



THE UNIVERSITY of
NEW ORLEANS
OFFICE OF THE PRESIDENT

December 16, 2019

Dr. Jim Henderson
President
The University of Louisiana System
1201 North Third Street
Baton Rouge, LA 70802

Dear Dr. Henderson,

On behalf of the University of New Orleans, I would like to request that the following items be placed on the agenda for the January 10, 2020 University of Louisiana System Board Meeting:

Request for approval to appoint Dr. Gloria J. Walker to Vice President for Business Affairs/CFO

Thank you for your consideration of these items.

Sincerely,

John W. Nicklow
President



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Dr. Jim Henderson
President
The University of Louisiana System
1201 North Third Street
Baton Rouge, LA 70802

Dear Dr. Henderson,

The University of New Orleans requests approval to appoint Dr. Gloria J. Walker to the position of Vice President for Business Affairs/CFO to begin effective January 20, 2020.

Thank you for your consideration of this request. Please do not hesitate to contact me should you have any questions.

Sincerely,

John W. Nicklow
President

GLORIA J. WALKER, Ed.D., MBA, CPA

9611 Roark's Passage
Missouri City, Texas 777459

832.978.7611 (cell)
dr.gjwalker@gmail.com

November 2, 2019

University of New Orleans
2000 Lakeshore Dr.
New Orleans, LA 70148

Dear Hiring Committee,

Please allow this letter to serve as my sincere interest in the Vice President for Business Affairs and Chief Financial Officer position at University of New Orleans. I believe my background and qualification closely match the knowledge and skills listed in the position description, and have well positioned me to assume the responsibility and commitment of this important position.

There are many reasons I believe I am qualified to assume this role. I have the requisite senior-level executive administrative experience of over 25 years, and hold a Bachelor and Masters of Business Administration degree in Accounting and Finance, respectively, in addition to an earned degree of Doctor of Education in High Education Administration. I am a Certified Public Accountant (CPA). I can also demonstrate, and show evidence of, the desired skills and experience outlined in the position description, which I will address below. Most important in my passion and commitment to the mission of the university, and that drives my interest in the position.

As for my experience, my higher education work history is quite broad, and encompasses positions responsible for planning, directing, administering, and organizing the financial operations, administration, and business services in diverse and complex institutions similar to University of New Orleans, and include Vice President for Finance and Administration and Chief Financial Officer (CFO) at Cowley College and South Florida Community/State College; Executive Vice Chancellor for Finance and Administration and CFO at Houston Community College (HCC); and Executive Vice President and Chief Operating Officer at Texas Southern University (TSU). Those responsibilities include numerous departments: business affairs (accounting and finance); cash management and quality assurance, property taxes, accounts payable, general and grant accounting, accounting receivable, and student financial services (including Bursar and Financial Aid department), and enrollment management. Other areas of responsibilities include developing the treasury and bond/debt management department, and investments in which I serve as the Chief Investment Officer; the budget and financial control department, which include developing the long-range financial plans, and annual operating and capital budgets; and facilities department in which I develop and implement the institution's facilities' master plan. Additionally, other departments and responsibilities include information technology, procurement/purchasing, capital/fixed assets management, and risk management, institutional compliance; while other business services departments include auxiliary services, real estate, campus operations and tenant management, record management, mail services, shipping and receiving, and transportation and fleet management. Yet, other departments and responsibilities include human resources, facilities planning and construction, facilities maintenance and operations, and public safety and security departments. I also served as the treasurer for the college/university Foundation at Midland College and South Florida Community College. Lastly, I currently serve as the board of trustees' representative in the faculty collective bargaining agreement at Cowley College.

My resume highlights my experience, academic credentials, responsibilities, and selected significant accomplishments, but I would like to highlight how I have been effective and successful in my higher education career in several selected areas relative to the position description for the Vice President for Business Affairs and Chief Financial Officer for University of New Orleans.

Manage the business operations including accounting, investment, procurement, etc.; strengthening financial and accounting operations, and internal controls to ensure financial resources are available:

Throughout my career, I have been primarily responsible for establishing the finance plan and policies, and financial reporting at every institution I have been employed. I have developed, implemented, and maintained internal control and financial reporting policies, standards, and procedures that ensure compliance with the university/college policies, external rules, regulations, and generally accepted accounting principles, and produced consistent and predictable financial reporting outcomes. I am (have been) responsible for stabilizing the institution's financial resources and growing the fund balance at each institution I have served. Additionally, using general accepted accounting principles, my team and I have achieved distinctions in accounting and financial reporting. Executing the financial plan, policies, and budget development processes allowed the institution to improve its bond rating. As an example, at HCC, after establishing the first financial plan and performance-based budgeting, Moody's Investors Service gave the institution a two-step upgrade in the Senior Lien Revenue Bonds, from "Aa2" upgraded to "Aa3" and Junior Lien Revenue Bonds, from "A3" upgraded to "A1", and the institution never dropped below during my tenure. Similarly, at TSU, I was able to move their bonds from "B" level (junk bonds) to a more respectful rating thus avoiding default on those bonds, and thus, allowing Southern Association of Colleges and Schools (SACS) to take the university off probation within nine months of my hiring.

