

WENDY BETH LIBBY, Ph.D.

2670 S. Winding Trail Drive

Columbia, MO 65201

573 449-6420

wlibby@stephens.edu

PROFESSIONAL EXPERIENCE: ADMINISTRATION AND TEACHING

STEPHENS COLLEGE, Columbia, MO. July 1, 2003 – Present

President An independent, women's residential college (founded 1833, the second-oldest US women's institution).

United the campus, alumnae and community in a major institutional turnaround, launching a strategic planning initiative to restructure the academic program, grow enrollment and gifts, restore deteriorated facilities and secure financial stability. Recommitted the college to its mission of educating women.

- Increased full-time undergraduate residential enrollment by 60% from Fall 2003 to Fall 2008.
- Increased Graduate & Continuing Studies enrollment by 96% through program development and marketing.
- Jumpstarted annual giving program and campaign fund raising. *Smart, Strong, Savvy...Stephens* comprehensive campaign has raised \$22 million to date in its quiet phase. Cash received in 2007-08 totaled over \$8.5 million.
- Launched an aggressive strategic planning process in Fall 2003 that united all constituent groups. Study groups were led by faculty. Refocused and refined the mission of the College. Retailored academic programs to better meet the needs of current and future women students; completely revised the General Education curriculum to include a global focus (supported by AAC&U) and cohort learning communities. Introduced new majors such as Digital Filmmaking and Theatrical Costuming.
- Repaired seriously strained relationships with alumnae, Alumnae Association Board, and local community.
- Currently serve as advisor to "Ten Ideals" student group that models, encourages and champions Stephens' core values. Built on the student-centered culture through increased leadership and service opportunities. On-campus residence requirement moved to four years. Enhanced athletics program by acceptance into the American Midwest Conference (NAIA), a first for Stephens.
- Reengaged the Board of Trustees in partnership with Board leadership: filled 16 vacancies through strategic recruitment of new members and development of an active Committee on Trusteeship; revised Bylaws; redefined standing committees; developed board orientation, education, retreat and assessment program.
- Reinvigorated community partnerships with Columbia organizations. Established transfer agreements with several community colleges, and joint programs and articulation agreements with the University of MO.
- Improved campus facilities, reducing deferred maintenance needs and enhancing general campus aesthetics. Completed renovation of Lela Raney Wood Hall, housing administrative and student-service offices and the Kimball Ballroom, often used by the surrounding community. Partnered with a for-profit developer to complete historic renovation of Wood and Columbia residence halls, originally opened in 1918.
- Established financial model in conjunction with five-year strategic plan to reduce annual operating deficits to attain a break-even point, while setting aside crucial funds for faculty and staff salary increases and much-needed capital improvements. Established the Stephens College Endowment Foundation.
- Enhanced campus morale by involving all constituent groups in strategic planning and being committed to strong lines of communication. Added the chair of the faculty to the cohesive, committed senior management team. Reinvigorated faculty governance structure and Staff Advisory Council.
- Rebuilt the Stephens College brand, communicating key messages through speeches, electronic and hardcopy materials, op-ed pieces, media appearances and interviews. Championed integrated marketing.

PROFESSIONAL EXPERIENCE: ADMINISTRATION AND TEACHING Cont'd.

FURMAN UNIVERSITY, Greenville, SC. August 1995 – May 2003

Vice President for Business Affairs/Chief Financial Officer An independent, co-educational, residential liberal arts college. Hired by President David E. Shi.

Management and planning of the University's financial and facilities resources and auxiliary enterprises. Member of the President's Council. Board committees: Audit, Finance (Investments), Budget, Grounds and Buildings. Chair: Environmental Issues Strategic Planning Task Force. Voting member: University Faculty.

