
R. JASON TOMLINSON

Career Highlights:

- ◇ Directed and oversaw \$359.1 million in capital projects for Texas Woman's University's three campuses in Denton, Dallas, and Houston, securing capital as required
- ◇ Restructured Texas Woman's University's funding models for summer faculty salaries and part-time faculty salaries to cure a \$3.9 million structural imbalance
- ◇ Oversaw Texas Woman's University's COVID-19 pandemic response, including the disbursement of \$54.3 million in emergency assistance, student aid, discharged student debt, laptops, increased connectivity, new HyFlex classrooms, improved air quality, and the reimbursement of lost revenue
- ◇ Redesigned the student emergency loan program while creating Texas Woman's University's first financial literacy program and Student Money Management Center, which provides free programs and services to help students make informed financial decisions
- ◇ Implemented Texas Woman's University's first travel management program (SAP Concur), comprehensive communications solution (RingCentral), customer relationship management system (Salesforce/TargetX), and currently upgrading the University's enterprise resource planning systems
- ◇ Financed \$552.8 million in capital to advance various projects of the University of Louisville, the University of Louisville Athletic Association, the University of Louisville Foundation, the University of Louisville Real Estate Foundation, and their affiliates
- ◇ Reduced the University of Louisville Foundation's debt obligations by 65% (\$106.8 million) through restructuring/reorganization and reduced administrative overhead by \$1.4 million
- ◇ Successfully transferred the financial management of the University of Louisville Foundation from the University of Louisville, creating an independent financial management entity operating on a new proprietary enterprise system resulting in enhanced management tools, increased reporting, and \$328,000 in annual savings
- ◇ Researched, structured, and directed the creation of the University of Louisville Real Estate Foundation, which included the evaluation and transfer of \$175.7 million in assets
- ◇ Recruited twenty-two companies to the J.D. Nichols Campus for Innovation & Entrepreneurship during the first year (2016) of oversight
- ◇ Designed a \$4.9 million funding plan to provide matching dollars that secured \$44.5 million in state transportation funds for various University of Louisville projects
- ◇ Identified, negotiated, and secured public-private partnerships, resulting in \$230 million in new student housing providing 2,985 new beds
- ◇ Administered the University of Louisville's \$236.2 million proceeds from the Commonwealth of Kentucky's Research Challenge Trust Fund

Professional History and Responsibilities:

Texas Woman's University

May 2018 – Present

Vice President for Finance & Administration and Chief Financial & Operating Officer

The senior administrative official responsible for all areas of financial affairs and administrative operations for Texas Woman's University. Collaborate with the Chancellor and President and the Board of Regents to plan and manage the financial activities of the University, protect and facilitate the growth of financial and capital assets, and assess institutional opportunities and risks as strategic plans and initiatives evolve. Responsibilities include institutional accounting and fiscal management; institutional budget preparation, operation, and control; property management; investment management; financial analysis and reporting; general human resource

administration, payroll and associated reporting; Texas state affairs; purchasing and contracting administration; facilities management and construction services; information technology solutions; university police; and environmental health and safety, risk management, and compliance. Divisional full-time employee size equal to 523 across the University's three campuses in Denton, Dallas, and Houston.

- ◇ Oversee the University's \$1.2 billion in assets, managing short-term and long-term cash and investments
- ◇ Formulate, prepare, and submit the University's legislative appropriations requests and annual financial reporting
- ◇ Secure capital, oversee debt issuance, and manage the University's \$200.9 million in debt service
- ◇ Acquire real property, oversee capital projects and deferred maintenance, manage space, and steward the University's master plan
- ◇ Formulate and implement funding plans to support Texas Woman's University migration as the state's seventh university system
- ◇ Review the organizational structures within Finance and Administration, restructure as necessary, introduce key metrics, and fill pivotal roles to advance the University's strategic direction
- ◇ Oversight of HUB Compliance, Affirmative Action, EEOC, Title IX, and the Clery Act Annual Security Report
- ◇ Serve as Chief Financial Officer for the Texas Woman's University Foundation, Inc., totaling \$110 million in assets
- ◇ Liaise with the Texas Higher Education Coordinating Board, Texas Legislative Budget Board, Texas Senate Committee on Finance, Texas House Committee on Appropriations, Texas Comptroller of Public Accounts, Texas State Auditor's Office, Texas Department of Information Resources, Texas Office of the Attorney General, Denton City Council, and Denton City Mayor

University of Louisville Foundation, Inc.