I am (have been) responsible for the annual financial audit and reports in a centralized accounting system which served the university and the multi-college district. These duties included maintaining the chart of accounts even during the transition to new enterprise information/resource systems. I have worked with the college's and state auditors to ensure they were able to use the enterprise resource systems to avoid any potential delays in completing the annual audit. I am responsible for ensuring all the audit journal entries and schedules are prepared, appropriately, and completing all the external financial statements. I have presented unqualified "clean" opinion audits on the financial statements to the Board of Trustees/Regents, resulting in first Comprehensive Annual Financial Report at HCC, and being awarded the Certificate of Excellence in Financial Reporting.

Additionally, at HCC and TSU, I developed the treasury and bond/debt management department, and hired the staff. As the Chief Investment Officer, I established an investment committee that comprised the staff of that department. I wrote the annual investment policy of the institution, and we invested over \$300 million annually plus an additional \$600 million of bond proceeds for the capital improvement program. In fiscal years 2006, 2007 and 2008, I was awarded the Government Treasurer's Organization of Texas, Best Public Funds Investment Policy.

Develop, improve, and implement budget development processes, and information technology systems:

I have served as a contributing member of various committees directing the institution's strategic planning processes. As an example, at HCC, I broke the long-term strategic plan into an annual plan to use in the annual budget development process. The strategic plan became the foundation in the "performance-based" budget development process. Performance-based budgeting was a way to budget for desired financial and student success outcomes. Ultimately, aligning the strategic plan and budget development process was the way to generate and allocate resources to achieve certain objectives while

also being a vehicle for cost-effective management strategies. I added the following financial systems, indicators, and models to assist in the budget development process:

Analytic Tool (OPUS)

All initiatives and goals/objectives in the HCC Strategic Plan were inference to provide leadership in performance-based and responsible management budget planning. OPUS (Online Planning and Utility System) was a dynamic data collection and analytic tool. OPUS enabled the design of all plans, strategic alignment of all plans, assessment of efficacy of plans, and upward and downward flow of feedback/input from internal stakeholders during the budget development process. With OPUS, administrators were able to view the status of all action plans and their relation to the overall strategic plan and priorities promulgated by the Chancellor's Executive Team (CET). The design was for strategic alignment, and focused institutional efforts from the senior administrative level of the organizational structure to and throughout all departmental units. Each unit was given access to this analytic tool.

Key Performance Indicators

Key performance indicators (KPI) were designed to associate appropriate measures for fostering institutional effectiveness and quality control of all deliverables. KPIs were uploaded into OPUS. The selection of appropriate KPI's were driven by lagging indicators in data gathered from Institution Research (IR), and state and nationally sanctioned data compilation and reporting systems. The KPI's were also driven by the projected targets set by the departments/units, six colleges and ratified by the HCC CET. I facilitated the design of all high level to mid-level action plans resulting in a critical mass for the institutional agility necessary for successful plan deployment. The core team and external stakeholders played a significant role in establishing appropriate KPI's, strategic goals, action plans and industry forecasts. With external stakeholders' assistance, local strategic efforts were grounded to the overall mission of the institution, and the district's financial plan, and strategic plan goal/objective areas.

Target Model

I also established an annual target model to start the performance-based budget development process. The target model is an exemplary in which various drivers were established and used to determine department/program functionality, quality, quantity, and unit cost. The target model is based on department/program's KPIs, forecasts, trends, and projections. Once the target model was developed, it was communicated to the department/program budget coordinator to ensure the best drivers per department/program were established.

Budget Development and Strategic Plan Alignment

The budget development process engaged the entire HCC community, and specifically in the development of unit/department/program action plans. The action plans were developed from the unit/department/program strategic plan, in which their strategic plan aligned with the overall HCC Strategic Plan. Comparison of historical data over previous years and program trends were reviewed to project and forecast outcome/results. This data also helped to produce the budget target model. All data, projections, and forecasts were reviewed and evaluated to identify, select, and synthesize strategic priorities for the budget year. With the budget development and strategic plan aligned, the process also ensured performance was measured, and resulted in desired outcome. The finality of the budget development and strategic plan alignment was the evaluation process, which included codifying those key performance indicators, measuring outcomes/results, and assessing the impact on and compliance with the district's Financial Plan.

Other Financial and Information Technology Systems

My technology knowledge and skills include the use of Microsoft advanced applications in Excel, Word, and PowerPoint. Additionally, I have served as the senior-level administrator who developed and implemented numerous Enterprise Resource Program (ERP) financial systems including STC, Banner,

Datatel (Colleague by Ellucian), PeopleSoft, Poise, and Jenzabar, and all of the associated modules related to accounting, finance, human resource, procurement, student accounts receivables, financial aid, and others specifically designed for reporting at the higher education institution. Other analytic and financial tools I have used included On-line Analytic Process (OLAP), Cognos Business Intelligence, and Google Analytics. Other systems I am familiar with include Zogo Technologies, Tableau, and Blackboard LMS.

During my tenure at HCC the Information Technology Department (“IT”) was underutilizing the new PeopleSoft software after being chosen as the beta-project for PeopleSoft. After initiating four assessments over a period of three years, I hired an external firm to develop an IT Strategic Plan resulting in the finished product – “IT Strategic Technology Vision and Road Map 2015: IT Strategic Plan”. Subsequently, I hired another firm to implement the IT Strategic Plan, which allowed the district to understand and appreciate the role of technology in delivering quality educational services that included using technology as a means to provide (1) instructional course content; (2) instructional supplemental materials; (3) remote access to online degree and certificate programs; (4) enrollment management services including registration, and financial aid; (5) financial services.

