

**Dawn M. Rhodes**

***Professional Objective***

To obtain a finance and administration vice president/vice chancellor position at a dynamic urban university that is devoted to student success and is committed to translating research into practice. I want to make a positive impact in the community in which I work using the combination of my leadership skills and technical competencies.

***Education***

The University of Toledo, Toledo, Ohio  
Master of Business Administration  
March 1995

The University of Michigan, Ann Arbor, Michigan  
Bachelor of Business Administration—Accounting  
April 1984

***Background Summary***

I have thirty-one years of financial experience. Twenty-three of those years have been in the higher education financial and operational arena with over seventeen of those higher education years in executive and senior financial management positions.

Indiana University - Purdue University Indianapolis (IUPUI) an Indiana University Campus 7.0 years  
• Vice Chancellor for Finance and Administration

The University of Toledo 8.5 years  
• Vice President for Finance and Planning  
• Interim Vice President for Finance, Technology, and Operation  
• Senior Associate Vice President for Finance and Planning  
• Associate Vice President for Planning and Analysis

Savannah State University 1.5 years  
• Vice President for Business and Finance

IUPUI, my most recent employer, enrolls 31,000 students fall 2015. It is an urban public research institution with an all funds budget of approximately \$1.4 billion. Research expenditures for fiscal year 2014 were approximately \$271 million. There are 17 schools and 2 colleges. IUPUI is home to several professional schools including the IU School of Medicine.

As Vice Chancellor for Finance and Administration my primary role included overall leadership on financial and administrative matters in support of strategic goals. The fiscal year 2016 budget for the Finance and Administration Division was approximately \$111 million with 700 budgeted full-time employees and approximately 250 part-time employees in the division. My career is distinguished by demonstrated commitments to collaboration and partnership, transparency, customer service, data-driven decisions, ethical behavior, and strong financial leadership. I am a strategic thinker who enjoys the world of higher education.

### ***Professional Experience***

#### **Indiana University-Purdue University Indianapolis, Indianapolis, Indiana**

##### **Vice Chancellor for Finance and Administration - July 2008 to October 2015**

As a member of the chancellor's cabinet my responsibilities were to collaboratively work with others on the team to define and articulate campus priorities and to focus campus resources in support of those priorities. My duties included stimulating thoughts and discussion on difficult topics and leading the campus through change via transparency, communication, and introduction to new operational approaches. Other duties included campus policy setting, interpretation and dissemination of university-wide policies. I am was also responsible for ensuring that accurate, timely, and efficient financial processes were conducted on the campus and that the administrative services provided from those within Finance and Administration were pertinent, cost effective, and performed with distinction. Units within the division include:

- Finance (Budget, Bursar, Accounts Receivable, Capital Assets Management, Payroll, and Surplus Property)
- Human Resource Administration
- Campus Facility Services and Parking & Transportation
- Police
- Auxiliary Services (Food Services, Bookstore, Center for Young Children, Campus Card Services, Special Events, Natatorium, Track and Soccer Stadium, Print Services, and Mail Services)
- Office of Sustainability
- Office of Intergroup Dialogue and Civil Communication
- Campus Policies
- Finance and Administration Technology

I assumed administrative responsibility for the campus in the absence of the Chancellor and the Executive Vice Chancellor.

##### **Related Accomplishments**

- Championed and led the conversion of a 280 room hotel and conference center into a multipurpose facility, housing critical units that foster student success. The facility now is home to 15 new classrooms, 560 new residence hall beds, the first ever campus dining hall with seating capacity for 470, and offices for student support services. The chancellor has deemed the project a transformative change for the campus and has credited it with assisting in attracting a larger and better prepared entering class for fall 2013. Classroom space, housing, and more food options were priorities of the campus community. The project was completed on time and within the anticipated cost of \$5.5 million. It was also showcased at the 2013 NACUBO Annual Meeting. All 560 beds are full and the dining facility continues to receive rave reviews. As a result of the success of this project the Board of Trustees approved construction of a 700 bed residence hall.
- Created and Chair the Resource Planning Committee (RPC) at IUPUI which functions as an advisory committee to the Chancellor on financial matters for the campus. The RPC is populated by a representative group of campus stakeholders reflective of the campus governance structure. RPC has opened up lines of communication, provided transparency and eliminated misunderstandings in the course of making significant financial recommendations to the Chancellor. The recommendations of the RPC resulted in substantial resource redistribution amongst the schools and better alignment with strategic priorities.
- Executive Sponsor and impetus to develop a campus-wide customer service program, Service with Distinction. It is a collaboratively developed program that takes a comprehensive view of what standards and behaviors represent service with distinction and addresses the barriers to meeting those standards. It is not a "cookie cutter" program but is responsive to the individual circumstances within a department. The first cohort completed the program in 2010 and as of October 2013 thirty units, both academic and administrative, have completed the program. This program produces operational efficiencies and leads to a competitive advantage as it reinforces a campus community member's decision to be at IUPUI, whether student, faculty, or staff.
- Executive Sponsor and driver for an analysis of classroom space needs at IUPUI. The outcome was the

delivery of a modeling tool that provides information at the departmental level about the quantity of space needed and the type of space needed to support the pedagogy for a unit versus what is currently available. These data allow for solutions, both financial and operational to be developed to address a data driven "gap" between what is available and what is needed. Additionally, the tool points out the financial implications of poor space utilization decisions and can be used for educational and future planning purposes.