July 2016 – July 2017

University of Louisville Real Estate Foundation, Inc.

Chief Financial Officer

Senior financial and operations administrator for the University of Louisville Foundation and nine affiliated entities totaling \$898.8 million in assets and the University of Louisville Real Estate Foundation and twelve affiliated entities totaling \$230.4 million in assets. Responsible for strategic planning, policy development, fiscal integrity, and coordination of the two 501(c)(3) Foundations that support the University of Louisville. Included operational and capital budget planning, maintaining financial and management reporting systems, regulatory compliance, asset management, investment management, and oversight of accounting, purchasing, audit, budget, human resources, legal affairs, physical plant, architectural services, parking, and various business support services. Full-time/contract employee size equaled approximately 150.

- ◇ Served as Assistant Treasurer for the Board of Directors, reporting on financial matters, real estate operations, and special projects as directed by the Board
- ◇ Managed a \$784.8 million investment pool, working in close collaboration with the Finance Committee of the University of Louisville Foundation's Board of Directors
- ◇ Acquired real property for the University of Louisville, University of Louisville Athletic Association, University of Louisville Foundation, and University of Louisville Real Estate Foundation, including the acceptance and subsequent disposal of philanthropic donations of real or personal property
- ◇ Administered three Tax Increment Financing Districts encompassing 1,319 acres with projected future cash flows in excess of \$2 billion and \$617.3 million in expenditures as of July 2017
- ◇ Liaison to deans and faculty of the University of Louisville for endowment and gift proceeds while collaborating with the University's Vice President for Advancement to maintain key donor relationships
- ◇ Collaborated with the University of Louisville's Interim CFO, Vice Provost, and Chief Budget Officer to develop the University's annual operating budget and supervise the flow of funds to the University

- ◇ Oversaw the development, leasing, management, and administration of the University's three research/office parks spanning 356 acres, along with four student housing developments serving University of Louisville students
- ◇ Managed and invested the University's short-term cash
- ◇ Oversaw the Foundation's and Real Estate Foundation's investment in multiple non-consolidated variable interest entities in support of the University and monitored all capital contributions to ensure the joint ventures maximized their returns
- ◇ Designed the benefits plan and secured all appropriate contracts to support the employees of the University of Louisville Foundation and affiliated entities
- ◇ Established and oversaw the University of Louisville Foundation Compliance Program to enhance proper management, administration, and compliance of restricted endowment and gift funds
- ◇ Served as Acting President and Chief Executive Officer for Nucleus: Kentucky Life Sciences and Innovation Center, the University's portal to connect the University of Louisville and the business community while recruiting research and innovation companies to Louisville
 - Tasked with revamping leasing structures for four properties, reducing costs, eliminating staff, and restructuring operations
 - Leased space increased from 54% to 98%, operating costs reduced 26%, staffing expense reduced 83%, and operations restructured to provide services and educational programs to startups, early-stage companies, and companies launching a new product or service

University of Louisville

April 2001 – June 2016

Associate Vice President for Finance and Business Affairs
Assistant Vice President for Finance
Application Systems Analyst

Returned to the University as an Application Systems Analyst hired to design and implement a new budget process for the University's \$1.2 billion budget before being asked to assume the Assistant Vice President role in the new Vice President for Finance division. Upon consolidation of the divisions of Finance and Business Affairs, was promoted to Associate Vice President responsible for strategic planning, policy development, and the coordination of various units that supported the University. Included operational and capital budget planning, maintaining financial and management reporting systems, regulatory compliance, asset management, and oversight of accounting, budgeting, treasury, tax management, payroll services, architectural services, facilities management, legal affairs, student billing, and various business support services. Full-time/contract employee size equaled approximately 330.

Associate Vice President for Finance and Business Affairs Duties

- ◇ Tasked with clearing 294 deficits totaling \$9.6 million within the University's academic and clinical units
- ◇ Secured capital and managed debt issuance for the University of Louisville, the University of Louisville Athletic Association, the University of Louisville Foundation, and their affiliates
- ◇ Interfaced with Kentucky's Cabinet for Economic Development and the Kentucky Economic Development Finance Authority (KEDFA)
- ◇ Analyzed potential real estate ventures or construction projects involving the University of Louisville, the University of Louisville Foundation, and their affiliates, including affiliation agreements with University Housing
- ◇ Coordinated acquisition, disposal, and management of the Foundation's real estate holdings
- ◇ Coordinated the Tax Increment Financing reporting process to the state

