

# TERESA HARDEE, EdD, CPA, SSBB

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## SENIOR EXECUTIVE

Highly skilled innovative senior executive with 20+ years of leadership in higher education, state agency, and business settings. A skillful problem solver with the ability to develop strategic plans and implement solutions to execute on those plans by touching multiple operational functions, executing major initiatives, and improving processes while cultivating collaborative relationships. Skilled at strategizing operational frameworks to integrate and align with the vision and goals while increasing productivity and turning around difficult situations of complex organizations that rely on streamlined operations and performance optimization.

### Areas of Expertise include:

- ◆ *Strategic Planning*
- ◆ *Process Reengineering*
- ◆ *Leading Transformation*
- ◆ *Board Governance Liaison*
- ◆ *Policy Design*
- ◆ *Revenue Diversification*
- ◆ *Financial Analysis*
- ◆ *Auditing and Compliance*
- ◆ *Construction/Facilities*
- ◆ *Contract Negotiating*
- ◆ *Cost Containment*
- ◆ *Enrollment Modeling*
- ◆ *Organizational Restructuring*
- ◆ *Budget Development*
- ◆ *Risk Management*
- ◆ *Customer Satisfaction*
- ◆ *Change Management*
- ◆ *Business Development*

## EXECUTIVE HIGHLIGHTS

- ◆ **Process Reengineering** – Built high performing team to Streamline 10 processes saving 150% in cycle time and millions of dollars in resources-- expertise in building/optimizing organizational processes, measurement systems, and infrastructure to maximize business results. Led **T3E (Transformation through Technology Enhancements) via Six Sigma framework**
- ◆ **Leading Transformation** – **Designed** strategies to implement initiatives with cross functional teams using a framework developed (**ISO framework: Issue, Information, Insights, Implementation, Intervention, Outcomes**)
- ◆ **Risk Assessment- Created the first** Enterprise Risk Management Department that informed the University of its 10 highest risks using a Risk Assessment Matrix and identified and executed associated mitigation strategies
- ◆ **Organizational Restructuring-** Spearheaded a reorganization that combined, eliminated, and invested in programs that aligned with the organization and provided financial sustainability resulting in a savings of \$3 million. Led the **FAMU Restructuring Committee** through an extended budget crisis, avoiding the need to cut faculty and culling only non-essential staff positions through the strategic realignment of processes and centralization of administrative functions to eliminate redundancies
- ◆ **Budget Model-** Implemented a new budget model that ties resources to strategic plan (Economic Educational Outcomes Model). PI on Bill & Melinda Gates Foundation grant for **\$1.2 million** to document sustainability through data, budget approximately \$500 million in resources
- ◆ **Consulting-** Work with universities on accreditation issues (**5 of 5 removed** from accreditation sanctions), created strategic enrollment plans for fiscal sustainability
- ◆ **Financial Analysis** – **Grew** fund balance by 5% by re-aligning operations. Led a strategic financial transformation that move the composite financial index (CFI) from a **negative 1 to a positive 4** in just two years
- ◆ **Strategic Planning-** Skilled strategist; transform strategic plans into workable solutions and benchmarks performance against key operational targets/goals. Created a strategic investment fund **\$2-3 million** to invest in the brand / ROI programs
- ◆ **Elimination of Deficit – led team** – reducing a \$7.7 deficit in 4 months
- ◆ **Facilities Management** – Served as **Team Lead** for a **\$147 million funding of debt service** for academic and housing facilities. Secured a **bond approval for \$49 million** from BOG to construct an **800-bed residence hall**
- ◆ **Revenue Diversification** – **Expanded** revenue portfolio in type of students, contracts, partnerships, online classes and retention increases to enhance state allocation

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## PROFESSIONAL EXPERIENCE

### ***Executive Vice President and Chief Operating Officer, Claflin University***

Orangeburg, South Carolina – September 2022– Current

Provide oversight and leadership support for the Divisions Information Technology, Human Resources, Enrollment Management, Online Programs and Global Campus, and Finance and Administration. Currently taking a holistic review of all processes to instill a process management orientation, which includes robust measurement and reporting. Responsible for assisting the President by providing strategic leadership and comprehensive oversight of daily operations.

### ***President / CEO***

#### ***I50 Consulting Services, LLC***

Dover, Delaware – January 2018

Provide powerful insights by partnering with key personnel to understand the organization and its processes. Deploy extensive expertise in data analytics and machine learning to effectively diagnose and submit specific recommendations. Provide a comprehensive (holistic) look at higher education and non-profit performance from entry (input) to exit (output) around desired performance outcomes that link insights to financial sustainability and operational efficiencies. Offer strategic planning and organizational change management services that leverage data analytics. Design a "playbook" and follow-up on activities, measurement and/or monitoring to ensure optimal operations. Create an information architecture that provides data streams enabling predictive models for monitoring and measuring all (or any) other facets of operation. Redesign business processes to enable process-driven operations. Use six-sigma, SQL, predictive modeling, visualization tools, educational assets and other improvement methodologies that fundamentally transform the organization.