I also managed the IT Department at SFCC and TSU. At TSU, I inherited an 100% outsourced IT Department. Within my first year at TSU, I hired a Chief Information Officer and reduced the outsourced contract by 59% and brought all services in-house with the exception of Ellucian Banner Application and Development resulting in an initial net savings of \$.5 million. At Cowley College, I was the key executive to design and migrate to the new ERP/SIS (student information system) system – Jenzabar EX.

Advise on business matters pertaining to long-range financial planning, facilities master planning, and capital asset acquisitions:

I have successfully developed financial plans, and master facilities plan with accompanying accounting and financing processes that assisted in managing the financial resources, and completing numerous major capital improvement projects that allowed the campuses to grow at Midland College, South Florida Community College, Houston Community College, Texas Southern University, and Cowley College. At HCC, one component of the district’s Financial Plan was financing capital improvements. I assisted in leading HCC’s first successful general obligation referendum to seek voters’ approval of general obligation bonds to acquire, build, and equip additional facilities. Obtaining general obligation bonds relieved the financial burden placed on students with student revenue bonds to finance capital improvements and construction. The capital improvement program (CIP) at HCC was in excess of \$300 million after the district’s voters approved the first successful general obligation (G.O.) bond, and additional funding acquired through maintenance and operations bonds.

I developed the first Facilities’ Master Plan and managed the projects including planning, programming, and construction of more than 15 new facilities, and infrastructure improvements spread over six college campuses and 46 locations in a five-year period of time at HCC. Prior to HCC’s 2003 G.O. Bond capital campaign, I led all other capital improvement projects financed through student revenue bonds, maintenance and operations bonds, and third-party private-public partnerships funding. Those financial efforts allowed the college to upgrade and/or maintain all other campus infrastructures, and renovation and rehabilitation of campus facilities in my first three years at HCC. Overall, I managed approximately \$600 million for capital improvements. I also developed the deferred maintenance plan (\$40 million), and secured the financing to ensure the deferred maintenance was completed within the scheduled five-year period.

At Cowley College, I am developing the long-term capital improvement program and financial plan, and in the process of completing the construction and equipping an additional campus using a successful \$.005 sales tax election (+\$120,000 per month in sales tax revenue). I am in the planning stages of the

new Softball Complex (\$2.5 million), and two additional dormitory/housing facilities (\$2 to 5 million each) to expand campus housing on the main campus and Sumner Campus. All of these initiatives required a person with strong accounting and finance, and construction acumen in which I am as an experienced accountant, finance, and operations profession.

At TSU, I secured the approval from the Texas Higher Education Coordinating Board for the funding and construction Technology Building (\$31 million). I redesign the Student Union and Plaza, securing in excess of \$1 million to ensure students had a facility to gather and network for student life and activities. Additionally, I garnered in excess of \$51 million from the federal and state governments to rebuild 48 buildings and infrastructure destroyed by Hurricane Ike. I updated the campus' master plan, and completed the beautification program.

Use effective customer service, communication, and interpersonal skills, and work collaboratively with others:

I have demonstrated customer service attributes through my communication and interpersonal skills in developing and communicating policies, procedures, and practices. I have worked personnel at all levels on the institution. Additionally, I served as the Board of Trustees/Regents' staff liaison for the finance and facilities' committees at each institution I have worked. It was essential that I had customer service, communication, and interpersonal skills to build relationships across the campuses and with the Board. With those skills, I have served as an effective communicator in articulating and executing the institution's vision and mission, financial and budgetary policies, and internal control policies to internal and external constituencies.

Communication is an on-going process for me as an executive administrator. I am or was in constant dialogue with my staff, colleagues, and supervisor to ensure and promote shared vision, informed decision-making, processes, and outcomes/results. Collaboration was the key to the successes I have identified. As an example, the entire budget development process and approval by the Board was built on collaboration, and working with faculty, staff, administrators at all level of the district/university. More specifically, the strategic priorities in the annual budget were generated from each college's and system administration division's ideas, and needs, which may be independently different. Collaboration was a demonstrated element in establishing the HCC's Performance Excellence Program (employee appraisal program), and faculty pay structure in which I lead those initiatives. At Cowley College, I am one of the Board of Trustees' representative for faculty union negotiation, and I have been highly successful in building those relationships to have fair and equitable negotiations, thus, protecting the interest and relationship of both parties. My annual evaluations ranked my customer service, interpersonal and communication skills, and relationship-building skills at the highest level.

Able to be entrepreneurial, visionary, and innovative in generating new sources of revenues:

Throughout my career, I have been the administrator who thinks outside of the box, and is an innovative and visionary leader. One of my many innovations was the creation of the Houston Community College-Public Facilities Corporation (HCC-PFC), a 501 (3)(c) corporation, to solve a taxation and bonding crisis the district faced in funding construction of facilities outside the taxing district but within the service area. This was essentially a private-public partnership between the district and its' own corporation; the Board of Trustees of the district is also the Board of Directors for the corporation. With the HCC-PFC, the corporation could secure bonding to fund the acquisition, construction, and equipping of campuses outside the taxing district, which is prohibited from using general obligation bond funds. Under HCC-PFC structure, I constructed facilities and leases them back to HCC through a third- party lease agreement. Under the HCCS-PFC structure, I acquired over 200 acres for four new campuses/locations, constructed four facilities for combined 560,000 square feet using Junior Lien Revenue Bonds with a much favorable interest rate. Additionally, this type of instrument actually saved the district money by giving those construction development profits back to the district; a cost avoidance methodology. HCC

pays the annual debt service on revenues bonds through a capital lease agreement I created between HCC and the HCC-PFC.

