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**WORK HISTORY:**

July 2016      TEXAS SOUTHERN UNIVERSITY, Houston Texas  
Current Status

**President Emeritus and Distinguished Professor of Business**

Feb. 2008      TEXAS SOUTHERN UNIVERSITY, Houston, Texas  
To July 2016

**President**

*Responsibilities:* In my role as President, I reported to the Board of Regents and served as the chief executive officer of Texas Southern University. It was my responsibility to work with the Governor's Office, the Legislative Budget Board and individual members of the Texas State Legislature, to correct previous years of fiscal instability and to balance the university budgets.

I established a vision for the university that essentially confirmed it as a metropolitan, urban serving university which offered quality undergraduate and graduate degrees. **The significance of this measure rests in my assessment that Texas Southern, when taken as a whole, was operating as a community college while offering doctoral degrees that were approved as a result of a desegregation agreement with the State of Texas.**

The state of Texas Southern in fiscal year 2008, when I arrived, was that it was on the **verge of being merged or taken over by the state.** I deemed it as imperative to immediately meet with members of the Legislative Budget Board which allocated and withheld special funding for the university and establish a rapport of trust.

Given my previous role as Chief Financial Officer and Interim Chancellor of the University of Houston, I had an existing relationship with legislators based upon my accomplishments at the University of Houston.

**I understood the gravity of historical administrative weaknesses that existed at Texas Southern and I proceeded to solve a plethora of significant management problems.**

Based upon the aforementioned meetings, the Legislature provided special funding to the university to finance deficits in exchange for the implementation of an adequate financial accounting and reporting systems and proof of changes that were documented in monthly progress reports.

Concurrently, my duties entailed establishing a working relationship with the Texas Higher Education Coordinating Board to strengthen or eliminate underperforming academic programs and obtain approval of new academic offerings such as **(1) aviation program to train pilots and air traffic controllers, (2) engineering degrees in electrical and computer engineering and (3) online degrees in for the Executive Master of Business Administration degree and a online Masters of Public Affairs, degree (both of which added \$1.5 million in net income.)**

It was also my initiative to work directly with other significant external organizations to reach agreements on corrective actions that were needed after years of problematic

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experiences between state agencies and other oversight organizations and prior university administration. I met with the **Texas Attorney General's** office in handling legal suits against the university, the **US Department of Education** with respect to student financial aid compliance errors and the Civil Rights-Stipulation of Settlement agreement; the **National Collegiate Athletic Association** regarding errors in student athletic eligibility and the **Federal Emergency Management Administration** pertaining to \$33 million in damages from the effects of Hurricane Ike. The university was placed on academic probation by the accrediting body, the Southern Association of State Colleges and Universities (SACS) on the first day of my employment as president and we successfully worked to be removed from probation and was granted a ten year certification/approval.

During my initial three years, we had to establish and executes basic policies and regulations for the efficient operation of Texas Southern University; develops long range plans and makes recommendations to the Board of Regents concerning the role and scope of each of the academic, administrative and student services division of the university.

In my former capacity as CFO for two higher education systems, I took an active role in preparing legislative appropriation requests and in the development of annual operating budgets and capital projects requests.

A president has to attract and retain competent staff and I was successful in convincing former associates at the University of Houston and others who worked with me or who knew of my reputation to join my team at Texas Southern University.

*Accomplishments:* During my nine-year tenure as President of Texas Southern University, I have instituted substantive and far-reaching changes in administrative, academic, student affairs departments.

