

# CHRIS CIMINO

11405 Glen Iris Lane • Knoxville, Tennessee 37934 • (865) 414-3889 • [cimino@tennessee.edu](mailto:cimino@tennessee.edu)

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March 11, 2009

Dr. Daniel Murphy  
The University of Tennessee  
Accounting and Information Management  
629 Stokley Management Center  
916 Volunteer Boulevard  
Knoxville, TN 37996-0570

*Re: Vice Chancellor for Finance and Administration*

Dear Dr. Murphy:

I respectfully submit my application for the position of Vice Chancellor for Finance and Administration. Below you will find the qualifications that would ensure my success in this position. My education, experience, and commitment to the University will enable me to succeed in the position and provide significant contributions at a time when the campus is poised for exponential success.

## **Education**

I hold a bachelor's degree in accounting from Samford University as well as a master's degree in business administration from the University of Tennessee.

## **Experience**

For the past 12 years, I have worked at the University of Tennessee during which my roles have increased progressively. During the first five years of employment at the University, I worked for the Knoxville campus, where I gained invaluable experience in the areas of academia, research, and the management of administrative operations. After progressing to the Assistant Director position of the Budget and Finance Office, I was promoted to Director of Finance under the System Administration. This position expanded my knowledge of legislative processes, funding formula, service and auxiliary operations, and policy development. After five years of working in this capacity under the Vice President for Administration and Finance, I have spent the last two years reporting to the Senior Vice President and Chief Financial Officer where my responsibilities as Assistant Vice President include all aspects of the University's fiscal management, budgeting process, statewide tuition/fee modeling, as well as serving as the chief business officer for the System Administration.

## **University Commitment**

I have a strong work ethic and commitment to the University. As a supporter of the University's mission, I am dedicated to promoting innovation and change through collaboration and forward-thinking processes. The Knoxville campus has achieved much over the years and I firmly believe in its continued growth and success.

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**Communication Skills**

One of my key strengths is communication. I have the ability to articulate often difficult to understand topics found in governmental fund accounting as well as best practices in higher education. Over the years, my duties have required me to present University budget and financial information to faculty, staff, students, trustees, and state officials. I have also taught various budget, policy and procedure, and accounting courses to employees, in addition to orientations for new board members. I enjoy working with all stakeholders of the University and believe in keeping transparent lines of communication.

Attached is my resume detailing additional qualifications and key accomplishments. I look forward to meeting with you soon. I may be contacted at (865) 414-3889 or [cimino@tennessee.edu](mailto:cimino@tennessee.edu). Thank you for your consideration.

Sincerely,

Chris Cimino

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## SUMMARY OF QUALIFICATIONS

Extensive experience in comprehensive institute of higher education in the following areas:

- Progressive experience in financial and management operations
- Policy development, implementation, and guidance
- Understanding and knowledge of federal and state laws governing higher education
- Budget planning, fiscal controls, audits, and efficiency reviews
- Strong communication and interpersonal skills

## PROFESSIONAL EXPERIENCE

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THE UNIVERSITY OF TENNESSEE. KNOXVILLE, TENNESSEE.

***Assistant Vice President, Budgeting, April 2007 to Present.***

### **Chief Business Officer for the University-Wide System Administration**

- Oversee financial operations, fiscal controls, charge-back models, departmental and central budgeting, and year-end closing
- Assist departments with resource and efficiency analyses, policy guidance, and operational decisions
- Review and approval of policy exceptions for all System Administration departments
- Contract review and approval of delegated contracts for System Administration departments

### **Chief Budget Officer for the University of Tennessee System**

- Develop and administer the University's budget and financial planning processes including formulation of related policies and procedures
- Management of the Proposed, Revised, and Probable Budgets for presentation to the Board of Trustees and provide analytical information to support the recommended budget
- Analyze and monitor student fee models and development of student fee recommendations for senior leadership and Board of Trustees
- Manage the development of the University's annual appropriations request for submittal to the Tennessee Higher Education Commission (THEC) and Board of Trustees.
- Oversee funding formula input collection and reporting to THEC and analyze resulting outcomes
- Preparation of fiscal impact notes for Fiscal Review Committee on proposed legislation affecting the University. Inform campuses and institutes on legislative actions with potential to impact budget recommendations
- Policy interpretation and guidance to campuses involving fiscal matters
- Prepare system-wide comparative studies, trend analysis, and both static and adhoc reporting to the President, senior staff, the Board of Trustees, and other internal and external stakeholders
- Coordination of budget and financial communication with campus business officers
- Resource and reduction plan analyses, projections, forecasts, and modeling
- Prepare University's system charge-back methodology and allocation schedules

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THE UNIVERSITY OF TENNESSEE. KNOXVILLE, TENNESSEE.

**Director of Finance, Vice President of Administration and Finance Office, January 2004 to April 2007.**

**Assistant Director, Vice President of Administration and Finance Office, January 2002 to December 2003.**

Assist the Vice President of Administration and Finance in daily activities of the System-Wide Administration and University Support (a system-wide service entity providing Human Resources, Alumni and Development, Information Technology, and Purchasing functions). Oversight of these administrative unit budgets totaling more than \$60 million, providing budget approvals, funding requests, and performing year-end closing.

Responsible for providing guidance on financial, program, and policy issues, preparing University system and support cost allocation methodologies and allocation schedules. Perform financial analysis of enrollments, salary information, student fees, appropriation requests and other budgetary information for all system campuses and units, and preparing budgetary information for the Board of Trustees, and the Tennessee Higher Education Commission. Work with chief business officers from campuses on policy issues, financial strategies, and system-wide analysis and reporting.