### ***Vice Chancellor for Administration and Finance Southern University at New Orleans***

New Orleans, Louisiana – January 2020– September 2022

Provide oversight and leadership support for the Division of Administration and Finance encompassing the Budget, Finance, Construction and Facilities, Information Technology, Human Resources, Campus Police, Institutional Research and Purchasing Units. By leveraging key knowledge and abilities, the finance team has erased major structural \$7.7m deficiencies and SUNO is now on the path to long-term financial sustainability. Focus on implementing financial controls through full implementation of Banner budget processes and leading the electronic workflow process-- replacing manual, labor intensive processes. Created and executed on the plan to eliminate SUNO's deficit, balanced its budget, and created a sustainable path for financial stability. Co-Lead reaffirmation for SACSCOC—no recommendations from the committee. Created University-wide dashboard for data transformation and transparency. Develop predictive model for enrollment, retention and graduation.

### ***Sr. Vice President/COO Vice President for Finance & Administration / CFO Vice President for Finance***

Delaware State University (DSU), Dover, Delaware (October 2012 – December 2017)

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Promoted from Vice President for Finance to Chief Operating Officer in 4 years. Upon joining the senior administrative team, the functional areas of oversight included: IT, ERM, ERP, Finance, Budget, Purchasing, Financial Aid, Student Accounts, Institutional Research, Data Transformational Team, Enrollment Data Management,

Business Analytics, Construction and Planning, Plant Operation and Maintenance, Insurance, Marketing, Board Liaison for Executive, Operations, Audit Committees, Strategic Plan and Special Initiatives. DSU maintains a budget of approximately \$150m. Oversaw approximately 175 employees with 7 direct reports.

- ◆ Enhanced operational effectiveness while emphasizing cost containment (Program Prioritization Initiative – PPI) by **\$6 million (2020)**
- ◆ **Oversaw the Data Transformation team** —data analytics and predicting models that influence student success
- ◆ **Established a new department – Enterprise Risk Management**
- ◆ Secured bond for hotel, new optics building and residential housing for **\$50 million**
- ◆ **Partnered with the Chief Academic Officer/Provost** to foster strong relationships between the academic and administrative leadership of the University

## *CFO – Vice President for Administrative & Financial Services*

Florida A&M University (FAMU), Tallahassee, Florida (July 2007-September 2012)

Recruited by the **President** to be a part of his **Executive Team** to facilitate the administrative transition, implement an university-wide restructuring, and provide ongoing leadership to achieve lasting change. FAMU had assets worth about \$500 million. Oversaw approximately 500 employees with 10 direct reports. Reported to the President and was a part of the Senior Administrative Team. Oversaw a transformation resulting in a \$44 million targeted reduction over 4 years. Functional areas of oversight included: IT, Finance, Budget, Purchasing, Student Accounts, Institutional Research, Construction and Planning, Plant Operation and Maintenance, Board Liaison for Finance, Grounds and Facilities, and Special Initiatives (organizational restructure).

- ◆ Reported to the **President**, the **State of Florida’s Special Task Force**, and other top officials to keep them apprised of the progress on a high-profile effort to address and mitigate **76 audit findings**
- ◆ Improved the university’s financial health by pursuing the collection of aging balances, **reducing accounts receivable by 20%** and **reducing contracts and grants receivables by 68%** in two years
- ◆ Led the **FAMU Restructuring Committee** through an extended budget crisis, avoiding the need to cut faculty and culling only non-essential staff positions through the strategic realignment of processes and centralization of administrative functions to eliminate redundancies
- ◆ **Reduced \$44 million in recurring expenses** and **\$20 million in non-recurring expenses** from the university’s operating budget over five years with little impact on business operations or academic programming
- ◆ Inherited an outmoded **HR Department** and tackled the challenge of **converting it from 95% manual to automation** with online functions to better manage personnel and hiring information
- ◆ Inherited **financial software** that had not been properly implemented; worked with the vendor to execute a major re-implementation and incorporate new processes based on best practices
- ◆ Produced the institution’s **first unqualified audit opinion in three years (FY 2007 – 2008)**, and sustained an unblemished record with **no audit findings for the subsequent four fiscal years**

## *Assistant Vice Chancellor for Budgets & Financial Planning Director of Internal Audit*

North Carolina Central University, Durham, North Carolina, October 2002 — June 2007

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Promoted from the Director of Internal Audit to Assistant Vice Chancellor for Budgets and Financial Planning. Oversaw a budget of approximately \$200 million. Intimately involved in the building and renovation of an approximately \$147 million infrastructure. Instrumental in the first clean audit in 23 years.

