

Amir Mohammadi

Table of Contents

Topic	Page
Career Summary	1
Education	1
Current Experience	1
- Slippery Rock University (2014 – Present)	
Previous Experience	
1. Delaware State University (2006 – 2014)	3
- Major accomplishments	5
- Other accomplishments	9
2. West Virginia University (1991 – 2006)	3
- Major accomplishments	10
3. Adelphi University (1982 – 1988)	4
Teaching Experience	4
Board of Directors & Professional Affiliations	4
Selected National and International Publications and Presentations	15
Awards and Honors	17
Appendix A (Selected Committee Responsibilities at Delaware State and West Virginia Universities)	20

Amir Mohammadi

CAREER SUMMARY

A broadly skilled, results-oriented, innovative senior professional with extensive experience in all facets of academic administration – student affairs, finance, human resources, auxiliaries, facilities, international programs, and enrollment management, including financial aid leveraging.

Demonstrated accomplishments in strategic/master planning, organizational development, and cross-functional team development. Possesses strong communication and presentation skills and proven ability to work effectively with diverse community groups, legislators, students, faculty, and staff – from entry-level personnel to executive management to the Board of Trustees.

EDUCATION

Doctorate in Higher Education Leadership – May 2014

Delaware State University, Dover, Delaware
West Virginia University, Morgantown, WV 26505

Dissertation Title: Affordability, Accessibility and Accountability of Higher Education

M.B.A. (Management and Finance) - 1985

Adelphi University, Garden City, New York

B.S. - Banking & Money Management (Concentration in Accounting and Economics) – 1982

Adelphi University, Garden City, New York

CURRENT EXPERIENCE

Slippery Rock University (SRU), Slippery Rock, PA 16057 May 2014-Present

Vice President for Finance, Administrative Affairs and Advancement Services March 2015 – Present

Vice President for Finance and Administrative Affairs May 2014 – March 2015

Major Accomplishments at SRU

- Provided the leadership in restructuring the division of finance and administrative affairs in a two phase approach, which resulted in improved operations for each area, while creating an accumulated financial savings in the amount of \$2,124,614 for the university. This was done under “doing more, with less and even better” approach without any layoff. This reorganization also included creating three new positions of controller, assistant Controller and senior budget analyst.
- During my tenure at SRU, the Pennsylvania State System of Higher Education (PASSHE) put in place financial risk dashboards in order to assess the 14 institutions ranking and risk worthiness. I am pleased to report that SRU has improved from a ranking of 3 to a ranking of

2. Nine institutions' risk profiles worsened their risk profile during this timeframe, but Slippery Rock University improved by the greatest amount of any institution in the system between FY15 – FY17. SRU is positioned in a solid “green” or a very low-risk ranking, one of only three institutions in this range. Moreover, during my tenure, provided the leadership in investing \$30 million in University’s physical plant without touching the reserves and simultaneously cash balances in all funds grew from \$75 million to \$92.2 million as of June 30th, 2017.

During the same period PASSHE’s facility-related risk metrics has identified SRU as a very low risk due to its investments in plant funds and attention to facilities and deferred maintenance. Moreover, costs per student are ranked/labeled “green.” With the PASSHE’s financial risks analysis, SRU has been recognized as one of the strongest institution in the state system of higher education.

- Created an innovating strategic financing opportunity, similar to previous experience in DSU, and funded the deferred maintenance through energy saving bonds. This approach included the funding that we did not have for installing nine chillers, one roof and three academic building window replacements. The overall \$21 million energy savings through “an investment grade audit” for SRU, including the Foundation owned buildings, which is currently underway, has been accomplished and certainly helped address \$10.8 million in deferred maintenance.
- Received approval from the Council of Trustees for a \$19.6 Bond Financing, addressing the SRU’s deferred maintenance as well as constructing an addition to the Behavioral Science Building for the purpose of expanding the “Safety Management Program” and the overall SRU’s enrollment.
- Working collaboratively with the Provost and Vice President for academic affairs in the areas of academic and International relationship development and recruitments.
- At the request of the President and the Provost, led the negotiations for an agreement with the National School of Business in Sri Lanka. SRU will be teaching in Sri Lanka with a minimum of \$2.9 million net revenue generation in sciences and business disciplines.
- In collaboration with the Provost, the Dean and the Chair of the College of Business, led the negotiations with Optima International College in a 3 + 1 partnership agreement, which is increasing SRU’s enrollment by 500 students within 5 years and potential \$10.9 million revenue generation in “hospitality and tourism, information system, management and MBA.” This MOU is under final stages of approval by Malaysia Ministry of Education.
- Obtained approval from the Council of Trustees to purchase a surplus elementary school – 34,000 square feet at \$300,000. This was a pre requisite for obtaining and securing accreditation for a Physician Assistant program to be located in this new renovated location. SRU officially received this accreditation in the month of March 2016.
- Assisted the President in obtaining the final approval from the Council of Trustees and the Board of Governors for constructing a new Performing Arts building, which was delayed for five years despite the availability of a state appropriation.

- Assisted with the bond refinancing of the SRU Foundation, a separate 501-C-3, with a savings of \$19.5 million with an interest rate of 3.15%, which is a very low rate under current market conditions.
- Re-negotiated the renewed existing contracts with 5% to 25% savings, amounting to more than \$1 million for the institution in my first year joining SRU. Moreover, re-negotiated the existing \$450,000 on-campus banking contract to a new five- year contract of \$950,000 for students, faculty and staff, indicative of \$450,000 increased revenues for the institution.
- Similar to my experience at West Virginia University and Delaware State University, worked with the SRU senior leadership team and upgraded the Printing Services Copier leases and 95 Multi-Functional devices (copying, printing and scanning) throughout the campus. These initiatives helped Printing Services to increase quality, speed and achieved cost savings of \$157,970 and \$400,000 for a total impressive saving of approximately \$657,000 for the university. These two contracts were awarded to Ricoh and ComDoc. Additionally, this approach of managed printing services saved significant IT labor cost, which is not included in the saving mentioned.
- Liberated precious resources and restructured/reorganized the Division of Finance; effectively created a needed position of controller, assistant controller and assistant budget director without a need for any budget increase.
- Led the discussions for shared services with five Vice Presidents for finance by linking the Western Pennsylvania State Universities Strategic Procurements.
- Chaired the University Master Plan Committee and created a framework by producing the Preliminary University Master Plan by saving approximately \$100,000 plus within six months. Additionally, created an organized “governance approval structure” for University-Wide Capital Planning.