Assistant Vice President for Finance Duties

- ◇ Secured approval for three separate 30-year Tax Increment Financing districts in support of the master plans for the University's Health Science Center, Belknap Engineering and Applied Sciences Park, and ShelbyHurst Office and Technology Park

- ◇ Liaised with the Capital Projects and Bond Oversight Committee, Council on Postsecondary Education, Office of Financial Management, Cabinet for Economic Development, and the Finance & Administration Cabinet of the Commonwealth of Kentucky
- ◇ Oversaw the activities of the Office of the Bursar to include outsourcing student residual payments, providing faster service, and achieving the highest online adoption percentage in vendor history
- ◇ Transitioned Payroll Services and Human Capital Management System Administration from the Vice President for Human Resources to the Vice President for Finance
- ◇ Managed the request, allocation, and reporting process for the University's participation in Kentucky's Research Challenge Trust Fund
- ◇ Evaluated and addressed the facilities, renovation, equipment, and technology needs for the Vice President for Finance division
- ◇ Formulated and implemented university-wide and unit policies and procedures
- ◇ Coordinated and developed the strategic planning process for the division, including the unit diversity plan
- ◇ Coordinated the Vice President for Finance's activities and responsibilities involving the University of Louisville Foundation, Inc.

Application Systems Analyst, Office of Planning and Budget, Duties

- ◇ Coordinated the team responsible for incorporating the financial management and reporting needs required of the University's financial system upgrade and trained the campus community on the effective utilization of the system
- ◇ Supervised the design, implementation, and migration of the University's new budget process and budget planning system
- ◇ Designed and developed budgetary reports to aid in the University budget planning process
- ◇ Coordinated the University's Data Warehouse initiative in conjunction with the Data Administration Committee and the Office of the Provost
- ◇ Performed analysis and supported the functional areas within the Office of Planning and Budget
- ◇ Managed the Management Information Systems staff and function of the Office of Planning and Budget

CENTURY 21 Joe Guy Hagan Realtors

July 1995 – April 2001

**Vice President for Administration
Technology Director
Sales Manager**

Senior Executive serving as the chief financial and operating officer responsible for strategic planning, revenue growth, fiscal integrity, and coordination of the administrative units that supported the sales force, property management, and development operations of the second-largest real estate company in Kentucky. Included operational and capital budget planning, regulatory compliance, and oversight of accounting, budgeting, treasury, advertising and marketing, tax management, human resources, facilities management, property management, relocation services, and various business support services.

Vice President for Administration Duties

- ◇ Facilitated the implementation of a new accounting system and modification of accounting practices and procedures, increasing efficiency and productivity of a real estate firm generating \$423 million in annual sales
- ◇ Directed sales force recruiting efforts for nine offices, increasing residential real estate sales force by 43% after establishing a new recruiting program
- ◇ Developed relationships with Greater Louisville Inc. and area businesses, resulting in the creation of a Corporate Relocation division generating \$2.3 million in revenue annually
- ◇ Orchestrated the acquisition of three companies totaling \$195 million in sales
- ◇ Oversaw the design, development, and management of two commercial properties and two residential communities

- ◇ Coordinated vendor selection, customized site design, and implementation for the Louisville Board of Realtor's transition to a web-based Multiple Listing System serving 3,400 board members
- ◇ Responsible for the hiring, training, evaluating, managing, and career development of seventy-five support staff

Technology Director Duties

- ◇ Participated in the following aspects of the CREST EDG implementation: design, testing, training, implementation, and support (CREST EDG is a \$24 million web-based financial and data warehouse system designed to service CENTURY21's corporate offices and 6,000 independently owned offices located in twenty-seven countries)
- ◇ Responsible for the acquisition, installation, maintenance, and support of all hardware/software
- ◇ Designed and developed a market share tracking system and production/activity system to aid in planning and decision making

Sales Manager Duties

- ◇ Directed operation of branch office while increasing gross closed commissions by 38%
- ◇ Managed staff of forty-one independent contractors and employees
- ◇ Recruited and trained newly licensed agents in marketing techniques, contract writing, prospecting, and real estate fundamentals

Planning Analyst III, Office of Planning and Budget, University of Louisville, Louisville, Kentucky
(February 1994 – July 1995)

Planning Analyst II, Office of Planning and Budget, University of Louisville, Louisville, Kentucky
(August 1991 – February 1994)

Planning Analyst I, Office of Planning and Budget, University of Louisville, Louisville, Kentucky
(April 1990 – August 1991)

