

JERRY JONES, CPA

February 28, 2017

Ms. D'Anne Stuart
Associate Vice President for Administration and Finance
New Mexico State University
MSC 3AA
P.O. Box 30001
Las Cruces, New Mexico 88003

Dear Ms. Stuart:

Strong interpersonal and communications skills. Ability to develop, plan and implement short- and long-range goals and work effectively with a wide variety of constituencies. Experience managing a high-profile and diverse, revenue-generating portfolio. These are some of the qualities that you are looking for in your next Assistant Vice President, Auxiliary Services and that I bring to the table as an experienced executive. As such, it is with great enthusiasm that I present you with my enclosed resume for your consideration.

Since seeing this job announcement a few weeks ago, I have spent time reviewing the University's Vision 2020 plan and studying the accompanying Administration and Finance Division's strategic plan. It is apparent that you and your colleagues shared a strong commitment to collaboration throughout the development of your division's plan. Even including "Working Together" as part of the title. I share this core value of collaboration with you and your team, and I have been a strong advocate for collaboration throughout my career.

As President of the largest community foundation in New Mexico, I helped lead the merger exploration of five foundations in the state to combine assets of over \$180M. As a Vice President of a multi-state company impacted by the economic crisis in '08-'09, I helped the organization innovate its business model and not only survive the crisis but thrive, and by 2010 we exceeded virtually all of our pre-recession financial and operational benchmarks. In both of these circumstances, collaboration was an essential part of the culture of my team and critical to the ultimate success of the organizations we served.

I was also excited to see that key metrics were identified and are now being monitored to support the division's primary strategies and overarching goals. As my attached resume indicates, I am a licensed CPA, and I have a strong bias for data-driven decision making. As a non-profit executive, a financial leader in the private sector, and as a partner in a regional public accounting firm, I have extensive experience analyzing financial data, monitoring operational performance and examining key metrics and KPIs. However, my colleagues have consistently shared that it is my ability to "translate" this technical analysis into relevant, timely, insightful, and actionable reporting for stakeholders that is one of my biggest contributions to the success of the organization.

The portfolio managed by the Associate Vice President of Auxiliary Services is diverse, to say the least. From residence life, the bookstore, and food services to the NMSU golf course, special events, and conference services, the portfolio is high-profile and serves the entire range of NMSU clients, (students, faculty, staff, parents, public officials, and community members). The many services provided by Auxiliary Services also generates more than \$25M in revenues each year, which I realize makes it essential to the University in the short-term given the state's current budget challenges and in the long-term, with the Vision 2020 goal of increased financial diversification and sustainability across all sectors of the campus.

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During my career, I have excelled in senior leadership and have proven experience successfully overseeing portfolios of diverse, high-profile business segments/revenue centers that provided superb client/customer service and generated annual revenues ranging from \$10M-\$120M. Below, I have presented a few highlights demonstrating my broad skills that I believe are relevant to this position:

- Directed the Santa Fe Community Foundation with \$70M+ in assets, 26 core staff, and more than a dozen, prominent initiatives and grant programs across New Mexico.
- Oversaw Packard's Enterprises, a holding company that managed nine separate entities, (corporations, LLCs, partnership, and trusts) that generated revenues from oil and gas operations, property management and commercial real estate investments, and two iconic retail stores located on the historic Santa Fe Plaza.
- Led a partner group in public accounting that included some of the finest restaurants and hotels in the Southwest which also gives me a practical understanding of the relevant metrics, opportunities, and challenges the food services team faces in their daily campus operations.
- As a controller in the publishing sector, I provided financial management for the company's events division, responsible for producing two national trade shows and the international "Hi-Fi and Home Theater" exposition, so I am also familiar with budgeting and administration of multifaceted special events.
- Although it did not occur during my professional career, I was a Resident Advisor and a Student Head-Resident during my studies at UNM. (Hopefully being from "Lobo country" is not a deal breaker). But because of these experiences, I know first-hand the positive role that residence life and on-campus housing can have on student success and help fulfill NMSU's #1 goal for consistently achieving a robust student graduation rate.