- As a member of the senior leadership team, developed Furman's vision for its future, later laid out in its strategic plan. Instituted the University's first multi-year operating budget and forecast, incorporating the goals of the strategic plan through pricing of the "costs" of the strategies and the related revenues available for implementation.
- Directed the creation of the first campus master plan since the late 1950s. Integrated the preparation of the plan with a complete facilities condition study to enable the development of a comprehensive, multi-year, prioritized deferred maintenance and capital budget. A strategic outgrowth of the study was the move from distributed chilling to a central chilling plant.
- Supervised capital projects of \$100 million, increasing square footage by approximately 45% since 1995, including eleven new apartment-style housing buildings. Two buildings (Hipp Hall new construction and James B. Duke Library addition and renovation) were awarded LEED Gold Certification.
- In partnership with key academic leaders, incorporated the concepts of "green" design and practice into the overall operation of the campus, greatly enhancing the impact of sustainability principles.
- Instituted a major revision of the endowment's investment and spending policies and asset allocation to capture more return without increased risk. Revised planned giving investment strategy to enhance returns for both the beneficiaries and the University.
- Led the University through its first entrance into the capital markets with a \$36 million tax-exempt, rated and insured bond issue (both fixed and variable rates). Succeeding issues for \$10.4 million and \$13 million were prepared and priced in four months and facilities constructed in nine months.
- Organized and incorporated the Furman University Foundation, Inc. to receive, purchase, manage, market and sell real property assets. As a Foundation board member and its Secretary/Treasurer, served as liaison to the University board in conceptualizing real estate acquisition/use/sale strategies.
- Developed the new business plan for and built the Timmons Arena, a 5500-seat multi-purpose facility for athletics events, trade shows, concerts, corporate meetings, etc.

CLEMSON UNIVERSITY, Clemson, SC. Spring Terms 2001, 2000

Adjunct Professor Taught in the MBA Program: Organizational Behavior and Human Resource Management. Curriculum development for this new course focused on principles of engaged learning.

FURMAN UNIVERSITY, Greenville, SC. Fall Term, 2000

Adjunct Professor Taught in the undergraduate program: Human Resource Management.

WESTBROOK COLLEGE, Portland, ME. September 1989 – July 1995

Treasurer of the College (Chief Finance and Business Officer)/Treasurer of the Board of Trustees

An independent, co-educational, residential liberal arts college. In 1997, Westbrook College merged with the University of New England.

PROFESSIONAL EXPERIENCE: ADMINISTRATION AND TEACHING Cont'd.

WESTBROOK COLLEGE, Cont'd.

Management and planning of the College's financial, human and facilities resources; financial aid; administrative computing; and auxiliary (including real estate) enterprises; maintenance of bank, investment, legal, insurance, and audit relationships. Member of the President's Executive Staff. Staff for Board committees: Audit, Finance, Buildings and Grounds, Investments, Planning.

- Strengthened budget control process, enhancing accountability and increasing the Board's and management's understanding and confidence in financial reporting and projections; brought College into compliance with financial and federal student aid audit rules.
- Oversaw endowment managers' performance; developed new asset allocation strategy with assistance of external consultant. Negotiated all bank relationships: fees, lines of credit, mortgages; handled cash management, overnight, and intermediate cash investments.
- Integrated planning and budgeting; developed multi-year operating plans and capital budgets, addressing safety and regulatory requirements, infrastructure needs and program enhancements.
- Purchased and installed new administrative computer software and related hardware, moving the College to an integrated, networked environment.
- Supervised upgrading of the human resources program including the development of a comprehensive compensation system, introduction of a cafeteria benefits program, and publication of the first personnel handbook.

LEWISTON-AUBURN COLLEGE, University of Southern Maine, Lewiston, ME. Spring Term 1995
Adjunct Senior Lecturer Taught in the undergraduate program: Organizational Finance and Human Resource Management. Both courses featured a unique model for assessing student learning and achievement.

UNIVERSITY OF HARTFORD, West Hartford, CT. September 1987 - August 1989
Special Assistant to the President/Senior Human Resources Officer An independent, co-educational comprehensive university. Hired by President Stephen Joel Trachtenberg who retired as president of the George Washington University in 2007.

- Chair of the Committee on Budget Process Review: led complete revision of University's budgeting process emphasizing a bottom-up approach to integrating strategic planning and resource allocation.
- Led management's successful response to UAW organizing efforts; negotiated security workers' first union contract; responded to unfair labor practice charges; coordinated communications strategy and strike planning.
- Introduced comprehensive in-house training program; negotiated employee assistance program contract; strengthened affirmative action posture; liaison to Faculty Senate Task Force on Prejudice; authored Open Letter on Human Relations for the president.
- Reviewed purchasing and contracting protocols; made recommendations to assure efficiency and effectiveness within an ethical framework.
- Member: President's Cabinet, Strategic Planning Group, Budget Advisory Team, Chair- Employee Relations Group, Benefits Task Force, Women's Studies Advisory Board.

PROFESSIONAL EXPERIENCE: ADMINISTRATION AND TEACHING Cont'd.