### Administrative Initiatives –

- (1) Evaluated current cabinet members and **attracted new talent** and formed a competent team of administrators in all key division: finance and accounting, **academic affairs, student affairs, athletics, legal counsel, institutional advancement, fiscal operations, human resources, facilities operations and safety and security.**
- (2) **Repaired and upgraded the university accounting system by utilizing internal accounting staff, external accounting firms and contracted information technology.**
- (3) **Subsequently, based upon reliable accounting information systems, the university budget was balanced and financial statements were audited by external auditors and unqualified (clean) opinions were issued.**
- (4) Texas Southern was placed on probations by the accreditation body, the Southern Association of State Colleges and Universities for fiscal mismanagement. The university was successfully removed from probation and achieved full accreditation.
- (5) The **physical appearance of the university was substantially improved** starting with power washing buildings, investing in power plant and utility systems, constructing arches and lighting on all entrances to establish demarcation lines for the university. Constructed “Rice University” type fencing surrounding the entire 108 acre campus to restrict access and promote a safer environment.
- (6) **Eliminated an open admission** for freshman students and implemented minimum high school grade point averages for enrolled.

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- (7) **Successfully argued for the eliminations of a \$13 million repayment assessed to TSU by the US Department of Education for violations in awarding student financial aid.** My former experiences as **Special Assistant to the US Department of Education Secretary, Lamar Alexander**, allowed entre with personnel who assessed the penalty. Based upon my audit experiences, the errors were based upon lost documentation and we formed a special team at the university to locate or reconstruct missing student files.
- (8) Based upon successfully meeting expectations and timelines that were outlined in my quarterly progress reports to the Texas Legislative Budget Board, state appropriations were allocated to finance the debt service on two parking garages that were close to default, for two years until TSU could provide a positive revenue stream of payments from operating the garages.
- (9) Based upon my association with other presidents, I was informed of an HBCU capital financing program that allocated \$800 million in loans to Historically Black Colleges. In our follow up, (TSU CFO, Legal Counsel and President), TSU became one of the **first public** HBCUs to utilize this special federal bonding program to refinance **\$65 million in bonds** for two parking garages and two residence halls that were not performing until we developed a new financing scheme. **The refinancing not only reduced annual debt but by selling bonds in the market at that particular time, but also moved the original bonds from variable to new fixed rate bonds at 2.9%, saving \$19 million over 20 years.**
- (10) We have also used the **HBCU federal bonding program to begin construction (now completed) on a \$45 million, 800-bed freshman residence dormitory** to promote the academic success of students by housing more than ½ of all freshmen so that they could live on campus for the first two years of college.
- (11) In order **to issue bonds for the new dormitory and to refinance existing debt, we met with representatives of Moody's Bond Rating Agency** and presented our strategic plans and confirmed the positive results of our efforts. Moody's increased TSU's Bond Ratings five times over three years.
- (12) **The City of Houston and Harris County entered into an agreement with BBVA and the Dynamo professional soccer team to build an \$83 million BBVA Compass Stadium in downtown Houston.** I personally negotiate an agreement to become a partner in the agreement and funded capital costs that provided rights for TSU to play its home football games in the stadium and well as 10 entertainment events per year. **(Similar to my negotiation for Tennessee State University to play in the new Titans Professional Football Stadium while CFO of Tennessee Board of Regents)**
- (13) Staff training was promoted by emulating a University of Houston training program that was started while serving as CFO of the UH system. The Janis Newman Management Institute was designed to prepare mid-level employees for increasing job responsibilities if they were to pursue future management positions.
- (14) **We also completed and opened a \$41 million Technology building funded through the state.**
- (15) A close negotiation with the **Texas State Coordinating Board Executive Director, led to the approval of state funding for a new, library and learning center to replace TSU's 57 year old library.**
- (16) The National Collegiate Athletic Association nearly issued a death penalty for TSU's football teams because student athletes participated in NCAA sanctioned events against conference schools with ineligible athletes. One of my new cabinet positions, the vice president for Athletics, was staffed by an excellent individual who also set an agenda for the improvement of athletic administration. **Subsequently, the**

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**entire athletic program is seen by the NCAA as a success story of a poorly run program to one that is to be emulated in so far as compliance is concerned.**

- (17) The total number of law suits against TSU were approximately thirty-six upon my initial year. Our new general counsel, along with members of our board of regents and the president, met with the Texas State Attorney General's office, and requested and received assigned lawyers who were more seasoned and experienced. TSU case were successful defended or negotiated and upon my departure there were approximately nine cases in progress.
- (18) Redirected millions of dollars received from Federal HBCU funds and
- (1) constructed an on campus pharmacy simulation laboratory for pharmacy students,
  - (2) funded a faculty teaching and learning center, (3) provided start-up funding for new academic programs and new faculty, and (4) purchase airplanes for the airway science program and (5) funded student computer laboratories.

