

JOSEPH E. GRASSO

PROFESSIONAL EXPERIENCE

CORNELL UNIVERSITY, Associate Dean for Finance, Administration, and Corporate Relations, School of Industrial and Labor Relations – September 2007 to Present; Ithaca, NY.

Manage all aspects of finance and administration including budget and accounting, information technology and web services, human resources, facilities, sponsored research, corporate relations, conference centers, and a \$20 million executive education-research unit with 3 locations across New York State. Developed a five-year budget model for the \$110 million ILR School, a fact sheet and dash boards to track performance metrics, and a series of reports to monitor sponsored research awards. Co-led teams during the Bain & Company initiative to restructure the finance, information technology, human resources, and communication functions at the University and among several colleges. Co-led process and policy improvement initiatives along with the implementation of new technology. Oversaw a \$16 million building renovation in Ithaca, a \$2.5 million renovation in New York City, and lease in NYC. Restructured the professional education division, working to identify new business opportunities and to market services to a variety of organizations including firms and institutions in Dubai, Kuwait, India, China, Malaysia, Thailand, Costa Rica, Peru, and Panama. Worked with eCornell to expand on-line learning programs. Working with academic units to create new centers, institutes, and alliances with non-profit, professional organizations, universities, and international entities.

On-Line Education Working Group; CIPA Alumni Affairs Committee; Chaired College Officers Group; Manager of the University Finance, HR, and Communications Restructuring Initiative; Member of Provost's Administrative Efficiency Implementation Committee; Member of Senior Financial Group; Facilities Operations Committee; Facilities Master Plan Executive Committee; Administrative Systems Priorities Committee; Human Resources Council; Voluntary Retirement Working Group; Revenue Recognition Committee; University Sustainability Committee; NY State Funding Committee; Budget Model Committee; IT Security & Privacy; President's Sustainable Campus Committee; Financial Steering Committee; Risk Management Committee; and Board Member of the Institute for Community College Development.

Teaching: Cornell Institute for Public Affairs (MPA) – Core Faculty Member
Non-Profit Finance, Management, and Leadership; Finance for Human Resources; Employee Benefits; Corporate and Social Responsibility; Fundraising; and Budgeting
Johnson School of Management – Board Fellows Program
MPS Degree Program & Executive Education – Finance Lecturer

WASHINGTON AND LEE UNIVERSITY, Vice President for Administration – July 2003 to September 2007; Lexington, VA.

Oversaw various administrative functions including capital budgeting, facilities management, human resources, university architect, real property, safety, and auxiliary services including dining, housing, bookstore, summer conferences, and other services. Worked with senior administrators on strategic planning issues and alliances with other institutions. Directed a campus master planning effort and worked with City officials on various land-use and town-gown issues. Formed a Construction Mitigation Committee to address community concerns over a \$26 million art and music building. Design, constructed, or planned: student commons, football stadium, moot courtroom, business school renovation, sorority expansion, Hillel house, residence halls, and historic classroom buildings. Responsible for reviewing the efficiency and effectiveness of operational units across the University, including staffing and budget studies. Conducted salary and benefit studies including a gender equity salary study, a post-retirement health benefits study, revised the human resource handbook, and implemented a performance appraisal system and new training programs. Responsible for much of the communication with employees. Chaired the search committee for a new vice president of development. Completed a study of deferred maintenance, space planning studies, negotiated an energy performance contract, created an energy purchase program, and developed a five-year capital budget. Directed environmental protection and sustainability initiatives. Worked with public agencies and private developers on a variety of real estate opportunities. Assisted with fundraising efforts on a number of programs and projects. Prepared, and responsible for executing, a crisis management plan.

Co-Chair of the Capital Planning and Space Use Committee and Chair of the Strategic Task Force on Capital Projects. Member of, or Staff to, the Employee Benefits Committee, Budget Advisory Council, Strategic Planning Task Force, Institutional Research Committee, Revenue Enhancement Committee, Student Life Task Force, Environmental Planning and Management Council, Historic Preservation Committee, and Jewish Life Committee.

UNIVERSITY OF VIRGINIA, Associate Dean of Planning and Operations, College of Arts & Sciences - November 2000 to June 2003; Charlottesville, VA.

Responsible for financial planning and resource management in the College and Graduate School of Arts & Sciences. Oversaw the planning, design, and financing of a \$175 million capital program in Arts & Sciences, including the \$125 million South Lawn Project, a studio art building, laboratory renovations, and other projects. Member of architectural selection committees and directed the building committees. Managed the allocation of space and oversaw the preparation of a comprehensive space needs assessment plan. Worked with the Dean to develop a strategic plan to identify new academic initiatives, operating efficiencies, and fundraising opportunities. Created business and fundraising plans for key programmatic and research efforts. Negotiated the terms of a \$4 million contribution to a telescope project. Coordinated operating budget

issues in the College, including budget reduction plans. Supervised administrative technology staff.

Monitored the State and Federal budget processes to ensure the College's interests were supported and worked with the Dean and University administration to seek and secure federal funds. Collaborated with Development to integrate fund raising with the programmatic and financial goals of the College. Worked with the schools of commerce, education, engineering, and medicine to integrate programs, building efforts, funding proposals, etc. Led the effort to establish the financial and administrative structure of a new \$50 million College Foundation.

