

**DAVID SCOTT HAYNES**  
**Professor of Public Administration**  
**School of Education, Leadership and Public Service**  
**148 Whitman Hall**  
**Northern Michigan University**  
**Marquette, Michigan 49855**  
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**EDUCATION:**

**Bachelor of Science** Northern Michigan University, Marquette, Michigan; 1972  
University of Maryland, College Park, Maryland; 1968-71

**Juris Doctorate** Western Michigan University  
Thomas M. Cooley School of Law  
Lansing, Michigan; 1984

**Graduate Studies** Program on Negotiation and Mediation  
Harvard University, 1987

Baruch College, City University of New York  
New York, New York

**PROFESSIONAL EXPERIENCE:**

**Northern Michigan University**  
**Marquette, Michigan**

July 2014 to Present Professor of Public Administration (Tenured)  
School of Education, Leadership and Public Service

Graduate courses taught: Public Personnel, Public Budgeting, Administrative Law, Leadership, Organizational Theory, Ethics, Principles of Public Administration, Intergovernmental Relations, Municipal Management, Politics of Education, Economic Development and Non Profit Management.

May 2012 to  
July 2014

President, Northern Michigan University

Focused on enrollment, endowment, excellence and engagement. Also led campus in developing a new brand strategy and identity. Reorganized Academic Affairs Division, including the three university colleges. Established the new College of Health Sciences and Professional Studies. Also reorganized student affairs and services and opened the Division of Enrollment Management and Student Services. Led program that resulted in the first academic and university wide metric dashboard.

Directed efforts to increase online degree offerings that resulted in eight new online degrees. In 2014 completed a \$26 million fundraising campaign to increase funds available for student scholarships and programs. Also responsible for completion of one of the six largest gifts to the university in its history. Opened a new \$33 million instruction facility, Jamrich Hall—the first in a decade.

January 2006 to  
2012

Associate Professor, Department of Political Science and Public Administration

Director, Master of Public Administration, 2010 to 2012

Teaching assignments in undergraduate and graduate areas, specializing in Administrative Law; Regulatory Policy; American Government; State and Local Government; Ethics in Public Administration; Principles of Public Administration; Budgeting; Intergovernmental Relations; Campaign Practicum, Special Interests in American Public Policy; Judicial Process and Mexico Politics and Policy.

Member, Graduate Program Committee, Faculty Senate.

Member, Honorary Degree Committee, Faculty Representative

Coordinator of Department's Political Science Symposiums  
(national, state and local presenters—campus wide)

January 1986 to 2006

Advisor to President and Board of Trustees

**Accomplishments:**

For over 20 years at Northern Michigan University (NMU) I have participated in nearly every aspect of institutional management. Remain involved in strategic planning, and grassroots communication plan development with diverse campus and community groups. Also directly involved in budget planning and implementation. Serve as a member of the President's six person budget planning team. Work closely with the President, Vice President for Finance, Provost, academic deans, students, administrators, department heads and faculty members to ensure high quality academic services throughout the university.

- Served five presidents and assisted with transitions during changes in administration.
- Coordinated trustee appointments with the Governor's Office and work with trustees and advise on university matters.
- Directed efforts for state appropriations for construction of academic facilities: Seaborg Science Complex; Hedgcock Student Services Facility; Reynolds Performance Hall; residence halls; faculty offices; library renovations; student recreation facility; Berry Events Center; Izzo - Mariucci Academic Learning Center; Superior Dome; and the Practical and Fine Arts Complex renovations.
- Wrote proposal and conducted successful direct solicitation for \$1 million DeVos art museum endowment. Also did direct solicitation for additional projects totaling \$1.2 million.
- Assisted in securing state funding for the United States Olympic Education Center at NMU, including approval for the establishment of a state automobile license plate to support the USOEC.
- Developed concept of email news letters to major on and off campus constituencies including corporate community, parents and alumni. Over ten thousand individuals received regular email updates and calls to action annually in support of NMU. University received national CASE award for the project.
- Assisted in the development of the Teaching, Learning and Communication (TLC) initiative that provides laptop

computers to every student and makes NMU the largest public “ThinkPad U” in the nation. The TLC initiative transformed the teaching and learning environment by providing each student with a laptop and full support services as part of tuition. Faculty support needed to utilize the technology in a connected learning environment is provided by staff in the Center for Instructional Technology in Education (CITE).