- ◆ Developed enhanced budget reporting tools to improve ability to maintain quality, spot trends, develop forecasts, and create budgets, partnering with **Research, Evaluation, & Planning** to link funding with quantifiable data
- ◆ Compiled, analyzed, organized, and synthesized financial data to prepare written budget reports and verbal presentations to the **General Assembly, Office of the President, and Fiscal Research**
- ◆ Oversaw **teams conducting financial, operational, and compliance audits** to determine adequacy of internal controls and degree of compliance, prepare reports, and recommend changes to enhance accountability
- ◆ Surveyed operations, devised solutions, and built cooperation to initiate changes to improve processes, optimize accountability, and present the institution's **first clean audit in more than 23 years** to the **Audit Committee**
- ◆ Served on **Allocation of Resources Project Team**, a joint effort engaging the **16 institutions in The University of North Carolina (UNC) system** in cross-functional collaboration to ensure equity in the distribution of funds

## CAREER SUMMARY

*Vice Chancellor for Administration & Finance*, SUNO, January 2020-Present  
*President / CEO*, I<sup>5</sup>O Consulting Services, LLC, January 2018 – Present  
*Sr. Vice President / COO*, Delaware State University, July 2016-December 2017  
*Vice President / CFO*, Delaware State University, July 2014-July 2016  
*Vice President for Finance*, Delaware State University, October 2012-July 2012  
*Consultant*, Ammons Educational Group, January 2013- December 2017  
*Vice President / Chief Financial Officer*, Florida A&M University, July 2007-September 2012  
*Adjunct Associate Faculty*, Post University, May 2013-January 2015  
*Assistant VC for Budgets & Financial Planning*, NC Central University October 2003-June 2007  
*Director of Internal Audits*, NC Central University, July 2002-October 2003  
*Investment Accounting Manager*, NC State Treasurer, June 2001-July 2002  
*State Auditor*, NC Office of State Auditor, January 1996-June 2001

## EDUCATION AND CREDENTIALS

### HARVARD UNIVERSITY

*Certification - Institute of Education Management (2015)*

### UNIVERSITY OF PENNSYLVANIA

*Doctorate of Higher Education Management (2012) GPA: 3.7*

### NORTH CAROLINA CENTRAL UNIVERSITY

*Master of Public Administration, 2007 with high honors*

### FAYETTEVILLE STATE UNIVERSITY

*Bachelor of Science, 1989 with honors*

Major: *Business Administration* Minor: *Accounting*

### SIX SIGMA BLACK BELT CERTIFIED

### CERTIFIED PUBLIC ACCOUNTANT (CPA #29345)

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## ARTICLE, PRESENTATIONS, TEACHING

- ◆ Appointed to NACUBO Small Institution Council
- ◆ Appointed to NACUBO Economic Model Project
- ◆ Presentation – AASCU (Influence on Change of Major on Student Success) Case Study ◆  
Transformation Model – (Lead) Gates and Rockefeller Project with 5 other Universities
- ◆ Prediction of Retention at Historically Black/University using Artificial Neural Networks (Peer Reviewed)
- ◆ Modeling Dormitory Occupancy Using Markov Chains (Peer Reviewed)
- ◆ PI for Bill & Melinda Gates (Frontier Set) \$1.2 million Data Insights
- ◆ Authored Learning Logs for the Bill & Melinda Foundation
- ◆ Better by the Number – Achieving Operational Sustainability
- ◆ Delaware State Using Data Science to Improve Retention
- ◆ HBCUs Must Rethink Holistic Operations (<http://diverseeducation.com/article/53299/>)
- ◆ Founder and President of –Michael Anthony Hardee Educational Scholarship Fund
- ◆ ASHE- NACUBO New Business Model (Presentation)
- ◆ Presentation – EACUBO (Business Process Reengineering in Higher Education)
- ◆ Presentation – State of Delaware Nursing (Strategic Planning) ◆  
Middle State Reviewer

### *Adjunct Associate Faculty*

#### **ST. AUGUSTINE UNIVERSITY, Raleigh, North Carolina, May 2020 – Present**

- Teach On-line Course
- Principles of Accounting

#### **POST UNIVERSITY, Waterbury, Connecticut, May 2013 – January 2015**

- Teach and Develop On-line Courses
- PAD645: Risk Management
- PAD634: Public Finance
- Served on the committee for Capstone Review Courses
- Consult with Universities – Assist with Accreditation Issues with (Wilberforce University, Allen University, Virginia State University, Florida A&M University and Southern University at New Orleans)- All were removed from sanction