

January 18, 2021

Vice President for Business & Financial Affairs
Western Washington University
Bellingham, WA 98225

Dear Committee Members:

I am writing to express my interest in the position of Vice President for Business & Financial Affairs. I believe my education and experience uniquely qualify me to assist Western Washington University through the next exciting decade of change. For the past thirty plus years, I have worked in increasingly responsible and demanding positions in higher education. I am an experienced Chief Financial Officer prepared to provide fiscal leadership while working collaboratively with WWU's faculty, staff, students, and community members to provide successful educational experiences for students today and into the future.

In our changing global, national, and state environment, I am confident that access to quality education for every student is necessary for our nation to continue to be a world leader. However, we are facing many hurdles as we strive to provide quality public education. At a time when institutions are faced with shrinking resources, unfunded mandates, and increasing needs, I bring creative solutions with an underpinning of strong financial controls. I value the team and understand the importance of education's greatest asset: our human resources. I believe that the best outcomes result from collaborating with shared governance to develop processes that seek interest-based, ethical solutions. In all of my executive positions, I have been instrumental in implementing financial integrity, good internal controls, and solid budget management.

I am excited about the opportunity to bring my honed skills to help carry out a priorities-based approach to resource allocation and financial management at Western Washington University as you implement a new strategic plan. I have spent the past eight years as Vice President for Administration and CFO assisting first Humboldt State University and then Sonoma State University to develop strategic plans and then align resources with strategic priorities. I have had the honor to work closely with local government and businesses in nurturing public-private partnerships to develop campus facilities and student and workforce housing projects.

I have considered myself blessed to have a career in higher education and help students reach their academic and career goals. I am delighted to see WWU's focus on supporting first generation, Native American, and veteran students which aligns with my values. Western Washington University's commitment to advancing inclusive success and advancing a deeper engagement with place reinforces the campuses commitment to inclusivity. I welcome the opportunity to discuss ways in which my skills and experience could be used to support WWU. I have attached my resume, references, and administrative philosophy matching your job requirements with my skills. Thank you for your consideration; I look forward to hearing from you soon.

Sincerely,

Joyce H. Lopes, CPA, MBA

JOYCE HENDRICKS LOPES

SKILLS AND ABILITIES

- ❖ Excellent leadership skills, strategic planner, team player
- ❖ Proficient knowledge of finance, budget, and government/non-profit accounting
- ❖ Proven financial systems analyst; instrumental in the design of various accounting software applications
- ❖ Established collaborative problem-solving skills
- ❖ Strong written and verbal communications skills
- ❖ Excellent organizational skills and accomplished listening skills
- ❖ Proven relationship builder and resource to colleagues

EXPERIENCE

Vice President Administrative Affairs 2017-present

Sonoma State University (Rohnert Park, CA)

- Oversee human resources, budgeting, finance and accounting, student financial services, facilities management, Title IX, risk management, athletics, safety services, law enforcement, bookstore, culinary services, property management, and entrepreneurial services
- Assists campus in developing short and long-range strategic plans, strategic budgets and multi-year financial plans
- Provides recommendations to align University resources with strategic priorities; oversight of \$200 million budget
- Responsible to ensure fiscal oversight for SSU organizations' compliance with CSU system, state and federal regulations
- Received 2018 North Bay CFO Award for recognition of positive impact in the local economy and community
- Oversight for implementing sustainable practices
- Oversight for development of workforce and student housing projects

Vice President Administrative Affairs 2012-2017

Humboldt State University (Arcata, CA)

- Oversaw procurement, budgeting, accounting, payroll, accounts payable, student financial services, facilities management, risk management, safety services, law enforcement, bookstore, and food service
- Assisted the president in developing short and long-range strategic, budget and financial plans
- Provided recommendations to align University resources with strategic priorities; oversight of \$200 million budget
- Ensured fiscal oversight for HSU organizations compliance with CSU system, state and federal regulations
- Developed and recommended broad and/or specific policies, regulations, and operating procedures
- Analyzed data to prepare clear and concise reports necessary for efficient and effective management and operations