- Secured annual appropriation increases in state funding, except for years of state’s comprehensive budget cuts. Coordinated appropriations for NMU state aid between \$45 and \$60 million annually.
- Developed and implemented a grassroots corporate, community and alumni/donor campaign to halt major state appropriations reductions during the period from 2000 to 2006.

**Public Square Leadership LLC  
Marquette, Michigan:**

January 2003 to  
2006

President, Public Square Leadership LLC

Clients: Northern Michigan University, Steelcase Inc., Autocam Inc., Cascade Corporation and others. Provide public policy analysis and planning, crisis management and corporate public affairs strategic planning consulting services. Also provide corporate/community relations, governance, public relations and fundraising services to these clients.

At Steelcase Inc., I assisted in the implementation of state, corporate and education racial and gender diversity programs. Participate in development of corporate assistance to inner city K-12 schools that included corporate sponsorship of company/school building partnerships; legislative advocacy for adequate and fair funding for urban schools; and support for teacher training programs. Work on corporate relations issues with diverse community groups and on legislative issues including tax reform, health care reform job training and international trade issues at the federal level and in the states of Michigan, California, and Alabama.

Created the CEO Public Policy Roundtable, composed of 15 major corporate CEOs who meet regularly with international and national public policy leaders to discuss major policy issues. The group meets with key policy leaders including White House officials, U.S. Senators and Congressmen, Governors, state legislators and local officials.

At Autocam Inc. assisted with federal tax public policy issues and with state and local tax abatement issues. Assisted with several community projects directed by the Chief Executive Officer.

**PUBLIC AFFAIRS ASSOCIATES, INC.**

**Lansing, Michigan:**

January 1985 to  
December 2002

Partner, Public Affairs Associates Inc. (PAA)

Served as principle partner/consultant, who guided strategic planning and program implementation for one of Michigan's largest public policy management firms. PAA represented some of the nation's most prestigious corporations, non profits and universities. Personal portfolio of clients included Northern Michigan University, EDS, General Motors, Spectrum Hospital, Van Andel Cancer Research Institute, Grand Rapids Symphony, Steelcase Inc., Priority Health Inc., Autodie Inc., Motion Picture Association of America, Grand Valley State University; University Research Coalition (University of Michigan, Michigan State University and Wayne State University); Michigan Health and Hospital Association, Council of Michigan Foundations, State Bar of Michigan, Kent County (Michigan), West Michigan Convention and Visitors Bureau (partial listing) .

**Accomplishments:**

- PAA rated as one of the top three lobbying firms in Michigan during successive years of ratings.
- Developed first online lobbying services in Michigan.
- Participated in major legislative efforts for educational, corporate, tax/finance, state appropriations projects and regulatory issues from 1985 until 2000.
- Involved in major court reform projects; legal profession and ethics reform efforts; sentencing guideline development; legal education reviews; and other major judicial and legal reform efforts in Michigan and federal level.
- Assisted in development of funding for cancer research in Michigan.
- Assisted in creation and implementation of a state tax credit for community foundations.
- Assisted in creation of state funding for applied research efforts at regional state universities.

- Assisted in creation and implementation of state authorization of automobile license plates for each state university.
- Directed efforts to secure state funding for Grand Rapids Convention Center, Van Andel Sports and Entertainment Arena—over \$50 million in state aid.

**OFFICE OF THE GOVERNOR**  
**Honorable James J. Blanchard**  
**Lansing, Michigan**

April 1983 to  
 December 1984

State Business Ombudsman and Special Assistant to the Governor.

Served as the Governor’s principal advisor on regulatory and administrative law matters and represented him in business disputes with the state departments and agencies. Also functioned as the Governor’s public spokesman on business regulatory matters. Established the Michigan Business Ombudsman Office and related programs. Served as the principal staff assistant for the creation of a multi-billion dollar job training assistance program for Michigan.