Assist President's staff with financial analysis and research in support of strategic planning throughout the University's campuses. Develop funding plans for capital projects and maintain renewal and replacement reserves for projects. Assist in determining capital needs for ERP systems. Creation of a fringe benefit model to track expenditures and fluctuating cost patterns on a monthly basis, while projecting future costs and impacts of rate changes.

Provide analysis of proposed legislation affecting the University. Work with Tennessee Higher Education Commission and Department of Finance and Administration on budgetary issues and fiscal note preparation.

THE UNIVERSITY OF TENNESSEE. KNOXVILLE, TENNESSEE.

**Assistant Director, Office of the Director of Finance, December 2000 to January 2002.**

Assist the Director of Finance in the day-to-day budgeting and financial activities for the Knoxville Campus including budget and trend analysis, adhoc reporting, budget preparation, and year-end closing.

- Designed, programmed, and implemented a web interface to SAP for Effort Certification Reporting. OMB Circular A-21 requires all effort on sponsored projects be certified. This system allows faculty, students, and staff working on sponsored projects to certify their time via the internet. Was developed with SAP DCOM, RFCs/BAPIs, HTML, VBScript, and LDAP security interfaces. This system is still used today.
- Directed facilities and administrative (F&A) cost study for a University shared services entity. With a recurring budget of \$37 million, this entity provides the services of Human Resources, Information Technology, Research, and Alumni & Development to all campuses within the University of Tennessee System. The study was conducted in order to develop a cost model that would fairly and equitably spread the costs, consistent with F&A guidelines, to those entities benefiting from the services offered.
- Assisted in implementation of Funds Management (FM) module in SAP, ensuring departmental and administrative needs were properly documented and communicated. Developed several drilldown reports in SAP for analyzing budget data in FM, including a complex, dual axis drilldown report used to track recurring and nonrecurring budget changes based on various budget versions and transactions.

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THE UNIVERSITY OF TENNESSEE. KNOXVILLE, TENNESSEE.

***Financial Analyst, Office of the Director of Finance, May 1997 to November 2000.***

Review and approve University personal-services contracts, develop short and long term resource projections; perform analysis and modeling of resource allocations, fund utilization strategies and comparison studies, develop new tuition and fee models, track capital financing and develop various cost models. Provide support and maintenance of a proprietary Departmental Management System housed on an AS/400. Develop and implement business applications with latest internet and software technologies.

- Created activity-based cost model for network port usage.
- Developed databases to automate routine data entry, analysis and reporting. Submitting and retrieving data to and from DB2, SQL Server, Oracle, and AS/400, these databases automated complex data conversions. They also included VB scripting, forms, and macros, making them user-friendly interfaces.
- Designed, developed, implemented and maintained a budgeting system for the Knoxville campus using ASP, SQL Server, VB, VB Script, JavaScript and Crystal Reports. This budgeting system was designed with encryption algorithms, security interfaces, and both client and administrative user-friendly front-ends. It maintained the campus budget for two fiscal years and was used system-wide by all campuses and institutes prior to the implementation of the University's current financial system.
- Automated contract tracking and several analysis routines using Access, Crystal Reports and VB Script.

STATE OF TENNESSEE, COMPTROLLER OF THE TREASURY, STATE AUDIT. KNOXVILLE, TENNESSEE.

***Legislative Auditor, June 1994 to May 1997.***

Audited state governmental agencies and institutions which received public funds, the objective of which was to determine whether records had been prepared in accordance with generally accepted accounting principles and applicable laws.

- Conducted financial and compliance audits for state agencies, colleges and universities.
- Presented management with information regarding weak controls and instances of noncompliance and inadequate business procedures and practices.
- Planned, coordinated, and managed federal compliance audits of higher education institutions.
- Supervised an audit staff on several financial and compliance audits of colleges.

## EDUCATION

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THE UNIVERSITY OF TENNESSEE. CHATTANOOGA, TENNESSEE.

***Masters of Business Administration, August 2000.***

SAMFORD UNIVERSITY. BIRMINGHAM, ALABAMA.

***Bachelor of Science, Accounting Major, 1994.***

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## ADMINISTRATIVE STREAMLINING INITIATIVES/MANAGEMENT STUDIES

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- Effectiveness and Efficiency for the Future (EEF)  
*Board of Trustees Finance and Administration Subcommittee*
- Student tuition and fee task force
- University reporting task force
- Imaging task force
- Vehicle allowance review
- Consortium of university services
- Outside printing service analysis
- UT plane and charter operations
- Toll-Free Number Utilization
- Cellular phone usage, contracting, and policy
- Telephone switch consolidation project

## UNIVERSITY COMMITTEES

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- Effectiveness and Efficiency for the Future (EEF) *(Chair of internal task force)*
- IRIS Steering Committee (SAP Financial and Human Resources System)
- Tuition and Fee Task Force
- Benefits Advisory Group
- UT Career Development Fund Committee Member
- Data Warehouse Advisory Group *(inactive)*
- Imaging Steering Committee *(inactive)*
- Technology Fee Advisory Board *(last served 2002)*

## ORGANIZATIONS

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National Association of College and University Business Officers (NACUBO) – institution representative  
Southern Association of College and University Business Officers (SACUBO)

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## References

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**Dr. Gary Rogers**

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**Mr. Butch Peccolo**

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**Mr. Ray Hamilton**

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