

Linda Flaherty-Goldsmith

Qualifications Profile

- More than twenty-five years in higher education, finance and administration including: CFO for a major research university with an academic health center and a 900-bed teaching hospital; CFO for a major three-campus public university system; and COO for a major seven-campus public university system with an academic health center and a 250-bed teaching hospital.
- Fifteen years in a consulting practice that specializes in organizational and financial turnarounds. The client list includes an international energy company, a major public research university, and a private liberal arts college. Established reputation for leading successful financial and administrative turnarounds that require strong but diplomatic change management skills.

Professional History

Flaherty-Goldsmith Consulting, LLC 2000-Present

Owner and operator of a financial and management consulting practice with a focus on identifying problem areas; developing plans for correction, supported by executive leadership and boards of trustees; and implementing, in conjunction with clients, the identified solutions.

Highlights from this experience:

- Hired by the Board in 2010 to stabilize an academically respected but financially failing private, Liberal Arts College. During year one, I worked with the Board and the interim president to develop and implement a plan to restore financial stability to the college, a plan which required implementing major faculty, staff, and other cost reductions, including finding creative solutions to short-term cash flow and long-term financing. During the second and third years, I worked in concert with the permanent president to develop and implement plans for the college's successful turn-around.
- Conducted an organizational evaluation for an international energy company and made recommendations that provided the framework for administrative reorganization of operations in the U.S. and abroad; worked with executive leadership to implement the new structure and other aspects of the plan; facilitated the implementation of a PeopleSoft procurement and inventory management system at the mining and port operations in Colombia, South America; revised existing and developed new corporate policies in conjunction with management and assisted in employee orientation to the new guidelines.
- Led the turn-around of an expensive and failing financial and HR Oracle implementation at a public research university.
- Restructured and re-staffed the executive operations of a major NGO.

University of Connecticut 2003 to 2006

Vice President and Chief Operating Officer

This position, created in 2003, was responsible to the President for administrative and operational functions for the seven campuses comprising the University of Connecticut, including the health center and hospital in Farmington.

Highlights from this experience:

- Restructured architectural services and construction management, project inspection, and financial tracking and reporting to better support the aggressive construction program funded by a \$1 billion state appropriation in 1995 and continued in 2003 with a commitment for an additional \$1 billion to be funded from 2005 to 2014.
- Created and staffed, in conjunction with the State's Department of Public Safety, the Office of Fire Marshal and Building Inspector to inspect new construction and major renovations for the seven campuses and to identify deficiencies in the previously constructed buildings; led the University's work to correct the identified deficiencies that led to the recovery of funds from contractors.
- As part of a Presidentially-led effort, restored the Governor and the Legislature's confidence in the Campus' ability to manage its aggressive construction program.
- Implemented Juran's Six Sigma business improvement strategy at the Storrs and health center campuses, a process that produced administrative and operational efficiencies and resulted in substantial annual cost savings.
- Integrated IT functions under one umbrella, producing IT cost savings in excess of \$2 million in the first year.
- Oversaw creation of system-wide planning and oversight groups for construction, IT, purchasing, payroll and human resources management. This change facilitated communication among departments and schools and fostered campus-wide ownership of centralized services.

**The University of Alabama System
1993 to 1998**

Vice Chancellor for Financial Affairs

Chief financial officer the University of Alabama System comprised of the University of Alabama in Tuscaloosa, the University of Alabama at Birmingham and the University of Alabama in Huntsville, with a direct reporting relationship to the Chancellor, the System's chief executive officer.

Highlights from this experience:

- Responsible for a System-wide operating budget of \$2 billion and an endowment of \$600 million.
- Worked closely with leadership at the UAB Health System, other members of the Chancellor's staff and the Board of Trustees during a time of major transition in the health care environment to evaluate multiple options for the continuing viability and growth of the UAB Hospital and to put together a governance structure that would provide management flexibility, while retaining Board oversight.
- Worked with the Chancellor and the Board to implement changes in the endowment's investment program that enabled the endowment to substantially exceed market growth during the 1990s and that enhanced the ability of the campuses budget earnings on a longer-term horizon.
- Created system-wide coordinating groups for standardized accounting practices, investment guidelines, and coordinated purchasing activities.

- Worked with the State Legislature and the Alabama Commission on Higher Education to enhance funding for the UA System, in particular, and higher education statewide.

The University of Alabama at Birmingham

1980 to 1993 and 1996 to 1998

Culminating Title: Interim Vice President for Finance and Administration, UAB

During this tenure, the sequence of positions held were: Budget Analyst; Budget Officer for the Medical Center; University Budget Director; University Treasurer; Vice President for Finance; and during the final fourteen months, Interim Vice President for Finance and Administration, a position held concurrently with the responsibilities of Vice Chancellor for Finance so that I could oversee the reorganization of the financial division and its executive reorganization that resulted from a major executive turnover.

Highlights from this experience:

- CFO for a rapidly growing research university with an academic health center, including a 900-bed teaching hospital.
- Managed an operating budget well in excess of \$1 billion; lead the debt issuance and management activities to support the academic health center's aggressive construction program, and managed the associated finances.
- Managed all administrative and operating units including: architecture and construction; security; plant O&M; human resources; IT; and auxiliary enterprises, including student housing.
- Worked with the Board and the Executive Director of UAB's Health System to develop the new oversight structure and to develop the financial structure as first Chair for the UAB Health System's Finance Committee, a responsibility that lasted beyond my tenure as Vice Chancellor.

Other Relevant Experience:

Adjunct faculty member, University of Alabama, College of Commerce and Business

Administration, Department of Management

1998 through 2002

Education

University of Alabama at Birmingham

Master's in Business Administration, Emphasis in Finance

University of Alabama

Bachelor of Science, Summa cum Laude

School of Commerce and Business Administration

Burton R. Morley Scholar's Award Recipient, 1978-79

Representative Honors, Board Memberships, and Other Affiliations

Named Vice Chancellor for Finance Emeritus, University of Alabama System
by the Board of Trustees, 1997

Honorary Doctorate of Humane Letters, Birmingham-Southern College, 2013

Published Author, 2010

UAB President's Medal Recipient, 1997

Named one of Birmingham's Top Ten Women by Birmingham Business Magazine, 1993

National Collegiate Housing Foundation, Board Member, 2008 to 2015

EyeSight Foundation of Alabama Board - Board member, 2012-present; Chair, Finance Committee, 2014-present

University of Alabama Women's Leadership Initiative: Contributor and/or Mentor, 2006-present

YouthServe Leadership Board, Birmingham, Alabama, Executive Committee member, 2006-2013

UAB Health System Board, Founding Member, Chair of Finance Committee, 1996-2002

Pro bono consultant to the Governor's Task Force on Tax Reform, Alabama, 2003

Graduate of Executive Leadership Program, Leadership Greater Hartford, Class of 2004

Graduate of Leadership Tuscaloosa, Class of 1996

Graduate of Leadership Alabama, Class of 1994

Graduate of Leadership Birmingham, Class of 1991

Expert Witness for Save Sweet Briar College in the 2015 legal proceedings to remain open