Yet another innovation was the creation of the Houston Community College – 3100 Main Leasing and Tenant Management. To keep HCC from losing its tax-exempt status when leasing to taxable entities, I condominiumized all the vacant space and collected property taxes from those taxable entities. I developed a tenant lease program to lease 49% of vacant space in the 531,000 square foot central administration headquarters' facility. One of the leases was for the term of 10 years, \$20 million in a triple net lease, and additional parking facilities revenues. This lease contract included options to renew for additional two five-year extensions. I also sold electricity and other utilities to tenants. Coupled with other tenant leases throughout the district, this initiative generated approximately \$5 million of additional net auxiliary income, annually.

Provide leadership at all levels of the university:

My leadership skills aligns with transformational, participatory, and servant leadership. I am a visionary leader, strategic risk-taker, problem-solver, and change agent. My leadership is delivered through humility, respect, courage, and self-confidence. My philosophical approach to leadership centers on strengthening the institution and its employees. I am energetic, enthusiastic and passionate about meeting the mission of the institution. Transformational leadership allows me to guide my interactions to intentionally engage the institution's communities in the process of developing shared vision, and decision-making. Participatory leadership allows me to build consensus among my colleagues - senior leadership and subordinates. Servant leadership allows me to foster creativity, innovation, collaboration, and ownership when developing approaches, strategies, and solutions for conducting the institution's business of delivering education to multiple communities.

Through transformational, participatory, and servant leadership, I am highly visible, approachable, and transparent. I have developed relationships with members of the institutions and my direct reports that promoted positive communication, trust, and creativity.

In respect to my management style, I am transparent, approachable, and collaborative. I work with my subordinates diligently to gain their trust and respect. I am approachable, and listen. I work collaborative with my subordinates to bring a resolution if they do not provide one. I have a strong commitment to professional development and diversity. I am always open to idea sharing, and creativity. I have a high expectation that everyone will perform with the same care, concerns, and diligence I practice. I also provide encouragement and offer support. I have been able to maintain my management style at all the institutions I have served, which ultimately brought out the best performance in everyone.

Ensure the university is in compliance with regulatory, legal, administrative, contractual, procedural standards:

As an experienced executive administrator, I have served as a strategic partner and advisor to the Chancellor/Presidents and the Board of Regents/Trustees on administrative, financial, operations, and internal control issues in order to ensure that integrity is maintained. At HCC, I implemented the Model Procurement Code developed by the American Bar Association for procuring all goods and services of the district. At TSU, I developed and implemented a web-based Ethics reporting and training program, and achieved 100% participation of all employees. Everywhere I have served, I have assured my supervisor, Chancellor/President, and Board of Trustees/Regents all regulatory, legal, and administrative, contractual, procedural, and accounting standards applicable to the district/university are met. For accounting practices, specifically, I ensured the district/university adhere to Generally Accepted Accounting Principles (GAAP). Each year, I earn at least 40 continuing education units to maintain my CPA license.

My decision-making ability is based on data-gathering, facts, sound judgment, values, ethics, and experience/knowledge, free of personal biases. High degree of professionalism, ethics, integrity, and honesty are skills and commitments in which I hold myself accountable.

In closing, as you review the enclosed résumé and selected accomplishments, you will find that I have developed a solid background in higher education. I have held similar positions in for profit and not for profit entities, in addition to gaining valuable experience as an auditor, consultant, grant-writer, fundraiser, and presenter.

As a proven, successful, experienced senior-level executive in higher education, I can deliver the duties and responsibilities of the position. I greatly appreciate the opportunity to discuss this opportunity in further details with you. I can be reached at 832.978.7611 or dr.gjwalker@gmail.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Gloria J. Walker". The signature is written in a cursive, flowing style.

Gloria J. Walker, Ed.D., MBA, CPA

GLORIA J. WALKER, Ed.D., MBA, CPA

9611 Roark's Passage
Missouri City, Texas 77459

832.978.7611 (cell)
dr.gjwalker@gmail.com

PROFILE:

Innovative and visionary leader with broad experience in higher education; and trustworthy, accessible, collaborative, and responsive to the needs of students and community. I am transparent, energetic, enthusiastic, and passionate about meeting the mission of the college, and intentionally engage internal stakeholders in shared governance. Proven ability to effectively communicate and articulate a vision for the college/university. Experience working with governing board. Ability to provide effective leadership with faculty, staff and in shared governing way in planning, decision-making and managing resources to ensure organization efficiencies leading to student success.

EDUCATION:

Doctor of Education – Higher Education Administration, Northeastern University;
School of Education; Boston, Massachusetts

Graduate Certificate – Accounting, Texas Woman's University, Denton, Texas (*in progress*)

Master of Business Administration – Finance, University of St. Thomas;
Cameron School of Business; Houston, Texas

Bachelor of Business Administration – Accounting, University of Houston;
C.T. Bauer College of Business; Houston, Texas

PROFESSIONAL CERTIFICATION:

Certified Public Accountant

PROFESSIONAL EXPERIENCE:

Vice President of Finance and Administration, Cowley College, Arkansas City, Kansas,
September 2015 - Present

Cowley College is a comprehensive, residential, mid-size rural Kansas community college serving students in four locations. It serves nearly 6,000 students annually, and has 15 intercollegiate athletic programs with over 300 student athletes.

Responsibilities

- Report directly to President.
- Serve on Executive Council and Administrative Council.
- Service as the Chief Financial Officer, Chief Investment Officer, and Risk and Compliance Officer.
- Responsible for the administrative and fiscal affairs of the College, and provide leadership and oversees the daily operations of the College.