I share all of this to illustrate that I believe that I am uniquely qualified to oversee all of the critical services and diverse resources of the Auxiliary Services area at NMSU. If given the opportunity to join the Administration and Finance Division team as your next Associate Vice President for Auxiliary Services, I would be an enthusiastic champion for collaboration, a trusted resource for decision makers, and a tireless advocate to provide superb customer service across all areas of my responsibility within New Mexico State University and the "Greater Aggie Community" in Las Cruces and throughout New Mexico.

In closing, I am thrilled at the possibility of being part of your leadership team and would love the opportunity to meet with you and discuss the value that I can bring to your division and NMSU. Thank you for your time, and I look forward to hearing from you.

Sincerely,



Jerry G. Jones, CPA

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COLLABORATIVE FINANCIAL EXECUTIVE

Forward-Looking Financial Oversight ... Robust Operations Management ... Service-Minded Leadership

CORE SKILLS

Budgeting
Strategic Planning
Contract Negotiations
Financial Analysis and Reporting
Leasing
Cross-Functional Collaboration
Project Management
Customer Service
Team Leadership
Stakeholder/Community Relations
Audit and Compliance
Process Improvement
Internal Controls
Proactive Communications

- ◇ Meticulous financial professional with proven experience overseeing a portfolio of diverse business segments to ensure revenue targets are met, costs are precisely managed, and organizational goals are consistently achieved in organizations with \$10M-\$120 in annual revenues.
- ◇ Business partner-oriented manager who seamlessly collaborates with subordinates, peers and senior leaders to develop and execute long-term strategic plans.
- ◇ Trusted decision maker and engaging team leader possessing a blend of relevant technical expertise and strong interpersonal skills.

SPOTLIGHTED SUCCESS

Packard's Enterprises – At the beginning of the recession in Q4-2008, the company's retail division experienced 65% decline in same-store sales compared to prior year; Overhauled corporate budget/cash flow models, renegotiated leases and select vendor contracts, introduced new corporate shared services model and just-in-time inventory, and rolled out cloud-based ERP solution utilized across the entire corporation.

- ◇ **By FY 2010, produced 6% uptick in same-store sales compared to pre-recession 2007 figures, delivered \$1.25M in new web-based sales, increased gross margin by 17%, and reduced corporate operating expenses by more than 20%.**

PROFESSIONAL EXPERIENCE

SANTA FE COMMUNITY FOUNDATION, Santa Fe, New Mexico ◇ 2014 – 2016

Largest community foundation in New Mexico and ranked as one of the most innovative in the U.S.

INTERIM PRESIDENT AND CEO

Appointed as interim CEO to steer organization's strategy. Led negotiations to merge 5 foundations with combined assets of \$180M and 40 FTEs under single business model. Managed 26 staff across 6 locations in New Mexico. Accountable to 17-member Board and oversaw stakeholder relations with hundreds of key donor, business, and community members.

- ◇ Increased grant funding by 45%+ (\$3.5M) and yielded \$250K+ in recurring annual revenues by fostering partnerships with key national and regional foundations.
- ◇ Outperformed foundation's development goal during 2 years as interim CEO by raising \$20M+.
- ◇ Retained all staff and major donors during merger exploration efforts despite uncertainties about the foundation's merged future by providing steadfast, trusted, and consistent executive leadership.
- ◇ Improved data integrity and security by launching several new technology initiatives, including implementation of encrypted cloud-based platform.
- ◇ Received unqualified audit opinions on foundation's financial statements during tenure as Interim CEO.

PACKARD'S ENTERPRISES INC., Sebastopol, California/Santa Fe, New Mexico ◇ 2006 – 2014

Holding company operating diverse business segments throughout Western U.S.

in property management and real estate investment, multi-location retail, and oil and gas partnerships.

VICE PRESIDENT OF FINANCE AND OPERATIONS/CFO (2008 – 2014)

CONTROLLER (2006 – 2008)

Directed accounting, financial analysis, IT, leasing, compliance, HR, facilities, risk management and investor relations for the organization. Provided hands-on management of corporate/divisional budgeting along with financial reporting for all internal and external stakeholders. Served as a key member of the senior leadership team charged with developing and executing short-term operating objectives and long-term strategic plans. Guided annual audit and tax return preparations as primary contact to external accounting firm. Managed a team of 19 with 6 direct reports.