UNIVERSITY OF CONNECTICUT HEALTH CENTER, Farmington, CT. November 1985 – September 1987

Assistant Hospital Director, John Dempsey Hospital Supervised plant operations and maintenance, purchasing and warehousing, food services, marketing, affirmative action, cardio-respiratory services, clinical engineering, volunteers, and Connecticut Poison Control Center (budgets totaled \$10+ million with 200 personnel); directed program, budget, and facility planning for the revitalization of satellite hospital; served as management representative to labor negotiation team; testified before state legislative committees; member of Director's Executive Council.

Special Assistant to the Associate Executive Director Investigated and recommended action on personnel, labor, affirmative action, and facilities issues; developed new capital budgeting process; designed reports for space inventory system.

THE OHIO STATE UNIVERSITY, Columbus, OH. November 1984 - September 1985

Administrative Manager, College of Education Responsible for \$18+ million budget; managed grants, contracts, and auxiliary enterprises; coordinated training for non-academic staff of 125; planned conversion to decentralized computer network; business manager for scholarly journal. Moved to Connecticut with spouse.

Administrative Associate, Office of Finance Six-month appointment reporting to the CFO. Investigated the operational concerns of the University's 19 colleges and four regional campuses by interviewing the academic deans and recommending strategies for an enhanced service orientation of the finance division; analyzed Board of Regents' subsidy model to recommend new strategies for negotiation of regional campus funding.

CORNELL UNIVERSITY, Ithaca, NY. July 1979 - October 1984

Director of Administrative Operations, College of Architecture, Art and Planning Responsible for \$4.3 million budget, personnel, renovation and maintenance of facilities, and institutional planning and analysis. University-wide committee assignments: Chair, College Officers Group; Chair, Subcommittee on Sexual Harassment, Provost's Committee on the Status of Women; Subcommittee on Decentralized Administrative Computing; Advanced Fringe Benefits Planning Task Force; Flexible Compensation Committee; Responsibility Center Analysis Cost Allocation Review Committee; Task Force on Transfers and Mobility.

Director of Administration, Public Management Program, Johnson Graduate School of Management Responsible for admissions, guidance and placement; authored successful proposal to AT&T for \$150,000 to sponsor a national conference on "The Economic Impact of the Arts."

CRITERION ANALYSIS, INC., Dallas, TX. August 1978 – June 1979

Marketing Director based in Ithaca, NY. Statistical consulting services.

NATIONAL PLANNING DATA CORPORATION, Ithaca, NY. January 1976 - July 1978

Director – EEO Products Increased sales 50% per year; clients were senior officers of Fortune 500 companies nationwide; created and carried three products through to successful market introduction; presented expert testimony in federal courts.

EDUCATION

- UNIVERSITY OF CONNECTICUT Ph.D. in Educational Administration, May 1994. Dissertation: The Relationship Between State Control of Public Universities and Middle Managers' Perception of Organizational Climate.
- YALE UNIVERSITY SCHOOL OF ORGANIZATION AND MANAGEMENT Health Care Management, Institute of Advanced Management Studies, Summer 1986.

EDUCATION Cont'd.

- STANFORD UNIVERSITY Business Management Institute for Senior Business Officers, Summer 1983.
- CORNELL UNIVERSITY JOHNSON GRADUATE SCHOOL OF MANAGEMENT M.B.A. January 1977. Concentration in finance. Sloan Certificate in Hospital and Health Services Administration.
- CORNELL UNIVERSITY B.S. May 1972. Major in biology, concentration in genetics.

PROFESSIONAL AFFILIATIONS

- NATIONAL ASSOCIATION OF INTERCOLLEGIATE ATHLETICS 2005-present; Member, Council of Presidents, 2006-2007.
- COUNCIL OF INDEPENDENT COLLEGES 2003-present; Member, Board of Directors, 2008-present.
- WOMEN'S COLLEGE COALITION 2003-present; Member, Board of Directors 2006-present; Treasurer, 2007-present.
- ASSOCIATION OF AMERICAN COLLEGES AND UNIVERSITIES 2003-present.
- NATIONAL ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES 2003-present.
- SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING 1996-2003.
- SOUTHERN ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS 1995-2003.
- EASTERN ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS 1989-2003; Member, Board of Directors, 2000-2003; Chair, Membership Services Committee, 1998-2000; Chair, 1998 Annual Professional Development Workshop.
- NATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS 1980-1984, 1989-2003; Member, ACUBO 20/20 Team: Developing Volunteer/Staff Resources, 2000.