Other Academic Initiatives –

- (1) We moved Texas Southern from an open enrolment institution to one with admissions standards to include a 2.5 GPA; a change that has dramatically improved the quality of student admitted to the University as reflected by the average GPA for entering freshman in 2012 increasing to 2.99. **The six year graduation rate was 11% and by the time of my departure the six year rate increased to 24% with a goal of 36%.**
- (2) Moreover, we secured a **\$2.74 million grant from Houston Endowment to launch the Urban Academic Village** to re-invigorate the undergraduate student experience, particularly for at-risk freshmen and sophomores. This program was designed to improve success in student retention particularly, in the first two year of studies with a focus on keeping students on tract to in four years instead of six years.
- (3) The most significant academic change was our highly sought after approval by the Texas Higher Education Coordinating Board to offer **engineering** degrees in **civil and computer/electrical engineering**.
- (4) Other academic enhancements include adding two **online executive Master's degree in Business Administration** and a **Masters of Public Administration**.
- (5) Other new programs include **flight training** and **air traffic control** add as options to the Aviation Sciences program, a new **Emergency Management** undergraduate degree, degrees in urban planning as well as in **sports management** and **entertainment and recording management**.
- (6) In addition we successfully launched a groundbreaking partnership between Texas Southern University and the Port of Houston Authority to create a new **Maritime Transportation Management and Security** program with a commitment of \$2 million from the Port of Houston Authority.
- (7) We founded the **Thomas F. Freeman Honors College** and provided \$400,000 in scholarship funding.

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- (8) We created the **Student Academic Enhancement Services** area to combine student testing, advising, counseling, and tutoring into one separate facility and we funded this operation from grants from the Houston Endowment and the Texas Higher Education Coordinating Board.
- (9) We also have expanded our outreach to community colleges with admissions advisors permanently placed in area community colleges.
- (10) We partnered with the City of Houston and renovated an old historical performing arts building “**The Deluxe Theatre**” which is located in the historic Fifth Ward Houston.
- (11) The University has successfully partnered with the Chinese government and Beijing Jiao tong University to host Houston’s only **Confucius Institute**, a Chinese language and culture center.
- (12) The University successfully obtained the Southern Association of State **Colleges (SACS) accreditation for 10 years to 2020.**
- (13) **Initiated a faculty salary study and with improved operating funds and cuts in operating costs, we funded a salary plan that increased average faculty salaries to 102% if market median. Ranking TSU from 24<sup>th</sup> in the state to the 14<sup>th</sup> highest salaries. We also funded compensation pools to equalize salaries of women faculty members.**

**Student Initiatives –**

- (1) We funded from federal HBCU funds, **the construction of a separate facility for the intake of students with financial aid application to address the tremendous pressure on the office considering that 80% of TSU students depend on some form of federal financial assistance.**
- (2) In addition to the academic initiatives which directly improved the collegiate experience for students, we commissioned positive organizations for our students consisting of the founding of the largest student chapters of 100 Black Men and 100 Black Women in the nation to provide mentors for high school students.
- (3) We **provided a entirely new physical appearance for the campus that was clear of debris campus, surrounded by fencing and we constructed 13 new recreational outdoor pavilion for students and alumni.**
- (4) **We remodeled the student union** and created computer labs and upgraded the game room and added a grill similarly to the University of Houston initiative.
- (5) The **bowling alley was closed for three years before my arrival and we repaired it and this attention facilitated the women’s bowling team’s efforts. (Prior to the repair, the team had to practice at the University of Houston.)**
- (6) With the reorganization of athletics to expand compliance and academic support, we have **increased the classroom success and six-year graduation rate of our student athletes from one of the worst in the country to better than 54% four year graduation rate 2014, with APR projections indicating a trend toward 70% in the next few years.**
- (7) I have personally worked to increase the quality and numbers of students and to reach out to other under-represented groups, particularly Hispanic, to increase the diversity of Texas Southern University. Over the past seven years, we have increased Hispanic enrollment from 3% to 6 %.

