

GEORGE E. ROSS, Ph.D.

EDUCATION

1997 Doctor of Philosophy, University of Alabama
Major: Higher Education Administration
Minors: Law and Business Administration

1990 Master of Business Administration, Michigan State University

1975 Bachelor of Arts in Business Administration, Michigan State University
Major: Accounting

PROFESSIONAL CERTIFICATIONS

2006 Post Doctoral Studies, Harvard University, Graduate School of Education
Institute for Educational Management

1979 Certified Public Accountant, State of Michigan

ADMINISTRATIVE LEADERSHIP AND ACCOMPLISHMENTS

President

Central Michigan University
March 2010 – Present

Established in 1892, Central Michigan University is one of the nation's 100 largest public universities and the fourth largest in Michigan, with more than 27,000 students in Mount Pleasant, online and at more than 60 locations worldwide. CMU offers 200 academic programs at the undergraduate through doctoral levels, including several that are nationally recognized. CMU also has established a College of Medicine, scheduled to open in 2012.

President

Alcorn State University
January 2008 – February 2010

Alcorn State University, founded in 1871 as the first public historically black land-grant university in the United States, is a comprehensive university with 3,300 students and 96 undergraduate and graduate degree programs. In addition to its 1,700-acre campus in Lorman, Mississippi, ASU has branch campuses in Natchez, Mississippi, and Vicksburg, Mississippi. With an operating budget of \$80 million, including more than \$26 million in research funding, ASU employs approximately 800 full-time faculty and staff.

- Work directly with the State of Mississippi Institutions of Higher Learning (IHL) in developing and implementing state-wide educational policies and procedures.
- Work directly with various state of Mississippi legislative committees to secure state appropriations.
- Increased ASU state appropriations in agricultural funding by 17% from FY 2008.

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- Secured more than \$2.5 million of additional facilities repair and maintenance funding from FY 2008.
- Increased enrollment by 2.7% from FY 2008.
- Increased research funding by 7%, to \$26.3 million from FY 2008.
- Initiated and led the first comprehensive, inclusive strategic plan in University history.
- Initiated first facilities master plan in University history, scheduled completion in January 2010.
- Completed the financing and planning for a 1,002-bed, \$47 million student residential housing complex, the largest construction project in the University history, scheduled completion July 2010.
- Secured \$3 million grant from USD of Education to enhance graduate programs.
- Initiated first annual campaign in University history, raised \$1.7 million.
- Restructuring curriculum to include the general education core, establishment of master's degrees in Bio-Technology and Human Nutrition.
- Established working relationship with Oakridge National Laboratories to include faculty and student research projects and contract for research project with the ASU School of Business Administration.
- Established partnership in education agreements with Central Michigan University, Voronezh State Agricultural University (Voronezh, Russia) and Marshall University.
- Leading two major certification efforts, the reaffirmation of accreditation by the Southern Association of Colleges and Schools and the Phase 3-NCAA Recertification.
- Serve on a number of regional planning and economic development boards in southwest Mississippi.
- Serve on the IHL/Mississippi State Legislature Graduation Rate Task Force.
- Serve on the IHL Ayers Management Committee.

Vice President for Finance and Administrative Services and Treasurer

Central Michigan University

December 2002 – January 2008

Central Michigan University is a doctoral research university with more than 27,000 students awarding approximately 6,000 degrees annually across its 200 undergraduate and graduate degree programs. In addition to its 800-acre main campus in Mt. Pleasant, Michigan, CMU offers courses on 60 off-campus locations throughout the United States, Canada and Mexico. With an operating budget of more than \$341 million, CMU employs approximately 2,300 full-time faculty and staff.

- Worked directly with CMU's Board of Trustees in developing and implementing university policies.
- Chief Financial Officer and Treasurer for the Board of Trustees.
- As a member of the President's Executive Cabinet and leadership team, provided strategic direction for the academic, research, and public service mission of the institution.
- Worked closely with the President, Provost, Academic Deans, Academic Department Heads and Administrative Department Heads in formulating and implementing the vision and mission of the University.
- Developed and implemented the first and only guaranteed tuition plan in the state of Michigan, "The CMU Promise™".
- Co-chaired, along with the Provost, the CMU Visioning Committee to rewrite the University's vision statement and strategic priorities and strategies.