PREVIOUS EXPERIENCE

Delaware State University (DSU), Dover, Delaware July 2006 – May 2014

Executive Vice President and Treasurer	July 2011 – May 2014
Interim Dean College of Business	July 2013 – May 2014
Controller of DSU Development Foundation	Sep 2008 – May 2014
President of the DSU Student Housing Foundation	Sep 2006 – May 2014
National Public Radio Station Advisory Committee at DSU	July 2011 – May 2014
Vice President for Finance, Administration and Treasurer	Apr 2007 – Jun 2011
Vice President for Operations and Student Affairs	Nov 2006 – Mar 2007
Vice President for Student Affairs	July 2006 – Oct 2006

West Virginia University (WVU), Morgantown, West Virginia Feb 1991 – June 2006

Associate Vice President for Generated Revenue	Jan 04 – Jun 06
Associate Vice President for Student Affairs - Administration, Finance, and Technology	Jul 00 – Dec 03
Chief University Housing Officer	Apr 99 – Dec 03

Assistant to the President - West Virginia University Potomac State College	Feb 02 – Oct 02
Assistant Vice President for Student Affairs for Administration and Finance	Feb 97 – Jun 00
Interim Director of Dining Services	Jan 99 – Aug 99
Associate Director for Housing & Residence Life for Administration & Finance/Assistant AVP for Student Affairs Business Operations	Mar 93 – Jan 97
Interim Director – Department of Housing & Residence Life	Sep 92 – Feb 93
Assistant Director for Administration & Finance – Department of Housing & Residence Life	Feb 91 – Aug 92

Teaching Experience, West Virginia University, College of Business (01.02.03.04.05 and 06)

Adjunct Professor, Taught “Fundamentals of Management-Essential Concept and Application”.

Additionally taught Orientation I for the division of Student Affairs

School for Language & Communication Development, N. Bellmore, NY Mar 1989 – Jan 1991
Controller

Equitable Financial Services, Farmingdale, New York Sep 1988 – Mar 1989
Registered Representative, NASD

Adelphi University, Garden City, New York Mar 1982 – Aug 1988

- Assistant Dean/Director of Financial Affairs, College of Arts & Sciences
- Director of Student Union and Contracted Services, (Ruth S. Harley University Center)
- Assistant Director of Student Accounts/Bursar
- Assistant Director of Adelphi University Center
- Rathskeller Manager
- Security Officer (extremely interesting story about this position if interested)

Board of Directors and Professional Affiliations

Delaware State University, Treasurer of the Board of Trustees (July 2011-May 2014)

NACUBO: Member of the Council of National Association of Colleges and University Business Officers Sustainability Advisory Panel (June 2011 to Present)

NACUBO, Elected Chair of Sustainability Advisory Panel (July 29, 2017)

[http://www.nacubo.org/About NACUBO/Volunteer Leadership/Presidential Councils/Sustainability Advisory Panel.html](http://www.nacubo.org/About_NACUBO/Volunteer_Leadership/Presidential_Councils/Sustainability_Advisory_Panel.html)

ACUPCC: Member of Financing Sustainability Committee for American Colleges & University President’s Climate Commitment (May 2011 to 2014)

PASSHE: Pennsylvania’s State System of Higher Education. Member of the Chancellor’s Council of Vice Presidents for Finance & Administration Advisory Leadership Team (May 2014 to Present)

Founding Board Member and Treasurer of the DSU Early College High School

(Sep 2011-May 2014)

Member of the Board of Directors of the Schwartz Center for the Arts, Dover, Delaware
(April 2007-May 2014)

Member of the Advisory Board of Optima International College, Malaysia, China, India

(July 2013-Present)

Major Accomplishments at DSU

- As the Interim Dean of College of Business, created the first Helicopter Flight (Rotary Wing) concentration option to be added to the Aviation Science Degree.
<http://delawarebusinessnow.com/2013/08/dsu-horizon-helicopters-announce-flight-training-partnership/>
- As part of oversight responsibilities, increased enrollment by 38% at DSU in partnership and coordination with the senior leaders.
- As part of the senior leadership team, in collaboration with the Provost, Deans and Directors along with the VP for Research increased the Governmental Grants and Contracts from \$14.7 million to \$30,114,058. (Copies of the Financial Statements 2006, and 2013 is attached).
- Acquired a \$12 million lease with option to buy 140,000 sq. ft., Sheraton hotel for DSU Housing and Early College High School at DSU. This endeavor helped eliminate the need for a \$30 million investment for housing and a \$10 million investment for constructing an Early College High School on campus
<https://www.desu.edu/news/2013/06/dsu-reaches-agreement-lease-sheraton-option-buy>
<http://www.doverpost.com/article/20130619/NEWS/130619760>
- Terminated a third-party management contract for residence life in the Student Housing Foundation and merged the operation of the foundation with Student Affairs, saving more than \$5 million over 4 years.
- Acquired \$50 million bond financing authorization and refunded variable bonds for DSU.
- Partnered with Delaware First Media and established the first National Public Radio (NPR) station in Delaware.
- Realigned the athletic budget by liberating more than \$2 million in support of academics.
- Created a \$24.6 million in energy savings within 20 years and received recognition from the State of Delaware Governor, and the Legislators, as well the U.S Department of Energy and the U.S. White House. This initiative has also received national recognition for the first On Balance-Sheet, Off Debt Capacity transaction nationally
(<http://news.delaware.gov/2012/07/03/u-s-secretary-of-energy-steven-chu-visits-dsu-to-highlight-its-better-building-challenge-initiatives/>).

- Chief strategist and negotiating officer to obtain the Major Robert Kirkwood Memorial U.S. Army Reserve Center (increased net assets in excess of \$6 million).
- Served as chief negotiating officer with the U.S Department of Education for Title IV Funds, and saved more than \$2.4 million in fines.
- Served as chief negotiating officer with AFSCME (Trade and Clerical) and AAUP (Faculty).
- Obtained \$48 million bonds financing for a new Student Union and a Recreation Center and successfully obtained an A+ Standard & Poor's Rating.
- Partnered with Academic Affairs and all vice presidents to establish University-Wide Zero Based Budgeting, which led to Performance Based Budgeting.
- **\$250,000 appropriation for construction of a convocation center**
Worked closely with the President and the chief of staff, provided the leadership in securing \$250K appropriation from state legislators for development of the feasibility and market study for a convocation center that could accommodate 50,000 sq.ft of space for academic affairs and athletic operations.
- **\$50 million bond financing for the Housing Foundation**
Worked closely with the DSU Housing Foundation Board and the University's Board of Trustees' Finance Committee, obtained authorization to refund the then current \$33,170,000 Variable Demand Bonds to a 30 year-fixed-rate, historical low interest rate and exercised the ground lease option by the University from the Housing Foundation Board. Additionally, obtained approval for refunding approximately \$3 million callable bonds, matured on the DSU 1999 Bonds, so that the University can capture interest rate savings. Financed an additional \$8 million to build a new Optics Research Center, where the University received an appropriation of \$10,000,000 from the state.
- **\$10 million appropriation plan**
Worked closely with the President, the Chief of Staff, the Provost and the VP for Research and secured a \$10 million appropriation for constructing an \$18 million-state-of-the-art Optics Research Center (Phase I).
- **Partnership with Delaware First Media**
Provided leadership and successfully created sponsorship/partnership agreement where National Public Radio broadcasts news from the campus of Delaware State University in partnership with the University of Delaware.
- **Re-alignment of budget by saving more than \$2 million in athletics**
Working closely with the President and provided the leadership to realign the athletic budget by benchmarking other Division I Athletic departments. This endeavor successfully liberated more than \$2 million in the budget and this realignment increased the academic divisions' budget by the same amount. Brought a great deal of goodwill to the faculty.
- **Chief negotiating officer for establishing three branch campuses in China, Malaysia, and India**

Worked closely to establish these campuses to provide a unique east-east and east-west international higher education experience. This endeavor put DSU as the 17th American university to have a branch campus in China and to be the first to have three additional campuses in the countries noted. Upon my departure, I was in discussions with Optima International College to generate \$2 million in scholarship fund raising for the main campus and those students attending these branch campuses.

