

SAMUEL H. PHILLIPS, MBA, CHA

SUMMARY OF QUALIFICATIONS

Accomplished executive with a 34-year record of successful performance in a university setting and the hospitality industry developing and managing the full scope of university facilities and business operations, hotel and convention center management while developing a student focused operation, improving retention rates and organizational efficiency.

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| TEAM BUILDING | STRATEGIC PLANNING | PROFIT & LOSS |
| FACILITY DEVELOPMENT | SUCCESSION PLANNING | BUDGETING |
| SERVICE IMPROVEMENT | SALES & MARKETING | BUSINESS DEVELOPMENT |
| STUDENT FOCUSED | STRONG LEADERSHIP | EFFECTIVE COMMUNICATION |

Extremely motivated, goal-driven and dedicated to improving retention, exceeding customer expectations and enhancing financial results. Possess a highly effective management style as well as excellent relationship building, sales, decision-making, communication and interpersonal and leadership skills. Performance Highlights include but are not limited to:

- Administered a wide-ranging organization of 12 interdependent university departments and offices including a combined staff of over 150 full-time union and non-represented employees
- Demonstrated ability to lead large scale new development and renovation projects highlighted by successful completion of projects valued at nearly \$300 Million with annual management of more than 20 internal and capital funded projects valued at over \$100 Million.
- Efficiently developed and managed operating budgets and reserves exceeding \$49 Million annually.
- Successful application for annual commonwealth capital funding allocations exceeding \$69.6 Million
- Successful restructuring of all operating areas including a 47% reduction in staffing levels resulting in total savings exceeding \$5 Million Annually.
- Developed improved long-term organizational planning to support the university's student focused strategic plan including the 2024 collaborative update of the IUP Long Range Facilities Master Plan.
- Responsible for effective stewardship of the IUP Physical Plant including four campuses, nearly 3.9 million GSF of owned and leased space, on campus housing designed for over 3,600 beds, and 580 acres of property under university care and custody.
- Managed 6 building demolition projects and planned future reductions to achieve the optimal physical size of IUP. Total achieved and planned net space reductions = 330,000 assignable square feet (ASF).
- Completion of the John and Char Kopchick College of Sciences and Mathematics the largest single new academic building project in the history of IUP and the second largest in the State System of Higher Education - \$90+ Million – January 2024

PROFESSIONAL EXPERIENCE

INDIANA UNIVERSITY OF PENNSYLVANIA (IUP) – Indiana, Pennsylvania September 2007 – February 2025
Associate Vice President for University Operations and Administrative Services June 2020 – February 2025

The AVP for University Operations and Administrative Services (AVPOA) is responsible for overall administration of the University Facilities Management Function, along with the office of Administration, Business and Hospitality Services. The University Facilities Management Function includes: The Office of Planning and Construction overseeing development of complex campus construction projects, facilities master planning and space planning and The Office of Maintenance and Operations including Facility Maintenance, Custodial Services, Grounds & Landscaping, S.W. Jack Cogeneration Plant operations and energy production, and Central Stores, including shipping and receiving. Additionally, the AVPOA, through the office of Administration, manages Parking and Transportation Services, Printing and Postal Services, I-Card and Vending Services, Conference Services, Kovalchick Convention and Athletic Complex operations and contract administration, Hilton Garden Inn at IUP Operations Liaison and Ground Lease Administration.

The department of University Operations and Administrative Services acts as a service and support structure for the overall efficient operation of the organization through effective administration of all aspects of the university physical plant and provision of critical service offerings to university constituencies. As the AVP I created direct

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financial benefit to the university through effective use of third-party contract support and expansion of financially self-supporting service offerings through application of industry best practice technologies and equipment and cutting-edge business practices.