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- Effective fundraiser, engaged in numerous fundraising activities that brought new revenue to the University.
- Actively participated as a fundraiser in the University's \$78 million capital campaign, "New Vision of Excellence".
- Increased annual campaign and grant and contract revenue funding by more than 20 percent.
- Board Member and Treasurer, Central Michigan University Research Corporation; sponsoring nanotechnology research, dendrimer research in medical-related technologies, polymers and business intelligence decision-based analysis.
- Provided direction and oversight in the University's self-study and successful re-affirmation of accreditation by the Higher Learning Commission, North Central Association of Colleges and Schools.
- Successfully led budget reduction strategies to reduce budgets by more than \$30 million over a two-year period, while protecting the academic priorities of the University after reduction in state appropriations.
- Chairperson of various university standing committees and ad-hoc committees.
- Led the revision of the university's responsibility center budgeting system to more effectively align strategic academic priorities with a decentralized budgeting process.
- Supported the development and implementation of residential colleges for the College of Business Administration and the College of Education and Human Services.
- Developed and implemented a self-funding health insurance benefit model that resulted in more than \$10 million of employee benefit cost avoidance over three years.
- Refinanced more than \$44 million of university debt, which saved more than \$7 million of debt service over the life of the debt instruments.
- Developed and constructed five new residential towers housing more than 1,200 students at a cost of \$63 million.
- Completed the construction of the Herbert H. and Grace A. Dow College of Health Professions at a cost of \$50 million.
- Directed the initial planning for the construction of a \$50 million College of Education and Human Services building and a \$27 million satellite energy facility.
- Led the financing and planning for the construction of a Biological Research Station on Lake Michigan, making CMU the only university in the state of Michigan doing biological research on Lake Michigan.
- Directed and coordinated the efforts of a collaborative team of Associate Vice Presidents and Directors responsible for investment management, financial reporting and audits, legal affairs, risk management, environmental and safety services, campus facilities and plant operations, purchasing, campus police, residence and auxiliary enterprises, human resources, university health services, university recreational services.
- Provided leadership in maintaining the financial integrity of the institution, strengthening business practices both internally and externally.
- Served as liaison for Special Olympics Michigan.
- Treasurer, Central Michigan University Foundation.
- Adjunct Professor, College of Business Administration.

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Executive Vice President

Clark Atlanta University, Atlanta, Georgia

1999 – 2002

Clark Atlanta University is the only private historically black doctoral/research-intensive institution of higher education in the United States with 5,100 students and 1,000 full-time employees; CAU's total operating budget of \$105 million.

- Acted as President in the President's absence.
- Worked directly with CAU's Board of Trustees in developing and implementing university policies.
- Coordinated and directed the efforts of the University Provost and Vice President for Academic Affairs, Vice President for Business Affairs, Vice President for Institutional Advancement, Office of General Counsel and Director of Athletics.
- Member of faculty senate.
- Developed and implemented operating and capital budgeting systems, which provided for participation by deans and academic and administrative department chairs throughout the university community.
- Southern Association of Colleges and Schools Accreditation review team member at a number of public and private universities throughout the southeastern United States.
- Chairperson of various university standing committees and ad-hoc committees.
- Partnered with the City of Atlanta to build \$23 million of student housing with no recourse to the University.
- Worked directly with the United States Department of Education to return CAU to full status for receipt of its Title IV funding; 96% of CAU students received some form of financial aid.
- Implemented an ERP system to provide financial and administrative controls, including revision of financial aid processing and online transactions with the US Department of Education.
- Developed and implemented online registration, including degree audit.
- Responsible for fiscal policy development and long-range financial planning; budget planning, control and analysis; financial accounting and reporting; University audits; campus facilities and plant operations; campus police and safety; auxiliary enterprises; risk management; purchasing; and human resources.
- Provided leadership in the areas of enrollment management, student affairs, and Title III.
- Provided leadership for intercollegiate athletics.
- Lead and directed information technology services for all academic and administrative functions.
- Guest lecturer for courses in the College of Business Administration and the College of Education.

Executive Vice Chancellor

Vice Chancellor for Administration and Finance

The University of Tennessee at Chattanooga, Chattanooga, Tennessee

1995 – 1999

The University of Tennessee at Chattanooga is a comprehensive four-year undergraduate and graduate institution with approximately 8,600 students, 850 full-time employees and an operating budget of \$90 million.

- Acted as Chancellor in the absence of the Chancellor.