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- (8) The changes in the admission requirements, coupled with increased attention to student success and advising increased the six-year graduation rate from 11% to 16%, and then 24%.
- (9) I initiated a **Presidential Bus tour across the state to recruit students from top high schools**. These efforts, along with a focus on increased recruitment in the Texas Valley, have made the University one of the most diverse student bodies in the nation.

### Outreach Initiatives –

- (1) During my tenure, the University's impact has expanded tremendously. Texas Southern's Earl Carl Institute produced the *Our Story* project, documenting the history of TSU's presidents in a written document along with a complementary one-hour documentary.
- (2) In addition, we established TSU TV in partnership with Comcast Cable Company; hosted MSNBC for the national 2-hour program on Obama's Presidency after one year—a program which garnered largest African-American audience in MSNBC history, reaching 80 million people worldwide;
- (3) We commissioned a study to review and revised the history of Texas Southern University, reaching back to the origins of Houston Colored Junior College, founded in 1927 by the Houston Independent School District.
- (4) Moreover, we have been highly successful at re-engaging alumni to support Texas Southern both financially and actively for student recruitment and mentoring, adding **40,000 addresses to the alumni database**.
- (5) **We increased annual fundraising to \$3 million per year, and added \$600,000 from a local food chain (Papas Brothers) to support the new student dormitory.**
- (6) We focused on a limited number of international collaborations with universities on the continent of Africa and in China to enhance the university's global cache.
- (7) Closer to home, but no less important, the TSU Presidential gala event has allowed the University to celebrate its outstanding academic programs and alumni along with key university partners for members of the Greater Houston community and beyond, further extending the reach and impact of Texas Southern University.

June 2007  
To Feb. 2008

### UNIVERSITY OF HOUSTON SYSTEM UNIVERSITY OF HOUSTON, Houston, Texas

*Position:* **Interim Chancellor, University of Houston System**  
**Interim President, University of Houston**

*Responsibilities:* The Interim Chancellor/President reports to the Board of Regents and serves as the chief executive officer of the UH System and its components. The Interim Chancellor/President is the liaison with the Governor, Legislature, Coordinating Board, Attorney General and other state and federal government agencies; establishes and executes basic policies and regulations for the efficient operation of the UH System; develops long range plans and makes recommendations to the Board of Regents concerning the role and scope of each of the components; prepares legislative appropriation requests and recommends annual operating budgets and major capital projects; prepares and recommends an agenda of items to be considered at meetings of the Board; prescribes duties and assignments of the vice chancellors and other staff officers; directs the work of the vice chancellors and the presidents of the component campuses; and is the principal fundraiser for the UH System.

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June 2002  
to June 2007

*Position:* **Vice Chancellor for Administration and Finance, University of Houston System, and Vice President for Administration and Finance, University of Houston**

*Responsibilities:* The Office of Administration and Finance is responsible for long-range financial planning, administrative policy development, finance, treasurer operations, human resources and personnel benefits planning, budget, financial reporting, plant operations and facilities planning, auxiliary services, and safety and risk management. The Vice Chancellor/Vice President has a major role in the following initiatives:

1. **Coordinate strategic planning that emphasizes the distinct missions of the 4 universities in accordance with identified Board of Regents priorities.**
2. **Developed a facilities master plan that encompassed the improvements in athletic facilities, campus beautification, new research buildings, expansion of the optometry, pharmacy, law, student housing, KUHF radio station, property acquisition and a possible medical school merger.**
3. Represent the universities before the Texas Higher Education Coordinating Board to secure approval for construction initiatives.
4. Assist in the development of state and federal legislative programs that secure funding for the universities and promote legislation that serves their interests.
5. **Play an active role in the development of state policies and formulas for higher education funding.**
6. Provide effective support for financial and administrative operations.
7. Provide centralized, cost-effective services to the universities, including payroll, accounts payable, and linked contracting.
8. **Maintain sound policies and procedures for financial reporting.**
9. **Coordinate and facilitate the development of university budgets.**
10. **Maximize return on investment of the UH System endowment.**
11. Serve on the steering committee for implementation of the PeopleSoft system.
12. Identify and implement operational efficiencies, including reduction and simplification of forms.
13. **Identify and plan the infrastructure for system-wide enrollment requirements for 2015.**
14. **Developed a campus safety plan utilizing enhanced outdoor lighting and video cameras.**
15. Reduced campus energy costs by revising operations and maintenance and by implementing facility conservation improvement.

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16. Transition the Human Resources Department from a transactional processing center to a service center orientation.
17. **Develop a 5-year strategic plan for employee development.**
18. Increase the university's HUB utilization.
19. **Design and construct a university parking garage, including a Student Service/Visitor Center.**
20. **Develop a new, long range facilities master plan.**

March 1995 to **TENNESSEE BOARD OF REGENTS**, Nashville, Tennessee  
June 2002

*Position:* **Vice Chancellor for Business and Finance**

*Responsibilities:* The Tennessee Board of Regents System (TBR) is the nation's 6<sup>th</sup> largest postsecondary education system in the nation serving 188,500 students. **The TBR System CFO works very closely with the Chancellor and the 18 members of the Board who are appointed by the Governor of the State of Tennessee.** The CFO has had a major role in the following initiatives:

1. Developed strategic long range financial plans which quantified the funding needs of each of the 14 universities and 13 community colleges over a 5-year period and related those requirements to projected shortfalls in state funding and recommended increases in student tuition and fees to offset marginal state funding.
2. **Led the initiative that resulted in the approval of a Technology Access Fee, which is mandatory student fee of \$225 per year at the universities and \$125 per year at the community colleges and vocational institutions.** The state's funding appropriations for Tennessee Higher Education has been significantly curtailed over the past several years and as such~ the task of identifying revenue or new ways of funding increased the Vice Chancellor's role in researching and developing new funding initiatives.
3. **Developed a recommendation to change campus practices of capping tuition at 12 credit hours and moved to a no cap policy, which generated additional funds to offset state appropriation shortfalls and allowed campuses to fund serious backlogs in capital maintenance and construction projects.**
4. **Developed and implemented a compensation plan to increase the salary of university and community college presidents utilizing research of CUPA and SREB compensation reports.**

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5. Developed the cost and reallocation strategies from changes in the following six **areas:**
  - A. Remedial and Development Course,
  - B. Reduced the hours to graduation to 120 hours at the universities and 60 hours at the community colleges,
  - C. Reduced high cost academic programs,
  - D. Reduced the costs that are incurred through ineffective articulation policies for transfer students,
  - E. Reduced costs by implementing more system-wide leveraged purchases and,
  - F. Reduced costs at offsite teaching locations.

**In addition to the initiatives noted above when fraud or breaches in internal accounting controls were detected, the Vice Chancellor of Business and Finance was the primary responsible person at the Board level who worked directly with the state auditors, college presidents and chief business officers and internal auditors to ensure that corrective actions were implemented.**

**The Vice Chancellor coordinated the work of the 34 internal auditors** through a system wide internal audit council, examined all internal audit reports and was responsible for official follow-up reports to state oversight agencies.

All internal audit reports, external audit reports and special investigations pertaining to theft losses or employee malfeasance reports were reviewed and the satisfactory resolution of all problems identified in audit reports were communicated by the Vice Chancellor at quarterly meetings of the system trustees.