- Provide leadership and management for Accounting and Finance Department including grants and student accounting, Budget Planning and Development, Human Resources including payroll accounting, Physical Plant Operations, Facilities Planning, Grounds, Custodial Services, Purchasing and Contracting, Inventory/Physical Assets, Security and Public Safety Department, Transportation and Fleet Department; and strategic planning, real estate, and auxiliary services.
- Responsible for monthly financial reports, and annual financial statement audits.
- Responsible for and maintains strategic short-term and long-term financial forecast of all college funds, and ensure the budget is linked to and supports the College's mission and strategic plan.
- Responsible for other financial reports, accreditation reports, and state appropriation and survey reporting.
- Serve as staff liaison for Board of Trustees Finance, and Policy sub-committees.
- Function as the Treasurer for the Board of Trustees under provisions K.S. A. 72-8203.
- Ensure the College follows financial, legal, administrative, collective bargaining, and contractual obligations and regulations.

Accomplishments (Selected)

- Successfully negotiate collective bargaining agreement with professional employees (faculty) annually.
- Implemented performance-based budgeting model, and aligned with the strategic plan, which was positively noted in the college's Higher Learning Commission (HLC) re-accreditation process.
- Clean annual financial statements' audits.
- Provided leadership in designing and migration to new ERP - Student Information System; Jenzabar EX; ERP system had not been updated since 1991.
- Wrote numerous policies, and specifically the sick leave payout; thus, saving the college in excess of \$85,000 per year in sick leave payout.
- Reduced the college's prior year (before my hiring) deficit operating budget spending of \$2.2 million to a surplus (savings) of \$2.5 million in my first year (2015-2016), which allowed for funding designated end-of-year infrastructure projects at \$.813 million. Established a board-approved financial stability policy for the college.
- Renegotiated Blackboard and other contracts resulting in a savings of \$45,000 and \$50,000 annually, respectively.
- Provided leadership in the redesigning Enrollment Management Department functionality to grow and retain student head-count and FTEs.
- Provided leadership in writing proposal for U.S. Department of Education's High School Dual-Credit Federal Financial Aid (Pell Grant) Program, and one of 44 higher education institutions in the country awarded program.
- Provided leadership in implementing LiveSafe Program to foster campus safety, and empower students, faculty, and staff in Title IX and Clery Act provisions.
- Negotiated 8.77% decrease in health insurance premium for employees whereas all other higher education institutions in Kansas experience double digit increases in health insurance premium for fiscal year 2016-2017. Additional decrease of 4% for fiscal year 2017-2018 and 2018-2019.
- Successfully garnered support from Board of Trustees to increase the mill levy, which had never happened prior to my hiring to address physical infrastructure needs.
- Successfully completed the compensation study to establish first-ever salary scale for staff and faculty using the CUPA database, which allows the college to be competitive with other community colleges in the state of Kansas.

- Negotiated cost of living raise for staff and faculty each fiscal year. In fiscal year 2016, added \$1,000 incentive bonus for fulltime employees for achieving 6% increase in semester credit hours within first year of my hiring.
- Developed and implemented Board of Trustees Finance Sub-committee in which I serve as staff liaison; responsible for working with the board members on monthly basis on financial, budget, and college policies.
- Hired Director of Human Resources, Coordinator of Human Resources/Payroll Specialist, and Director of Accounting/Controller with up upgrading of position to increase skill-set upon retirement of respective staff.
- Designed and completed construction of new college campus in Sumner County, KS after a successful \$.005 sales tax election referendum that yield +\$100,000 per month.
- Planning the construction of a new dormitory on main campus to increase residential housing beds from 500 beds to 600 beds; 20% increase.

Vice President/Consultant, ASBSI/Spearhead Group, Inc, Houston, Texas, February 2012 - August 2015

Responsible for providing financial and advisory services to higher education and other private, public (governmental), for-profit and non-profit entities' board of trustees/directors, and labor unions. Provided financial/cost/revenue analyses, and forecasting and planning. Provided solutions for process improvement in operations, cost proficiency, and revenue generation.

Doctor of Education Student/Candidate, Northeastern University, Boston, Massachusetts, January 2011 – June 2012

- Coursework
- Summer residency

Chief Operating Officer and Executive Vice President, Texas Southern University, Houston, Texas, March 2008 – February 2011

Texas Southern University (TSU) is a comprehensive designated historical black college and university with nine schools and colleges, which offers bachelors, masters, and doctorate degrees in addition to two professional degree programs; Thurgood Marshall School of Law and College of Pharmacy. Enrollment was approximately 10,000 students annually during my tenure.

Chief Operating Officer and Executive Vice President - responsible for day to day operations of the University, serve as second in command, and ensure financial stability and maintain accreditation credentials. Provide leadership to coordinate high quality, relevant services to students, and collaborate with other administrators to ensure consistent applications of policies and procedures across the University.

Responsibilities

- Reported directly to President.
- Served as member of President's Cabinet.
- Provided leadership and management in numerous departments including Business Affairs (accounting and finance), Human Resources including Payroll, Treasury and Debt Management, Budget, Procurement Operations, Information Technology, Institutional Research, Facilities Planning and Construction, Facilities Maintenance and Operations, Campus Services and Operations including Auxiliary Services, Tenant Management,

Student Residential Housing, Real Estate, Environmental Health and Safety, Risk Management, Records Management, Police and Public Safety, and Parking and Traffic Enforcement, Enrollment Management including Registrar, Recruitment and Admission, and Student Financial Aid, and University Office of Compliance. Eight direct reports and over 150 subordinates.