Member of the Strategic Planning Committee, Federal Relations Advisory Committee, Facilities Management Advisory Board, University Technology Council, Administrative Technology Committee, and advisor to A&S Student Council.

ALLEGHENY COLLEGE, Vice President of Finance and Administration -August 1999 to October 2000; Meadville, PA.

Managed all aspects of policy and operations in connection with business, financing and operations of the College, which had a \$60 million operating budget and a \$125 million endowment. Worked closely with the Board of Trustees to help establish the strategic direction of the institution. Responsible for managing and supervising the following functional areas: investment and treasury operations; budget development; information technology; controller and bursar offices; facilities management; institutional research; human resources; legal and real estate matters; and auxiliary operations including bookstore and dining operations. Worked collaboratively with the Dean of the Faculty and the Offices of Admission and Financial Aid to help guide admission and aid operations and to create an enrollment management committee. Improved budget, endowment, and annual audit reports. Created cash flow statements and streamlined working capital investments. Prepared long-term technology plan. Enhanced management of capital projects. Prepared science equipment replacement plan and long-term technology investment plan.

Other responsibilities and duties included: assisting in the development of a \$105 million capital campaign; representing the College on several economic development committees and community initiatives; and administering a \$1 million internal venture capital fund to finance new initiatives. Worked closely with the local hospital to create a joint energy management project. Supervised 8 managers.

COLGATE UNIVERSITY, Director of Budget, Institutional Research and Planning -November 1995 to July 1999; Hamilton, NY.

Developed and monitored a \$110 million annual operating budget, and presented the annual budget and quarterly financial reports to the Trustee Budget Committee. Prepared the long-term budget forecast and coordinated policy, program, and planning issues to support academic and administrative goals. Member of the enrollment management committee and provided analysis for, and participated in, the admission and aid process.

Prepared and maintained the long-term technology financing plan. Analyzed institutional performance and functions including admissions, financial aid, student services, physical plant operations, staffing levels, and overall financial structure and resource allocation. Worked closely with the Vice President of Administrative Services to manage auxiliary operations and to negotiate the bookstore and dining contracts. Planned, organized and implemented the SCT-Banner budget development and human resource modules and trained campus users. Structured a new pay scale for unionized employees, which was incorporated into the union contract. Documented and improved budget procedures and quarterly financial report structure. Worked with the Accounting Office to maintain grant, endowed chair, and restricted gift funds.

Committee work included: Budget; Enrollment Management; Middle States Re-Accreditation; Admission & Aid working group; Technology; NCAA Certification and Gender Equity Committees; Grants; Summer Advisory Committee; Town and Gown; and the Village Airport Development Committee.

NEW YORK STATE THRUWAY AUTHORITY, Manager of Budget and Fiscal Planning -May 1994 to October 1995; **Associate Budget Analyst** -November 1992 to April 1994; Albany, NY.

Developed, executed, and monitored a \$550 million statewide capital and operating budget including revenue and expense forecasting and monthly variance analyses. Presented the annual budget to the Board of Directors. Monitored capital construction expenditure levels, determined debt-financing needs, and produced long-range capital financing plans. Worked closely with underwriters, bond counsel, and financial advisors to issue 3 large tax-exempt financings. Developed and directed the implementation of two agency-wide budget reduction programs. Coordinated Federal aid, developed budget policy guidelines, and was liaison with State agencies on budget related matters. Provided financial support to the Tappan Zee Bridge Capital Committee and created the Minitech Revolving Loan Fund.

Co-directed the preparation of an agency-wide strategic business plan, participated in project management committees including statewide canal master plan and economic development projects, and authored an RFP to review staffing and efficiency levels. Assisted with four collective bargaining negotiations and performed labor cost estimates. Performed operations analyses of new, existing, or reorganized functions and supervised 8 professional staff.

NEW YORK STATE DIVISION OF THE BUDGET, Senior Budget Examiner - June 1987 to October 1992; Albany, NY.

Thruway Authority/Port Authority of NY and NJ -

Determined and managed debt capacity for various State highway construction programs financed by the Thruway Authority. Created financial models to analyze and recommend debt structures for long-term bonds and to identify potential re-financings. Worked with

underwriters, bond counsel, and Thruway staff to review bond resolution provisions and to execute debt issuances.

Drafted legislation, performed fiscal analyses, and assisted in negotiations to expand the Thruway's mission to include economic development projects and the operation of the State Canal System. Analyzed and made recommendation on annual Port Authority budget, financing and economic development plans, and monthly Board of Commissioner actions.

Office of Parks, Recreation and Historic Preservation -

Prepared and administered a \$110 million capital, operating, and local assistance budget. Performed fiscal and programmatic analyses to downsize the agency, identified new revenue sources to maintain selected programs, and administered portions of the environmental quality bond acts. Presented budget recommendations to State Budget Director and legislative fiscal committees; analyzed proposed legislation; managed the financing of a \$129 million New York City park construction project; and reviewed a wide range of contractual services, personnel transactions, and capital construction projects. Reviewed fiscal and operational audits of various agencies, authorities, etc.