**The Vice Chancellor promoted the effective and efficient financial operation of 46 postsecondary institutions consisting of 6 universities, 14 community colleges and 26 vocational-technology centers. The TBR system enrolls a total of 185,500 students, employs 14,000 employees, and is responsible for accounting for a consolidated annual budget of \$1,412,455,850 (excluding construction).**

The Vice Chancellor for Business and Finance had an organizational structure in the central office, which consisted of an Assistant Vice Chancellor for System-wide Financial Accounting, an Assistant Vice Chancellor for Research, Computer Support and Board Graphics, a Director of Central Office Services, and a Director of System Wide Internal Audit (unfilled).

**Board responsibilities:** The Vice Chancellor served as Treasurer for the Board of

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Regents and presented agenda items to the Board of Trustees at quarterly meetings. Board presentations required (1) a demonstrated knowledge of financial issues which impact post secondary education and (2) background analysis and reports pertaining to system-wide financial issues. Agenda items included changes in fiscal policy (i.e., proposed student fee deferred payment plans), audit reports, construction financing, and new initiatives such as the establishment of a technology access fees.

**Finance Committee and Business Affairs Sub-Council:** In managing the affairs of a multidimensional system of post secondary institutions, the System utilized the formal committee structure, which was comprised of all of the campus Vice Presidents for Business and Finance. In addition, a similar committee structure was maintained for campus internal auditors and purchasing agents. Through the quarterly meeting of these committees, the Vice Chancellor interacted with the aforementioned officers in establishing, maintaining and enforcing fiscal policy. In promoting change, or rejecting recommendations, the Vice Chancellor formulated strategies and prepared financial models for analysis, (i.e., distance learning and technology initiatives).

**Presidents' Meetings:** The deliberations of the Business Affairs and other Sub-Councils were forwarded to the Presidents' Council, which approved policy and recommended actions to the Board of Trustees. The Vice Chancellor for Business and Finance developed agenda items and background information and recommended actions to the 20 presidents and 26 directors in the system that was a result of recommendations from the Sub-Councils. The effective interaction between college presidents, business officers and academic officers was built upon trust and data, both of which had been developed through appropriate interpersonal skills and were absolutely necessary in the effort to promote and implement change.

**THEC Funding Formula:** The State of Tennessee authorized the **Tennessee Higher Education Commission** to recommend funding and to approve academic programs for two systems of post-secondary education in Tennessee. The TBR Vice Chancellor for Business and Finance was actively engaged in the funding formula calculations of THEC and the Vice Chancellor also represented the Chancellor, and TBR System when necessary, at THEC Commission meetings.

Other duties assigned to the Vice Chancellor in the management of the central office staff included the following responsibilities:

- A. **Accounting and administrative functions for \$600 million in system wide projects.**
- B. Year-end closing procedures required by State of Tennessee Finance & Administration.
- C. Update of computer information (payment) system for designer/contractor disbursements for TBR/State Building Commission contract documents.
- D. Analyzed statements and reported status of capital project funding.
- E. **Served on the Tennessee State School Bond Authority Advisory Committee for financing capital construction projects for the state's universities and community colleges.**
- F. Served on the Tennessee Chairs of Excellence Endowment Program, which managed 100 endowed chairs each supported by at least \$ 1 million in state matching and private funds for research activity.
- G. Liaison with State Audit and other audit agencies.
- H. **Assisted the Human Resources division in implementing post tenure**

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**retirement programs and other benefits programs where funding and policy issues are not applied on a consistent basis.**

- I. **Provided a conduit cash flow function for the movement of \$593,844,500** in state appropriations from the State Treasury to campus accounts.
- J. Monitored endowment fund investments at the central office, and recorded all endowment fund transactions.

