

Stephen T. Golding
Question Responses
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1. Why are you interested in Ohio University and this position?

As one of the country's oldest public universities, OU has carved a special niche for itself in the state of Ohio. It defines its mission to educate the next generation of citizens and scholars. It sees itself as responsible for supporting new research and technologies to improve the quality of life for the citizens in its region, the state of Ohio, and more broadly the world. It recognizes its responsibility as an economic development leader for its community and embraces that role even as it seeks to balance the many important and competing interests for the limited resources available. As I think about my career and what I want to do next, I am very much interested in helping to develop new strategies that can permit large research universities like OU to play a more significant role in their communities. Strategies that will build on the unique qualities large research universities have to link scholarship, research, emerging technologies and commercial development to improve and enhance the quality of life for the community and the surrounding region. Strategies I believe that could benefit universities economically over time. I believe OU may be an institution where I could make a significant contribution in this regard.

2. Describe your managerial style and the traits you value in those you work with.

My goal is to recruit the best people in their field and then create an environment in which they can execute on a day-to-day basis. I seek to accomplish this objective by working very closely with my staff on establishing priorities and setting realistic goals and then permitting them to determine the most efficient and effective way to achieve their individual objectives. I spend significant time communicating with my staff so that they understand the "big" picture and how they fit into the broader institutional goals and objectives. I work to insure that their individual unit goals and objectives are aligned with the institution's priorities and then spend time understanding how I can be supportive of helping them to be successful. I see one of my most important roles as being a facilitator and helping my staff navigate through problems or issues that could impede on their success in moving the University forward.

3. Describe how you have been involved in making a significant strategic budget decision at your present institution.

Over the course of the last twenty-five years I have been directly engaged in building budgets for the State of Delaware, the University of Pennsylvania, the University of Colorado System and now Wells College. During that same time period, I have also built operating and capital budgets for line divisions and units. In my capacity of

institutional Budget Director, I established in consultation with senior leadership, planning parameters and operating assumptions. I set unit budget targets and helped shape institutional priorities – reallocating resources when required and highlighting the trade-off decisions for senior management when necessary. I have framed strategic discussions and provided essential data to support my analysis (see attached piece of Colorado Financial Challenge) and developed and implemented financial management tools to measure performance against plan. Most importantly, for several of these institutions I developed a multi-year comprehensive Sources and Uses document that linked capital and operating budgets to improve transparency around resource allocation decisions over time.

4. What are some creative ideas you have successfully implemented to reduce expenses and/or increase revenues at your present or past institutions?

The most creative budget reduction strategies usually require a process redesign or an organizational restructuring. I have initiated process redesign such as overseeing the team that developed a new centralized procurement system at the University of Pennsylvania in the mid-90's that is still considered state-of-art today. I also initiated organizational restructuring at Cornell University that led to cost savings and/or cost avoidance creating a new Division of Risk Management and reallocating existing resources to more critical and higher priority institutional health, life, safety initiatives. And I am currently doing a similar initiative at Wells College, assisting the President in integrating the Dean of the College and the Dean of Student Affairs into a single unit to improve the student experience, while also generating a budget savings. On the revenue side, I have sold assets, negotiated off-balance sheet auxiliary financing strategies with master service agreements, and have begun to look at alternative revenue generating strategies through contracting with corporations that have an interest in partnering with large research universities.

5. What would be your first priorities if you accepted the position at Ohio University?

My first priorities would be to build a relationship with the President, the EVP/Provost, and the trustees so that I can actively assist them in achieving their vision for OU. My second priority would be to understand the most significant opportunities and challenges facing the University over the course of the next 12-24 months and how the Division for Finance and Administration can most effectively partner with other members of the University community to address or remediate them. A third priority would be to understand the strengths and weaknesses of the Division for Finance and Administration and to work with the leadership team to develop strategies to ensure we are providing the highest quality services in a timely manner at a reasonable price.