



SOUTH CAROLINA STATE UNIVERSITY

PRESIDENTIAL SEARCH

Candidate Interview Schedule

Candidate: Thomas J. Elzey **Date:** Wednesday, April 10, 2013

<i>Time</i>	<i>Session</i>	<i>Responsible Person(s)</i>
8:00a	Candidate arrives on campus	Greeted by Board/Search Committee Chair
8:30a – 10:30a	Interview	Board
10:30a – 10:45a	Free Time	
10:45a – Noon	Tour of campus and the Orangeburg community	Board/Search Committee Chair and a member of the Executive Committee
Noon – 1:30p	Lunch	Board
1:30 – 1:50p	Free Time	
2:00p – 3:00p	Open forum #1 for SCSU faculty, staff, and students	Introduction by Search Committee Chair
3:00p – 4:00p	Free Time	
4:00p – 5:00p	Open forum #2 for alumni and community persons	Introduction by Search Committee Chair
5:30p – 7:30p	Dinner /Exit Meeting	Board/Search Committee Chair and available Board member
8:00p	Candidate departs campus	

Thomas J. Elzey

February 10, 2013

To the Honorable Member of the Search Committee :

Please accept this letter as an expression of my interest in being considered for the position of President , South Carolina State University . As indicated on my resume, I have over 25 years of successful senior leadership experience in the academic and public sector environments. During the last 18 years I have been honored to work for three prominent Universities: The Citadel, Drexel University ,and Howard University. It is now my sincere desire to serve and lead South Carolina's prominent HBCU, SC State University.

My career and accomplishments have prepared me to provide the "Visionary Leadership" that will build on the legacy and great achievements of SC State. I am optimistic and confident that working in partnership with The Board of Trustees, The Board of Visitors, the Faculty, Staff, Students, and Alumni , with a reaffirmation of the principles of shared governance ,we can create an environment that demonstrates an unwavering commitment to the principles of Academic Excellence, Pride, and Trust for SC State.

These three principles would also serve as the foundation for formulating the strategies to achieve fiscal soundness, future financial sustainability, academic and student growth, and increased student success.

I would be honored to have the opportunity to discuss my vision and qualifications with the Search Committee, and I look forward to the next steps.

Thank you.

Sincerely,

Thomas J. Elzey

Thomas J. Elzey



HIGHER EDUCATION EXECUTIVE

A highly qualified and effective executive manager with a history of strong, decisive leadership in complex governmental agencies and academic institutions of higher learning. Dynamic change agent skilled in identifying, seizing control and correcting critical problem areas. Record of achieving operational excellence by instituting appropriate internal controls. Expert in general management, business operations, debt financing, financial and budget management, strategic planning, team building, and staff and leadership development. Excellent reputation among deans and department heads for willingness to collaborate and provide financial support for important academic programs. Regarded for honesty, integrity, and high ethical standards.

PROFESSIONAL EXPERIENCE

Executive Vice President for Finance, Administration, and Operations,
Brigadier General, SCM

The Citadel, The Military College of South Carolina, Charleston, South Carolina
May 2011 to Present

Responsible for the management of operations and finances of South Carolina's premier military college to include the following: budget office, comptroller, human resources, auxiliary enterprises, physical plant, information technology services, public safety, internal auditor, governmental and community affairs, and communication and external affairs. Serve as Executive Director of the \$70 million Citadel Trust. Liaison to the Board of Visitors Finance Committee and Audit Committee, and The Citadel Foundation. Hold Chief Executive responsibilities in the absence of the President and Provost.

- Instrumental in the implementation of a comprehensive strategic program geared to insure future financial growth, fiscal sustainability, improved student retention, higher graduation rates, and academic program growth.
- Recognized a critical need and implemented processes in Human Resources to increase staff and faculty diversity. Executed a 5-step staff/faculty performance recognition program to bolster employee morale.