Senior Computer Operator, Computing Center, University of Kentucky, Lexington, Kentucky
(October 1982 – February 1990)

Academic Background:

Master of Business Administration, December 1989
University of Kentucky, Lexington, Kentucky

Bachelor of Arts in Psychology with a concentration in Marketing, May 1987
University of Kentucky, Lexington, Kentucky

Professional Affiliations and Leadership Positions:

- ◇ Texas Association of State Senior College and University Business Officers (TASSCUBO)
- ◇ Texas Governor's Executive Development Program
- ◇ City of Denton Economic Development Partnership Board
- ◇ Texas Higher Education Coordinating Board: General Academic Institutions Formula Advisory Committee
- ◇ Board of Directors, Advanced Cancer Therapeutics
- ◇ Board of Directors, PGXL Laboratories
- ◇ Board of Directors, RhinoCyte™ Inc.
- ◇ Board of Directors, ApoVax, Inc.
- ◇ Board of Directors, Edumedics
- ◇ Board of Directors, Intrepid Bioinformatics
- ◇ Board of Directors, CCG

- ◇ Board of Directors, The Nucleus Real Properties
- ◇ Belknap Research Park Advisory Board
- ◇ Association of University Research Parks (AURP)
- ◇ National Association of College and University Business Officers (NACUBO)
- ◇ Southern Association of College and University Business Officers (SACUBO)
- ◇ Association of Governing Boards of Universities and Colleges (AGB)
- ◇ Oracle OpenWorld
- ◇ Board of Directors, Louisville Easter Seals
- ◇ Chair of Finance Committee, Louisville Board of Realtors
- ◇ Chair of Strategic Planning Committee, Louisville Board of Realtors
- ◇ Chair of Technology Committee, Kentucky Association of Realtors
- ◇ National Association of Realtors (NAR)
- ◇ Kentucky Association of Realtors (KAR)
- ◇ Society for College and University Planning (SCUP)
- ◇ Association for Institutional Research (AIR)
- ◇ Southern Association for Institutional Research (SAIR)

University and Statewide Involvement:

- ◇ Texas Woman's University
 - Capital Planning Committee, Chair
 - Strategic Technology Executive Committee, Chair
 - University Budget Advisory Committee, Chair
 - Strategic Enrollment Management Committee
 - Academic Council
 - Process Efficiencies Initiative Steering Committee, Champion
 - Financial Vitality Strategic Initiative, Champion
 - Master Plan and Space Utilization, Champion
 - Innovative Academic Programs Strategic Initiative
 - Competitive Sports Strategic Initiative
 - Jane Nelson Institute for Women's Leadership Strategic Initiative
 - University-wide Parking Committee, Chair
 - Athletics Council
 - Search Committee for the Athletic Director
- ◇ University of Louisville
 - Southern Association of Colleges and Schools (SACS) Interim Report: Finance & Physical Facilities Committee, Co-Chair
 - The Office of Financial Management Review Committee, Commonwealth of Kentucky
 - President's Planning and Budget Advisory Committee
 - Council of Academic Officers
 - University-wide Diversity Committee
 - The Kentucky Council on Postsecondary Education (CPE) Diversity Planning Committee
 - Emergency Operations Center
 - The Kentucky Council on Postsecondary Education (CPE) Strategic Planning Workgroup
 - Donor Communications Committee
 - Student Life Development Group
 - The Kentucky Council on Postsecondary Education (CPE) Strategic Agenda Institutional Advisory Group – "Innovation and Efficiency" Subgroup
 - Search Committee for the Senior Vice President for Finance and Administration (CFO/COO)
 - Sustainability Council
 - The Kentucky Council on Postsecondary Education (CPE) Statewide Facilities Condition Assessment Committee

- Search Committee for the Associate Vice President for Health Affairs/Chief Financial Officer
- Search Committee for the Director of Housing and Residence Life
- University Business Training Leadership Team
- The Kentucky Council on Postsecondary Education (CPE) Research Challenge Trust Fund and Comprehensive University Excellence Trust Fund Program Guidelines Committee
- Technology Executive Committee
- Search Committee for the Vice President for Information Technology
- Search Committee for the Associate Vice President for Information Technology Infrastructure
- Enterprise Management Team
- Tuition and Fee Setting Task Force
- Institutional Compliance Committee Leadership Team
- Institutional Compliance Committee
- Search Committee for the Assistant Vice President for Information Technology Infrastructure
- Space Allocation Committee