Dec. 1992 to **THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA**, Chattanooga, Tennessee

Mar. 1995

*Position:* **Vice Chancellor for Administration and Finance**

*Responsibilities:* Served as both chief financial officer and business officer for the University and advisor to the Chancellor on administrative support operations of the University.

Areas reporting to the Vice Chancellor included: budget and operations of the facilities and physical plant, safety and security, administrative affairs, auxiliary operations, audit and financial planning and management, and human resource services. In addition, the Vice Chancellor served on the UC Foundation and was responsible for the financial management of the foundations assets (interacting with bank-trust department officers and the foundation investment committee). **Overall responsibilities included control of an annual operating budget of approximately \$65 million, which included a \$12 million budget for auxiliaries including dormitories, cafeterias, and the sports arena and approximately \$3 million annual in spending plans for foundation student scholarship, faculty professorships and sabbaticals, and other enhancement initiatives.**

**Fund Raising: University of Tennessee at Chattanooga**

As the financial representative for the University, the CFO served as the de facto treasurer of the private 501(c.3) foundation with assets of **\$59.6 million**. The CFO participated in the launching of a \$30 million capital campaign fund drive, which was ultimately successful and exceeded by \$3 million that increased the total value to \$92.3 million. **In 1995, the asset value of the University of Tennessee at Chattanooga Foundation was listed in the annual NACUBO Endowment Survey of 460 institutions as the 255<sup>th</sup> overall and was ranked as 26<sup>th</sup> among public institutions in comparison to assets per full time student.**

Aug. 1991 to **U.S. DEPARTMENT OF EDUCATION**  
Dec. 1992

*Position:* **Senior Technical Advisor**

*Responsibilities:* In order to address the newly passed Chief Financial Officer Act of 1990, recommendations for organizational changes were developed and provided to Secretary Lamar Alexander and to the Deputy Secretary (Mr. David Kearns) regarding the Consolidation of the Budget Formulation, Budget Execution and the Financial Management Service. The CFO legislation was designed as a new step in the process to eliminating fraud, waste and abuse of federal funds.

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**The total budget for the Department was approximately \$32 billion and the new CFO organization was responsible for preparing financial statements and creating an adequate system of internal controls.**

In my previous experiences working as an auditor with two Big Four Accounting Firm, (Coopers and Lybrand and subcontract Arthur Anderson), and as a CFO for institutions of higher education, **I utilized these experiences to pull together the teams necessary to prepare the first ever financial reports for the Department.**

In pursuing the objectives of the CFO legislation, it was necessary to initiate a coordinated effort to bring together key members of the **General Accounting Office, the Office of the Inspector General and the Department's staff to audit the Guaranteed Student Loan Program** which consisted of a system of 46 state and private guarantee agencies, 10,000 lending institutions, 8,000 schools, \$9 billion in defaulted student loans and \$57 billion in accumulated outstanding loan balances since inception of the program.

In addition, as the senior technical advisor to the Secretary, **I developed and gained approval of a reorganization scheme that created a new Accounting and Financial Management Service specifically for the Office of Postsecondary Education.**

Aug. 1987 to  
Aug. 1991

**THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA**

*Position:* **Vice Chancellor for Administration and Finance**

*Responsibilities:* Served as both chief financial officer and Treasurer for University Foundation and advisor to the Chancellor on administrative support operations of the University. Areas reporting to the Vice Chancellor included: budget and operations of the University, safety and security, administrative affairs, auxiliary operations, audit and financial planning and management, and personnel services. Responsibilities included control of approximately \$12 million budget for auxiliaries and administration, and control of University's total budget of approximately \$65 million.

1984 to 1987

**TEXAS SOUTHERN UNIVERSITY**

*Position:* **Vice President for Fiscal Affairs**

*Responsibilities:* Served as both chief financial officer and Treasurer for the Board of Trustees of the university. Principal advisor to the President on administrative support operations of the University.

