

WILLIAM R. DECATUR, JD

OFFERING

- Experience as Chief Financial and Administrative Officer and Treasurer at public research universities.
- Excellent communication skills, analytical, and interpersonal skills.
- Collaborative results oriented leadership and management style.
- Experience working effectively with governing boards, legislators, state agencies, and other stakeholders.
- Expertise in budget planning and implementation, and significant experience in fiscal and treasury management.
- Demonstrated experience and passion for policy development related to fiscal affairs, capital planning and finance, economic development, and higher education.
- Track record of leading change, innovation, and transformative strategies.
- Experience in all administration functions, including facility operations, master planning, design and construction, labor human resource management.
- Experience leading information technology, including PeopleSoft and Banner ERP implementations, to transform support operations.

PROFESSIONAL EXPERIENCE

RHODE ISLAND SCHOOL OF DESIGN/Providence, RI, January 2010 to present
(Private college with enrollment of 2400 students; \$150 million budget; \$300 million endowment; considered the #1 art and design college in the nation)

Executive Vice President for Finance and Administration, Chief Financial Officer, and Treasurer

- Responsible for leading and managing the Division of Finance and Administration which includes Finance, Treasury and Endowment Investment, Budget Planning and Analysis, Institutional Research, Information Technology, General Counsel, Auxiliary Services, Facility Operations, Facility Planning and Construction, Safety and Risk Management, and Governmental Relations.
- Led review of endowment investment program, which resulted in hiring world class investment advisor, improved asset allocation, and significant upgrade in individual investment managers.
- Leading a campus wide enterprise resource system improvement program.
- Partnered with Provost and Senior Vice President of Enrollment and Student Services to lead development of College strategic plan.
- Lead development of a multi-year financial plan supporting the implementation of the college strategic plan.
- Chairing the 403(b) Fiduciary and Investment Committee which is directing compliance and improvement initiatives in the employee retirement benefit program.
- Directing the transition of the current Public Safety Office to a College Police Department with full police powers.
- Leading an enterprise risk management and operational effectiveness initiatives.
- Leading the college's first comprehensive campus master planning process.

OHIO UNIVERSITY/ATHENS, OH, March 2006 to January 2010

Senior Vice President for Finance and Administration, Chief Financial Officer, and Treasurer

- Responsible for leading and managing the Division of Finance and Administration which included Finance, Treasury, Budget Planning and Analysis, Planning and Assessment, Auxiliary Services, Human Resources and Labor Relations, Facility Operations, Facility Planning and Construction, Police, and Safety and Risk Management. Also served as Treasurer for the Ohio University Foundation, and subsidiary real estate development corp. Served as member of the Board of the Ohio University Inn, Inc.
- Chaired Ohio Inter-University Council (IUC) committee of public university chief business officers, provosts and other representatives charged by the Chancellor of the Ohio Board of Regents with developing recommendations for new state funding formula. The recommendations were adopted by the IUC Presidents and the Chancellor of the Board of Regents. The recommendations were to transform the past input based formula to an outcome based formula that aligns funding with the strategic priorities of the University System of Ohio strategic plan.
- Chaired the Ohio IUC Chief Business Officers Council during fiscal years 2008 – 2010.
- University representative to the Ohio Board of Regents, and other state agencies, related to university business and policy matters. Served on the Regents biennial operating and capital budget consultations, which assisted the Regents in developing recommendations on higher education fiscal policy matters.
- Developed an integrated comprehensive multi-year financial plan to support the Vision Ohio Strategic Plan and Five Year Implementation Plan. The plan integrated the academic strategic plan, support unit priorities, facilities capital plan, enrollment plans, private fund raising plans, and all operating funds.
- Partnered with the Provost to develop multi-year strategy for resource generation as a means to fund Ohio University strategic priorities. Strategies included revenue growth, productivity and efficiency driven cost reductions, academic and support unit priority based reallocations, and development of a responsibility centered budget model.
- Partnered with the Provost and Dean of the Osteopathic School of Medicine to explore and develop partnerships, and a potential merger of the independent OU physicians practice group, with the local community hospital and the largest medical provider in Columbus, Ohio.
- Co-sponsored with the Provost an initiative to implement a shared services model for business and human resource transaction processing and technical and knowledge support for both academic and support operations. Goal of initiative is to leverage technology and human resources to achieve substantial improvements in services and reduce costs.
- Directed a strategic procurement initiative. This included adoption of alternative procurement methodologies, e-business processes, and leveraging university purchasing power in partnership with other Ohio public universities.
- Completed facility master plan and ten year capital plan to support the priorities of the University strategic plan. Over \$300 million of capital construction and renovation planned.
- Overhauled interim financial reporting for the Ohio University Board of Trustees and the Foundation Board of Trustees. Conducted series of presentations and discussions to ensure Boards understanding of strengths, weaknesses and opportunities related to University and Foundation finances. These included extensive discussion of financial and operational ratios, and other measures.