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- Provided strategic direction for the academic, research, and public service mission of the institution.
- Worked directly with the University of Tennessee System office in promoting and securing UTC's operating and capital budget requests.
- Worked with the Tennessee Higher Education Commission in supporting the University of Tennessee System operating and capital budget requests.
- Served as chief financial officer for the University of Chattanooga Foundation, a \$105 million foundation that provided financial support for academic programs, professorships, and student scholarships at University of Tennessee at Chattanooga.
- A member of the faculty senate.
- Taught undergraduate and graduate accounting students in the College of Business Administration, as an associate professor.
- Oversight responsibility for Division I athletics.
- Successfully negotiated with the NCAA Championship committee to bring the Division I-AA National Football Championship game to Chattanooga.
- Chairperson of various university standing committees and adhoc committees.
- Developed and implemented ERP systems for student recruiting and admissions, financial aid, and student records, which improved student services and internal processes.
- Southern Association of Colleges and Schools Accreditation review team member at a number of public and private universities throughout the southeastern United States.
- Directed the development and construction of Finley Stadium/Davenport Field in partnership with the City of Chattanooga, Hamilton County, State of Tennessee and the University of Tennessee System.
- Developed and implemented operating and capital budgeting systems.
- Provided leadership and served as the senior officer and advisor to the Chancellor on academic program development, research initiatives, and public service activities.
- Served as the University's chief financial and business officer.
- Developed and implemented fiscal policy, long-range financial planning, and resource allocations in support of the academic priorities of the University.
- Responsible for budget planning and control, financial accounting and business affairs, internal audit and management services, non-faculty personnel administration, campus facilities and plant operations, safety and security, purchasing and inventory control, and arena administration.
- Directed the University's auxiliary operations, its bookstore, food services, parking services, and graphic services.
- Developed and maintained positive relationships with city, county and state officials.

Vice President for Business and Fiscal Affairs

Tuskegee University, Tuskegee, Alabama

1991 – 1995

Tuskegee University is a four-year undergraduate and graduate land-grant institution with student enrollment of approximately 3,600 and an operating budget of approximately \$80 million.

- Submitted grant proposals to the National Science Foundation and the US Department of Commerce that led to funding and construction of the Kellogg Hotel and Conference Center.
- Developed and directed the construction of the Kellogg Hotel and Conference Center.
- Chief financial and business officer.

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- Worked directly with the Tuskegee University Board of Trustees to develop and implement university policies.
- Chairperson of various university standing committees and ad-hoc committees.
- Fundraiser in the University's \$50 million capital campaign.
- Developed and implemented general ledger and financial reporting systems, improving financial reporting and resulting in unqualified audit opinions.
- Implemented ERP systems that improved financial and administrative processes and controls.
- Developed and implemented operating and capital budgeting systems that provided for campus-wide participation in operating and capital budgeting decisions.
- Provided leadership and management for the Controller's Office, Physical Plant, Budget Office, Grants Management, Purchasing, Construction Management, Auxiliary Enterprises, Personnel Services, Computer Services, Internal Audit, Risk Management, Endowment Management, Campus Security, and the University's hotel and conference center (Kellogg Conference Center).
- Collaborated and strengthen relationships that benefited the University and generated a positive economic impact in Tuskegee, Macon County, and surrounding communities.

Director of Finance

Center for Creative Studies, Detroit, Michigan

1986 – 1991

Center for Creative Studies is a degree-granting fine arts and design college and an accredited music and dance school with over 2,300 students.

- Chief business and financial officer.
- Developed and implemented a financial system and budgeting system that aligned academic and financial priorities of the college.
- Implemented an automated financial reporting system.
- Directed the renovation of the student residential housing facilities and administrative offices.

Managing Partner, Partner, and Senior Auditor

Various public accounting firms, Southfield and Detroit, Michigan

1973 – 1986

- Ross & Company, P.C., George Johnson & Company, P.C., and Arthur Young & Company ("Big 8" International Public Accounting Firm).
- Served clients in the private and public sectors including higher education clients: Michigan State University, The University of Michigan, Wayne State University and Wayne County Community College.