- ◇ Lowered overhead by 21% after implementing corporate shared services model.
- ◇ Ensured timely reporting of consolidated and subsidiary financial statements in accordance with GAAP, and consistently administered monthly/quarterly closing process of 5 business days.

VICE PRESIDENT OF FINANCE AND OPERATIONS/CFO, *continued*

- ◇ Led ERP selection and deployment to cloud-based platform, NetSuite (with 50+ users); directed initial business requirements, RFP, and workflow design through to conversion, training, and ongoing administration.
- ◇ Completed external financial statement and benefit plan audits with unqualified opinions for 8 consecutive years.

SWAIN, MACKINNON, THURMAN AND JONES CPAs LLC, Santa Fe, New Mexico ◇ 1999 – 2006

Regional public accounting firm providing audit, taxation, business consulting, and CFO outsourcing services.

PARTNER, BUSINESS CONSULTING AND CFO OUTSOURCING (2003 – 2006)

ACCOUNTING AND TAX MANAGER (1999 – 2002)

Initially managed tax and accounting engagement for partners. Designated as equity partner in 2003; led client group for business consulting, CFO/Controller outsourcing, and tax/compliance services in variety of industries, including residential construction, manufacturing, exceptional restaurants, high-end retail, commercial development, hotel, publishing, and oil and gas. Oversaw client billings and collections, as well as firm's IT systems. Supervised CPA staff of 7 and 2 administrative personnel.

- ◇ Increased practice revenues by double digits annually after establishing business consulting/CFO outsourcing practice.
- ◇ Provided leadership and financial expertise for fast-paced and growing client practice that consistently surpassed the yearly budget and production goals set by partnership.
- ◇ Oversaw preparation of precise and timely federal/state tax filings for individuals, businesses, and trusts, along with informational returns for partnerships and exempt organizations.
- ◇ Coordinated numerous compliance audits and prepared internal memoranda, written client guidance, private letter rulings, and other technical documents for submission to IRS, state taxation, and other regulatory authorities.
- ◇ Recruited, trained, and evaluated professional and admin staff while directing all client billing and collections for firm.

EARLIER CAREER

PETERSEN PUBLISHING/EMAP INC.: Financial Planning & Analysis Manager

- ◇ After acquisition of Stereophile by Petersen, managed \$120M high-technology division of publicly trade New York City-based publisher; oversaw budgeting, accounting, and operations for 22 magazine titles.
- ◇ Served on due diligence team for financial analysis and audit on more than a dozen acquisitions.

STEREOPHILE AND HOME THEATER MAGAZINES INC.: Controller

- ◇ Coordinated Stereophile's sale preparations, onsite due diligence, and competitive auction efforts that led to multiple offers and final sale to Petersen/EMAP for an 11-time multiple of EBITDA.

ALBUQUERQUE PUBLISHING COMPANY: Assistant Controller

BOARD ROLES

THE GREER COMPANIES, Colorado & New Mexico ◇ 2012 – present

Real estate investment/management company with 550,000 sq. ft. of retail and office space.

Current residential developments include 200+ home sites in new Enclave and La Pradera subdivisions.

Board Chair (2014 – Present)/Treasurer (2012 – 2014)

- ◇ Developed and implemented strategic plan in 2014 leading to successful restructuring of company that increased operational efficiency, reduced overhead, improved tenant retention and quadrupled profits in each of past 2 years.

CREDENTIALS, EDUCATION, AND AFFILIATIONS

Certified Public Accountant, Colorado (#34038) / New Mexico (#5539)

Certified Information Technology Professional (#676)

BA, University of New Mexico - Accounting concentration, University of Phoenix

American Institute of Certified Public Accountants, Member

TECHNICAL SKILLS

Administrator Level Experience in NetSuite and QuickBooks Enterprise

Microsoft Dynamics GP | SAP | Blackbaud | iPhi | ADP | Paychex | CCH

Microsoft Office Excel, Word, PowerPoint