Chief Business Officer/Assistant Superintendent 2010 – 2012

Western Placer Unified School District (Lincoln, CA)

- Oversaw business and finance for the district including accounting, payroll, attendance record keeping, risk management, security, safety, child nutrition and transportation. Oversaw facilities and Maintenance for district sites including modernization and construction utilizing state funds and insurance proceeds
- Oversight of \$65 million budget meeting all state requirements for K-12 compliance
- Provided fiscal direction and report financial, facility, and operational activity to Board of Trustees
- Assisted Board of Trustees and Superintendent developing District's short and long-range strategic and financial plans
- District negotiator with employee bargaining units
- Communicated complex technical and financial information clearly and effectively to diverse audiences

Director of Finance 2004 – 2009

Sierra Joint Community College District (Rocklin, CA)

- Oversaw the functions of finance and accounting, budget, payroll, risk management, purchasing, asset inventory management, contract administration and auxiliary operations
- Responsible for \$95 million budget
- Oversight of all district audits; six years with clean audit opinions
- District negotiator with employee bargaining units for items related to compensation
- Team lead for new enterprise software implementation; implemented project on time and on budget

Director of Grants and Contracts Administration 2002 – 2004

California State University, Sacramento Foundation (Sacramento, CA)

- Oversaw the administration and management of \$60 million in grant and contract funding for CSUS
- Reported quarterly to the Board of Directors of the Foundation
- Point person for the A-133 annual audit; received clean audits opinions each year
- Responsible for indirect cost negotiations
- Liaison for federal and state agencies providing funding

Vice President of Finance and Administration 2000-2002

Sierra Nevada College (Incline Village, NV)

- Oversaw the functions of human resources, business, finance, budget, bookstore, food service, facilities and maintenance, financial aid, and information technology
- Instrumental in the preparation and presentation of the institutional strategic plan
- Reported quarterly to the Board of Trustees regarding the College's financial status
- Point person for the build out of a \$150 million campus master plan
- Evaluated, purchased, and managed the implementation of \$2 million integrated administrative software system

Controller 1991-1999

Colorado College (Colorado Springs, CO)

- Oversaw accounts payable and receivable, cashiering, payroll, student accounts, grants/contracts, purchasing
- Responsible for the oversight and investment of \$350 million endowment
- Managed reconciliation and preparation of College's financial statements for the Board of Trustee meetings
- Instrumental in the preparation and closing of \$13 million and \$30 million bond issues
- Responsible for software design, implementation, and enhancements for all business office software

Assistant Controller 1987-1991

Shawnee State University (Portsmouth, OH)

- Responsible for the recruitment, training, and supervision of payroll, accounts payable, and accounting personnel
- Administered and audited the annual financial budget of \$20 million
- Reconciled the general ledger, close the books, and supervise preparation of monthly departmental statements
- Prepared quarterly and annual financial statements
- Implementation of new accounting, payroll, and accounts receivable software

Assistant to the Director of Fiscal Affairs 1985-1986

University of Maryland (Heidelberg, Germany)

Accounting Assistant 1983-1985

University of Maryland (Munich, Germany)

EDUCATION

Master of Business Administration, University of Colorado, Colorado Springs

Bachelor of Arts in Business and Management, University of Maryland European Division

Associate Degree in Business Management, University of Maryland, Munich, Germany

TRAINING

Certified Public Accountant Certificate (1990)

WACUBO Business Management Institute (1996)

Granlibaken SCCP (Sierra College Collaborative Process) Training (2005)

CASBO Chief Business Official Certification Institute (2011)

Interest Based Bargaining and Collaboration Consultant with the Bodine Group (2011)

Leadership California - www.leadershipcalifornia.org (2015/16)

PROFESSIONAL SERVICE

WACUBO Equity, Diversity, and Inclusion Committee - Member

CSU Chief Administrators and Business Officers Council - Chair

CSU Enterprise Information and Systems Advisory Committee – Member

CSU Police Chiefs Committee – CABO Liaison

Schools Insurance Group JPA – Executive Committee Member

Schools Project for Utility Rate Reduction JPA – Board Member

COMMUNITY SERVICE

Sonoma County Housing Council – Board Member (2018-present)