- **Chief negotiating officer for establishing branch campus in Vietnam (Hanoi)**
At the request of the President and provost, successfully negotiated an establishment of a branch campus as “other location” in Vietnam, Hanoi in cooperation with the Vietnam National University and the Ministry of Education. The first cohort began in September 2010 and the second in September 2011. Discussions were underway for a similar endeavor in opening another campus in Ho Chi Minh City, before my departure to SRU.
- **\$19.3 million bond financing through the State of Delaware**
In 2010, provided leadership and worked closely with the Governor’s office and Delaware’s Joint Finance Committee Co-Chair Senator McDowell to obtain \$19.3 million through Sustainable Energy Utility Board (SEU) energy saving bonds. Additionally, provided leadership in creation of a GESA agreement that led to this financing, making DSU the first state agency to accomplish this transaction on-balance sheet, off University’s debt capacity. Working closely with the Board of Trustees and the SEU to obtain an additional \$15 million bonds for phase II. This endeavor reduced the University’s deferred maintenance by more than 20 percent.
- **Chief strategist for obtaining the Major Robert Kirkwood Memorial U.S. Army Reserve Center**
Provided leadership in working with the Delaware Economic Development and the U.S. Department of Education to transfer this Army Reserve Center from surplus federal property to Delaware State University for zero sum dollars. This building will serve as a regional campus in the northern part of the state and will add more than \$20 million to the University’s Net Assets. DSU is projected to serve an additional 1,000 students in northern Delaware. The campus will focus on STEM, among other key academic growth areas and will add 40,000 sq. ft. to the University’s asset portfolio.
- **Chief negotiating officer with the U.S. Department of Education**
Requested by DSU’s interim President to serve as the chief negotiating officer for the University’s Title IV funds and saved more than \$2.4 million.
- **Chief negotiating officer with the AFSCME and AAUP**
In the fall 2009, served as the chief negotiating officer for the following AFSCME which was ongoing with the following local unions: 1007 Clerical Union, 1267 Trades Union, and 2888 Public Safety Union. In the same period, served as the chief negotiator with the AAUP, all achieving positive results for both the faculty and DSU.
- **Creation of a new Planning, Budget and Systems unit**
Utilizing existing resources, worked closely with the President’s administrative council to provide data and information for more data driven decision making. In this partnership with senior leaders, we increased the enrollment by 35%.

- **Creation of the assistant vice president for policy development**
 Provided the leadership in utilizing the existing resources, and created this position in order to modernize the outdated university's policies and procedure.
- **\$48 million bonds underwriting committee**
 Chaired the strategic planning for building a new Student Union, Athletic Strength and Conditioning facility, and a new state-of-the-art Wellness and Recreation Center. Successfully worked with Standard & Poor's and obtained an A+ rating. Successfully awarded an underwriter and timed the market just right for acquiring a historically low 4.4% bond rate for 30 years.
- **Evaluation of the University's budget for Fiscal Year 2007**
 Upon joining the Finance Team, provided the leadership and proactively decreased \$3.5 million in the operational budget from all areas of the University so that DSU would be in a position to obtain long term A+/Stable Bond rating from Standard & Poor's in October 2007. Renegotiated the existing contract with SunGard and decreased \$1.5 million from the total contract; decreased the Business Process Analysis by pushing the time line one year ahead of the schedule for Banner reimplementation. Chaired the executive committee for campus-wide Banner re-implementation and modernization efforts.
- **Negotiation with Thompson Hospitality Food Service**
 Upon arrival to DSU, re-negotiated in two phases, the existing 10 year contract and recovered \$475,000 by the reinterpretation of the contract in phase I. During the second discovery, I recovered an additional \$1 million.
- **Construction of a new Student Union, Athletic Strength and Conditioning Facility and Wellness & Recreation Center**
 Provided leadership by involving the faculty, staff and students and started the construction of the \$10 million state supported state-of-the-art athletic facility and completed it on time. Oversaw construction of other two facilities as well, which was one of the factors that helped increased the enrollment. In order to keep projects on time, obtained approval from the President, the senior leadership team, The Board of Trustees' Finance Committee and the entire Board for a Reimbursement Resolution to pay back the University the then existing \$3 million schematic design expenditures without borrowing or obtaining a bridge loan. Successfully worked with the senior leadership team and recovered \$4.4 million that was appropriated by the state in 2005, but never brought in due to complications.
- **Student Affairs partnership with Academic Affairs/ Faculty in Residence Program**
 Upon arrival to DSU, in partnership with Academic Affairs, I established the first "Faculty in Residence Program" to address the low retention rate. This initiative also created needed study spaces by improving the learning environments in all housing facilities.
- **Evaluation of staffing needs in Student Affairs, Auxiliaries and Finance in close partnership with the Union**
 Evaluated the administrative staff by embracing the tenants of transformational leadership; increased the salaries by at least 15% for 75% of the staff through attrition and adept personnel restructuring. Most staff ended up gaining additional responsibilities through an effective, ongoing training and development program. Annual savings to the institution, despite salary increases, reached over \$200,000. This also included raising the salaries of

residence directors which for the first time became non-union positions. Such endeavors for the past 20 years had failed, but for the first time were accomplished as of October 2007. This was achieved by partnering and working in harmony with the union.

- **Partnered with Academic Affairs and vice presidents to establish zero based budgeting for FY 12 and 13.**

In fiscal year 2009, worked closely with the provost, vice presidents, deans and directors, and initiated zero based budgeting for all areas of the University. This helped establish budget priorities in support of the academic priorities and in line with accreditation requirements. Moreover, worked with the President's senior staff in undertaking another comprehensive review of the strategic financial plan in order to more strongly link the goals and objectives to the University's mission.

Other Accomplishments at DSU:

- Partnered with EBI & Student Body Government to survey the entire campus including student life
- Created the first ever "free food night for students" concept on Thursday and Friday nights and kept students on campus with non-drinking activities as an alternative to drinking in private residences and local bars
- Created the first co-ed living environment in all residence halls except one
- Liberated resources in the areas of non-productive budget expenditures and focused the Student Affairs administration on value-added programs
- Increased accountability in the areas of Judicial Affairs, and implemented a new JAM system software
- Attended more than 80 percent of student activities, and fraternity, sorority and residence halls' programming in the first six months as the vice president for Student Affairs. Created a strong bond with student affairs staff and the residence hall directors and resident and graduate RAs.
- **International Agreements at SRU and DSU:**
Participated and or led the negotiations for the following International collaboration that led to MOU agreements and expected to generate more than \$20 million:
 - Led the negotiations with National School of Business in Sri Lanka, November 2015
 - Vietnam National University, Vietnam, MBA program, 2009
 - Chungbuk National University, Korea, 2011, (1+3 program)
 - Kyung-Hee University, Korea 2011
 - Ningbo Wanli University, 2013
 - Jishou University, China, March, 2010
 - Ningbo University, China, June 2010
 - Ningbo University of Technology, China, June 2010, , and led the negotiations in 2013
 - Jilin Huaqiao Foreign Languages Institute, China, June 2010

- College of Arts and Science of Beijing Union University, June 2010
- Huangshan University, June 2010
- Hunan Normal University, China 2012
- Shanghai Normal University, 2012
- Jilin Business and Tech College
- Dalian Univ. of Technology, 2011
- Joint Education Programs (Approved by Chinese Government)
- Samning University (3+1 Sports Management Program)
Started in August 2013 and expected to recruit 100 students in 2013 and 100 students each year forward for seven years. Chinese students will study three years in China then sent to DSU for the year 4. DSU professors started teaching DSU courses in the summer of 2014. Total net revenues were negotiated to exceed \$12 million.
- Ningbo University of Technology, China, June 2010 (3+1 accounting program)
- Seven year agreement started in August 2011. Expected to recruit 100 students each year forward. Total net revenue expected to exceed \$2 million
- American Culture Program (Newly named DSU USA Culture Enrichment Program). Each year DSU USA Culture Enrichment Program attracted 50-100 students from China and Korea with net revenues exceeding \$50,000 each year.