- Directed an initiative to improve the financial control environment of the University based upon the principles of COSO and Sarbanes-Oxley.
- Led Baldrige for Higher Education based continuous quality improvement framework to transform administrative support operations. Established Center for Organizational Development and Effectiveness to support transformation strategies and actions. The Center facilitated and supported employee learning, change management, project management, and partnerships with faculty.
- Directed comprehensive review of self-funded employee health benefits, which resulted in plan redesign and cost savings.
- Partnered with the Athletic Director to assess and implement multi-year budget plan. The plan outlined a strategy to address department deficits and ensure Title IX compliance.
- Served on the IUC Insurance Consortium Board, which provided a highly cost effective means of providing the Ohio public universities with property and liability insurance coverage, and related services.

UNIVERSITY OF TOLEDO / TOLEDO, OH, September 1999 to March 2006

Executive Vice President for Finance, Technology and Operations, and Chief Operating Officer, July 2004 to March 2006

Senior Vice President for Finance, Technology and Operations, October 2003 to June 2004

Vice President for Finance and Administration, September 1999 to October 2003

- Responsible for leading and managing the Division of Finance, Technology and Operations which included Finance, Treasury, Information Technology, Budget Planning and Analysis, Business and Auxiliary Services, Human Resources, Faculty Labor Relations, Facility Operations, Facility Planning and Construction, Police, Safety and Risk Management, and Internal Audit.
- Member of university strategic planning steering committee, and implementation committee for selective investment in research and graduate programs. Sponsored IT strategic planning process.
- Member of university intellectual property and commercialization committee.
- Served as liaison to University of Toledo Foundation which was responsible for managing the university endowment, real-estate, and other related activities.
- Chaired University Committee to Prioritize Non-academic Programs and Services.
- Provided leadership for reallocating over \$21 million over four fiscal years in order to manage \$14 million in state budget reduction and still fund high priority strategic initiatives.
- Co-sponsored with the Provost a team charged with developing a responsibility centered budget and accounting model for the University of Toledo. This was part of a systematic effort to decentralize authority and responsibility, and provide incentives for entrepreneurial activities.
- Directed a cross-functional team based implementation of SCT Banner ERP.
- Issued \$35 million in tax exempt bonds to finance the 630 bed Living and Learning Center residence hall. Executed the sale of an option to enter into a bond refinancing swap, which netted the University \$1.9 million present value savings. Completed the refinancing swap, and an additional \$57 million bond issue for a 530 bed suite style residence hall and other facility projects.

- Developed and implemented an investment policy. Investment income increased by over fifty percent. Budget, financial and debt management strategies developed and implemented with explicit goals of increasing the University's expendable net assets and improving key financial ratios.
- Directed assessment of Food Service operations, which resulted in major improvements in food quality, service, and facilities. Assessments were also conducted of Physical Plant operations and University Police. The assessments served as a basis for management planning in each department.
- Directed thorough multi-year analysis of Intercollegiate Athletics financial performance, and development of five year budget plan. The plan objective was to maintain a highly competitive program while also ensuring fiscal stability, accountability, and compliance.
- Co-sponsored cross-organizational team to develop and implement an integrated student financial services model. Goal was to leverage technology and staff resources to improve service and reduce costs.
- Led efforts to explore shared services opportunities with Bowling Green State University and the Medical University of Ohio, which resulted in implementation of a shared Grants Accounting Office.
- Established a systematic data based process for capital budget planning and space allocation management, which facilitated campus participation, discussion, and collaboration. Comprehensive ten year facility master plan completed and approved by Board of Trustees in March 2005. Over \$200 million of capital projects planned.
- Established Office of Organizational & Leadership Development. Office developed a "UT Leadership" model based upon principles of Baldrige for higher education, and curriculum to facilitate implementation of the model and succession planning.
- Directed negotiation of health care benefits with faculty, staff, and police unions. Significant cost reductions achieved in self-funded health care benefits program. Launched multiple efforts aimed at improving health and wellness of covered lives, which reflected strategy to address demand side of health care insurance and reduce the rate of cost increases.
- University representative to Ohio Board of Regents Graduate Funding Commission, and Ohio Board of Regents Funding Consultations, which review State funding policy issues and recommend modifications to the Board of Regents and other governmental authorities.