Rebuild Northbay – Board Member (2018-2019)

Zero Waste Humboldt – Board Member (2015-2017)

Eureka California NAACP – Member (2014-2017)

Colorado Springs Fine Arts Center Foundation - Board Member and Officer (1995-1996)

Pikes Peak Mental Health Center Foundation - Board Member (1994-1996)

Pikes Peak United Way - Board Member (1993-1996)

Girl Scouts of America – Troop Leader (2003-2009)



Philosophy Statement

I am a CPA with more than 30 years of increasing responsibility in the educational sector, including 11 years as a Chief Business and Financial Officer. I have spent the last 18 years in California and have worked in the K-12, community college, and CSU systems. Throughout my career, I have managed, coordinated, and supervised talented teams of people from diverse backgrounds. This has led to a greater awareness and understanding of the richness that diversity brings to the workplace. As an American in Europe, I developed a unique world view. There, I learned to assimilate while also finding ways to break through barriers of language, upbringing, and culture.

I take a leadership role in successfully aligning diversity, inclusion, and sustainability with state and federal laws and institutional values. I have advocated for diversity awareness and worked to ensure diversity is central in strategic planning and policy development. Some specific examples include:

- Served on the Diversity Taskforce for the HSU Strategic Planning process and was a key player in developing the SSU Strategic plan. Individually met with students, community leaders, and city officials to determine the challenges our students face in the community and how to remediate those challenges. The full strategic plan for HSU can be found [here](#) and for SSU [here](#).
- I served as a member of the Equity Alliance of the North Coast while in Humboldt. This group's goal is to increase inclusion throughout the region. The group includes the Humboldt Area Foundation, the City of Arcata, True North Organizing Network, the California Endowment, The Patricia D. and William B. Smullin Foundation, St. Joseph Health, and Los Bagels. Our training helped us to have an increased understanding of the effects of exclusion and learn ways to use best practices for inclusion.
- I served as a member of the Rebuild Northbay after the fires of 2017 and presently serve on the Sonoma Housing Council. I have worked with both groups to focus on rebuilding Sonoma County after the fires in a sustainable way that addresses inclusive workforce housing needs for our region.
- After the Tubbs Fire in Sonoma County in 2017, I led the campus effort to acquire workforce housing for our campus. I advocated for CSU system support to acquire and manage a 90-unit apartment complex in Petaluma. This provides much needed housing for employees and graduate students at below market rates. I also developed a partnership with Housing Land Trust of Sonoma County, a non-profit in the county to provide our faculty and staff with affordable housing purchase solutions. I was honored to be awarded the 2018 North Bay CFO Award for positive impact to the local economy and community.

I am also a passionate advocate for sustainability. I led the efforts at HSU and SSU to sign the 2nd Nature Climate Commitment and implemented a Climate Action Plan at HSU. I am presently leading the charge to develop a Climate Action Plan at SSU and have championed the installation of a solar project connected to battery storage and a campus microgrid.

Our employees are our most important resource. Just as universities have an obligation to support and develop faculty, we have a responsibility to foster and grow our staff through professional development and training. I feel a strong moral obligation to ensure each new team member has access to training, mentoring, and professional development opportunities to grow in their position and career. While at HSU and SSU, I have developed performance plans for new employees to help guide them through their first six to twelve months of employment. I think this is essential to provide a successful platform for new employees to learn their job and become proficient and productive members of the team. I have also ensured each job description and performance plan has an element that focuses on moving forward our values of diversity and sustainability. Some examples of team building that I have done during my career include:

- Working with the leadership team on management principles using tools from leaders such as Jim Collins, Patrick Lencioni, Steven Covey, L. David Marquet, Ta-Nehisi Coates, Tim Wise, John Kotter

and others. Over the years, I have engaged my leadership team in reading books related to leadership training and spending portions of our leadership team meetings discussing how the concepts can apply to our organization.