- Developed annual operating budget for the university.
- Formulated and recommended to the President, and Board of Regents policies and procedures governing institutional administrative operations.

Accomplishments (Selected)

- Kept the University from going into receivership and conservatorship of the State of Texas by restructuring and creating financial stability; reported the bi-monthly progress to the State of Texas Legislature.
- Reorganized each department under Chief Operating Officer's division to operate transparently, effectively, and efficiently.
- Reconstructed the accounting records to produce financial reports for successful audit (a first for the university), and for compliance with Southern Association and Colleges and Schools (SACS) accreditation criteria, and to be taken off SACS probation (university sanctioned prior to my hiring) in first year of my hiring.
- Developed and implemented Treasury and Debt Management Department, and hired first Treasurer and Bond Manager. Established and implemented first investment plan for University, and financial stability plan.
- Updated the Facilities Master Plan, and developed plans to receive approval from the Texas Higher Education Coordinating Board to construct a Technology Building – 109,000 square feet for \$36 million.
- Reconstructed the Information Technology Department from a 100% outsourced to 59% in-house operations, resulting in annual savings of \$.5 million.
- Reconstructed the Risk Management Department and established the forensic accounting and claims division to recover \$41 million from FEMA, State Appropriation (\$12 million), and insurance to repair, reconstruct, and equip 48 buildings damaged in Hurricane Ike; provided leadership and management to reconstruct and equip those facilities.
- Wrote and awarded \$5.7 million grant from the State of Texas Office of Energy Conservation. Served as principal investigator (PI) of this grant.
- Reorganized all third-party agreements; moved management and operations of housing and parking programs from outsourced to in-house resulting in saving of \$2 million, annually.
- Negotiated new auxiliary service contracts for foodservice and bookstore operations to improve services and revenue commissions; and negotiated vendor's investment of over \$7.8 million in facilities' infrastructure.
- Assisted in the development of Quality Enhancement Plan (QEP) for SACS' compliance and conducted program assessments in every division.
- Designed and implemented 2+2 partnership with local community colleges.
- Redesigned residential living and housing into an academic village to increase student head-count growth and retention, and student success.
- Established and implemented Student Success Model including on-line student services aligned with "Achieving the Dream" concepts – double-digit increase in enrollment in first year of implementation, and after eliminating board-approved open-enrollment policy.

- Reorganized Financial Aid Department and worked with U.S. Department of Education and eliminated an outstanding \$11 million debt to the U.S. Department of Education assessed prior to my hiring.
- Developed and instituted 105 university policies and procedures to ensure best practices in all administrative areas.

Executive Vice Chancellor, Finance and Administration and Chief Financial Officer,
Houston Community College System, Houston, Texas, November 2001 – February 2008

Houston Community College (HCC) is one of the largest singularly accredited community colleges in the country. Served nearly 70,000 students per semester and 5,000 employees during my tenure. Six comprehensive colleges, and taught in more than 46 locations. Designated as a Hispanic Serving Institution, and Asian Serving Institution. I managed the annual Operating Fund Budget - approximately \$300 million, Unexpended Plant Fund budget - approximately \$40 million, Auxiliary Budget netting \$6 million, and Capital Improvement Program Budget - approximately \$600 million. Service area included seven school districts areas during my tenure.

Executive Vice Chancellor, Finance and Administration and Chief Financial Officer – responsible for providing executive leadership, and developing and managing HCC’s administration and operations including the District’s finances and budgets. Assisted Chancellor in administration of the district, and development and implementation of district’s policies. Assisted in the development of the district’s long-term and short-term strategic plans. Served as the de facto Chief Operating Officer. Served as acting/interim Chancellor between chancellor hiring.

Responsibilities

- Reported to Chancellor, and served on Chancellor Executive Cabinet.
- Served as Chief Investment Officer and Chief Risk Management Officer.
- Responsible for budget and finances of the district.
- Provided leadership and management for the comprehensive finance and administrative division comprised of 15 departments; nine direct reports and 350 subordinates: Business Affairs, Budget and Financial Control, Treasury and Debt Management, Payroll and Benefits, Police and Security, Risk Management including Worker’s Compensation, Inventory and Asset Management, Records Management, Information Technology (periodically), Safety and Loss Controls, Procurement, Facilities Construction and Planning, Facilities Maintenance and Operations, Campus Operations and Tenant Management including Real State, Auxiliary Services, Human Resources (periodically), and Enrollment Management and Strategic Initiatives (periodically).
- Advised and assisted the Chancellor and Board of Trustees on matters regarding the state of the district specifically in maintaining a strong financial position.
- Staff liaison to the Board of Trustees Finance and Facilities committees.
- Formulated, and recommended to the Chancellor and Board of Trustees, policies and procedures governing institutional finances and operations.

Accomplishments (Selected)

- Developed and implemented the district’s first Financial Plan, and Financial Stability Policy.
- Produced annual financial reports, and “clean” financial audits.
- Produced District’s first Comprehensive Annual Financial Report (CAFR), and Certificate of Excellence in Financial Reporting.
- Assisted in the development of the district’s strategic plans.