- Developed mutually beneficial interagency relationships between the University, local government, and business entities and played a leadership role when developing high impact projects and initiatives
- Leadership role in the university's response to the COVID 19 Pandemic relating to facility sanitization efforts, update of building ventilation, development of the infrastructure to work and teach remotely, purchase and distribution of PPE and development of updated building occupancy limits and furniture layout to allow for appropriate social distancing.
- The 22 MW, S.W. Jack cogeneration plant operated safely and efficiently during my tenure, generating \$3 million in annual revenue and cost avoidance for IUP and the lowest net utility costs in the State System.
- Re-visioned, restructured, re-aligned and relocated departmental operating structures to enable a more efficient/student focused organization. Met all reduction targets prior to July 2024.
- Elimination of the Siloed Building Maintenance Shop Structure in favor of a combined, flexible skilled labor pool and consolidation of Maintenance Cost Centers and Financial Reporting
- Successful completion of IUP Academy of Culinary Arts Master Plan to pave the way for development of a new state of the art culinary teaching facility in downtown Punxsutawney PA. – February 2022
- FY2024 update of the IUP Main Campus Long Range Facilities Master Plan with special emphasis on space use optimization, and guidance for the planned College of Osteopathic Medicine.
- Successful Application for Funding Authorization for the 2020 - 2025 System Five Year Prioritized Capital Spending Plans Resulting in authorization by Board of Governors for capital funding allocations for requested projects, including approved allocations for projects valued at \$69.6 Million:
 - Six Building IUP Main Campus Demolition Project - \$3.5 Million
 - Eberly College of Business HVAC Update – \$4.5 Million
 - IUP Main Campus HVAC Infrastructure Project - \$7.5 Million
 - Chiller Plant Expansion - \$5.1 Million
 - New Academy of Culinary Arts Building Project for Demolition - Construction- \$24.5 Million
 - College of Medicine (COM) Building Renovation, Design, Design-Construction – \$24.5 Million
- Managed more efficient use and potential sale of university properties, re-negotiated, and eliminated unsustainable property leases and developed more efficient and effective use of internal space.
- Successful Public Bid, Selection and Contracting with third party service providers including Oak View Group, the long-term management company for Kovalchick Convention and Athletic Complex and ARAMARK, the IUP and regional System Food Service Provider among others.
- Successful negotiation with Hilton Garden Inn at IUP and implementation of FY 2017-2025 university contracts with no cost increase and maintaining event standard booking restrictions.

Assistant Vice President for Administration, Business & Hospitality Services IUP *January 2011 – June 2020*
Interim Assistant Vice President for Administration, IUP *January 2009 – January 2011*

The Assistant Vice President (AVP) for Administration, Business & Hospitality Services is responsible for oversight of administrative, business and hospitality functions for the Administration and Finance division. The AVP for Administration is charged with the smooth and efficient operation and expansion of administrative and self-supporting business-related functions, within the Administration and Finance division. Administrative and Business-related services include: IUP Printing Services, IUP Postal Services, IUP Conference Services, IUP Office of Card and Vending Services, IUP Parking and Transportation Services and the University Visitor Information Center. The AVP for Administration is responsible for developing and implementing complex, large and high impact capital projects, with direct oversight of all phases of development from design through opening and the implementation of efficient operating systems. Specific assigned projects include The Kovalchick Convention and Athletic Complex, (Kovalchick Complex), the Hilton Garden Inn at IUP (as Liaison & Ground lease Administrator) and the Fairman Centre in Punxsutawney (as Liaison to the Foundation for IUP). Operationally each project falls under the Business Services Department umbrella. In addition, the AVP for Administration will directly support the Vice President for Administration and Finance, as instructed, and will act as the department's liaison for the Punxsutawney Regional Campus. Notable accomplishments include but are not limited to:

- Fairman Centre Renovation, Project Manager, September 2009 - \$6 Million
- Hilton Garden Inn at IUP, November 2016 - \$15 Million

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- Kovalchick Convention and Athletic Complex, March 2011 - \$79.7 Million
 - Project and contract administrator, responsible for developing operating guidelines and financial performance and quarterly reporting
 - Kovalchick Complex Ranked “Fourth Top Spot” in the Nation by “Venues Today” – 2013
 - Kovalchick Complex Ranked “Third Top Spot” in the Nation by “Venues Today” – 2014
 - Kovalchick Complex Ranked #3 Arena in D2 Basketball by “Hero Sports” – 2017
 - Kovalchick Complex Listed as a “Top 100 Organization” by “PA Business Central” – 2017
 - Kovalchick Complex Named among the best Fan Experience Division II Arenas by NCAA - 2018
 - Kovalchick Complex Named one of “Twelve Game Changing Regional Developments in the Last 25 Years for Western PA” by the Pittsburgh Regional Alliance and 1 millionth patron - 2018
 - Kovalchick Complex Economic Impact Analysis by Hotel & Leisure Advisors, Combined Impact Through June 2018 - \$188.1 Million
 - Kovalchick Complex activity March 2011 - June 2019 – 3,142 Events and Attendance of 1,197,475