Interim President

June 2000 to July 2001

- Board of Trustee goals for my administration included: rebuilding the organizational infrastructure, restoring internal and external communication mechanisms, restoring shared governance, rebuilding relationships and partnerships with stakeholders, launching a strategic planning process, increasing enrollment, enhancing student life experiences, and restoring fiscal stability.
- The goal of establishing open, honest, and constructive communication was reflected in all initiatives and activities of my Interim Presidency. It was central to restoring trust, team building, shared governance, and empowering employees to rebuild the organizational infrastructure. Multiple strategies were used to create mechanisms and venues for faculty, staff, and student communication and participation, and for improving communication and relationships with the media and other external stakeholders.
- Championed and facilitated partnerships in the pursuit of the University's mission and goals. Built relationships and partnerships with community and corporate leaders, and economic development entities of the City of Toledo and Lucas County. Established partnership with Pro Medica Corp.,

which is the largest integrated health care provider in northwest Ohio, to develop mutually beneficial initiatives in health care instruction and research.

- Reestablished positive relations with alumni and donors. Development activity generated \$10 million in gifts to the University during fiscal year 2001.
- Created and charged a task force of leading research faculty to identify current and potential areas of research strength, opportunities for collaboration and partnership with The Medical College of Ohio and Bowling Green State University, and to assess the research infrastructure. The review was charged with focusing special attention on interdisciplinary opportunities, and opportunities to leverage the State of Ohio's research funding initiatives. The final report served as a blueprint for enhancing research excellence at The University of Toledo for the next five years.
- Established the Executive Enrollment Management Council to provide focused leadership on enrollment issues. The Council included representation from the Office of the Provost, Enrollment Services, Deans Council, Faculty Senate, Vice President of Student Services, Student Government, Media Relations and Marketing, and Planning and Analysis. Results of the Council's work included: development of a comprehensive student retention plan, alignment of tuition discounting strategies with enrollment management goals, administration of the Noel Levitz student satisfaction survey and other assessment instruments, creation of the Student Success Center, and a research driven marketing campaign. Following several years of enrollment decline, enrollment increased by 4.5 percent and 5.2 percent in the Fiscal Years 2002 and 2003 respectively.
- Established and strengthened partnerships with community colleges in northern Ohio and southeast Michigan. Objectives included improving the transfer process and increasing the number of transfer students to the University of Toledo, developing academic programs that responded to the needs of community college students, and establishing joint programs to leverage the resources of our respective institutions.
- Established the Center for Teaching and Learning. The mission of the Center was to provide faculty development and support to improve student learning outcomes. The focus of the Center was on student learning processes, strategies for improvement, and measurement and assessment.
- Established the Fiscal Advisory Committee to the President, which was charged with developing University operating budget recommendations. The Committee included representation of all key internal stakeholders. During FY 2001 the Committee created special task forces to review student general fee budgets, the University funded scholarship program, admissions and registration processes, and miscellaneous business policies and practices. Positive net income and fund balances in the Educational and General fund were restored
- Initiated the first strategic planning process at the University in ten years. I co-chaired the first phase of the process that outlined the process and completed data and information gathering. I actively participated in the second phase that developed specific goals, strategies, action plans and measures during the first year of the new president's tenure.
- Established the Facility Planning Council, which was charged with developing the biennial capital budget, reviewing space allocations and requests, and playing a leadership role in facility master planning and multi-year capital planning.
- Directed development of criteria for allocating over 100 vacant faculty positions, which occurred as a result of an early retirement incentive program. The criteria were developed in collaboration with the Provost, Deans, and Fiscal Advisory Committee to the President. The FY 2002 budget allocated approximately 45 positions on the basis of productivity, centrality, and quality; consistent with the goal of building centers of excellence.

