

KEVIN APPLETON
CERTIFIED PUBLIC ACCOUNTANT

CAREER OBJECTIVE

A professional position with a progressive, forward-looking organization, where I can make a positive contribution by utilizing my organizational, administrative, interpersonal, communicative and analytical skills.

CAREER OVERVIEW

- Seasoned leader with superior financial, accounting, analytical, communication, negotiation, and interpersonal skills.
- Over twenty five years of progressive finance, accounting, audit, investment, budget, facilities, operations, IT, HR, and executive level management experience. Eighteen years of experience as a CFO at both the campus and system level, serving at diverse array of institutions—public, private, Christian, urban, rural, land-grant, two year, four year, comprehensive and research.
- Knowledgeable and experienced with regard to public/private partnerships, tax exempt bonds, leasing, performance contracting, and other financing options.
- Skillful at communications with boards, oversight officials, government and policy leaders, news media, community leaders, and broad based constituencies.
- Team player with a strong service-oriented attitude, a high level of personal and professional integrity, and commitment to staff and professional development.

WORK EXPERIENCE

Vice President for Finance and Business Affairs Southern University and A&M College System, Baton Rouge, LA 2010 to Present

Serve as chief financial and business officer for the only HBCU system of higher education in the US comprised of five campuses in the state of Louisiana, serving approximately 14,000 students, with an operating budget of approximately \$250 million. Provide leadership, oversight, and stewardship for all aspects of the Southern University System (SUS) financial and physical resources. Administer and direct the planning, design, development, construction, acquisition and alteration of physical facilities and real property at all company locations. Strategic advisor to the System President and campus leadership, recommending and executing financial and administrative objectives, policies, programs and practices that ensure sound financial operating practices and infrastructure. Responsible for System-Wide financial and performance planning and analysis, investments, internal controls, financial reports, debt policies and

debt administration. Manage and coordinate the establishment of the annual operating budget for the System and its campuses. Direct an inter-campus team of administrators and staff working collaboratively to improve business and support operations and service delivery for all SUS campuses and constituencies. Provide comprehensive, coordinated leadership for shared finance, business and support services operations and staff. Refine, improve and expand the shared services concept in the finance and support service operations areas. Ensure there are proper internal controls, standardized policies and procedures, and adequate training and supervision for staff. Represent the SUS in dealings with legislative leaders, external auditors, Louisiana Board of Regents, and other governmental and oversight entities. Oversee investment and financial activities and serve as CFO for Southern University System Foundation, a private fundraising affiliated organization.

- Provided leadership, analysis and fiscal oversight related to efforts to assess effects of economic recession, and reposition for future growth and prosperity.
- Prepared consolidated financial statements and managed system-wide audits producing “clean” audit with zero findings related to internal control or compliance. Managed federal single audit with zero findings related to federal programs or compliance with federal requirements.
- Development of inter-campus teams to effect implementation of system-wide shared services approaches to back office business and support operations.
- Initiated and managed project to unify charts of accounts and implement the consolidation of six separate charts of accounts into a single chart of accounts.
- Served on state-wide Higher Education Funding Formula Review Committee, working with higher education leaders on performance-based funding formula.
- Provided leadership to manage the process for review of financial status by financial ratings agency, resulting in confirmation of A2 issuer rating and A3 debt.
- Negotiated system-wide food service agreement providing for significant increases in financial return and capital investment, and improved services.
- Negotiated system-wide contracts for bookstore and vending services, establishing basic services at all locations, and improving financial returns.

Vice President for Finance and Administrative Affairs Alcorn State University, Lorman, MS 2009 to 2010

Served as chief financial and administrative officer for public, land-grant university. Oversight of the financial and human resources of the university through proper budgeting, accounting, internal controls and accountability. Oversee all fiscal and administrative functions, including cash and investment management, budgeting, financial services, capital planning, environmental safety, human resources, public safety, information technology, facilities management and auxiliary operations.

- Coordinated and led institutional efforts to prepare assessment of financial and physical resources for reaffirmation of accreditation, meeting all requirements.
- Co-chair of Strategic Planning Committee, working with all institutional constituencies on goals, timelines, action steps, and resource allocations.
- Worked on state-wide Distance Education Task Force, working with higher education leaders to recommend policies related to distance education.

- Served on state-wide Higher Education Efficiencies and Effectiveness committee developing strategies for cost containment and service improvements.

Vice President for Business and Finance and Chief Financial Officer Morehouse College, Atlanta, GA 2006 to 2009

Served as chief financial and business officer for selective, liberal arts college, providing leadership and executive oversight for all financial, operations, including treasury and investments, financial planning and budgeting, controller functions, grants and contracts, financial aid, auxiliary operations, and human resources. Serve as liaison with the Board of Trustees, Finance Committee, Investment Committee, Facilities Committee and Audit Committee.