Major Accomplishments at WVU

- Successfully Implanted Oracle Financial System (Y2K Initiative) and Implemented Banner Student Information Systems (SIS)
- Implemented KRONOS Time Management System for more than 2,000 employees.
- Achieved \$220,000 in annual savings and gained University-wide efficiencies with Housing and Residence Life and the Department of Telecommunication and Network Services
- **\$225 million bonds underwriting committee**
Participated in the ten-year strategic/master planning of the University academic buildings and student housing. Led to successfully retaining a firm of underwriters through a competitive process in connection with the issuance of approximately \$225 million revenue bonds including the refunding of all outstanding bonds, generating approximately \$2.5 in savings for the fiscal year 2005. This initiative led to maintaining the University's A+ and A- credit rating from Standard and Poor's and Moody's respectively.
- **External bond audits, legislative audits, state Audits, and internal operational audits**
Participated in the various spot operational audits and oversaw the preparation of the annual Auxiliaries Financial Statements for 12 years, compiled variances for the year-to-year comparison, and successfully met the debt service payments. Managed the "Covenant Coverage Ratio of 125%" by more than 50% above the required minimum for the auxiliary housing bonds. An enormously complicated and legal matter, it was accomplished through the development of a strategic operational budget and capital planning for Student Affairs auxiliary units.
- **Implantation of Oracle Financial System and compliance with Y2K**
Successfully chaired the committee that implemented the Oracle financial systems for Housing and Dining Services, as well as the entire Division of Student Affairs & Enrollment Management including admission and financial aid departments. Additionally, a new chart of accounts for the division was created, simplifying the financial reporting processes. Helped the auxiliary departments and student affairs meet the Y2K challenges
- **Housing Master Planning**

In consultation with the University's vice president for administration and finance, initiated and funded the market/feasibility study for construction of new housing for the main and two regional campuses. Resulted in establishing a zero-based budget that funded the needed capital outlay/priorities for the student population. Provided the leadership and oversaw the development of a master plan and the renovation of existing physical plant and construction of new housing. Received approval for \$70 million in capital projects, including the construction of two new buildings—this is all in addition to the \$10 million bond proceeds for renovation and enhancement to housing in fiscal year 1998.

- **Implementation of the Banner Student Information Systems (SIS)**

As a member of a steering committee, provided leadership in development and implementation of SIS for WVU—a real-time integrated data system connecting, for the first time, key student service areas including financial aid, student accounts, housing and admissions. Chaired the sub-committee for housing and the dining services implementation team, and as a result, students' bills reflected all tuition, fees, and room and board charges, damage billing, parking, as well as financial aid and scholarship credits. Therefore, the student received one bill that truly reflected the total amount owed. The implementation of Banner also led to the Interactive Voice Response (IVR) system for registration, and eventually, Web Registration and Web for Financial Aid.

- **Transformed all departments within the Division of Student Affairs, Enrollment Management, and Auxiliary Departments whereby \$1.8 was saved in operations alone.**

Upon my appointment as assistant vice president, I was given a daunting task. The student union was running at a deficit of \$1.7 million, and the two dining services for housing and the student union with catering and cash were competing and running at a deficit. The 5-year Pro Forma for the Division of Student Affairs was indicating a \$1.2 million deficit, and Enrollment Management was also indicating a \$300,000 deficit annually. Moreover, there was a \$4.4 million initial cost to Student Affairs associated with "Operation Jump-Start," the freshman initiative, for the construction of the new faculty leaders' housing for the creation of residential colleges. Finally, the University was under the extreme pressures of West Virginia Senate Bill 547, which required all departments to reduce staff and run more efficiently, while not allowing the University to increase its fees more than 3.25 percent for five consecutive years.

I am proud to say that in my tenure, I assisted the university and student affairs in meeting all these budgetary expectations. Specific accomplishments involved working with the director of the student union to erase its \$1.7 million deficit; merging conferences and the student union along with the board plan and the catering operations to create a deficit-free University Dining Services unit; centralizing the business operations of the Division of Student Affairs and creating "Expert Business Operations," which brought about approximately \$300,000 savings annually and further helped Student Affairs meet the Y2K business system re-engineering challenges.

Moreover, I chaired the strategic planning for dining services and established a student-centered vision for university dining operations. Specifically, served as interim director and later appointed and helped the director of dining services to grow the budget from \$8 million in 1997 to \$18 million by fiscal year 2005 through student utilization and cutting costs while growing the revenues. It is worth mentioning that I also decreased the pricing of the catering department by 20% within two years. Oversaw the transition of one retail operation, which was operating in the red, to nine retail operations (restaurants and cafes) operating in the

black, through partnerships with the Dean of the College of Engineering, Associate VP for Facilities and Deans and Directors.

Finally, it was a privilege to take a leadership role within the Department of Housing and Residence Life where I worked closely with Vice Presidents to create ways in which they could fund the \$4.4 million for the construction of the resident faculty houses in conjunction with an emphasis on the President's initiative to enhance the freshman experience. This transformation, along with many other initiatives, has brought the University to approximately 126 percent occupancy in the residence halls for the fall of the 2003 and 140% for 2004 fiscal year. During my 15 years with West Virginia University, I have saved the institution over \$8.5 million through collaborative management and efficiencies; all of this was done without any person being fired or laid off, but rather through attrition, adept positioning of human resources, and right-sizing departments. This endeavor was published under:

The Transforming Effect: WVU embraced the tenets of transformational leadership to reinvent student affairs business operations can be found in the following web site:

http://www.nacubo.org/Business_Officer_Magazine/Magazine_Archives/May_2004/A_Transforming_Effect.html

- **Collaboration between private residence halls and Holiday Inn**

Partnered with the corporate offices of three private residence halls in Morgantown, the National Chapter for Kappa Delta Sorority and Holiday Inn to house the excess students beyond the University's housing capacity. This effort, along with many other initiatives, produced a record high freshman enrollment for fiscal years 2001 (3,540 students), 2002 (3,665 students), and 2003 (4,024 students) and fiscal year 2004 with an unprecedented 4,441 freshmen.

- **Private-public partnership and acquisition of a new residence hall**

Successfully negotiated a five-year lease purchase arrangement with a private nursing home in Morgantown and converted that into a modern 219-space residence hall capacity within six months.