GEORGIA STATE UNIVERSITY / ATLANTA, GA, 1993 to 1999

Vice President for Finance and Administration
May 1993 to September 1999

- Responsible for leading and managing the Division of Finance and Administration which included Financial Operations (controller functions, grants and contracts, student accounts, disbursements, treasury, purchasing), Internal Audit, Auxiliary Services, Facilities Planning, Budget Planning and Systems Migration, Physical Plant, Police, Environmental Safety and Risk Management, Human Resources, the Office of Strategic Support, and the Rialto Center for the Performing Arts. Board member of Georgia State University Research Foundation.
- Provided leadership to University budget development process that reallocated 20 percent of the educational and general budget over a four year period.
- Served on University of Georgia System task force, chaired by President of Georgia State University, which selected PeopleSoft for System wide implementation.
- Responsible for cross-functional team based implementation of PeopleSoft Financial and Human Resources information systems at Georgia State University, including associated re-engineering of business processes.
- Created Office of Planning and Facilities to improve coordination and delivery of services. Completed facility master plan including multi-year capital project, and space accommodation plan. Provided project management for over 100 capital projects valued at approximately \$100 million.
- Directed quality initiatives in Safety and Risk Management that resulted in vastly improved worker safety records and nearly a 50 percent reduction in Workers Compensation premiums.
- Directed re-engineering of cash management and banking relationships. The simplification of internal processes facilitated the reassignment of staff to the critical PeopleSoft implementation project and other higher value added responsibilities. Banking expenses were reduced and interest income increased.
- Responsible for leading and coordinating public/quasi-public partnerships to provide off-balance sheet financing and construction of \$14 million Performing Arts complex, \$32 million Recreation Center, and \$10 million off-campus instructional center. Off-campus instructional center was completed in partnership with GSU Foundation, City of Alpharetta, and Fulton County Development Authority.
- Directed the start up and continuing operations of the Rialto Center for Performing Arts. Partnered with the School of Music and Art to provide support for the academic programs and outreach activities.
- Established review cycle for all Auxiliary Services that includes assessment of outsourcing vs. university provision of service, and competitive RFP process where outsourcing is utilized. Administration of outsourced operations transformed from laizee faire contract administration to a model of proactive partnering with contractors to meet or exceed customer expectations.
- Initiated Continuous Quality Improvement as a framework for improving support services through systematic planning, assessment, process improvement, employee empowerment and performance management, cross-functional teaming, and data based decision making. Standards and measures for mission critical functions and processes were developed to provide quantitative feedback on unit performance.

- Reallocated resources to establish Organizational and Employee Development Office. Program initiatives include Facilitator Training, Management Development Training, and Reward and Recognition Programs.
- Directed development of support unit assessment process. Process was piloted in Physical Plant where it provided a blueprint for improving services. Subsequent assessments of the Controller and Human Resources were used by staff to improve operations and service to customers.
- Established monthly financial reporting and analysis cycles and other mechanisms to ensure full disclosure and communication of financial and operations information to university community.
- Directed adoption of community policing model to improve the actual and perceived safety of the university community. Partnered with Student Affairs to develop proactive crime prevention program. Implemented one-card key access to all campus buildings.
- Sponsored cross-functional team charged with reviewing the research administration process to improve service to principal investigators and academic offices, and to take full advantage of the Georgia State University Research Foundation.
- Managed the University's administrative and logistical support of the 1996 Olympic Games activities on the Georgia State University campus.
- Represented Georgia State University on fiscal and administrative matters with the Georgia Board of Regents, state government, and other agencies.

THE UNIVERSITY OF TOLEDO / TOLEDO, OH, 1989 TO 1993

Associate Vice President of Administrative Affairs
October 1991 to May 1993

- Managed and directed the Office of Facilities Planning, which directed and supported all phases of the University's capital planning and construction process, including master planning, capital budget development, programming, design and construction. The capital budget was approximately \$80 million.
- Managed the Office of Budget Planning, which directed and supported the development of the University's \$162 million annual operating budget.
- Assumed responsibility for directing the completion of a major property acquisition project. Property included residential and commercial properties. Completion of this project led to major expansion of the campus.