- Led change in the campus culture for facilities planning. IUPUI now includes, not only operating cost in the financial planning of new facilities, but also budgets renewal and replacement (R&R) funds. This discipline will mitigate additions to deferred maintenance. Along this same line there is now a budgeted line item for classroom upgrades that will allow an annual systematic and discipline rotation of classroom improvement.
- Champion and Executive Sponsor for the creation of a new office, Intergroup Dialogue and Civil Community. This office has joint reporting to Finance and Administration and Academic Affairs. It was created to assist the campus in achieving its vision for a diverse and inclusive campus culture. It helps members of the campus community to engage in uncomfortable yet necessary discussions to bring about a culture that value and embraces diversity and promotes inclusiveness. It further exerts efforts to develop and implement learning opportunities that build capacity in campus members to address issues involving civility/incivility, conflict resolution and civil discourse.

### **The University of Toledo, Toledo, Ohio**

#### **Vice President for Finance and Planning - July 2006 to July 2008**

As The University of Toledo and The Medical University of Ohio transitioned to a merged university my responsibilities varied and spanned the combined institution as it continued through the transition process. I was directly responsible for the leadership and oversight of the following areas: Controller, Budget & Planning, Bursar, Treasury, Retail and Business Development (includes auxiliary units), Rocket Solution Central (student services one-stop shop), and Project entERPrise (implementation of a new administrative computing system). Evaluation and implementation of key strategic initiatives were a core part of my responsibilities, i.e. responsibility based budgeting, issuing debt, selling real estate, revamping the student orientation, and improving campus food service. This position was a member of the President's Cabinet.

#### **Interim Vice President Finance for Technology and Operations - January 2006 to July 2006**

As the University's chief financial and administrative officer, I was a member of the President's cabinet and assisted the merger transition between The University of Toledo and the Medical University of Ohio in several critical ways. I continued to move the division forward and to prepare the team for the merger that would result in the Finance, Technology, and Operations being divided into two distinct divisions of Finance and Administration. The units in Finance Technology and Operations included Finance and Planning, Treasury, Human Resources, Education and Information Technology, Facilities Management, Police, and Auxiliary and Business Services.

#### **Senior Associate Vice President for Finance and Planning - January 2004 to January 2006**

##### **Associate Vice President for Planning and Analysis - January 2000 to January 2004**

In these roles I was responsible for the oversight, leadership, and continuous development of the departments of Budget and Planning, Bursar, Controller, Institutional Research, and Project entERPrise. It was my responsibility to ensure quality customer service and work product and to provide leadership in institutional financial planning, ensuring linkage to the university mission and academic plans. The primary responsibilities of the entire Finance and Planning group included being an analytical resource that supported academic and administrative decision making and facilitated open communication among campus constituents while ensuring the proper financial record keeping and financial controls were implemented and maintained to safeguard university assets. I lead the efforts of the Fiscal Advisory Committee, a financial advisory group to the President. I served as the second in command for the Executive Vice President and acted in his absence. The unit changed names to reflect the addition of reporting units.

##### **Related Accomplishments**

- Provided the vision and coordinating leadership for physical materials and presentation given to

Standards and Poor's during a campus visit. The outcome of the visit was an upgrade in the Health Science Campus' bond rating to that of the Main University of Toledo campus.

- Publicly credited with coordinating a participative university budget development process during one of the most tumultuous times in the history of the University of Toledo. Developing and implementing a budget in a participative manner was one of the first steps in campus healing during the 2001 fiscal year.
- Executive sponsor and driving force to create an Institutional Analysis System used to provide the campus with critical information and analyses related to student behaviors. The information was helpful to colleges with re-accreditation, enrollment services for recruiting and retention plans, and overall general academic planning needs. It also served as the basis for enrollment projections for financial planning.
- Provided oversight in the negotiated enterprise wide software contract for the merged institution resulting in a \$1.4 million savings from initial projections while receiving more product functionality.
- Served as a thought leader and ultimately an executive sponsor for the Integrated Student Services Center, Rocket Solution Central. It is a one stop shop for several student services. The project was totally funded through reallocation from the units involved.
- Provided oversight to the partnership on one of the first external shared services operations in the financial area between the grants accounting departments at the University of Toledo and Bowling Green State University.
- Spearheaded and hand held the process to garner city planning commission approval to rezone property near The University of Toledo campus allowing for a private development that provided apartment-style housing, a new and needed addition to housing inventory, for our students. This project required a partnership with key staff of Edwards Companies and interaction with the Toledo City Mayor's Office, members of city council, staff of the planning commission and neighborhood association leaders.