Director of Hotel Development, IUP

September 2007 – January 2009

Selected to oversee the smooth coordination of new hotel development in connection with the 150,000 square foot Kovalchick Convention and Athletic Complex. Responsibilities include: Pre-development research of hotel brands, creation of numerous financial pro-formas based on multiple development and management models, creation of Requests For Proposal (RFP), conducting local rate surveys, selection of a hospitality consulting group and completion of a market feasibility and economic impact study, selection of a third party hotel development and management company, overseeing the franchise selection, design and construction process, overseeing pre-marketing of the hotel, creation of operational standards and systems for the hotel, overseeing a seamless transition from construction to operation.

CROWN AMERICAN HOTELS – Johnstown, Pennsylvania

May 1991 – April 2007

General Manager, Holiday Inn & Frank J. Pasquerilla Conference Center

February 2000 – April 2007

Directed daily operations of a state-of-the-art 164-room hotel, upscale restaurant (Harrigan’s Café and Wine Deck) and 21,000 square feet of combined meeting space as well as a covered parking garage. Managed a combined budget of over \$6 million, handled P&L and oversaw sales, catering, marketing, maintenance and housekeeping. Administered management contract for Crown American Corporate Dining Room of Crown American Headquarters.

- Earned four consecutive annual Quality Excellence Awards for top 5% of 1,000 full-service locations.
- Development and operation of the 15,000-square foot Frank J. Pasquerilla Conference Center - \$12 Million.

FOUR POINTS BY SHERATON – Greensburg, Pennsylvania

March 1999 – January 2000

General Manager

Following acquisition, I was selected to oversee a 146-room full-service hotel including a 700-seat banquet facility, Vista Plateau Restaurant & Lounge, indoor pool and fitness center.

HOLIDAY INN

November 1991 – March 1999

General Manager, Holidome – Indiana, Pennsylvania

June 1996 – March 1999

Directed full scope of operations at this 159-room interior/exterior corridor hotel with a Holidome indoor recreation center, Harrigan’s Restaurant & Lounge, banquet facility, indoor heated pool, mini golf, fitness center and other amenities. Managed approximately 90 personnel.

EDUCATION AND SPECIALIZED TRAINING

INDIANA UNIVERSITY OF PENNSYLVANIA - *Indiana, Pennsylvania*

Master of Business Administration; MBA – Recognized for #2 Rank in Cohort with 4.0 GPA

INDIANA UNIVERSITY OF PENNSYLVANIA – *Indiana, Pennsylvania*

Bachelor of Science Degree in Education; Major in Social Science with concentration in Political Science & History - Graduated with Honors

CHA (Certified Hotel Administrator) – Johnstown, Pennsylvania

American Hotel and Lodging Association Educational Institute: Composite Examination Score of 87%

General Manager Property Executive Program, Holiday Inn – Atlanta, Georgia

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Food & Beverage Property Executive Training, Holiday Inn – Fairfax, Virginia
FEMA Emergency Management Institute, National Response, Incident Command and Management Training –
Indiana PA; March 2023

Civic Engagement, Local & University Volunteerism

- IUP, Eberly College of Business, Business Advisory Council Member – *Indiana, PA; 2008*
- IUP, Hospitality Management Program Advisory Council Member – *Indiana, PA; 2008*
- Indiana County Tourist Bureau Board of Directors
- Indiana County Public Participation Panel (PPP), IUP Representative
- INDIGO Transit Development Plan Advisory Committee
- Member of Indiana Borough Active Transportation Committee
- Member of Indiana Rotary Club – Past President and Paul Harris Fellow
- Member of ARIA, Academic Restructuring Implementation Advisory Committee
- Member of Building Access Use and Security Group
- UBAC University Budget Advisory Council Committee Member
- IUP Intercollegiate Athletics Work Group
- Leadership and member of numerous IUP Search Committees
- IUP Commencement Committee – Co-Chairman
- IUP Homecoming Committee
- IUP – Lora Lee Phillips Endowed Scholarship, member of IUP Leadership Society