- Developed annual operating and capital budgets, and budget strategies.
- Prepared Legislature Annual Request (LAR), and testified before Senate Finance Committee for college funding.
- Established and implemented the Performance-Based Budget Model grounded for cost-efficiency, and headcount growth. (First in the state to implement performance-based budgeting).
- Developed and implemented Treasury and Debt Management Department, and hired first Treasurer and Bond Manager.
- Received two-step upgraded district's Senior Lien Revenue Bonds, from "Aa2" upgraded to "Aa3" and Junior Lien Revenue Bonds from "A3" upgraded to "A1" by Moody's Investor Service, resulting from sound financial planning and management of resources.
- Developed and implemented the first successful voter-approved General Obligation Bond Program at \$150 million, which increased to \$600 million to fund the Capital Improvement Program (CIP) - built/constructed over 15 new facilities over the six regional colleges' campuses.
- Produced and implemented the Facilities Master Plan.
- Established the Houston Community College-Public Facilities Corporation, a 501(3)(c) corporation to build and equip four facilities/campuses for an additional 560,000 square feet, and generated \$102 million in funding. (First and only one in the state).
- Established and developed 3100 Main Leasing; produced a tenant lease program to lease 49% of vacant space in 531,000 square feet central administration headquarters' facility to three major tenants for 10 years in excess \$20 million, resulted in the generation of approximately \$5 million of additional net auxiliary income.
- Hired and lead team to design and implement the IT Strategic Technology Vision and Road Map 2015 Plan after conducting an extensive assessment.
- Developed and implemented the Disaster and Emergency Response Plan, and Business Continuity Plan.
- Adopted the American Bar Association Model Procurement Code and successfully built a top-rated procurement operations department, and negotiated various types of contracts including professional services.
- Developed and implemented classroom and facility utilization program (Ad Astra), and classroom/facility revenue generation model.
- Developed and implemented the Position Control Process to align with strategic plan.
- Established the personnel evaluation program-Performance Excellence Program (PEP) including faculty compensation program.
- Designed and implemented first Early College in the State of Texas.
- Designed and implemented first On-line Student Service Program in the State of Texas, which increased enrollment (37%) over a three-year period, and retention.
- Revised all of the finance and administrative policies.
- Served as Interim/Acting Chancellor from June 2006 to August 2006.

Executive Director, Business Affairs and Financial Controller (System's Accounting Operations), Houston Community College System, Houston, Texas, August 2000 – November 2001

Executive Director, Business Affairs and Financial Controller – responsible for all business affairs for the district including all aspects of management, administration, and staffing and developing the district's centralized accounting and financial operations. Combined the financial and budgetary control, risk management, and business services departments to the accounting operations' division.

Responsibilities

- Reported to Chancellor.
- Managed and supervised for general accounting including payroll, grants and contract accounting, construction accounting, auxiliary services for entire district, cash management and quality assurance, investments, financial and budget, payroll, risk management including workers' compensation, and other business services departments: mailroom, inventory control, and record management.
- Developed and maintained the annual budgets for the District.
- Produced the monthly and annual financial reports including various ad hoc reports.
- Produced annual financial statements for annual audit.
- Prepared the annual Ad Valorem Tax calculation to determine annual tax rate.
- Prepared IPED, LAR, and other state and national regulatory reports.

Accomplishments (Selected)

- Developed and implemented Performance-Based Budgeting
- Designed and developed Budget and Financial Control Department

Financial Controller, Houston Community College System, Houston, Texas, August 1999 – August 2000

Financial Controller – responsible for developing and implementing financial and budgetary control for the district. Developed the district's annual operating budgets and worked with each college in determining their financial needs. Managed an operating budget in excess of \$200 million.

Responsibilities

- Managed and administration of all college funds and provided accountability to superiors.
- Prepared all HCCS' financial reports, cost analyses, and other regular and ad hoc reports – all internal and external reporting.
- Provided oversight of the development of automated, networked based financial and business systems, and managed the implementation of the system after completion of development phase.
- Developed the district's strategic business model and provided meaningful management information through forecasts and trends as components for managing and developing the operating budgets of district.
- Managed and supervised budget and financial control department, record management department, risk management department, capital project accounting operations department, inventory control department, mailroom service department.

Accomplishments (Selected)

- Developed and implemented the district's strategic business model.
- Developed and implemented PeopleSoft ERP for accounting and finance, payroll, purchasing, and human resource departments.
- Developed on-line budgeting software using Online Analytic Process (OLAP), and Cognos Business Intelligence software for financial analyses.
- Established Budget Analysis Position at the college level.
- Developed College Operating Officer Position at the college level.
- Hired Construction Accountant to assist in ensuring all the accounting for completed for all construction projects.
- Managed the completion of the \$65 million renovation of the District's Central Administration Building - 500,000 square feet, 12-story facility.

- Managed the closed-out financials (accounting close-out), construction, and commissioning of the six (6) newly constructed regional college campuses.

Chief Financial Officer and Controller, Harris County-Houston Sports Authority, Houston, Texas, February 1999 – August 1999

Harris County-Houston Sports Authority was responsible for the construction and managing the debt on the Houston's professional sport arenas and ancillary facilities. Managed, supervised and reconstructed the accounting and finance operations, and reported monthly financial statement and other reports to Board of Directors. Managed and supervised special projects, including feasibility studies and revenue projections for bond issues. Managed over \$800 million in bond funds for construction of new arenas. Completed construction of Minute Maid Field for Houston Astros.

