Financial Officer, indirectly responsible for six units including Athletics Operations, Budget and Resources Planning and Management, Business Affairs, Facilities Operations and Development, Human Resources, and University Police.

Selected highlights include:

- Provided leadership and oversight for the development and execution of a sustainable financial model for the university including envisioned and established the Office of Budget and Resources Planning and Management to provide forward thinking budget planning, analytics, forecasting and campuswide communications and training.
- Developed the university tuition and fee revenue models for purposes of forecasting, planning, and development of the university budget including the collection and analysis of data to support various division revenue assumptions and projections.
- Led the Administration and Finance division commitment to customer service excellence including partnering with the Office of the Provost to provide fiduciary responsibility awareness and training to senior management and the campuswide business management community including presentations interpreting and applying state and federal laws and regulations impacting budget and fiscal management.
- Led the campuswide business management community migration from the university legacy system to Banner finance, Banner human resources, SciQuest procurement and Cognos business intelligence reporting with all applications implemented in a shared services environment with the Texas Tech University Health Sciences Center, and the Texas Tech University System
- Created the Administration and Finance Information Systems Management department to provide ERP communication, reporting, training, and support to functional users within the division and the campuswide business management community improving budget transparency, operational effectiveness, efficiency, and accountability.
- Served as the fiscal liaison representing the university to the Texas State Auditor, the Texas State Comptroller, the Texas Tech University Health Sciences Center Administration, the Texas Tech University System Administration, and the Texas Tech Foundation Administration.

Vice President and Chief Financial Officer
Simpson University; Redding, CA (1995 – 2005)

Chief Financial Officer directly responsible for seven units including Budget and Reporting Services, Financial Services, Institutional Research, Payroll Services, Student Financial Aid, Student Financial Services, and Tax Compliance; one auxiliary, Simpson University Foundation; and indirectly responsible for six units including University Advancement, Enrollment Management, Human Resources, Information Technology Services, Facilities Operations and Development, and Public Safety Services.

Selected highlights include:

- Provided leadership and oversight for the development and execution of a sustainable financial model for the university and related foundation including led the university from financial distress to 10 years of financial integrity and long-term success including identification of financial and operational issues; development of a strategic plan; and creation of a budget process, policies, procedures, to address the financial and operational issues, to create appropriate controls, and to support the strategic plan.
- Provided strategic financing and supported the development of a new campus, including acquisition and construction of 10 permanent buildings including a student success center, academic building, student life center, dining center, and six residence halls.
- Created “Simpson Central,” a one-stop shop and mindset, one of the first in the country, to support student success and improve retention rates by centralizing student business services, student financial aid, and registrar; clarifying the role and responsibilities of a student support counselor; and developing student financial aid strategies to support equity, diversity, and inclusion.
- Served as Chief Operating Officer for the Simpson University Foundation including significant university advancement activities relating to donor cultivation and securing major gifts including creation and leveraging of charitable remainder trusts, and the management and sale of a strip mall, standing timber grove, and cranberry bogs.
- Created the “New Program Development” template to assist the university in evaluating new academic, athletic and/or other programs including preliminary screening, evaluation of implementation, and resource allocation considerations.
- Led the university business management community migration from existing ERP system to Datatel finance, Datatel student financial aid, and Datatel reporting applications.
- Provided oversight for the endowment investment policy, investments, and managers; and for the 403(b) Retirement Plan investment offerings, fees, and compliance.

Assistant Vice President and Controller

Redding Bank of Commerce Holdings; Redding, CA (1993 – 1995)

Served as executive for Redding Bank of Commerce Holdings; with \$1.4 billion in assets and \$57.2 million in revenues; responsible for the planning, coordination, direction, and outcomes of the bank’s financial accounting and reporting, and business services including merchant debit/credit card processing, payroll, and cafeteria plan administration services.

Certified Public Accountant – consultant/manager

Deloitte, Ernst & Young, KPMG; Santa Rosa and Sacramento, CA (1985 – 1993)

Served as consultant/manager with three of the “Big Four” accounting firms; Big Four is the nickname used to refer to the four largest certified public accounting firms in the United States as measured by revenue; responsible for the planning, coordination, direction, and outcomes of client engagements with subject matter expertise in financial and managerial accounting and reporting, estate and trust planning and compliance, closely held corporations, wine industry, banking industry, and research and development companies.

OTHER PROFESSIONAL ACTIVITIES

Professional Presentations

- 2021 Western Association of College and University Business Officers business partner webinar series “Game Changer: Opportunity in the Face of Accelerated Change”
- 2021 BerryDunn podcast “Reflections on 2020 and Opportunities for Innovation in Higher Education”
- 2016 California State University Business Conference held in Oakland, California addressing what it takes to be a Chief Financial Officer in higher education.
- 2014 Council of Independent Colleges Institute for Chief Academic and Chief Financial Officers annual meeting held in Portland, Oregon addressing the quantitative and human sides of curriculum analysis in higher education.
- 2014 National Association of College and University Business Officers annual meeting held in Seattle, Washington addressing 403(b) Retirement Plan initiatives in higher education including governance, investment offerings, fees, and compliance.
- 2014 Southern Association of College and University Business Officers annual meeting held in San Antonio, Texas; and 2013 National Association of College and University Business Officers annual meeting held in Indianapolis, Indiana; addressing information technology organization, governance, and best-in-class operations in higher education.

Professional Associations (past and current)

- American Institute of Certified Public Accountants
- Association of Governing Boards
- California Society of Certified Public Accountants
- College and Universities Professional Association for Human Resources
- Council of Independent Colleges
- National Association of College and University Business Officers
- Society for College and University Planning
- Southern Association of College and University Business Officers
- Texas Association of State Senior College and University Business Officers
- Western Association of College and University Business Officers

MILITARY SERVICE

Specialist 4 / Corporal

United States Army; Sixth Army Band, Presidio of San Francisco, CA

Served as trumpet player for the Sixth United States Army Band performing for military dignitaries including United States Secretary of Defense Caspar Weinberger and civilian events including dedication of the Alaska Pipeline Monument in Valdez, Alaska.