**Director of Budget and Planning - April 1993 to June 1998**

**Manager of Budget and Planning - May 1992 to April 1993**

In these roles I was responsible for the review and implementation of the budget development process and coordinated the activities of the Office of Budget and Planning. I assisted the Associate Vice President for Finance and the Vice President for Administrative Affairs, other university officers, and committees in the articulation of annual and long-range fiscal plans for the university. My duties also included proposing and implementing budget control policies and procedures. I assisted university departments in the formulation of departmental budgets. Additionally, the department monitored the university's income and expenditures and was responsible for the university's position control and the coordination and implementation of salary increases. I supervised the preparation of budget reports and information for submission to the Ohio Board of Regents.

**Related Accomplishments**

- Coordinated the data collection and presented the results of the NACUBO Benchmarking Study for Process Improvement.
- Acted as a catalyst to initiate and develop multiple year strategic financial planning at the University of Toledo. The institution embraced the process and was able to see the comprehensive financial linkage between implementing strategic initiatives and budgeting. Executive Staff and The Board of Trustees readily accepted the process as a valuable tool.
- Lead the staff in the development and continuous improvement of annual ratio analysis comparing The University of Toledo to in-state and out-of-state benchmark institutions. These are key performance indicators that allow University of Toledo to be evaluated on the trend lines of financial ratios within the context of the strategic plan.

**Savannah State University, Savannah, Georgia**

**Vice President for Business and Finance - June 1998 to January 2000**

As chief financial officer, I was responsible for oversight and management of university finances, the annual operating budget, the physical plant, and ensuring quality customer service, teamwork, professionalism, and ethics within the Division of Business and Finance. Primary responsibilities included the development of both the operating and capital budgets, oversight and analysis of all

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university budgets, financial reporting, oversight of the university human resources function, facilities maintenance and new construction, student accounts and cashiering, computer services, public safety, grants and contracts, and business and auxiliary services. The investment of all university-held endowments and cash reserves was my responsibility. It was also my responsibility to review and examine all contracts and leases and to maintain proper records of such.

A key responsibility was to interact with several units of the University System of Georgia Board of Regents (BOR). In addition to responding to BOR requests, I was responsible for effectively communicating Savannah State's needs and concerns and for establishing and maintaining a good working relationship with the BOR.

A fundamental responsibility was to examine all business processes to improve effectiveness and efficiency. Leveraging technology was key in this process. I was responsible for overseeing the installation of the PeopleSoft payroll/personnel and financial systems.

#### Related Accomplishments

- Publicly credited with spearheading the completion of Savannah State University's housing master plan, preparing the financial pro forma, and presenting both to the University System of Georgia Board of Regents (BOR) in such a manner to garner BOR confidence in Savannah State's ability to move forward. The result was Board of Regents' approval to seek a public/private partnership to build new apartment-style student housing, alleviating a two-decade old problem that was key to recruiting new students. The 2002 Southern Association of Colleges and School re-accreditation report for Savannah State identified three areas of commendation, one being the student housing project.
- Initiated, TAPIS, the first workflow, web-based application at Savannah State University in the purchasing area. The average time from initiation of a request to an order actually being placed was reduced from one week to two days. The improved process provided overall better customer service in access to information and speed of processing.

### **The Toledo Hospital, Toledo, Ohio**

#### **Payroll Supervisor - August 1991 to May 1992**

Verified, audited, and supervised the accuracy of employee payments, deductions and paid time off accruals. Responsibilities also included record retention, payroll tax deposits and returns, payroll system interface to general ledger, issuance of W-2's, reconciliation of cash expenditures for payroll systems, wage/earnings research as requested by government agencies, loan agencies, and unemployment and disability claims. Responsible for testing, documenting system test results, and training payroll staff on new Payroll/Personnel mainframe computer system while conducting above duties.

#### Related Accomplishments

- Simultaneously managed the testing, documenting, staff training and installation of a new payroll system while learning the current system required in processing the bi-weekly payroll for more than 5,000 employees at The Toledo Hospital.

#### **Financial Analyst - June 1990 to July 1991**

Negotiated third party insurance contracts, followed up with third parties to resolve issues and problems, and communicated required information to affected hospital departments. Co-orchestrated the annual price increase at the procedural level and added new procedures throughout the year at the request of the operating departments. Other responsibilities included preparing information for the monthly finance committee report and responding to price inquiries from the public.