- Strengthened financial forecasting by integrating multi-year strategic financial planning into the preparation and administration of balanced annual budgets.
- Spearheaded \$6 million campus-wide projects to improve technology access in multiple classrooms, renovate the college canteen and laundry facilities and to address long-deferred maintenance of the physical plant.
- Professionalized procurement services and auxiliary enterprises resulting in a reduction of costs, and increased purchasing efficiency and profitability.
- Directed the upgrading of information technology software and procedures which reduced vulnerability to system attacks and enhanced internet service reliability.
- Instrumental in increasing public recognition of The Citadel's achievements by providing additional resources for marketing, internal and external communications, and public relations.
- Improved campus security responsiveness by increasing public safety staffing and resources.
- Enhanced standing in the community by opening a dialogue with governmental officials and increasing community involvement.

Senior Vice President for Finance, Chief Financial Officer, and Treasurer
Drexel University, Philadelphia, PA

January 2002 to December 2010

Responsible for the financial management of Drexel University, one of the best national doctoral universities in the country as ranked by *U.S. News & World Report*. Also financially responsible for the Medical School and related affiliates including Drexel e-Learning, and Academic Properties Inc. Directed all financial planning, reporting and accounting practices and auditing services. Facilitated relationships with lending institutions. Negotiated all banking services including lines of credit, and cash management, mortgages, and bond initiatives. Analyzed financial feasibility of university real estate acquisitions and development proposals. Managed the University's Office of Information Resources and Technology. Provided leadership, oversight, and direction on all matters related to the financial management of Drexel University's \$750 million operating budget, \$300 million capital plan, and \$390 million long term debt.

- Strengthened the financial management of the institution resulting in an upgrade in the University's ranking from an A- to an A+ by Standard and Poor's. Improvement moved the University to 55th among the nation's private doctoral universities.
- Created the Endowment Management office to manage the \$500 million endowment fund.

- Instrumental in insuring regulatory compliance by applying and implementing principles of Sarbanes–Oxley to the financial operations of the University including annual risk assessments of the financial operations.
- Created a Code of Ethics for Senior Financial Executives of the University.

Senior Vice President and Chief Financial Officer- Treasurer

Executive Vice President and Chief Operating Officer

Vice President for Business and Fiscal Affairs

Howard University, Washington, D. C.

October, 1995 to December, 2001

Provided executive leadership for all activities related to the business and fiscal operations of Howard University and Howard University Hospital. Provided administrative oversight of all non-academic departments including the Campus Police Department, physical facilities operations, the University Bookstore System, and the operation and leasing of Wonder Plaza, a retail center owned by Howard. Oversaw the planning and implementation of capital projects and real estate acquisitions. Managed all financial, treasury, and auxiliary enterprise functions at the University and the Howard University Hospital including the following offices: comptroller, procurement, budget, student financial services, risk management, and employee benefits. Managed the investment and growth of the \$330 million endowment fund and \$325 million retirement fund. Managed all other investments and daily cash operations. Oversaw the development and monitoring of the \$655 million operating budget.

- Actively participated in, and monitored, the Hospital's strategic planning and financial operations ensuring consistency with the University's objectives and criteria.
- Oversaw development of all financial reports to the President and Board of Trustees insuring accuracy and satisfactory board to staff communication.
- Restructured the hospital's Physician's Practice Plan, strengthening their financial accountability, which allowed recovery of \$10,000,000 of debt owed to the University.
- Stabilized the University's bond rating eventually earning an upgrade from negative to positive from both Standard and Poor's and Moody's.
- Structured \$80,000,000 in financing necessary to construct the Health Sciences and Law libraries.
- Prepared data and testimony for the United States Congress to support the annual request for Howard University which insured it's \$232 million federal appropriation.

Deputy Executive Director for Finance,
Thrift Depositor Protection Oversight Board, Resolution Trust Corporation (RTC),
Washington, D.C.

October 1993 to October 1995

Managed all aspects of the review and evaluation of financial plans, budgets, periodic financing requests and other financial operations of the Resolution Trust Corporation, an entity established by Congress to liquidate the assets and pay depositors of 750 failed savings and loan associations. Served as the institutional authority on internal financial matters. Managed the operations and functions of the Audit Committee.

Vice President, Perry Investment, Saratoga, CA

February 1993 to October 1993

Managed the San Francisco office and acted as an investment banker responsible for municipal bond underwriting and financial advisory services. Coordinated banking relationships in San Francisco, Sacramento, Contra Costa County, San Jose and the Chicago region.