Partnership with Facilities Management and Services and successfully renovated a residence hall with the cost of \$16 million and enhanced its historical beauty as this building was registered in the "National Historical Registry." Provided the leadership in pledging \$7 million revenues to upgrade the Student Union Plaza (an arena) and parking where students could safely enjoy a celebration of Fall Fest (gathering of approximately 19,000 students) at the first day of the University's opening and concluding it with Spring Fest before the last semester finals.

- **Time Management System for the Division of Student Affairs**

Implemented the KRONOS time and attendance management system for 2,500 employees in the auxiliaries, Enrollment Management and Services, and Student Affairs. Created a great deal of accuracy for the Student Affairs Human Resources/Payroll office.

- **Faculty-in-Residence Program (Operation Jump-Start)**

As a member of the President's leadership team, responsible for the development of the faculty in residence program designed to nurture a holistic approach to the students' first year experience on campus. Effort required effecting a cultural transformation, critical thinking, strategic management, and fiscal stewardship. The success of this program has contributed to a significant increase in recruitment and retention. The number of the returning students increased by 300 percent and the residence halls' occupancy had increased from 82 percent in 1994 to 121 percent for fall 2001, and finally to an unprecedented record high of 126 percent for fall 2002 and 141 percent for fall 2003. This

was also one of the participatory factors in increased enrollment and retention; created better faculty/student relationships; enhanced the on-campus living environment; reduced incidents and vandalism; and increased students' academic performance. In addition, freshman orientation was revamped into an academic course (University 101), which is now a mandatory one-credit course for all freshmen students. This achievement was announced on a Press Conference on August 13th, 2003 cite below.

<http://wvutoday-archive.wvu.edu/n/2003/08/13/2036.html>

- **Merged all mini-business offices within Housing and Residence Life**
Chaired the task force that successfully merged all business units of Housing & Residence Life into the first Expert Business Office (EBO) on campus for an overall savings of \$110,000 annually in efficiencies realized since 1993.
- **Efficiencies Created with Housing and Residence Life and the Department of Telecommunication and Network Services**
In partnership with the above departments, gained efficiencies by converting telephone lines in each student residential room to include extension numbers, which provided each student a free voice mailbox. (Overall savings of \$220,000 annually since 1995)
- **Initiated and appointed by the provost to chair "One Identification Card" Implementation Team**
Merged Housing and Residence Life, Academic Computing, Physical Plant, Athletic Department, Dining Services, University Library, Student Activities, Printing and Copying, Public Safety, and the Parking Office, and created a "Consortium Agreement Funding" and the first "One Card/Debit Card" office within the University for an overall Savings of \$98,000 annually since 1995.
- **Enhanced campus safety and security**
Successfully standardized electronic on/off line access throughout the campus, residence halls and academic buildings in working closely with the academic deans, AVP's, public safety/police department and directors. Implemented one card access to all the rooms in one of the residence halls as phase I.
- **Created and funded the national award-winning "WVU Up All Night"**
Provided the leadership and facilitated the collaboration of efforts between Dining Services, Housing and Residence Life, the Student Union, student organizations, and Arts & Entertainment and created a unique evening program for students Thursday-Saturday evenings. Involved free food and programming in the student union through 2 a.m. and was a major contributor in reducing alcohol usage over critical weekend periods. This was the first attempt by a land-grant university to deliver such a program without increasing its fees. This program was recognized by "the ABC Good Morning America".

<http://mountainlair.wvu.edu/wvup-all-night>

- **Partnership between Student Affairs and Academic Affairs**
Partnered with three different associate provosts for Academic Affairs in the following areas:
 - Co-chaired a task force with the associate provost for Academic Affairs for the development of the academic/student affairs teams for the following areas: Needs of the Adult and Non-Traditional Students, Increased Enrollment for Summer Sessions, 12-Month Housing, the Center for Student Employment, and Advising and Special Programs for first-year students since fall, 2000.

- Co-chaired with the associate provost for Information Systems/Chief Information Officer to create a “Technology Support Center” for students, faculty, and staff and the Office of “Student Systems Development.” This new department has a joint reporting line with Student Affairs and IT, and has eliminated more than 200 complaint phone calls to the Parents’ Hot Line in the President’s Office. (Since Fall 1999)

http://net.educause.edu/content.asp?page_id=1421&MODE=SESSIONS&Heading=Track+1&Session_Type=Track+1&Meeting=serc01&bhcp=1

- Co-chaired with the associate provost an enrollment management council and assisted in re-organizing units to better meet strategic enrollment targets.
- Partnered with Student Affairs to continually increase enrollment, net revenue and the quality of student life. Freshman enrollment increased from approximately 3,500 in 1996 to 4,441 in fall 2003. Increased housing capacity from 3,600 to 4,700 for the fall 2002 to approximately 5,200 for fall 2004—all completed without building or investing in construction of new housing, but rather through my creation of public/private partnerships for housing. Of note, the net revenue to auxiliary services had exceeded \$1.2 million for fiscal year 2002-2003 and projected net revenue for 2003-2004 was \$1.8 million from the lease agreements beyond housing capacity. Increased the revenues of the retail operations by almost 600 percent since 1996 and raised the debit card revenues to an unprecedented record high of \$1.4 million.
- Implemented Forecast Plus and Enrollment Management Revenue System (ERMS)
- In partnership with Noel-Levitz, utilized two progressive statistical systems since fiscal year 2000 to focus on students more likely to enroll. From the tools, created a highly successful scholarship leveraging model.
- **Implementation of Campus Pipeline (MIX)**
In coordination with the associate provost for Information Systems, vice President for Institutional Advancement, and the director of Admissions & Records, implemented a student internet portal pipeline known as The Mountaineer Information X-press (MIX) for one-stop shop services.
- **WVEA Labor Union**
Chaired the negotiation with the WVEA Labor Union and eliminated a 12-year dispute with 9/10-month employees within the Dining Services and found solutions to complex issues that had previously gone unresolved. This dispute was settled through establishments of trust, creating win-win solutions. Additionally, this settlement decreased the employees’ grievances by 90 percent.
- **West Virginia University’s regional campuses dining overhauls**
In fiscal year 2001, provided the leadership and partnered with West Virginia University Potomac State College to merge two separate dining services into one, with savings of \$120,000 annually since fall 2000. Three years later, by working with the leadership team in WVU Institute of Technology, merged its food service with the main campus, saving that institution over \$100,000 annually. Both of these initiatives were a reversal from privatized to self-operations.
- **West Virginia University, West Virginia University Potomac State College and Robert C. Byrd “HillTop Complex”**
At the request of the President of the WVU Potomac State College, championed the partnership with the Department of Navy in creating a Hospitality Program between federal and state governments. Established dining services for 1,500 employees and provided employment for students, giving them firsthand experience in hospitality.
- **Partnership with WVU Facilities Management & Services**

In partnership with the associate vice president for Facilities Management & Services, provided the leadership in the creation of the Student Affairs Auxiliary Facilities by merging the custodial and maintenance of the following departments: Housing & Residence Life, student union, the new Student Recreation Center and dining facilities.