TEACHING EXPERIENCE

Central Michigan University, College of Business Administration

Associate Professor, Accounting (2005 – 2007)

Course: Managerial Accounting

University of Tennessee at Chattanooga, College of Business Administration

Associate Professor, Accounting (1995 – 1999)

Course: Governmental Accounting

Continuing Education/Professional Education courses taught for the National Association of College and University Business Officers (NACUBO) and the Southern Association of

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College and University Business Officers (SACUBO) at the following universities (1992-2002):

Jackson State University
Oakton Community College
Oklahoma State University
University of Alabama at Birmingham
University of Central Florida
University of Kentucky
University of Memphis
University of Richmond
University of South Carolina
University of West Virginia
Vanderbilt University

Courses Taught:

College and University Fund Accounting
Basic Institutional Accounting – Public Institutions
Basic Institutional Accounting – Private Institutions
Methods of Teaching Basic Institutional Accounting

PUBLICATIONS

Ross, George E., (July/August 2006). Wood's Winning Ways. Business Officers, (p 14).
National Association of Colleges and University Business Officers Washington, D.C.

Bosserman, D., Fischer, M., Ross, G. (2000). Basic Institutional Accounting-Public Institutions.
Washington, DC: National Association of College and University Business Officers.

Ross, George, E., Dissertation, An Analysis of Attitudes Towards Resource Allocation In Support of Institutional Mission and Purpose Within Historically Black Colleges and Universities. UMI 1997.

WHITE PAPERS AND UN-PUBLISHED ABSTRACTS

Over the past 16 years, more than 150 white papers and related abstracts on strategic planning, financial reporting, and budgeting have been written for internal use as well as presentations to local, state, and regional professional, public, and civil organizations.

SELECTED PROFESSIONAL PRESENTATIONS

“Intelligence and HBCU’s: The Way Forward”, HBCU Week Conference, Washington, DC, September, 2009

“Leading in Turbulent Times”, American Association of State Colleges and Universities (AASCU) Summer Institute, San Diego, CA, July, 2009

“My first Year As President – What I Learned”, AASCU, New Presidents’ Academy, Stowe, Vermont, July 2009

“Importance of Higher Education”, State of Mississippi House of Representative, Jackson, MS, March, 2009

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- “Partnerships and Research Opportunities”, Association of Public and Land-Grant Universities (APLU), Annual Meeting, Chicago, IL, November, 2008
- “Leading Strategic Planning”, CUPA-HR 2005 National Conference, Orlando, FL September, 2005
- “Building a Prosperous HR Division”, Higher Education Business Summit, Oakland, CA February, 2005
- “Investing in HBCU Leadership Project”, Southern Education Foundation, Atlanta, GA June, 2004
- “The Nuts and Bolts of Higher Education Finance” (What Every Higher Education Human Resources Practitioner Ought to Know About University Finance), a national audio conference, NACUBO and CUPA-HR. March, 2004
- “Higher Education Finance”, Summer Institute for Women Administrators in Higher Education, Byrn Mawr College, Byrn Mawr, PA., 1998 – 2001
- “Fund Accounting in Higher Education”, SACUBO Annual Meeting, Orlando, FL, 1997

PROFESSIONAL AFFILIATIONS

Alumni Association, University of Alabama
Alumni Association, Michigan State University
American Association of State Colleges and Universities (AASCU)
Association of Public and Land-Grant Universities (APUL)
Bryan College, Board of Trustees (1997-1999)
Leadership Atlanta, Class of 2003
Local Finance and Development Authority, Isabella County, MI
Michigan Chamber of Commerce
Mid-Michigan Development Corporation
Mt. Pleasant Chamber of Commerce
National Association of Black Accountants (NABA)
National Association of College and University Business Officers (NACUBO)
Southern Association of Colleges and Schools (SACS)
Accreditation Review Team(s) Member
Southern Association of College and University Business Officers (SACUBO)
Member, Board of Directors
Member, Distinguished Service Award Committee
Member, Professional Development Committee
Instructor for professional development courses

COMMUNITY ACTIVITIES

Chattanooga Neighborhood Enterprise, Vice Chair, Board of Directors
Chattanooga Urban League, Treasurer
Claiborne County Strategic Planning Committee
Family and Children Services of Chattanooga Tennessee, Board of Directors
Mississippi Economic Development Council
Port Gibson Chamber of Commerce
Rotary International, Chattanooga Tennessee Chapter
Rotary International, Mt. Pleasant, Michigan
Southwest Mississippi Economic Planning Council
United Way, Isabella County, Michigan

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HONORARY SOCIETIES

Golden Key Honor Society

Kappa Delta Pi, Xi Chapter (Education Honor Society)

Beta Alpha Psi (Accounting Honor Society)