MEMORANDUM

January 12, 2016

TO: Members of the Board of Trustees

FROM: Nancy L. Zimpher, Chancellor

SUBJECT: Appointment of Eileen G. McLoughlin as Senior Vice Chancellor for Finance and Chief Financial Officer of the State University of New York

Action Requested

The proposed resolution appoints Eileen G. McLoughlin as Senior Vice Chancellor for Finance and Chief Financial Officer of the State University of New York.

Resolution

I recommend that the Board of Trustees adopt the following resolution:

Resolved that the appointment of Eileen G. McLoughlin as Senior Vice Chancellor for Finance and Chief Financial Officer of the State University of New York, effective January 12, 2016, be, and hereby is, approved; and, be it further

Resolved that Ms. McLoughlin will continue to be compensated at an annual salary of $224,415, subject to a performance review and increase in accordance with the provisions of the State University Salary and Compensation Plan.

Background

By Resolution 2014-62, adopted November 6, 2014, Ms. McLoughlin was appointed Vice Chancellor for Finance and Chief Financial Officer of the State University of New York, effective December 4, 2014. Ms. McLoughlin has performed extraordinarily well in this position and has earned the respect of senior management and campus and System Administration staff.

A copy of Ms. McLoughlin’s resume is attached.
EILEEN G. MCLOUGHLIN

SUMMARY OF QUALIFICATIONS

- Seasoned professional in the financial arena, particularly in analysis, planning, and management decision-making support, over fifteen years specific to a higher education environment.
- Adept at analyzing complex systems and products, I am able to define a problem, develop appropriate strategies, design and implement solutions.
- Faculty member for the National Association of College and University Business Officers (NACUBO) where I developed new curriculum for the Intermediate Managerial Analysis Workshop. Speaker at several NACUBO forums and conferences.
- Highly motivated individual, I am driven by results.

PROFESSIONAL EXPERIENCE

1996 – present  Rensselaer Polytechnic Institute    Troy, New York
Assistant Vice President of Finance and Budgeting
Director of Financial Planning and Budget
Associate Director of Financial Planning and Budget
Budget Analyst

- Manages the development, maintenance, and monitoring of a performance-oriented, zero-based budget process including personnel positions and capital project budgets. The operational budget is $400 million annually and the capital budget is $25 – 30 million annually.
- Responsible to provide quarterly management reports and annual fiscal reports to senior management and the Board of Trustees. Report provides forecasting of operating and capital financial results, variance reporting, and financial tracking of the Rensselaer Strategic Plan.
- Designs and produces significant multi-year operating and capital investment/facilities financial modeling scenarios, incorporating internal and external factors and trends to enhance the planning process and decision-making.
- Provide financial projections and cash flow needs on a five year rolling basis used to plan financing strategies. Participate in discussions with the credit rating agencies.
- Jointly supervise 18 division business managers with the respective Dean and Vice President. Responsible to insure Institute policy and all compliance issues understood and implemented. Develop Institute fiscal policy that governs the actions of the business managers. Document and implement the needed training, processes, system modifications and reporting to support the business managers and policy requirements. Maintains frequent interaction with administrators throughout campus insuring mutual understanding of financial data and compliance to policy.
- Serve on several committees that review and make recommendations on fiscal policies, enrollment and pricing strategies for undergraduate and graduate programs, administrative information technology investments and human resource policy and reporting.

Achievements:

- Served on the committee that conducted focus groups and solicited input for the Rensselaer Strategic Plan. For this initiative I wrote nine white papers on separate administrative or academic areas and functions.
- Successfully changed the budget process at the Institute from a standard approach to an industry
innovative approach in an accelerated time frame enabling the President to make resource allocation
decisions in accordance with the newly adopted Rensselaer Strategic Plan.

- Partnered with the Provost Office to develop policy, process and data that enabled faculty investment
and reallocation of faculty lines to areas of demand or areas of strategic significance. Worked with
academic leadership to develop consistent metrics and criteria to justify investment and reallocation.

- Partnered with Human Resources to create and train on position control policies and processes
including hiring, promoting, and extending positions and appointments. Continued partnership with
Human Resources to create an integrated financial management structure with campus wide reporting
into Finance, a professional career ladder enabling better recruitment, and relevant training programs.

- Co-led a Data Warehouse Steering Committee. The team produced an award winning business
intelligence tool that revolutionized information flow at the Institute. The improved access to data
supports the five year financial and cash flow modeling and projection tools. Rensselaer’s data
warehouse reporting system has received two awards for best practice and innovative IT solution from
Computer World and InfoWorld publications.

- Incorporated five year modeling into the budget planning. Implemented cash flow practices, identifying
and writing appropriate policy to maximize all cash management opportunities; particularly governing
the timing of draws from several pools to support significant operating and capital investments to the
Rensselaer Strategic Plan.


*Corporate Marketing Specialist*

- Managed the marketing planning process. Directing timelines and creating consistent formats to be
used among Regional Market Development Teams.

- Designed marketing research instruments and oversaw implementation of numerous market research
projects. The results of the research were used in developing the direction of the marketing plans;
improve customer service processes, and physician, patient relationships.

- Developed trend enrollment forecast tools to provide a baseline to analyze current growth and set
future marketing targets and meet budget goals.

- Prepared analyses to evaluate the potential of new products or product changes and geographic market
expansions.

**Achievements:**

- Successfully implemented a corporate wide marketing plan, which held regional managers accountable
to specific goals.


*Budget/Cost Accountant*

- Prepared the annual operating and capital budgets including the evaluation of new program and staffing.

- Created reporting with detailed costs providing decision support analyses used to evaluate programs,
proposals, or practices.

- Utilized, updated, and maintained the cost accounting and budgeting systems to support planning and
decision-making.

**Achievements:**

- Successfully implemented the first activity based cost accounting system at Ellis Hospital. The
previous cost system supported the regulatory reimbursement reporting requirements only and did not
provide activity costing for decision-making and planning purposes.

**Financial & Marketing Analyst**

- Developed and organized financial data and prepared financial analyses for investment decision support, financial statement review, financial forecasting, and pricing.
- Served in the completion of the annual budgets and three-year strategic plan, specifically overseeing the budgets and market plans of the dealer and international sales channels.
- Issued a series of monthly reports that highlighted operational and marketing statistics such as inventory levels, productivity ratios, safety, headcount, forecast accuracy, and sales demand history.

**Achievements:**

- Designed and created a 12-month rolling shipment plan that created a link between the Marketing promotions and Production cycle.
- Designed the first cycle count inventory program moving the accuracy on major products to 99% from 75%.

**ADDITIONAL PROFESSIONAL ACTIVITIES**

Faculty Member (former Chair) of the NACUBO Committee on professional development in the area of Managerial Analysis and Decision Support (MADS Committee).

Speaker at NACUBO and EACUBO forums and conferences.

Participated in studies completed by the University Business Executive Roundtable. Maintain Institutional membership.

**EDUCATION**

*Masters of Business Administration*

- Lally School of Management and Technology, Rensselaer Polytechnic Institute

*Bachelor of Science, Finance, Minor Economics*

- School of Business, State University of New York at Albany

**COMMUNITY ACTIVITIES**

Catechist for several years at St. Kateri Tekakwitha Parish in Schenectady, New York, currently teaching the 8th grade curriculum.

Treasurer for the Niskayuna Girls Softball League.

Other interests include swimming, hiking, camping, reading, history, baseball

**REFERENCES**

Available upon request.