- **WVU Up All Night program food impact**
 Provided the leadership in strategic planning and reorganization of dining services to partially fund the program, resulting in the increase of the quality of food on campus as well as saving \$250,000 annually.
- **Created New Pride in Tradition (PIT) impacting student behavior at athletic events**
 As part of a team, successfully created a safe and enjoyable tailgating location for students, enhancing WVU's public image and avoiding assaults and other problems, which occurred in unsanctioned parking lots; worked with student leaders to change behavior/language at sporting events.
- **Partnership between West Virginia University and Coca-Cola Corporation**
 As a three-member panel, successfully negotiated a ten-year partnership with Coca-Cola that resulted in \$11.6 million which helped the institution to increase students' scholarship programs as well as investing in the capital and information system infrastructural needs.

Selected National and International Publications and Presentations

Invited by Second Nature to present at Presidential Climate Leadership Summit on a panel along with the CFO of the University of California at Irvine and the Executive Vice president of Arizona State University regarding Business Officer's Prospective on Campus Sustainability, Phoenix, Arizona February 15, 2017

Invited by NACUBO to Present at AASHE (Association for Advancement of Sustainability in Higher Education) Sustainability through Innovative Bond Financing and simultaneously address deferred maintenance, Baltimore, Maryland October 11, 2016

Planning, Funding, and Executing energy efficiencies. Invited to present at the NACUBO annual meeting in Montreal, Canada July 17, 2016

Sustainability through Innovative Bond Financing, presentation at NACUBO Business Officers meeting, Austin, Texas Sep 28-30, 2015

Presented at the forum with the theme *Learning from Each Other for the Well-Being of the Future of China.* Invited by the Chinese Education Department to co-present with Optima International College in Malaysia at the 8th China-ASEAN Education Cooperation Week held in Guiyang, capital city of Guizhou Province (southwest China) August 3-7, 2015

Invited to the U.S. White House for "Better Buildings Summit" sponsored by the U.S. Department of Energy as created by President Obama in Dec 2012, Washington, D.C. May 2014

- Co-authored in the book *Elevating Sustainability Through Academic Leadership: the article "The Imperative: Ensuring a Sustainability Goal in the University's Strategic Plan."* 2014
<http://www.presidentialperspectives.org/pdf/2014/2014-Chapter-7-The-Imperative-Ensuring-a-Sustainability-Goal-in-the-Universitys-Strategy-Williams.pdf>
- Invited by the State of Delaware Congressman John Carney to present and discuss *Affordability of Higher Education and the Overall Access*, Wilmington, Delaware August 29, 2013
http://www.johncarney.house.gov/index.php?option=com_content&view=article&id=481:congressman-carney-college-administrators-discuss-rising-cost-of-higher-education&Itemid=9
<http://www.wilmu.edu/news/newsArticle.aspx?newsID=2273>
- Sustainability through GESA agreements: The First Transaction on balance-sheet, off debt capacity Bond Financing in the country.* NACUBO Conference, Indianapolis, IN. July 13-16, 2013
- Participated on a panel with seven university presidents to discuss *Challenges of Higher Education in China*, Ningbo University of Technology June 2013
- Energy Savings Agreements and Their Effects on Debt Capacity Calculation*, EACUBO/NACUBO conference, Boston October 15, 2012
- Presented a *25% Energy Savings plan coming to fruition at DSU* to the United State Secretary of Energy, Dr. Steven Chu, Delaware Governor Jack Markell, and United States Senators Carper and Coons, Delaware State University, Dover, DE July 2, 2012
<http://www.doverpost.com/article/20120703/NEWS/307039997>
- Energy Savings Agreements and Their Effect on Debt Capacity Calculation.* Higher education summit on Financing Sustainability Committee Report on Private and Public Universities. George Washington University. June 2011
<https://www.youtube.com/watch?v=O7Qtfmw17CY>
<https://www.youtube.com/watch?v=k3sZVI-4CqQ>
- Modernizing laws and accounting principles and transforming higher Education for a Healthy, Just and Sustainable Future* 2011
 Featured on a video for ACUPCC, a portion that can be viewed on the ACUPCC website/YouTube
<https://www.youtube.com/watch?v=O7Qtfmw17CY>
- A Transforming Effect - West Virginia University embraced the tenths of transformational leadership to reinvent Student Affairs Business Operations* NACUBO Business Officer Magazine, May 20, 2004, Milwaukee, Wisconsin July 2004
http://www.nacubo.org/Business_Officer_Magazine/Magazine_Archives/May_2004/A_Transforming_Effect.html
- Tumbling Those Silos Developing Campus-wide Enrollment Management.* June 2004

Presented at Noel Levitz- Ninth Enrollment Management International (NEMI), Vail, Colorado	
<i>WVU One Card Implementation and Biometric Applications for Housing and Future Applications</i> Presented at the National University Security Workshop II sponsored by The South Carolina Institute for Energy Studies, Clemson University	September 2004
<i>How to Create Specialized Business Operations, and Save \$1.8 Million, and Maintain a Student-Centered University</i> Presented at the 34th Annual Conference of NACAS, Vancouver, British Columbia, Canada	2002
<i>The Creation of Biometrics Applications for West Virginia University in partnership with Diebold Corporation</i> Presented at the Diebold University Systems Card Users Conference, Kent State University, Cleveland, Ohio	2002
<i>Challenges of Higher Education</i> , Oxford Round Table Discussion, Oxford, England	1999

Awards & Honors

- Recognized nationally by The U.S. Department of Education as one of the seven postsecondary institutions achieving “Green Ribbon Schools” In Washington, D.C. (July 20, 2016). <http://www2.ed.gov/programs/green-ribbon-schools/index.html>
- Recognized by the State of Pennsylvania Department of Education for Slippery Rock University to be a “Green Ribbon Schools” <http://www.sru.edu/news/071216b>
- Awarded and conferred as an honorary member of the *Alpha Kappa Psi*, the largest Business Fraternity in SRU (May 2017)
- Recognized by the 147th State of Delaware General Assembly for contribution to Higher education, in improving the scholarship for minority students and energy saving initiatives. (May 6, 2014) (Copy attached).
- Recognized by NACUBO for being invited to the U.S. White House because of attaining energy saving efficiencies (May 15, 2014)
http://www.nacubo.org/Business_and_Policy_Areas/Sustainability/Sustainability_News/Osama_Administration_Recognizes_UC_Irvine_and_Delaware_State_University_for_Their_Energy_Efficiency_Efforts.html
<http://www.delawareonline.com/story/delawareinc/2014/05/23/dsu-leader-honored-innovative-financial-plan/9488813/>
- Invited by the U.S. Department of Energy to go to the White House for the second time and was recognized as one of the seven institutions for sharing Innovative Solutions in Sustainability for Higher Education and Industry along with Cleveland Clinic, the City of El

Paso, the City of Gillette, Hotel and Resort international, Saint-Gobain, and TIAA CREF. (May 7-9, 2014)

http://www.nacubo.org/Business_and_Policy_Areas/Sustainability/Sustainability_News/Osama_Administration_Recognizes_UC_Irvine_and_Delaware_State_University_for_Their_Energy_Efficiency_Efforts.htm

- Invited to the White House to create a partnership for energy reduction with the U.S. Department of Energy, resulting in DSU selected nationally as one of nine institutions to form the Better Building Challenge (December 2, 2011)

<https://obamawhitehouse.archives.gov/the-press-office/2011/12/02/we-cant-wait-president-obama-announces-nearly-4-billion-investment-energ>