Dean (Vice President) for Financial Services and Chief Business Officer, South Florida Community College, Avon Park, Florida, June 1996 – August 1998

South Florida Community College is a small comprehensive community college that serves approximately 2,000 students in the middle to southern and agriculture Sunbelt region of the state of Florida. Offers associate degrees, workforce certificates, continuing education, and leisure learning program. Managed and supervised all financial and operations of the District.

Director of Accounting and Finance, South Florida Community College, Avon Park, Florida, January 1994 – June 1996

Director of Accounting and Business Services, Midland, College, Midland, Texas, May 1987 – December 1992

FACULTY/TEACHING:

Houston Community College – Adjunct Instructor – Accounting (1982-1986, 2013), and First Year Experience (GUST 101) (2003 to 2008)
Texas Southern University – Lecturer – Higher Education Budgeting and Finance (2011)
Cowley College – Adjunct Instructor – Accounting, Management, and Business (current)

PROFESSIONAL AFFILIATIONS:

National Association of College and University Business Officers
Community College Business Officers
America Association of Community Colleges

LEADERSHIP AFFILIATIONS:

Thomas Lakin Institute of Mentored Leadership of Community College African American Presidents' Roundtable
Greater Houston Women Chamber of Commerce Thoughts Leaders Institute
Kaleidoscope Women's Leadership Institute
Community College Business Officers – Executive Leadership Academy

COMMUNITY ACTIVITIES:

Stacey and Bo Porter S.E.L.F Foundation – board member
The Last Organic Outpost – advisory board member
Bailey Military Institute – advisory board member
Houston Independent School District – volunteer

Chamber of Commerce in Arkansas City, Winfield, and Wellington, KS – member
Habitat for Humanities, Cowley County, KS – board member
Big Brothers Big Sisters, KS – board member
Rotary International, Arkansas City, KS - member

COMMUNITY COLLEGE ACTIVITIES:

Collective Bargaining Negotiations Team, 2015 - present
District's Strategic Planning Committee, 1996 - present; co-chairperson, 2003-2008
Academic Program Assessment Team, 2009 - 2011
Benefits Committee, 1986 - 1992, 2000 – 2008, 2015 - present
Faculty Advisor, various student clubs and organizations, 1994 - 2011
Black History Month Gala Committee, 2003 – 2008
African American Faculty and Staff Association, 2002 - 2008
College's Emergency Response Team, 2002 - 2011, 2015 – present
Academic Discipline Advisory Committee, 2015 - present

PUBLICATION:

Walker, G.J. (2014). "A Qualitative Study of How Cultural Capital Affects Low-Income Undergraduate Students' Decision to Participate in Highly Ranked Research Institution in the State of Texas".

SPEAKING PRESENTATIONS (Selected):

Walker, G., "Motivation for Future for Math and Science Majors". Guest speaker at MU ALPHA THETA Induction Ceremony, Cowley College, Arkansas City, Kansas, March 13, 2018.
Walker, G., Rittle, D., Davis, S., & Juden, B. "The path not taken, until... now: A financially sustainable and community-based model to new campus development". Presentation at the Association of Community College Trustees (ACCT) Annual Congress, Las Vegas, Nevada, September 28, 2017.
Walker, G. "Promotion". Keynote Speaker at Houston Independent School District - Welch Middle School Graduation, Houston, Texas, May 27, 2015.
Walker, G. "Job-order contracting: An indefinite delivery solution to deferred maintenance and minor construction". Presentation at the Texas Association of Community College Business Officers (TACCBO) Annual Convention, Austin, Texas, June 20, 2006.
Walker, G., Kyme, M., Leslie, B., & Austin, B. "Contracting: Partnerships". Presentation at the Association of Community College Trustees (ACCT) Annual Conference, Seattle, Washington, October, 2006.
Walker, G. "Budgeting for community colleges". Presentation at the Kaleidoscope Leadership Institute, Costa Mesa, California, October, 2002.

PROFESSIONAL AWARDS:

2009 Kresge Foundation/Second Nature's Sustainability Fellowship
2009 Texas Comptroller of Public Accounts - Energy Conservation of College Campus
2008 Government Treasurer's Organization of Texas, Best Public Funds Investment Policy
2007 Government Treasurer's Organization of Texas, Best Public Funds Investment Policy
2007 YMCA Super Achiever Award
2006 Government Treasurer's Organization of Texas, Best Public Funds Investment Policy
2006 Government Finance Officers Association, Comprehensive Annual Financial Report – Certificate of Excellence in Financial Reporting

FUNDRAISING AND GRANT-WRITING ACCOMPLISHMENTS:

- 2016 High School Dual-Credit Federal Student Aid (Pell Grant)
- 2014 Texas Veteran Commission Fund for Veteran's Assistance - \$200,000
- 2013 Department of Education Workforce Development Grant - \$100,000
- 2010 American Recovery and Reinvestment Act (ARRA) Sustainability Grant - \$5,800,000
- 2010 Texas Southern University Gloria Walker Scholarship - \$3,500
- 2009 Department of Education Higher Education Disaster Relief Grant - \$2,000,045
- 2009 Texas Southern University Gloria Walker Scholarship - \$3,500
- 2008 Houston Community College Vice Chancellor Scholarship - \$5,000
- 2008 Houston Community College Black History Month Gala - \$100,000
- 2007 Houston Community College Foundation - \$50,000
- 2007 Houston Community College Black History Month Gala - \$100,000
- 2005 Houston Endowment – Online Student Service Grant - \$350,000
- 2004 Houston Endowment – Online Student Service Grant - \$234,000
- 1990 Midland College and Foundation - Aviation Program - \$2,000,000