- Mentor for the [WACUBO Mentor Program](#). Instructor for the [WACUBO Business Management Institute](#).
- Launched a Lunchtime Explorations forum for our 300-member division to engage through Zoom in conversations around equity, diversity, inclusion, and social justice.
- Worked with the accounting team to develop monthly closing procedures and annual audit guidelines. We received unqualified audit opinions each year. When at Sierra College, we applied for and attained fiscal independence from the Placer County Office of Education. Their auditors found our policies and procedures exceeded expectations. That audit allowed Sierra College to be fiscally independent, providing more flexibility to support a community college education system.

I am trained in facilitating and implementing collaborative and interest-based problem solving. This approach helps us to find solutions that meet the broader needs of all involved. Moreover, I am a proponent of strong and diverse teams. When a team collectively has team members with different strengths and weaknesses, we have the potential to be stronger because we can learn from each other. Of course, a disparate team also needs to learn to work collaboratively with one another. When we embrace and celebrate our diversity and realize that it is our strength, we can grow exponentially. Some examples of my leadership in the area include:

- My teams have engaged in the processing of annual planning, goal setting, and assessment for all departments focused on the institution's strategic plan.
- My teams assisted with the preparation of facility master plans, strategic plans, and participated in several accreditation visits.
- My teams implemented procurement policies and procedures to include vendor lists, bid options, and flexible bid limits to ensure diversity among our vendors.
- My teams completed several construction projects on time and on budget.

As Chief Business Officer, I take the stewardship of public funds and student fees very seriously. I believe strong institutions are built on a strong financial foundation. It is imperative to take a balanced approach to financial management, particularly in these difficult economic times. Resources should be allocated to support the institution's strategic priorities. Reserves should be built in good times and used during difficult times to maintain smooth day-to-day operations. Strong data-driven systems must be put in place to predict, review and monitor finances throughout the year. It is important that results are accurate and updated frequently as legislation and market conditions change. Faculty, students, and staff should have the funding and resources necessary to engage in appropriate research and academic programs to ensure student success. I am honored to have the opportunity to provide the financial and organizational infrastructure to help students succeed.

CONCLUSION: My career has been rewarding and fulfilling. I have enjoyed working for a wide range of institutions and have had the opportunity to work with exceptional colleagues. I am excited about continuing my career at CSU San Marcos. I welcome the opportunity to bring my past experience to assist in developing a new Strategic Plan that hinges on the campus mission, vision, and values.

I am committed to and passionate about providing every student access to an academic career that will help them take their place as engaged citizens in our community and fulfill their life goals. I believe the only way we can accomplish this is by embracing and celebrating diversity and collaborating more closely with our colleagues across the education system, local communities, and at the state capital. I believe I am not only well qualified for the position as VPBFA, but also best placed to make significant contributions to your campus and community.