**Accomplishments:**

- Developed state review of major regulatory programs.
- Developed program for mediation of regulatory concerns of citizens and corporations.
- Developed and operated program for the coordination of proposed state agency regulations. Responsible for negotiations between the state agencies, the Governor, the Executive Office staff, the Attorney General and the legislature.

**GRAND RAPIDS JUNIOR COLLEGE AND PUBLIC SCHOOLS**  
**Grand Rapids, Michigan**

January 1979 to  
March 1983

Director of Government Affairs and Public Policy.

Directed all legislative and community activities on state funding of the GRPS and Junior College. Reported directly to the GRPS Superintendent and Junior College President.

**Accomplishments:**

- Secured new levels of funding for school system.
- Developed community support for school system efforts.
- Assisted in directly mileage campaigns that protecting existing local tax funding and expanded levels of funding.
- Directed school system and community wide efforts against ballot proposals to limit funding to K-12 schools.

**THE MICHIGAN SENATE**  
**Lansing, Michigan**

January 1976 to  
December 1978

Office of the Senate Majority Leader;  
Office of the Vice Chairman of Appropriations

Assisted in coordination of legislative proposals and appropriation bills. Worked in areas of K-12 funding, higher education, transportation and corporate policy.

Developed and directed the Michigan Education Seminars which enabled regular dialog between legislators, legislative staff, education administrators and policy makers. Provided educational seminars and training for legislators and staff on pertinent educational issues at the federal and state level.

**Accomplishments:**

- Assisted in the passage of legislation and appropriation bills that impacted the K-12 education system, higher education and human services.
- Assisted in the passage of legislation in the areas of transportation; open meetings act; freedom of information and other major reform legislation.

**LUTHERAN MEDICAL CENTER**  
**Brooklyn, New York**

January 1973 to  
December 1975

Director of Senior Citizen Housing and Programs  
Assistant Director of Community Development/Relations

Implemented programs for senior citizen education and advocacy.  
Provided health education to consumers. Created inner city  
housing for minority ownership. Developed senior citizen housing  
concepts for southern Brooklyn community.

**Accomplishments:**

- Responsible for the community support and development of senior citizen housing.
- Directed planning and construction of two 22-story senior citizen housing towers.
- Developed health and education programs for residents.
- Coordinated local, state and federal government support for the senior citizen housing towers.

**NATIONAL AND COMMUNITY SERVICE:**

**United States Air Force**

1965-69, Honorable Discharge

**Marquette Economic Club**

Board of Directors

**University Preparatory Academy—Grand Rapids**

Board of Education

**Aquinas College, Grand Rapids, Michigan**

Board of Trustees

**Grand Rapids Art Museum**

Board of Trustees

Board Member for \$75 million Capital Campaign

**Mercy Respite Corporation, Grand Rapids, Michigan**

Board of Trustees

Chairman

**Grand Action Corporation, Grand Rapids, Michigan**

Board of Trustees

Executive Committee



**CEO Public Policy Roundtable, Grand Rapids, Michigan**  
Founder, Director and Member

**Blodgett Hospital Foundation, Grand Rapids, Michigan**  
Board of Trustees

**Hugh Michael Beahan Foundation, Grand Rapids, Michigan**  
Board of Trustees  
Chairman

**Michigan Education Seminars, Lansing, Michigan**  
Board of Directors  
Chairman and Member

**HONOR SOCIETY MEMBERSHIPS/RECOGNITIONS:**

**Beta Gamma Sigma**  
National honor society for collegiate schools of business  
Membership granted, April 2004

**Phi Alpha Alpha**  
National honor society for public affairs and administration  
Membership granted, April 2000

**Northern Michigan University**  
Distinguished Alumnus Award, 1988

**SPECIAL TRAINING:**

**Program on Negotiation**  
Harvard University, 1987

**PUBLICATIONS AND PRESENTATIONS:**

Presented to various organizations including but not limited to: State Bar of Michigan; Michigan Health and Hospitals Association; Michigan Education Seminars; Grand Valley State University; Council of Michigan Foundations, American Bar Association, Northern Michigan University, etc., etc..

Contributed articles to publications: Michigan Education Seminars; Michigan Health and Hospitals Association; State Bar of Michigan; and more....

March 19, 2015