HONORS and AWARDS

- CLASS OF 1958 HONORARY MEMBERSHIP 2008, Stephens College, Columbia, MO.
- ATHENA AWARD 2007, Women's Network, Chamber of Commerce, Columbia, MO.
- FOUR-FOLD GIRL AWARD 2007, Stephens College Board of Trustees, Columbia, MO.
- COLUMBIA CITIZEN OF THE YEAR 2006, League of Women Voters, Columbia, MO.
- H.E. WILKERSON AWARD (excellence in enrollment efforts) 2004, Stephens College, Columbia, MO.

SERVICE

- U.S. DELEGATION LEADER – COLLEGE PRESIDENTS' VISIT TO EWHA UNIVERSITY, Seoul, South Korea, October 2008. To participate in presidents' forum on strategic planning with a global focus.
- BOONE COUNTY NATIONAL BANK Member, Board of Directors 2007-present; Member, Audit Committee, 2008-present; Member, Marketing Committee, 2007-present.

SERVICE Cont'd

- COLUMBIA VISIONING MASTER PLAN Member, Sponsors Council, 2006-present.
- NORTH CENTRAL ASSOCIATION Member, Reaccreditation Visiting Team, 2006.
- REGIONAL ECONOMIC DEVELOPMENT, INC. Member, Board of Directors, 2005-present.
- INDEPENDENT 529 PLAN (TPC) Chair, Board of Directors, 2004-2008; Member, Founding Board of Directors, 1998-2008. A consortium of 275 private colleges organized to develop and market prepaid tuition certificates for use at member colleges and universities nationwide. Only non-state 529 plan in the United States. Business Week "Best Product of 2003."
- COLUMBIA AREA UNITED WAY Member, Board of Directors, 2004-2007.
- COLUMBIA CHAMBER OF COMMERCE Member, Board of Directors, 2003-present.
- GREENVILLE LITERACY ASSOCIATION Member, Board of Directors, 2001-2003.
- KENDAL AT FURMAN, INC. Member, Founding Board of Directors, 1999-2001.
- SOUTHERN ATHLETICS CONFERENCE Member, Investment Committee, 1999-2003.
- CARIBBEAN INSTITUTE OF TECHNOLOGY Member, Founding Board of Directors, 1998-2003. Non-profit, certificate-granting postsecondary school, a partnership of Furman University with Jamaica, the University of the West Indies, the University of Hertfordshire (UK), and Indusa Global, Inc. The centerpiece of Jamaica's economic developments efforts to infuse the nation with high technology workers.
- UNITED WAY OF GREENVILLE COUNTY Division Solicitation Leader, 1998. Giving grew by 28%.
- LEADERSHIP GREENVILLE Member, Class XXV, 1998-1999. Program for select community leaders.
- GREENVILLE PROFESSIONAL WOMEN'S FORUM Member, 1996-2003; Treasurer, 2000, 2003.
- REAL ESTATE FUND INVESTMENT TRUST (SC) Member, Board of Directors, 1996.
- BAXTER MEMORIAL LIBRARY (ME) Member, Board of Directors, 1994.
- FLEET BANK OF MAINE Member, Regional Advisory Board, 1993-1995.
- NEW ENGLAND ASSOCIATION OF SCHOOLS AND COLLEGES Member of four continuing accreditation visiting teams (peer review process), 1990-1995.
- CORNELL UNIVERSITY Volunteer, Alumni Phonathons and Secondary Schools Committee, 1983-1995.
- PLANNED PARENTHOOD 1983-1995: President of the Board, Planned Parenthood of Northern New England (ME/NH/VT-4th largest in the US), 1994-1995; formerly on boards in NY and CT.
- MAINE WOMEN'S FUND Member, Steering Committee, "Smart Women, Smart Money," 1995.
- TOMPKINS COUNTY ARTS COUNCIL (NY) Member, Executive Committee, 1981-1984.

PRESENTATIONS

- Over 100 presentations nationwide to groups including: corporations and foundations, higher education consultants, associations and institutions, NACUBO, US Green Building Council, Listening Post, Rotary, Kiwanis, Jaycees, Girl Scouts, Public Relations Society, Ewha (South Korea) International Foundation.