- Received 2011 Climate Leadership award from ACUPCC (June, 2011)
- Catalyst for U.S. Secretary of Energy Dr. Steven Chu, U.S. Senators Carper and Coons and Congressman Carney, as well Delaware Governor Jack Markell and a number of state legislators visiting Delaware State University on July 2, 2012 to commend the University for reducing \$5.3 million in energy consumptions, and simultaneously decreasing \$11.3 million in deferred maintenance, while achieving 25% reduction in its carbon foot print. Dr. Chu highlighted DSU as a national model for sustainability. (July 2, 2012)

<http://news.delaware.gov/2012/07/03/u-s-secretary-of-energy-steven-chu-visits-dsu-to-highlight-its-better-building-challenge-initiatives/>

<https://www.youtube.com/watch?v=O7Qtfmw17CY>

<http://www.youtube.com/watch?v=k3sZVI-4CqQ>

- Appointed to the Delaware Governor's Economic Development Advisory Council (September 2012)
- Recognized as an outstanding leader by the DSU's New Castle County Alumni Chapter (April 26, 2009)
- Selected by the United State Army for accomplishments affecting the lives of young adults community leaders; participated in the US Army All American Bowl (Jan, 2010,Texas)
- Selected as a top 100 "The Dominion Post Most Influential" people in northern West Virginia by Dominion Post Newspaper (Sunday, April 13, 2003) Copy attached
- Received recognition as part of an enrollment management team for West Virginia University by Noel Levitz for increasing the freshman by 1,000 students within few years. 9th annual Enrollment Management International (NEMI) (June 2004, Vail, Colorado)
- Invited to the U.S. White House and accepted an award for "Sharing Innovative Solutions" along with six other organization including Cleveland Clinic Foundation and TIAA-CREF, from the U.S Secretary of Energy Ernest Moniz (May 7, 2014- the White House, Washington, D.C.)
<http://www.desu.edu/news/dsu-amir-mohammadi-recognized-financing-innovation>

- Recognized by National Association of Colleges and University Business Officers for creative energy savings of On-Balance Sheet, Off-Debt Capacity Performance Contracting (2014)
http://www.nacubo.org/Business_and_Policy_Areas/Sustainability/Sustainability_News/Osama_Administration_Recognizes_UC_Irvine_and_Delaware_State_University_for_Their_Energy_Efficiency_Efforts.html

Appendix A

Selected Committee Responsibilities at Delaware State and West Virginia Universities

Member of

Strategic Planning Committee	July 2007- May 2014
Executive Committee for Integration of the Potomac State College from a Regional Campus to a branch campus	July 2003 to 2/2004
\$225 million Revenue Bonds Underwriting Selection Committee	Concluded the task by October 2004
Financial Aid Taskforce	7/1999- 6/00
Contract negotiation team for Financial Management with Coca-Cola	Summer/Fall 2001
Financial Aid Executive Committee	11/2003- 5/04
Contract management negotiation team, debit card, with Barnes & Noble Book Store	FY 2000
University-wide and Regional Campuses Pouring Rights Executive Committee	FY 2000-01
The National Emergency Response & Rescue Training Center in cooperation with the Department of Justice Programs Office for Domestic Preparedness	September 2002
Executive Committee for the Judicial Restructuring of Housing and Residence Life	FY 1999-2000
Wireless Technology Taskforce	FY 2001
Executive Committee for the Web Development and Advertisement on the Web	FY 2002-2003
WVU Human Resources Peer Review Committee	Fall 2001
WVU Human Resources Advisory Committee	FY 2000, 01, 02, 03
WVU Human Resources Policy Development Committee	FY 2002 and 03
President's Legal Counsel, Judge for Grievance Level II	FY 2000
University-wide Budget Planning Committee	1997 to 2004
Executive Committee for Administrative Information Management Systems, University-wide Major Capital Planning Committee	1998 to 2004

International Round Table Residential Colleges -- Oxford, England	1999
Financial Management Information System	FY 1998, 99 and 00
The University Master Planning Executive Committee	1998 to present
President's Council on Social Justice	FY 1998 and 99
President's Safety and Security Council	FY97, 98, 99, 00, 01, 02
National Award-Winning WVU Up All Night Programming Committee	1998-1999
University Steering Committee for Total Quality Management	1992-1993
Dr. Martin Luther King, Jr. Unity Breakfast Steering Committee	1995-1998
Steering Committee for University-wide Student Information System/Banner	FY 1994, 95, 96, 97
University-Wide Multicultural – Cross Cultural and Human Diversity Awareness Committee	Student Affairs retreat summer 1995
University-wide Team, defining needs and opportunities to enhance multiculturalism for the Marion county school system in the state of West Virginia	FY 1994, 95
University-wide Total Quality Management Facilitator – nominated, selected, trained, and certified for Total Quality Management leadership	FY 1994, 95, 96, 97
TQM Facilitator for State-wide Extension Offices, addressing the needs and opportunities for WVU	FY 1996
Student Retention Task Force, working specifically with the Associate Provost and the Noel Levitz Consulting Firm. University-wide Wellness Program	FY 2003- 04

Chaired, Co-Chaired, or Led Initiatives:

Co-Chair of the convocation center taskforce	September 2012-2014
Chair, Market and Feasibility study for DSU Kirkwood campus	September 2011-2013
Chair, DSU Master Planning Committee	May 2011- 2014
Co-Chair, DSU Enrollment Management Scholarship Leveraging	October 2007 – 2013
DSU University Budget Planning and capital planning	July 2007-2014

Chief negotiator with the AFSCME (trade and clerical) and AAUP (faculty union)	March 2009-2013
Chair, DSU Executive Committee for Technology Governance	May 2009-2014
Chair, Reorganization & restructuring of West Virginia University Potomac State College (Regional Campus) in the areas of Student Affairs, Financial Affairs, Auxiliaries and Enrollment Management including the Financial Aid department	Jan 2002 –Oct 2002
Chaired the Development of a partnership with Diebold Corporation for Biometrics applications in Safety and Security of the Residence Halls and access to WVU facilities—the first time an application in the area of an integrated systems technology has become possible in higher education	Jan 2003
Co-Chaired WVU Enrollment Management Council	July 2000- Dec 2003
Co-Chaired WVU Technology Support Center	July 1999
Chaired the Development of WVU Student Affairs Business Operation	October 1996
Co-Chaired the Task force with the WVU associate provost for Academic Affairs for the development of the Academic Affairs/Student Affairs teams	
Chaired the Coca-Cola Service Contract	Oct 2000- Apr 01
Chaired the WVU Housing and Residence Life Budget Advisory, and Recruitment and Retention	FY1994, 95, 96
Chaired the WVU Telecommunications advisory team for Housing and Chaired the negotiation with the WVEA (union) for the settlement of the 9/10 month contract of dining services employees	FY 1998-99
Chaired WVU Dining Services Strategic Planning Committee	FY1998- 99
TQM Facilitator for the department of Human Resources, leading a team of University-wide professionals to maximize the efficiency of WVU's Department of Human Resources and enhance its image	Spring 1995
Chaired the WVU Housing and Residence Life Strategic Planning	Apr 1999 –Dec 03
Chaired the WVU University-wide Debit Technology Development	FY 1998-04
Chaired the Student Information System/Banner Location Module	FY 1994-96
Chaired Housing and Residence Life/Board of Trustees Initiatives	FY 1992

Chaired the Implementation Team for University Wide Identification Card for faculty, staff, and students

