

Results-Oriented Leader with over 30 years of senior leadership experience in strategic financial planning, accounting, auditing, treasury, finance, human resources, budget, investments, and information systems. Proven execution skills in problem identification and resolution utilizing positive change management. Excellent team player with strong communications skills and a broad understanding of multiple disciplines needed to meet organizational objectives.

PROFESSIONAL EXPERIENCE

The University of North Texas System, Dallas, TX

Associate Vice Chancellor for Finance
2016

May 2015 to Dec 2016

UNT System is the financial and administrative entity serving the needs of its three member institutions, The University of North Texas, The University of North Texas Health Science Center, and The University of North Texas, Dallas. Collectively the System serves some 42,000 students with revenues exceeding \$900 million and total assets of \$1.8 billion. My position involved senior leadership responsibility for accounting, financial reporting, student financial services, accounts payable, payroll, asset accounting, external audit, tax, and accounting systems (PeopleSoft). I reported directly to the Vice Chancellor for Finance & Administration and manage seven direct reports and an overall staff of more than 110. My role at UNTS also permitted me the opportunity to interact directly with key leadership members of our Board of Regents.

Achievements:

- Senior leadership role in the execution of a major financial transformation (emanating from an \$84 million fraud event in 2014) involving the complete restructuring and consolidation of several key financial and administrative areas of 3 major university campuses into a single entity and shared services model covering finance, accounting, payroll, accounts payable, contracting, treasury, IT, legal, audit, and HR.
- Led the successful completion of the System's 2nd external audit with Grant Thornton, LLP. Prior to 2014, no external audit was required.
- Senior leadership project role for managing external consulting (Deloitte & PWC) assistance with the design and implementation of over 150 key internal controls and process improvements covering all critical accounting, financial, treasury, and operational reporting areas.
- Restructured major departments, hired quality senior leadership & realigned staff into positions to ensure greater organizational success.
- Senior leadership sponsor (with CFO and CIO) for managing the successful implementation of a major 9.2 PeopleSoft upgrade involving 8 modules, including a redesigned chart of accounts.
- Participate in strategic advising team with CFO & AVC Treasury on evaluating and executing risk adjusted investment & debt strategies.

The University of Idaho, Moscow, ID

University Controller & Treasurer – Associate Vice President Level

2010 to 2015

UI is the State of Idaho's flagship, land-grant University serving over 12,000 students on five campuses throughout the state, operating an annual budget in excess of \$375 million, and is actively engaged in over \$100 million of annual academic research activities across ten distinct undergraduate and graduate colleges. My position involves senior leadership responsibility for accounting, financial reporting, purchasing, student financial services, accounts payable, payroll, asset accounting, external audit, tax, accounting systems (Banner), debt management, cash flow planning, and short/long-term treasury investing. I report directly to the Vice President for Finance & Administration and manage eight direct reports and an overall staff in excess of 40. My role at UI also permits me the opportunity to work directly with key leadership members of our State Board of Education and Board of Trustees via a number of standing committees including Audit, Finance, & HR.

Achievements:

- Senior leadership role charged with successfully completing approximately \$100 million in tax exempt & taxable bond offerings (3 separate deals) in 24 months. All deals were successful in maintaining existing high quality credit ratings by Moody's and S&P as well as effectively minimizing interest costs over the life of the bonds. These 3 credit offerings were used to refinance existing debt along with funding a new \$50 million STEM complex and renovating other academic and student services buildings.
- Financial advisor / partner with AVP Facilities & AVP Auxiliaries to prepare ST & LT capital plans each year for SBOE & Univ. leadership.
- Assisted Executive Director of Human Resources with campus-wide staff job classification & financial personnel restructuring effort.
- Negotiated a new 5 year / cost effective \$3 million line of credit master lease agreement with Dell Corp for IT software & hardware needs.
- Dedicated strategic advisor to AVP - Human Resources and management team for all key financial matters involving key benefits costs.
- Worked extensively with the Executive Director of Budget & Planning to successfully reverse an on-going multi-million dollar operational deficit in the University's medical fringe benefits plan.
- Member of University Internal Audit Advisory Committee set up to ensure effectiveness and compliance to key internal control matters.
- Identified and corrected a \$45 million multi-year reporting error in the historical audited financial statements (2005 – 2011) that resulted in a significant positive influence on the school's debt credit rating with S&P and Moody's.
- Identified and corrected a \$12 million overstatement of benefit liabilities stemming from inaccurate and ineffective payroll, budget, and accounting practices in place for at least 7 years.
- Successfully negotiated (without interest or penalty) a significant financial settlement with DHHS-DCA resulting from a material self-

- reporting event related to accurately charging employee fringe benefits to federal grants & contracts over a multi-year period.
- Senior leadership role in a fringe benefits cost study in FY15 which provided the baseline data for negotiating & implementing the University's 1st ever federally approved total consolidated fringe rate for research grants & contracts.