General Manager/Chief Executive Officer
Public Utilities Commission, San Francisco, California

June 1989 to February 1993

Executed management authority over the utilities owned and operated by the City and County of San Francisco, specifically the San Francisco Municipal Railway (MUNI), San Francisco Water Department, and Hetch Hetchy Water and Power. Managed combined budgets totaling \$493 million and 5,500 employees. Responsible for bonded capital and procurement programs with annual budgets in excess of \$500 million. Testified before the U.S. Congress, State Legislature, and the Governor's Water Policy Task Force. Served on six related Boards and Commissions.

Budget Director, Office of Budget and Management
Assistant General Superintendent/Chief Operating Officer, Chicago Park District
Deputy Budget Director, Office of Budget and Management
City of Chicago, IL

April 1984 to May 1989

As **Budget Director**, formulated and implemented fiscal policy for the City of Chicago including management of the capital budget, operating budget, and cash operations. Directed the preparation of presentations and action items for the Mayor and City Council. Formulated, reviewed and administered the \$2.9 billion budget for 42 city departments and agencies and \$560 million of federal and state funding for the City of Chicago. Participated in all joint revenue and special facility bond sales with a total value of over a half billion dollars. Chaired the Financial Policy and the Employee Benefits Review Committees.

- Redesigned the methodology utilized in estimating revenue resulting in improved revenue control.

As **Assistant General Superintendent** Chicago Park District, managed the daily operations of all departments and bureaus of a 560-park system with a \$290 million budget.

- Published the Park District's first *Program Budget* and *Revenue Estimating* documents for public review.
- Developed and implemented the District's first five year strategic plan.
- Designed and implemented a decentralized reorganization program to improve operations, management information, communications, and employee productivity.
- Reorganized the department's risk management functions which provided better policy analysis and performance appraisal.
- Initiated and institutionalized policies governing minority and women enterprises to increase participation in contracts, leases, concessions, supplies procurements, and employment.

As **Deputy Budget Director**, served as Staff Director responsible for managing, technical planning, and development of the City's \$2.0 billion annual budget and \$.5 billion allocation of non-local funds.

- Created and published the first multi-year financial forecast report for the City of Chicago.

Federal Government, Washington, DC

June 1977 to April 1984

Held increasingly responsible positions that provided a framework for future professional growth. Immediately following graduate school, served as Associate Budget Analyst in the **Congressional Budget Office**. Promoted to Senior Policy Analyst for the **Office of Management and Budget (OMB) in the Executive Office of the President**. Advanced to Deputy Branch/Senior Budget Examiner for OMB's Commerce Division.

PROFESSIONAL AFFILIATIONS/ACTIVITIES

- National Association of College and University Business Officers, (NACUBO)
- Council Member for the NACUBO Constituent Council for Comprehensive/Doctoral Institutions.
- Former Member of Middle States Commission on Higher Education accreditation teams for Galludet University, the Open University of the United Kingdom, the Ponce School of Medicine in Puerto Rico, and Rennselear Polytechnic University.
- Regular presenter at conferences sponsored by NACUBO, JPMorgan, Educause, and the association of Historically Black Colleges and Universities
- Former Member and Chairman of the Finance and Auditing Committee, Board of Trustees Shaw University, Raleigh, North Carolina
- Member Deans Advisory Council, Carnegie-Mellon University Heinz School of Public Policy and Management
- Board Member, Charleston Regional Development Alliance

EDUCATION

Carnegie Mellon University, Pittsburgh, PA

Master of Science, Public Management and Policy, 1977

- Ford Foundation Fellow
- Carnegie-Mellon University Alumni Merit Award, 1988

Bradley University, Peoria, Illinois

Bachelor of Science, Economics, 1975

- Bradley University Outstanding Young Graduate Award, 1989

LICENSES

National Association of Securities Dealers

- General Securities Fully Registered Representative (Series 7) – June, 1993
- Uniform Securities Agent, State Law (Series 63) – July, 1993

PERSONAL

Married for 29 years with two adult daughters.