FY 1994-95

Member of the Executive committee for development, acquisition and construction of additional housing for freshman, graduate, and international students

FY 999, 20, 01, 02, 03, 04

Chaired the Steering committee for the development & construction of an additional 1500 spaces/bed for housing

F Y 2002 and 2003

DELAWARE STATE UNIVERSITY
Statements of Revenue, Expenses and Changes in Net Position
June 30, 2013 and 2012

	Discretely Presented Component Units					
	Delaware State University		2013		2012	
	2013	2012	Delaware State University Student Housing Foundation	Delaware State University Foundation, Inc.	Delaware State University Student Housing Foundation	Delaware State University Foundation, Inc.
REVENUES						
Operating revenues:						
Government grants and contracts	\$ 30,114,058	\$ 28,797,756	\$ -	\$ -	\$ -	\$ -
Student tuition and fees (net of scholarship allowances of \$22,728,042 and \$21,534,569, respectively)	26,393,346	24,529,713	-	-	-	-
Auxiliary enterprises	19,164,920	15,912,279	3,524,134	-	6,632,871	-
Sales and services of educational departments	228,987	250,792	-	-	-	-
Athletics	2,267,032	1,450,643	-	-	-	-
Indirect cost recovery	1,795,173	1,822,115	-	-	-	-
Miscellaneous revenues	2,429,267	3,005,274	30,946	153,864	1,485,583	117,301
Total operating revenues	<u>82,392,783</u>	<u>75,768,572</u>	<u>3,555,080</u>	<u>153,864</u>	<u>8,118,454</u>	<u>117,301</u>
EXPENSES						
Operating expenses:						
Educational and general:						
Instructional	37,772,395	35,866,863	-	-	-	-
Organized research	12,336,662	11,472,862	-	-	-	-
Public service	2,563,480	2,849,235	-	-	-	-
Academic support	4,592,281	3,774,606	-	-	-	-
Student services	14,530,576	14,568,116	-	-	-	-
Institutional support	15,203,799	15,659,289	-	919,504	-	938,132
Operation and maintenance of plant	8,100,166	7,578,748	-	-	-	-
Depreciation	9,481,725	7,651,346	359,729	-	979,561	-
Student aid	-	-	-	994,181	-	826,656
Auxiliary enterprises	14,176,692	10,494,021	2,263,853	-	5,384,357	-
Total operating expenses	<u>118,757,776</u>	<u>109,915,086</u>	<u>2,623,582</u>	<u>1,913,685</u>	<u>6,363,918</u>	<u>1,764,788</u>
Operating (loss) income	<u>(36,364,993)</u>	<u>(34,146,514)</u>	<u>931,498</u>	<u>(1,759,821)</u>	<u>1,754,536</u>	<u>(1,647,487)</u>
Nonoperating revenues (expenses):						
State appropriations	33,942,859	32,677,597	-	-	-	-
Private gifts	87,940	22,081	-	1,243,487	-	1,897,854
Investment income	466,780	893,537	14,083	219,466	47,034	174,676
Net gain (loss) on investments	474,515	(400,426)	(62,765)	957,687	38,852	(1,217,272)
Interest on loans receivable	2,235	18,273	-	-	-	-
Interest expense	(3,833,659)	(3,009,281)	-	-	-	-
Total nonoperating revenues (expenses)	<u>31,140,670</u>	<u>30,201,781</u>	<u>(48,682)</u>	<u>2,420,640</u>	<u>85,886</u>	<u>855,258</u>
(Loss) income before other revenues (expenses), gains and (losses)	<u>(5,224,323)</u>	<u>(3,944,733)</u>	<u>882,816</u>	<u>660,819</u>	<u>1,840,422</u>	<u>(792,229)</u>
Other revenues (expenses), and gains and (losses):						
Capital appropriations - State	3,000,000	13,500,000	-	-	-	-
Donated capital asset - Kirkwood	4,340,000	-	-	-	-	-
Transfer of Village net assets	-	2,198,800	-	-	(2,198,800)	-
Loss on Village debt retirement	-	(463,440)	-	-	-	-
Total other revenue (expenses), and gains and (losses)	<u>7,340,000</u>	<u>15,235,360</u>	<u>-</u>	<u>-</u>	<u>(2,198,800)</u>	<u>-</u>
Change in net position	2,115,677	11,290,627	882,816	660,819	(358,378)	(792,229)
Net position:						
Net position, beginning of year	<u>151,643,251</u>	<u>140,352,624</u>	<u>(200,679)</u>	<u>15,058,922</u>	<u>157,699</u>	<u>15,851,151</u>
Net position, end of year	<u>\$ 153,758,928</u>	<u>\$ 151,643,251</u>	<u>\$ 682,137</u>	<u>\$ 15,719,741</u>	<u>\$ (200,679)</u>	<u>\$ 15,058,922</u>

The accompanying notes are an integral part of these statements.

**DELAWARE STATE UNIVERSITY
MANAGEMENT'S DISCUSSION AND ANALYSIS
June 30, 2007 and 2006**

Operating Revenues

	<u>2007</u>	<u>2006</u>	<u>2005</u>
Government grants and contracts	\$ 19,947,687	\$ 15,194,850	\$ 14,655,322
Student tuition and fees (net of scholarships allowance of \$14,899,273, \$13,200,094 and \$11,300,000)	19,556,573	19,570,898	14,381,723
Sales and services of educational departments	144,198	93,430	140,938
Auxiliary enterprises	8,368,969	7,999,401	5,979,891
Other revenues	<u>3,818,161</u>	<u>2,491,453</u>	<u>3,216,735</u>
Total operating revenues	<u>\$ 51,835,588</u>	<u>\$ 45,350,032</u>	<u>\$ 38,374,609</u>

Operating revenue changes were the result of the following factors:

- Student tuition and fee revenues remained flat for FY07. The Board of Directors raised tuition rates, these increases averaged 6%, 5% and 10% in FY07, FY06 and FY05, respectively, and affected all students (in-state, out-of-state, undergraduate, and graduate) resulting in no increase in revenues in FY07, a \$5.2 million increase for FY06 and a \$3.3 million increase in FY05, respectively, in student fees.
- Government grants and contract revenues increased across the board in the research area. In the fiscal year ending June 30, 2007, the grant revenues increased from \$15.2 million to \$19.9 million. Grant revenues increased from \$14.7 million to \$15.2 million for the fiscal year ending June 30, 2006 and from \$1.2 million to \$14.7 million for the fiscal year ended June 30, 2005.
- Auxiliary enterprise revenue increased from \$8 million to \$8.4 million during the year ended June 30, 2007, due to restructuring and increased charges of the dormitories and meal plans. One dorm was fully re-opened increasing the number of available spaces for traditional resident students by 110. Auxiliary enterprise revenue for FY05 decreased from \$8 to \$6 million due to restructuring of the dormitories. One dorm was taken off-line reducing the number of available spaces for traditional resident students by 208. These administrative changes resulted in a shortfall of traditional resident student population by 224, causing a shortfall in revenues of \$935,000 in resident halls and \$975,206 in meals. The Village apartments opened in the fall of 2004 providing an additional 628 spaces for resident students. The revenues generated by the Village are accounted for in the DSU Student Housing Foundation, a component unit of Delaware State University.