Areas reporting to the Vice President included: budget and operations of the facilities and physical plant, safety and security, administrative affairs, auxiliary operations, audit and financial planning and management, and human resource services. Responsibilities included control of an annual operating budget of approximately **\$60 million which included a \$12 million budget for auxiliaries including dormitories, cafeterias, and the sports arena.**

1982 to 1984

**TEXAS SOUTHERN UNIVERSITY**

*Position:* **Internal Auditor**

*Responsibilities:* Under the direction of the President and Board of Regents, this position

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required operational and financial audits of university operations. Audit reports were presented to the President and Board of Regents in open session of monthly board meetings.

1981 to 1984 **TEXAS SOUTHERN UNIVERSITY**

*Position:* **Assistant to the Vice President for Fiscal Affairs**

*Responsibilities:* Provided assistance to the Vice President for Fiscal Affairs in: (1) preparing financial analysis for presentation to the monthly meeting of the Board of Regents, (2) preparing summary budget analysis, (3) preparing the University's response to the state auditor annual management letters, (4) coordinating quarterly student registration procedures, (5) directing the fiscal staff in the application and development of microcomputers, and (6) reviewing annual financial statements for compliance with generally accepted governmental accounting and reporting standards.

1978 to 1981 **ARTHUR ANDERSEN/ARLINGTON McRae**

*Position:* **Manager (Public Accounting Experience)**

*Responsibilities:* (1) Reviewed audit work papers (submitted by a staff of 26 accountants) to ensure that generally accepted auditing standards were effectively applied, (2) prepared audit opinion and related footnote disclosures, (3) assisted in the preparation of the firm's responses to requests for proposals (PEP) and conducted audit and tax training sessions. **The firm also subcontracted my services for the first year of my employment to Arthur Andersen & Company,** Certified Public Accountants, and as such additional experience was obtained in understanding audit techniques specific to Arthur Andersen.

1973 to 1977 **COOPERS AND LYBRAND, CERTIFIED PUBLIC ACCOUNTANTS**

*Position:* **Senior Auditor (Public Accounting Experience)**

*Responsibilities:* Audit experiences were obtained while working in the Los Angeles and Seattle offices of Coopers and Lybrand, Certified Public Accountants. Obtained a great deal of experience in flow charting business processes and systems and developing staff members under my supervision while meeting numerous deadline requirements.

Audit Experience: Client Listing:

- |                               |                                       |
|-------------------------------|---------------------------------------|
| Atlantic Richfield            | Farmers New World Life - Insurance    |
| Hill Haven, Inc.              | Investors Guarantee Life Insurance    |
| Van Guard Petroleum           | Southern California Rapid Transit     |
| Crown Zellerbach              | Western Farmers Association           |
| Damson Oil                    | New Process Steel Bovey Engineering   |
| City of Houston CETA Programs | City of Houston Community Development |

**EDUCATION:**

2001 Tennessee State University - (ED.D. Administration) Dissertation topic: Determinants of Tuition Increases at Tennessee Board of Regents Colleges and Universities

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1995 Tennessee State University - M.Ed. (Administration and Supervision)  
1970 University of Toledo-Bachelor of Business Administration

**PROFESSIONAL:**

CERTIFIED PUBLIC ACCOUNTING (TEXAS NO. 24269)  
Member: Tennessee Society of Certified Public Accountants, National Association of State College and University Business Officers.

**PERSONAL:**

Date of Birth: June 1, 1947  
Marital Status: Married  
Health: Good, no physical limitations  
Hobbies: Jogging

**AFFILIATIONS AND AWARDS:**

Who's Who Among American Colleges and Universities, 1970

Financial Manager of the Year, 1994-95 Association of Government Accountants, Chattanooga Chapter, National Association of College and University Business Officers And Directors

Millennium Leadership Initiative for American Association of State Colleges and Universities (AASCU)

Advisory Board for Project GRAD

2013 Chair of the Southwestern Athletic Conference (SWAC) Council of Presidents and Chancellors.

The University of Toledo Athletic Hall of Fame