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- Partnered with Executive Director of Grants & Contracts Administration to help negotiate the University's Federal Indirect Cost Rate.
- Utilized Kaizen (LEAN) process improvement strategies to reduce costs and inefficient processes associated with campus-wide travel and expense reporting policies / practices.
- Redesigned investment strategies which generated an additional \$300,000 (21%) in annual dividend yields on long-term investments.
- Selected by executive leadership to participate in special enrollment management advisory committee charged with identifying and executing key enrollment growth strategies (coupled with fiscally sound financial aid practices) to meet the University's total enrollment goal of 16,000 students by 2020.
- Redesigned new quarterly financial reporting package for more effective management & university performance reporting to various Idaho State Board of Directors' Committees – Finance & Human Resources Committee plus Audit Committee.

Jacksonville University, Jacksonville, FL

Controller & Treasurer – Associate Vice President Level

2008 - 2010

Complete responsibility for accounting and financial reporting, student financial services, cash flow planning and forecasting, payroll, endowment & investment reporting, 990 tax preparation, long-term debt reporting, external audit management, accounting systems oversight (Datatel), and multi-year budgeting & modeling for a private, liberal arts university with 4,000 student enrollments and revenues in excess of \$75 million. Directly reported to CFO and managed a dept. staff of 25. Member of Audit, Finance, and Investment Board of Trustee Committees.

Achievements:

- Played a key financial leadership role in assisting executive management restructure long-term credit arrangements with banks and other lending institutions during a very turbulent financial environment for higher education institutions and the US & global financial markets. 3 major credit restructuring efforts were completed in only 2 years.
- Designed and implemented a new “customer-driven” service model for all depts. under the Controller's office. Within 1st twelve to eighteen months, completely replaced a long-standing negative service level image with a highly positive and response-driven image held by all campus constituents – students, parents, staff, and 3rd parties.
- Designed and implemented a new and dynamic cash flow planning model that produced very accurate short & long-term financial results.
- Designed and implemented new student account collection procedures and reporting that substantially reduced outstanding receivables and bad debt write-offs.
- Worked closely with external investment advisors with rebalancing financial investment strategies to better align endowment return objectives to current & future bond / equity market conditions.
- Completely realigned key operational and financial reporting responsibilities among direct management reports and certain staff to more effectively maximize personality, skills, and analytical strengths with complexity, risk, and customer-exposed roles & responsibilities.
- Assisted CFO with successful project monitoring and completion within budget of several major campus renovation efforts including a new \$6 million marine science research institute.

Central Michigan University, Mount Pleasant, MI

CFO - Finance & Accounting & (Interim VP) – CMU's Global Campus Division - (AVP Level)

2002 -

2007

Senior financial and administrative leadership role for a 10,000 student, professional university with 70 locations across 25 states within the U.S., Canada & Mexico. Revenues exceeded \$40 million with annual net profit margins of \$5 million. Directed all activities involving strategic financial planning, accounting and financial reporting, cash flow planning, operating and capital budgeting, auditing, real estate, and business risk management. Member of the Executive Leadership Team providing business and financial direction in all key areas of the organization including operations, enrollment management, marketing, student services, human resources, and information technologies.

Achievements:

- Appointed by CMU President to serve as Divisional Interim VP & Executive Director for 6 months during search for new VP/Exec Dir.
- Implemented new revenue and enrollment growth strategies, coupled with operational cost reduction measures, which increased the net profit margin from \$3 million to over \$5 million annually for three consecutive years – FY 2004 thru FY 2007.
- Successfully funded over \$3.5 million into long-term strategic investment reserves. Prior to arrival, no such reserves existed
- Co-managed external consulting project (1 yr study) requested by CMU's President & Board of Trustees to study the short & long term benefits and risks of potential “spin-off” of CMU's Global Campus division into a separate operating, legal & independent reporting entity.
- Restructured numerous learning center real estate leases that substantially reduced business risk & future lease costs by \$500,000 per yr
- Successfully negotiated valuable multi-yr building name signage rights for 4 major learning center locations. CMU's name is prominently

- displayed on professional buildings facing I-75 in Detroit, Auburn Hills, and Flint, MI - along with I-285 in Atlanta, GA.
- Designed new revenue sharing model that offered financial incentives and other benefits to CMU academic units to expand new program offerings off-campus. In 2 yrs, successfully added 10 new graduate programs, over 700 new students, and \$2.5 million in annual revenues.
- Member of executive leadership team charged with strategically restructuring the organization from decentralized to centralized mgmt.
- Executive sponsor in Six Sigma study, under guidance by Dow Chemical Corp Master Black Belts, which achieved \$150k in annual cost savings.

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Southern Company / Mirant Corporation, Atlanta, GA – Fortune 100 – Electric Power Industry

1998 - 2002

Senior Manager of Strategic Financial Planning & Reporting – Mirant Corp. (2000-2002)

Responsible for key aspects of strategic financial planning and reporting for 15 multi-million \$ power plants in operation as well as under construction. Managed and reported on financial assets exceeding \$7.5 billion & annual net income of \$450 million.