Joyce Lopes
Self-Assessment



Job Posting Requirement	My Pertinent Experience
<p>Provide a broad and compelling vision for the Division of Business and Financial Affairs</p> <p>Initiate preliminary discussions to permit preparation and informed planning to update the WWU Institutional Master Plan.</p>	<ul style="list-style-type: none"> ✓ Developed long-range Strategic, Fiscal and Facilities plans ✓ Implemented a program of planning, goal setting, and assessment with measurable accountability to outcomes ✓ Ensured all performance evaluations were completed each year for 300 employees in our division to include personal and professional goals for the coming year ✓ Instrumental in the preparation, closing and oversight for six bond issues for construction projects ✓ Instrumental in the development and implementation of numerous academic, administrative, and housing construction projects
<p>Provide executive management with advice on risks and financial implications of decisions, the costs and tradeoffs of strategic priorities, and options for funding strategies.</p> <p>Explore/develop best practices ...resulting in an effective partnership ... between the Vice President and the Provost for annual budget review and formulation.</p> <p>Create an effective methodology to stress test the University budget</p>	<ul style="list-style-type: none"> ✓ Led university initiatives to develop multi-year strategic budgeting initiatives to include auxiliary enterprises ✓ Participated in the development of a strategic budgeting and financial system reform to include progressive reserve policies to support the long-range health of the campus ✓ Instrumental in the revamp, implementation and maintenance of a compensation formula that met with support from all bargaining units on campus ✓ Implemented the practice of campus wide budget forums conducted each semester in partnership with the Provost to ensure budget transparency and opportunity for campus-wide input into the budget process. ✓ Implemented budget software that provided open access to campus constituents and community partners ✓ Responsible for implementing a resource allocation process that focuses on the strategic priorities of the institution ✓ Worked with district/campus shared governance and collective bargaining teams to implement budget reductions in a manner that was transparent and open
<p>Ensure that effective accounting controls are in place</p>	<ul style="list-style-type: none"> ✓ Responsible for all budget and financial analysis and reporting at previous employers to include presentations to university-wide committees and Board of Trustees ✓ Worked with the accounting team to develop monthly closing procedures and annual audit guidelines with unqualified audit opinions each year ✓ Prepared and presented the Indirect Overhead Analysis to the Federal Office of Management and Budget for California State University, Sacramento. Successfully negotiated a reduction to the rate resulting in \$200,000 new revenue each year ✓ Instrumental in obtaining a bond rate increase to A+ from S&P ✓ Managed cash flow including cash forecasting, providing positive cash flow during difficult financial times

<p>Provide effective leadership to create and sustain an environment of respect, transparency, service excellence, effectiveness and collaboration within the Division</p> <p>Gain a complete understanding of the expertise and strengths of the leadership and staff of the Business and Financial Affairs team and foster innovation through delegation of authority with accountability; identify hiring/promotion enhancing diversity in the BFA work force.</p>	<ul style="list-style-type: none"> ✓ Leadership style focused on trust, collaboration and accountability ✓ Work with team members to build respect for the unique skills of each individual and the strength that comes from having a diversity of abilities and perspectives ✓ Empower teams to look at their work in a new light and find ways to align their daily activities in support of the university's mission and priorities
<p>Enhance BFA's commitment to contributing to a diverse and multicultural university, and to enhancing employees' multicultural competency skills</p>	<ul style="list-style-type: none"> ✓ Incorporated institutional values of social justice and sustainability into the job descriptions and performance evaluations of all employees in my division ✓ Member of the President's Advisory Council on Diversity & Inclusion ✓ Host lunch at the Cultural Centers of Academic Excellence to hear students perspectives and identify ways to support student success ✓ Member of the Equity Alliance of the North Coast working with other non-profits and municipalities on integrating social justice and equity into policies and regulations ✓ WACUBO: Equity, Diversity & Inclusion Committee
<p>Negotiate major contracts for the University and review and execute existing contracts</p> <p>Engage effectively with the University's commitment to sustainable operations</p> <p>Engage collaboratively with local and state authorities on issues related to capital planning and development, transportation and safety, and with other partners in the community and region on matters of mutual importance</p> <p>Examine other relationship models with the WWU Foundation that allow the two entities to maintain essential separation requirements as well as achieve closer collaborative ties that are consistent with the mission of each, particularly for public-private partnerships.</p>	<ul style="list-style-type: none"> ✓ Spearheaded a faculty/administrative committee to improve grant and contract administration for California State University Sacramento ✓ Chaired a task force to identify new ideas for raising revenue to support operations; identified several community partnerships to maximize efficiency and enhance community services ✓ Obtained fiscal independence status from County Office of Education; fiscal independence auditor gave commendations for strong internal controls and procedures ✓ CSU Committees: Chief Administrator and Business Officers Chair, Liaison to Council of Police Chiefs, Clery Committee, Energy Advisory Committee, CSU CIO Hiring Committee ✓ WACUBO: Business Management Institute Instructor, Mentor Program, NACUBO Comprehensive Institutions Committee ✓ Sonoma County Housing Council, Council Member ✓ Eureka, California NAACP - Member ✓ Zero Waste Humboldt – Board Member

Joyce Lopes
Diversity Statement

The work that we do to prepare students to be engaged, passionate, active citizens of the world is a high calling. I am honored to have had the opportunity to dedicate my career to that purpose. The role of diversity, equity, and inclusion in the process of educating students is foundational to all we do. A diverse team is a successful team. A team made up of members with differing strengths and weaknesses, backgrounds, experiences, and perspectives has the potential to be an extremely strong and resilient team because we can learn from each other and lean on each other. Of course, a disparate team also needs to learn to work collaboratively with each other and honor and respect one another's differences. When we embrace and celebrate our diversity and realize that it is our strength, we can grow exponentially.