- Effectively managed endowment assets and investments working with complex financial instruments and diverse portfolio of holdings.
- Developed multi-year budgets and financial plan to guide efforts related to fiscal realignments, new initiatives, and restructuring of programs and services.
- Coordinated institutional efforts to manage administrative transition while coping with significant economic reversals.
- Managed comprehensive efforts to recalibrate institutional budgets, enhance fiscal oversight, and ensure fiscal solvency and stability.
- Developed and implemented policies and procedures to expedite interim and annual financial reporting and general ledger close processes.
- Coordinated completion of federal compliance audit, improving processes to enable the institution to meet federal reporting deadlines.
- Implemented the "E-Bill" system to conduct student accounts transactions on-line and provide refunds through a system of ACH transfers and debit cards.
- Restructured health insurance plan options to improve flexibility to employees, maintaining essential benefits while mitigating effects of rising health care costs.
- Developed comprehensive policy and guidelines on grants administration, to enhance institutional compliance with requirements of sponsored projects.
- Improved systems for tracking transactions and balances in endowment accounts to ensure compliance with guidelines and donor stipulations.
- Collaborated with EPA, and peer institutions in implementation of EPA peer audit program to ensure compliance with environmental regulations.

Vice President for Finance and Business Norfolk State University, Norfolk, VA 2003 to 2006

Served as chief financial and administrative officer for public, comprehensive, urban university. Provide oversight, planning and management for treasury and investments, financial services, auxiliary enterprises, facilities planning, physical plant operations, university police, transportation, human resources, purchasing, receiving and property control. Develop, approve and monitor financial and operational policies, and represent the university on Virginia's State Higher Education's Finance Advisory Committee.

- Provided leadership to meet (for first time) and sustain compliance with all Management Standards for the Institutions of Higher Education in Virginia.

- Increased operating cash flow and cash balances, and increased Dun and Bradstreet commercial credit score from the 76th percentile to the 93rd percentile.
- Developed policy and guidelines on grants and contracts administration, providing to enhance compliance with requirements of sponsored projects.
- Developed and implemented methodology and processes for documenting and monitoring time and effort to support all charges on federal grants and contracts.
- Negotiated and implemented guaranteed energy savings agreement to finance equipment upgrades and capital improvements.
- Partnered with public transit authority to support regional light rail project and develop transit station adjacent to campus.
- Negotiated and implemented document services agreement, replacing basic copier fleet with multi-functional digital devices while reducing institutional costs.
- Expanded the Bike Patrol Unit resulting in greater police presence, closer community relations, and better use and rotation of officers.
- Developed comprehensive background check policy for hiring of faculty and staff.
- Implemented Identification Badge and Card Policy to improve campus safety.
- Collaborated with local police department to acquire training in first responder tactics and improve capabilities for handling emergencies and security threats.
- Negotiated agreement with local police for joint use of radio frequency, improving coordination, communication, cooperation and police response time.
- Acquired and implemented a Gang Prevention Grant to improve safety both on the campus and in concurrent jurisdiction of adjacent urban communities.
- Negotiated comprehensive document services agreement, replacing copier fleet with multi-functional digital devices while reducing institutional costs.

Vice President for Financial Affairs Saint Joseph's University, Philadelphia, Pennsylvania. 2002 to 2003.

Served as chief financial officer for selective, Jesuit, urban university. Responsible for coordinating the development of the university's budget, managing endowments and investments, developing and maintaining financial records and reports; and the implementation of financial policies and procedures. Supervise and provide direction and oversight for divisional operations, including Budget and Financial Analysis, Treasury and Investments, Risk Management, Accounting and Reporting, Financial Services, Purchasing, Human Resources.

- Developed and implemented processes for improved monitoring and oversight of investment advisors, fund managers and alternative investments.
- Consolidated and refinanced outstanding bonds to reduce total debt service and generate annual cash flow.
- Assisted with negotiations for major land acquisition and campus expansion.
- Served as institutional representative a multi-jurisdictional business improvement district promoting safety, commerce and economic development.
- Developed Personnel Evaluation Program and Compensation Plan to standardize performance evaluations and compensation.
- Developed Affirmative Action Plan to provide framework for employment

processes and diversity goals.

Vice President for Finance and Administration Jackson State University, Jackson, Mississippi. 1996 to 2002.

Served as chief financial and administrative officer for high research activity urban university. Oversight for financial and administrative operations of the University, including Budgeting, Treasury, Risk Management, Student Accounts, Financial Services, Grants Management, Purchasing, Property Control, Human Resources, Title III Administration, Facilities Management, Transportation, Property Acquisitions, and Auxiliary Services.