#### Related Accomplishments

- Received Quality Improvement Process—Team Leader and Facilitator Training.
- Effectively implemented a link in communication at The Toledo Hospital between the hospital contract negotiation process and the remaining business functions affected by the agreements. This enhanced contract implementation

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**Senior Cost Accountant – Champion Spark Plug, Toledo, Ohio, March 1988 to June 1990**

**Associate Auditor – Corporate, Owens-Illinois, Toledo, Ohio, July 1986 to April 1987**

**Accountant - Libbey Glass Division, Owens-Illinois, Toledo, Ohio May 1985 to July 1986**

**Junior Auditor – Corporate, Owens-Illinois, Toledo, Ohio, June 1984 to May 1985**

***Honors***

IUPUI USG Administrator of the Year Award (received first year at IUPUI)

IUPUI Division of Student Life Brick Award (received first year at IUPUI)

Phi Kappa Phi National Honor Society

Beta Gamma Sigma Honor Society for Collegiate Schools of Business

University of Michigan's Honor Roll

University of Toledo College of Business Dean's List

A Moment in Black History Presenter for WSAV TV

Recipient of Black Faculty and Staff Recognition by the Black Student Union

***Current and Past Professional Memberships & Activities***

President - Central Association of College and University Business Officers (CACUBO) 2012- 2014

Board of Directors – CACUBO 2009-Present

Board of Directors - National Association of College and University Business Officers (NACUBO) 2011- Present

Finance and Audit Committee - NACUBO 2012 – Current

Member of Analytics Ad hoc Committee – NACUBO 2014-Present

Chair of Next Generation Business Officer Ad hoc Committee – NACUBO 2012-2013

NACUBO Faculty Member – Annual Meeting 2013,2014, & 2015

National Consortium on Continuous Improvement (NCCI)

CACUBO 2005 & 2008 Annual Meeting Program Committee

Society for College University Planners (SCUP)

University of Michigan Alumni Association - Current

University of Toledo Alumni Association

***Representative University Committee Participation***

**IUPUI**

Campus

Co-Convener Facility and Property Development Committee 2009-2015

Chair of Resource Planning Committee 2009-2015

Faculty Budgetary Affairs Committee 2008-2015

IUPUI Executive Committee of the Strategic Planning Steering Committee 2012-2015

Member of IUPUI Master Planning Executive Council 2008-2009

Voting Member of IUPUI Faculty Council 2008-2015

Chair of Campus Parking Monetization Committee 2012-2013

University

Member of Student Services Initiative 2012-2015

Member of Investment Committee 2013- 2015

Member of Financial Advisory Council 2013-2014

Member of Parking Monetization Steering Committee 2012-2013

Member of the University Parking Committee 2013-2015

Member of the Auxiliary Services IT Committee 2014

Member of the Operations Efficiency Committee 2015

**The University of Toledo**

AAUP Negotiations Support Group  
Administrative Computing Advisory Committee  
Athletics Financial Cross Functional Team - Chair  
Campus of Difference Trainer  
Commission on Diversity  
Commission on Diversity – Best Practices Subcommittee  
Cross-Functional Facilities Data Committee—Chair  
Distance Learning Committee  
Executive Enrollment Management Team  
Facilities Master Planning – Finance Team  
Financial Affairs Representative to the AAUP Bargaining Team  
Financial Reporting System (FRS) Steering Committee  
Fiscal Advisory Committee  
Fiscal Advisory Executive Committee  
Integrated Student Financial Services Team – Team member and Sponsor  
Interim Chair of the Administrative Computing Committee  
Organizational and Leadership Development Steering Committee  
Prioritization Task Force – Co-Chair  
Responsibility Centered Accounting and Budgeting Committee-Chair  
Search Committee for the Vice President of Student Life – Chair  
Search Committee for Associate Director for Research Planning  
Search Committee for Associate VP and Dean of Students – Chair  
Search Committee for Associate VP for Human Resources - Chair  
Search Committee for Director of Organizational Development  
Session Speaker for Professional Development Institute  
Strategic Planning Committee 2 – Stakeholders  
Strategic Planning Environmental Assessment Subcommittee  
Strategic Planning Committee 6 – Communications  
Success Challenge Cross-Functional Team  
United Way University Steering Committee  
University Benefits Committee  
University of Toledo Representative to the Ohio Board of Regents Instructional Subsidy Consultation

**Savannah State University Committee/Team Participation**

Facilities Master Planning Committee  
Computer Utilization & Technology Committee  
Georgia Board of Regents – Fee Policy Committee of Chief Business Officers  
Student Affairs Think Tank  
Savannah State University Historical Preservation Officer

*References provided upon a request*