Achievements:

- Team player in successfully completing numerous reporting requirements for initial public stock offering of Mirant Corp (April 2001).
- Managed multi-year operating and capital budgets, including quarterly cash flow forecasting models, that were used by equity partners & lending institutions to approve and fund newly constructed gas-fired power plant projects - ranging from \$250 million to \$500 million.
- Worked extensively with Accenture Consulting in design, implementation & staff training of Hyperion Financial Planning Application.
- Worked closely with Global Corp Controller's Office and Internal Audit on internal & external accounting and financial reporting issues.
- Prepared numerous financial analyses to support debt and equity credit quality reviews by S&P, Moody's, and Fitch.
- Lead Project Manager in ensuring critical administrative task completion in a \$350mm Asset Development Project - 50/50 partnership.

Senior Manager – Enterprise Resource Planning (ERP) Information Systems – Southern Company (1998 – 2000)

Responsibilities centered on developing strategies for re-engineering accounting and financial administrative processes through the effective implementation and use of enterprise-wide financial management information systems. Key product focus > Oracle Financial Systems.

Achievements:

- Designed and managed the project plans for implementing various Oracle Financial Application modules for several subsidiaries and business units within Southern Company. Presented cost / benefit proposals to Executive Management for implementing new systems.
- Implemented risk-based plans and procedures to ensure successful Y2K transition of all Oracle Financial Accounting Systems.
- Co-Managed with consultants (PWC) a major upgrade of all Oracle Financial accounting systems for several Parent Co. subsidiaries.

Savannah College of Art & Design, Savannah, GA

Controller & Treasurer – Associate Vice President Level

1996 - 1998

Complete responsibility for all strategic financial planning, accounting, treasury, cash flow planning, capital budgeting, facilities management, audit, and business risk management functions for a 6,000 student, private university with revenues in excess of \$100 million.

Achievements:

- Lead player in successfully completing a full restructuring of the school's long-term debt position (some \$60 million) including securing an additional \$30 million working capital line to fund new facility expansion projects needed to manage the college's enrollment growth.
- Successfully negotiated with banks fee reductions in excess of \$150,000 in relation to restructuring the college's long-term debt.
- Directly assisted Bank of America's Commercial Credit with the successful loan syndication process to reduce their overall credit exposure.
- Executed cost-effective interest rate swap instruments to mitigate the interest rate exposure and financial risk of variable term debt.
- Developed a new multi-year integrated operational and capital budgeting planning model, including forecasting quarterly cash flows.
- Successful completion within budget of several building construction and renovation projects in excess of \$15 million.
- Project team leader in business process design / implementation for new enterprise-wide financial information system – SCT Banner.

Alliance Mortgage Company, Jacksonville, FL

Vice President – Controller & Treasurer

1993 - 1996

Responsibilities included strategic financial planning, accounting, budgeting, taxes, treasury, lease negotiations, audit and risk management functions for a \$150 million mortgage banking company with a loan-servicing portfolio in excess of \$8 billion.

Achievements:

- Completely redesigned the company's five-year strategic financial planning model which was instrumental in significantly expanding and restructuring the company's long-term debt.
- Completely re-engineered the accounting and treasury functions including implementing a new accounting information system (Oracle

- Financials), designing new department procedures and reports, and hiring and training new professional and administrative staff.
- Significantly reduced interest costs on long-term debt by implementing a treasury management system that forecasted and match-funded on a daily basis the availability of escrow investment deposits with the volatile movement of short and long-term debt.
- Implemented a tax strategy (w/ Deloitte&Touche, CPA) which reduced the company's corporate tax obligations in excess of \$2 million.

BancBoston Mortgage Company, Jacksonville, FL

Vice President – Controller & Treasurer

1986 - 1991

Responsible for all accounting and financial reporting, budgeting, treasury, audit and risk management functions for a \$350 million - diversified mortgage banking company with a loan servicing portfolio in excess of \$15 Billion.

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Achievements:

- Selected by President to complete a six-month extensive cost reduction study of two major departments, under the direction of the international consulting firm, MacKenzie & Co., which resulted in cost savings in excess of \$250,000.
- Selected by CFO to direct and manage the consolidation of the accounting and financial reporting divisions of four mortgage banking subsidiaries (owned by the Bank of Boston) into the newly formed, consolidated BBMC.
- Voting member of Senior Loan Credit Approval Committee charged with the analysis, approval and funding of numerous commercial and residential real estate loan projects ranging from \$100,000 to \$10 million.
- Prepared a strategic financial and marketing sales plan which provided for the successful completion and disposition of a \$4 million construction and land development project which was in foreclosure and under creditor control.

Deloitte and Touche, LLP

Senior Auditor, CPA

1983 - 1986

Responsibilities included complete audit engagement planning, execution, and supervision of various audit clients. Major clients included hospitals, universities, electric utilities, commercial banking, mortgage banking, manufacturing, and real estate development.

Education: University of North Florida
MBA, Finance - December, 1992
Graduated with 4.00 GPA

Georgia Southern University
BBA, Accounting - August, 1983
Graduated Magna Cum Laude (3.75 GPA)

Certification: Florida CPA – September 1985 (public license in-active)

PROFESSIONAL REFERNCES

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