

## STEPHEN T. GOLDING

### EDUCATION:

Master of Arts Degree, Political Science, University of Delaware, Newark, Delaware ('82)  
Bachelor of Arts Degree, History, Washington College, Chestertown, Maryland ('72)

### EMPLOYMENT HISTORY:

July 1, 2009 – Present: MANAGING PARTNER THE 1782 GROUP, LLP  
SENIOR CONSULTANT TO THE PRESIDENT - Cornell University

On July 1, 2010 I assumed the role as Senior Consultant to the President; and on January 1, 2010 established The 1782 Group, a higher education consulting group, where I serve as Managing Partner.

As Cornell's Senior Consultant I served as principle advisor to the Governor's Task Force on Diversifying the New York State Economy and developing strategies to sponsor and commercialize New York State universities' technology to promote regional based economic development. I provided advice and counsel to a broad-based university committee looking to implement responsibility center budgeting, and am currently assisting the General Counsels Office examine ways to restructure Cornell's risk management governance structures.

As Managing Partner for The 1782 Group, I am currently serving at the interim CFO and senior advisor to the president of Wells College and its Board of Trustees regarding budget, endowment and debt financing strategies. I am advising on a comprehensive organizational restructuring to eliminate the College's operating budget deficit. In addition, I am consulting with the University of Delaware to assist in rethink it's technology transfer operations to increase strategic partnerships, promote new commercial opportunities for faculty and students, identify alternative funding sources, and increase linkages with the local community to promote regionally based economic development.

April 2005 – June 30, 2009: EXECUTIVE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

Cornell University

As Executive Vice President was responsible for a division of 2000 people with an annual operating budget of \$350 million and oversaw Cornell's \$2.8b financial operations, facilities services, risk management-public safety, and administrative information technologies, including day-to-day oversight of the university's investment office (\$4.5b in assets), off-campus real estate operations, and internal audit. As EVP led the redesign of the university's financial and treasury operations, the restructuring of the university's debt management practices, the redesign of all risk management and public safety operations, oversaw the formulation of the Ithaca campus master plan, and introduced a ten-year sources and uses model to better project university capital and operating requirements. Published Cornell's first Economic Impact Statement and facilitated an initiative to improve town-gown relations through the formulation of community-based strategic investment priorities critical to the community and University's long-term needs in Ithaca. As EVP had extensive interaction with University trustees and serve as one of the Cornell's five senior officer.

June 2003 – April 2005: VICE PRESIDENT FOR BUDGET AND FINANCE  
University of Colorado System

The Vice President for Budget and Finance (VPBF) is the chief financial officer (CFO) for the University of Colorado System, a \$1.5 billion enterprise with four campuses. The functions reporting to the CFO were treasury, accounting, payroll and benefits, university computing and budget with a staff of 300 employees. As the Vice President for Budget and Finance oversaw the drafting of a comprehensive analysis of state funding for higher education, which led to legislative changes in how the state supported public institutions financially. In addition, restructured the relationship between the University of Colorado Foundation and the University and drafted the enabling documents to create the University of Colorado Real Estate Foundation. In addition, I worked with the University's Technology transfer Office to develop a sustainable funding model that would generate a sustainable revenue stream to provide seed funding and proof-of-concept funds.

June 1997 – May 2003: HEAD OF ELEEMOSYNARY MARKETING/CLIENT SERVICES  
Morgan Stanley Investment Management

Lead a three-person team responsible for marketing Morgan Stanley's 52 investment portfolios and overseeing relationship management for the firm's 450 eleemosynary clients with assets of \$15 billion under management. Responsible for targeted market research and designing and implementing marketing strategies for institutions of higher education and private foundations, public foundations and healthcare systems.

In addition to these activities I had leadership responsibility for a collaborative initiative with six other firms to study the implementation of pension reform in China and to devise strategies to implement an investment management based product for Chinese institutions of higher education. In developing this program, I worked collaborated with the University of Pennsylvania, the Chinese government and a number of Chinese institutions of higher education.

February 1991 - May 1997: EXECUTIVE DIRECTOR RESOURCE PLANNING & BUDGET and  
VICE PRESIDENT FOR FINANCE  
University of Pennsylvania

Provided conceptual leadership in strategic resource planning with primary responsibility for shaping and coordinating the University's resource strategies for an annual operating budget of \$1 billion (not including Penn's Hospital and Clinical Practices). Working directly with deans and senior administrators in a financial consulting role to assist schools and centers develop school based multi-year financial business strategies. Provided trustees and senior administrators with management reports to evaluate RCM resource allocation methodologies.

As CFO, the Vice President for Finance was responsible for planning and coordinating the issuance of University debt, overseeing the operations of the University Office of Technology Transfer and the University's jointly owned captive insurance company. As CFO I had day-to-day responsibility for the functional redesign of the University's numerous financial systems; as well as a restructuring of the University's financial relationship with the State of Pennsylvania.

The University of Pennsylvania's Chief Financial Officer had line responsibility for 250 employees. Responsible for the University's central financial operations: Treasurer, Controller, Risk Management, Purchasing, Research Administration and Accounting and Student Financial Services. The position had administrative oversight for the financial accounting and reporting of the University's annual operating expenditures of \$2.2 billion and the investment of its \$2.2 billion endowment portfolio. The Vice President for Finance also oversaw the accounting for and reporting of \$320 million annually in sponsored research and federal indirect cost recoveries, and the University's annual capital budget of \$120 million.

October 1983 to February 1991: SECRETARY OF FINANCE/BUDGET DIRECTOR  
State of Delaware

June 1979 - June 1980: DIRECTOR OF ADMINISTRATION  
Delaware Department of Transportation

June 1979 - June 1980: PRIVATE INDUSTRY  
Plant Manager, Wilmington Plastics, Inc.

September 1972 - 1979: TEACHER, COACH AND DEAN OF STUDENTS  
Wilmington Friends School and The Perkiomen School

**SPECIAL INTEREST AND ACTIVITIES**

Washington College Board of Visitors and Governors 2003 – present  
NACUBO Research University Advisory Board  
Exercising, Reading, Golf

**RECOMMENDATIONS UPON REQUEST**