- Implemented "Customer Service Initiative" to provide training and skill development to front line and supervisory personnel.
- Negotiated agreements with financial institution and local businesses to link campus one card to bank accounts, ATM machines and retail merchants.
- Reduced State Property Audit findings from \$997,000 to zero. 100% physical verification of all items exceeding \$500 in cost.
- Received Certificate of Commendation for excellence in fixed assets accounting from the Office of the Auditor of State of Mississippi.
- Received commendation from Southern Association of Colleges and Schools visiting team for excellence in fixed asset accountability.
- Eliminated operating deficits in unrestricted and auxiliary accounts, producing substantial operating surpluses, and eliminating cumulative current funds deficit.
- Negotiated agreement with Dept. of Education's Office of Civil Rights regarding time frames for upgrading facilities in accordance with requirements of ADA laws.
- Enhanced employees' options and satisfaction with retirement plans by adding multiple funding vehicles and additional investment options.
- Authored funded proposal for USAID grant to provide exchange opportunities, academic program, student development, and financial management training.
- Formulated training programs to build institutional capacity in finance and administration at the University of Zululand, Kwazulu Natal, South Africa.
- Negotiated exclusive sponsorship and marketing agreement with major soft drink company, increasing revenue by 400%.
- Planning and oversight for installation of fiber optic network, campus-wide technology backbone, and VOIP telephone system.
- Negotiated agreements with U.S. Department of Health and Human Services to change indirect cost recovery base and rates, and increase recovery of costs.

University Controller / Adjunct Faculty Wilberforce University, Wilberforce, Ohio. 1994 to 1996.

Served as chief accounting officer for small private university. Supervise and coordinate all matters related to financial reporting, accounting, receivables and payables, payroll, cash receipts, and cash disbursements. Assist in preparation of annual budget and periodic revisions. Prepare financial statements and financial reports. Provide oversight for dining services, bookstore and auxiliary operations.

Taught accelerated courses in Advanced and Managerial Accounting.

- Managed the implementation of "point of sale" administrative software in bookstore operations.
- Coordinated the formulation of policies, processes and procedures for implementation of the William Ford Direct Loan program

Assistant University Comptroller East Tennessee State University, Johnson City, Tennessee. 1992 to 1994.

Full operational responsibility for all procurement and disbursement operations of high-level research university, including College of Medicine and medical practice operations. Responsible for development of policies and procedures and for processing of expenditure transactions, including purchasing, central receiving, fixed assets, accounts payable, contract administration and payroll.

- Lead the On-line Purchasing Implementation Task Force. Responsible for coordination of systems for electronic processing of purchasing transactions.

Assistant Treasurer / Internal Auditor / Adjunct Faculty Southern State Community College, Hillsboro, Ohio. 1989 to 1992.

Operational responsibility for the areas of general accounting, student accounting, cash receipts, purchasing, accounts payable, payroll, central stores, and auxiliary operations. Taught courses in Principles of Accounting. Taught Advanced level courses in Auditing. Featured speaker, at "Small Business Management Seminar" sponsored by the Small Business Development Center. Instructor for Highland County, Ohio Small Business Development Center's seminar on Small Business Tax Education.

- Lead the Administrative System Conversion Committee. Established policies, procedures, planned and developed chart of accounts, processes and systems.

Certified Public Accountant Appleton and Company, Cincinnati, Ohio. 1988 to 1989.

Administration and operation of private C.P.A. firm providing professional services to businesses and individuals, including bookkeeping and accounting, payroll, auditing, taxes, financial and management consulting. Provided services to small and medium sized clients in varying lines of business including construction and contracting, retail sales, insurance, and restaurants and lounges. Management and field work on audit engagements of governmental units and agencies through subcontracts with international, national, and regional C.P.A. firms.

Public Accountant / Auditor Lorraine S. Williams, CPA, Dayton, Ohio 1986 to 1988.

Maintained clients' financial records. Compiled, reviewed and analyzed financial statements. Prepared tax returns for individuals, partnerships, corporations and non-profit organizations. Planned, supervised, reviewed and performed field work on audits of private and governmental organizations.

EDUCATION

- Licensed as Certified Public Accountant since 1988.
- Harvard University Graduate School of Education - Institute for Educational Management. 1997.
- Central Association of College and University Business Officers (CACUBO). Collegiate Management Institute, 1995.
- Wilberforce University, Wilberforce, Ohio. Division of Business and Economics. Bachelor of Science in Accounting. 1985.
- University of Pennsylvania, Philadelphia, Pennsylvania. Moore School of Electrical Engineering, 1978 to 1980. Completed courses in computer programming, math, sciences and electronics.
- Southern State Community College, Hillsboro, Ohio. 1991. Completed courses in real estate principles, law, finance and appraisal to qualify for realtor's license.
- Cincinnati Country Day School, Cincinnati, Ohio. 1978.