CHEVRON CORPORATION, Employee Benefits Department, Graduate Intern -
June 1986 to September 1986; San Francisco, CA.

Analyzed medical plan experience using the Medstat data base system to recommend new health care cost containment measures. Wrote final report, which detailed findings, analyses, and recommendations and presented it to employee benefit managers and to an outside consultant.

GENERAL ELECTRIC COMPANY, Financial Management Program -August
1983 to April 1985; Schenectady, NY.

Included in this rotational accounting training program were three assignments: cost accounting specialist; travel accounting work leader; and financial analysis specialist. These assignments included the following responsibilities: preparation of profit and loss statements; maintenance of job costing and manufacturing losses system; supervision of 7 accounting clerks; preparation of sales and cost reports; and maintenance and analysis of assessed receivables and headcount reports. **Courses:** Principles of Accounting, Financial Accounting, Cost Accounting, and various functional seminars.

EDUCATION

CORNELL UNIVERSITY. Masters in Industrial and Labor Relations (MILR), New York State School of Industrial and Labor Relations, Ithaca, NY. May 1987. GPA 3.8.

ST. LAWRENCE UNIVERSITY, B.A., Economics, Canton, NY. May 1983. GPA 3.5. Honors: Cum Laude Graduate; Dean's List; Omicron Delta Epsilon -Economics Honorary Society; and Dana Scholarship for Leadership and Academic Excellence.

McGILL UNIVERSITY, Exchange Program, School of Commerce, Junior and Senior years, Montreal, Quebec. September 1981- May 1983.

TECHNICAL SKILLS AND TRAINING

Building and Implementing Growth Strategies, University of Chicago Graduate School of Business, July 2008

Summer Finance Institute, University of Virginia, McIntire School, August 2002.

Executive Leadership Program, University of Virginia, December 2001.

Commonfund Endowment Institute, Harvard Business School, July 2000.

Kuali Financial System, Workday, Salesforce.com, Excel, SPSS, Oracle Discoverer 2000, PowerPoint, Microsoft Project, Word, Blackboard Administrative Software Systems, SCT -Banner, Datatel, BSR Development.

PROFESSIONAL AND COMMUNITY SERVICE

On Point for College, Board Member, Vice President, and Chair of Governance and Development Committees, Replication Program, College Access Program for Economically Disadvantaged Students, Syracuse, NY. 2012 - Present.

LeMoyne College, Madden School of Business, Advisory Board Member, 2015 - Present

National Association of College and University Business Officers (NACUBO), Chair, Sustainability Advisory Committee, Chair, 2008-2011.

Eastern Association of College and University Business Officers (EACUBO), Board Member, 2004-2010; Chair of Annual Meeting, 2001; Vice Chair of Large Institution Committee, 2002; Recipient of Distinguished Service Award – 2006; Director of Sponsorship, raising \$200,000 per year in sponsorship funds.

Syracuse Symphony Orchestra, Syracuse, NY, Board Member, Executive Committee, Assistant Treasurer, 2009 – 2011

Skaneateles Festival, Skaneateles, NY. Board Member, Chamber Music Festival, 2011 – 2015.

Skaneateles Lake Association, Board Member, 2013 - Present

Grass Roots Research and Advocacy Movement (GRAAM), Board of Advisors, 2011 – Present. Mysore, India.

College and University Personnel Association (CUPA), Member, Knowledge Center Committee, 2004-2006.

AICPA, Member, 2007 – Present

Skaneateles Arts Council, Board Member, 2009 – 2011.

Skaneateles Presbyterian Church, Clerk of Session, 2014 - 2017

St. James Episcopal Church, Skaneateles, NY, Treasurer, 2008 – 2010

Soccer Coach, Skaneateles, NY, Fall 2008, 2009, 2010, 2011

Kendal at Ithaca, Retirement Community, Finance Committee Member, 2008 - 2010

Kendal at Lexington, Retirement Community, Board Member, Property & Finance Committees, 2005 – 2007

Shenandoah Valley Partnership, Regional Economic Development, 2007

YMCA-Rockbridge, Lexington, VA, Board of Directors, 2006 - 2007

Rockbridge Free Health Clinic, Lexington, VA, Board Member 2003-2005

Waddell Elementary, PTA, President 2003-04

Christ Episcopal Church, Charlottesville, VA, Building Committee, 2002-2003.
Meadville Industrial Development Commission, Meadville, PA, Member, 1999-00.
Crawford County Chamber of Commerce, Meadville, PA, Economic Development
Committee, 1999-00
Town of Hamilton, Airport Development Committee, Hamilton, NY, Member 1999.
Soccer Coach, Hamilton Central Schools and AYSO, 1996-99.
American Civil Liberties Union (ACLU), Albany, NY, Board Member and Officer
1990-95.
Albany Dispute Mediation Program, Albany, NY, Certified Mediator, 1988-91.
St. Catherine's Center for Children, Albany, NY, Volunteer, 1989-92.