Interim Vice President of Administrative Affairs
January 1991 to October 1991

- Managed the Division of Administrative Affairs during the search for a new vice president. Functional areas of responsibility included: Business Affairs (controller functions, general ledger, grants accounting, payables, receivables, cashing, payroll, cash management, purchasing), Personnel and Labor Relations, Physical Plant, Risk Management, Auxiliary Services (telecommunications, print shop, arena management, bookstore), Public Safety and Parking, Facilities Planning, Budget Planning, University leases and contract administration, and legal affairs.

Associate Vice President of Administrative Affairs/University Budget Officer
May 1989 to January 1991

- Directed and managed the creation and development of the University's first budget office.
- Member of team that implemented financial information system, including new chart of accounts to improve departmental and college management information reports, and facilitate external reporting consistent with NACUBO standards.

SHAWNEE STATE UNIVERSITY / PORTSMOUTH, OH

September 1987 – May 1989

Assistant Vice President of Business and Finance/Budget Director/Legal Counsel

- Member of senior management team responsible for organizational development during transition from community college to state university.
- Member of University collective bargaining team that developed management's goals, objectives, and bargaining strategies, and negotiated contracts.
- Provided legal counsel on business affairs, student affairs, faculty, personnel, policies and procedures, and other matters.
- Coordinated annual budget planning and development.
- Represented the university before governmental agencies, including Department of Administrative Services, Office of Budget and Management, Board of Regents, and Controlling Board.

OHIO OFFICE OF BUDGET AND MANAGEMENT / COLUMBUS, OH

1984-1987

Supervisory Senior Budget/Management Analyst

November 1985 – September 1987

- Directed budget analysts' activities related to development, analysis, implementation and monitoring of over 50 percent of Ohio's \$8.9 billion annual general fund operating budget, and over 70 percent of the \$585 million capital budget. Conducted analyst activities for higher education operating and capital budgets.
- Member of OBM Budget Planning Management Team which designed the overall Executive Budget process, changed financial presentations, designed policy issue analysis process, and developed budget preparation methodologies and support management information systems.
- Conducted budget hearings with cabinet officials and agency senior staff.
- Directed and conducted policy, program and project analysis and evaluation. Developed, modeled and costed collective bargaining proposals.
- Represented OBM during legislative review of agency budgets.

Budget/Management Analyst II, III and Assistant Senior Analyst

February 1984 – November 1985

- Prepared Governor's biennial operating and capital budgets for several state agencies. Responsibilities included analyzing budget requests, forecasting revenues and projecting expenditures, recommending policy decisions and appropriations, and drafting law to implement budget decisions. Monitored operating revenues and expenditures

EDUCATION

The Ohio State University / Columbus, Ohio.

Dual Degree Program. Juris Doctor, College of Law. Admitted to Ohio Bar. Master of Arts, School of Public Administration.

Miami University / Oxford, Ohio

Bachelor of Arts. Double major in Political Science and Sociology, with an emphasis in Public Administration.

Honors

- Phi Beta Kappa
- Pi Sigma Alpha (Political Science Honor Society)
- Phi Kappa Phi

COMMUNITY/ENGAGEMENT ACTIVITIES

Rhode Island School of Design

- Rhode Island Public Expenditure Council
- The Providence Foundation

Ohio University

- University representative to the Athens Economic Development Corp.
- TechGROWTH Ohio

University of Toledo

- University Steering Committee for the Research Technology Corridor
- Member of Diversity Task force
- ProMedica Health, Education and Research Corp. Board member
- Chair of the UT/ProMedica committee for partnerships and collaboration
- Lucas County Mental Health Board member
- Regional Technology Alliance
- Regional Growth Partnership
- WGTE public television corp. Board

Georgia State University

- Fairlie-Poplar (downtown community district) Implementation Task Force
- Fairlee-Poplar Task Force Investment Committee
- Centennial Olympic Park Advisory Board member
- University representative to the City of Alpharetta campus advisory committee