MAJOR CAPITAL PROJECTS

- Jackson State University - Land and Property Acquisition, H.T. Sampson Library Renovation, School of Liberal Arts Building, School of Business Building, School of Engineering Building, JSU Conference Center, Student Recreation Center, Palisades @ E-City, Transitional Dormitory Construction, Just Science Hall Renovation, Engineering Laboratories, Central Warehouse, Allstate Building, Jackson Medical Mall, ADA Compliance Project, Campus Mechanical Expansion, Gibbs-Green Plaza, Lynch Street Corridor Redevelopment, Fiber Optic Network Installation, Administration Tower Waterproofing, Athletic Facilities, High Performance Visualization Center, Campus-wide Roofing Project, Student Housing Renovations, Z. T. Hubert Health Center Renovation, Laundry Building, Chill Water Loop.
- Saint Joseph's University - City Avenue Residence Hall, Maguire Campus Expansion.
- Norfolk State University - McDemmond Center for Applied Research (RISE Center), Spartan Suites Student Apartments, Robinson Technology Building, Central Warehouse Addition, Teacher Education Building, HVAC Improvements, Student Center, Police and Public Safety Building, Energy Savings Performance Contract, Campus-Wide Technology Program, Food Service Renovations and Improvements.
- Morehouse College - Ray Charles Performing Arts Center, Welcome Center, Parking Deck, Technology Infrastructure Improvements.
- Alcorn State University - Medgar Evers Suites Student Apartments, Agricultural Research and Administration Building, Water Treatment Facility.
- Southern University System - SUBR Intramural Athletic Complex, Baseball Support Project, Demo of Dorms, Hot and Chill Water Loop, Laboratory School Renovations, University Place Renovations, T. H. Harris Hall Addition and Renovations, Health Center Interior Upgrade, Lighting and Student Safety Project, Student Ravine Bridge Project, Library Renovations; SUNO-Central Plant, School of Business Building, Arts, Humanities and Social Science Building, Education and Human Development Building, Natural Sciences Building, School of Social Work Building, University Center, L.

Washington Library, Central Plant Facility; SUSLA New Classroom Building, Allen Building Acquisition and Renovation.

AUDIT ENGAGEMENTS

- Cities of Toledo, Kenton, Urbana, Sidney, Piqua, Fairborn, Springfield, Ohio
- Private Industry Council (JTPA) Cincinnati, Ohio; JTPA Hamilton County; JTPA Montgomery County, Ohio.
- Ohio Department of Mental Retardation/Developmental Disabilities; Four Counties Joint Vocational School District, Archbold, Ohio.
- Toledo Area Regional Transit Authority; Miami Valley Regional Transit Authority.

OTHER INFORMATION

- Appointed to serve as the first HBCU advisor to the Southern Association of College and University Business Officers (SACUBO) board.
- Organized, managed and hosted SACUBO Drive-In Workshops to provide professional development opportunities for staff, and regional colleagues, 1999, 2000, 2001, 2005, 2006, 2012.
- Facilitated panel discussions and concurrent sessions at SACUBO meetings.
- Served as financial reviewer on accreditation site visit team for Southern Association of Colleges and Schools (SACS) review. Hampton University; Louisburg College; North Carolina Wesleyan College; Clayton State University.
- Television Talk Show Panelist-Lieutenant Governor of State of Mississippi Debate. William Hawks (R), Amy Tuck (D).
- Member of Board of Directors, Southern Association of College and University Business Officers, 2012 to present; Member of American Institute of Certified Public Accountants; Member of National Association of College and University Business Officers; Member of Distinguished Service Award Committee-SACUBO, 2007, 2010-present; Chair, Council of Chief Financial Officers - Atlanta University Center, 2006; Planning Committee-EACUBO Senior Business Officers Roundtable, 2003; Program Committee-SACUBO, 2002; Comprehensive College and University Committee-SACUBO, 2000, 2001; Chief Financial Officers Council-Mississippi Institutions of Higher Learning-Vice Chair 2000, 2001; Panelist and Presenter-Association of Jesuit Colleges and Universities Financial Officers Meeting, 2002; Member of Board of Directors, Finance, Committee-Virginia Zoo, 2005-2006; Committee Leadership Jackson (MS) Class of 2000-2001; Civic Leadership Institute of Hampton Roads (VA) class of 2004-2005;; Member of Metro Parkway Commission, (Jackson, MS)-Secretary/Treasurer, 2000, 2001; Board of Directors-Finance Committee, Williamson Poultry Farms, 1999-2001; Board of Directors-Capital City Classic, Jackson, MS 1996-2002.