I believe that all of us who devote our lives to public education, willingly and joyfully choose to be a part of a community of educators devoted to the public good. Students, parent, communities, and taxpayers put their trust in us. They trust us to provide outstanding education experiences to our student and to serve our community with distinction. And, they trust us to be thought leaders and contribute to the body of research that enables human kind to respond empathetically to the numerous challenges we face in the 21st century. With our privilege comes the responsibility to ensure our institutions evolve to embrace diversity, equity, and inclusion.

Sonoma State University launched our strategic planning process in 2017-18 in the wake of some of the most devastating wildfires to impact the state of California. We had to close the campus for eight days in October 2017 while more than 6,000 structures and 210,000 acres burned in the region. Even as we were managing the emergency, we had an acute awareness of the long-lasting disparate impacts for the less socio-economically privileged in our community once the rebuild efforts started. We heard first-hand from our students that undocumented victims experienced disproportionate loss given the difficulties they had accessing aid from FEMA and other agencies. From the initial efforts overseeing the Emergency Operations Center and securing and distributing donations via our *NomaCares* campaign to ongoing integration of fire ecology into our curriculum and research priorities to the acquisition of workforce housing and plan for expanded student housing, I am proud to have had the opportunity to lead recovery efforts in this time of crisis. The experience has taught me about the leadership role our institutions must take to respond to community and global challenges. It also has given me a firm and abiding belief in the need for all of us in our community of educators to live our values and infuse them into everything we do at our institutions. The strategic plan that emerged from those months of input and dialogue ([Building Our Future @ SSU](#)) places the following institutional core values at the center: diversity, community engagement, environmental sustainability, and adaptability. I care deeply about these values as a higher education leader and a human being.

This past year has brought to light the many ways in which parts of our society have been neglected and disadvantaged. From the significant impact Covid-19 has had on people of color, to the social injustice that has played out before our eyes, to the economic impact that has left millions unemployed and in many cases homeless, 2020 has left many, including myself, feeling helpless and overwhelmed. It is during these times that we must ensure our campuses hear the call to action and ensures we provide access, resources, services, and support to our diverse student, faculty and staff populations.

Some examples how I have implemented that call to action:

- Hosting an Alternate Care Site and Non-Congregate Housing Site on our campus during the early parts of the pandemic to support our county needs.
- Ensuring students had the technology and broadband necessary to learn remotely.
- Providing funding necessary to expand training for faculty to teach remotely.
- Starting a Lunchtime Explorations webcast once a month for the 300 members of the Administration & Finance division to come together on Zoom and explore issues of diversity, equity, and inclusion that are relevant to current events.

- Hosting shelter space for families evacuated this past fall in the Walbridge Fire and the Glass Fire.
- Donating resources to the campus food pantry.
- Standing up study centers for students displaced during the two fires in Sonoma County this past fall.

As I have shared in my materials, I have had the honor to work with the Humboldt County community (Equity Alliance of the North Coast) and Sonoma County community (Sonoma County Housing Council) to put into action my values of diversity and inclusion. I have served on committees in both counties focused on addressing houselessness in the community. I was honored to be invited to attend the Hoopa Tribe of Northern California Jump Dance in 2016. I have hosted luncheons with student affinity groups to provide the opportunity for me to break bread and hear the concerns and issues they are facing first hand. And, I welcome the opportunity to lend my skills, resources, and time to the important work of embracing diversity, equity, and inclusion in the Western Washington community.