



**David Wesse, Ph.D.**

**SUMMARY:**

Broad-based upper-level higher education manager with long-term experience in higher education financial, administrative, and support service operations at California State University, San Bernardino, Purdue University Fort Wayne, Louisiana State University at Alexandria, Northwestern University and the University of North Florida, plus significant experience with KPMG Peat Marwick LLP, as part of their higher education consulting practice.

Cumulatively, has senior level higher education management or consulting experience at more than a dozen higher education institutions. In addition to now being Interim Vice President for Administration and Finance and Chief Financial Officer at California State University, San Bernardino, and previously being Vice Chancellor for Financial and Administrative Affairs at Purdue University Fort Wayne, and holding a similar vice chancellor position at Louisiana State University Alexandria, he held senior level management positions at the University of North Florida, KPMG Higher Education Consulting and Northwestern University.

**EXPERIENCE:**

**Vice President for Administration and Finance and Chief Financial Officer, California State University, San Bernardino (Interim)**

2022 - Present

California State University, San Bernardino serves more than 20,000 students each year and graduates about 4,000 students annually. Programs are offered through the Schools of Business and Public Administration, Humanities, Natural Sciences, and Social and Behavioral Sciences. Its 430-acre campus is located 55 miles east of Los Angeles.

California State University San Bernardino has two campuses, its main campus in San Bernardino and another campus in Palm Desert California. Established in 1986, California State University, San Bernardino Palm Desert Campus serves the Coachella Valley and Riverside County as a center for higher education. PDC, as the campus is known, is home to both undergraduate and graduate academic programs. Students can start at PDC as a freshman, or a transfer student, and can take classes during the day, in the evening or on weekends.

California State University State University San Bernardino has a large Latinex population. It is a top Hispanic serving institution. Two-thirds of its student are Hispanic. CSU San Bernardino ranks 6<sup>th</sup> in social mobility in terms of educating

economically disadvantaged students. CSUSB reflects the dynamic diversity of the region and it has the second highest African American and Hispanic enrollments of all public universities in California. Seventy percent of those who graduate are the first in their families to do so.

In recent years more than 1,300,000 square feet of new California State University San Bernardino facilities have been built to meet students' academic and social needs. The new Santos Manuel Student Union North facility, opened in 2022, is a 120,000 square foot \$90 million building which is part of one of the largest buildings in the California State University system.

California State San Bernardino is constructing a new Performing Arts village at the university, a \$111 million construction and renovation project that will add two new buildings to campus including a new Performing Arts Center and an academic building that would serve as an anchor to the College of Arts and Letters This project will also renovate the existing performing arts building for future college expansion.

Reporting to the Interim Vice President for Administration and Finance are budget and accounting, facilities management, capital planning and construction, campus auxiliaries, procurement, risk and threat management, audit services, police, parking, and emergency services.

**Vice Chancellor Financial & Administrative Affairs, Purdue University Fort Wayne**  
2014 to 2021

The following areas fell under me at Purdue University Fort Wayne:

- Business Operations
- Budget & Planning
- Accounting and Fiscal Systems
- Bursar
- Human Resources
- Office of Institutional Equity
- Information Technology Services
- Purchasing
- Physical Plant
- Athletics
- University Police

The Vice Chancellor for Financial and Administrative Affairs position at Purdue University Fort Wayne had nine (9) direct reports with a collective total of over three hundred positions.

Reporting to my position were the Associate Vice Chancellor for Financial and Administrative Affairs, Associate Vice Chancellor for Information Technology & Chief Information Officer, Associate Vice President for Human Resources and Office of Institutional Equity, Associate Vice Chancellor of Facilities Management, Athletic Director, Police Chief, Special Projects Manager, and two Senior Advisors.

Purdue University Fort Wayne has an enrollment of more than 10,000 total students, with an overall annual budget of \$151,279,592. It is the largest university in northeast Indiana. It has a campus of 581 acres with more than 40 buildings and structures with 3,054,304 square feet of building space. It offers more than 200 academic options. Academically it is composed of four colleges and four schools:

- College of Arts and Sciences
- College of Engineering, Technology, and Computer Science
- College of Professional Studies
- College of Visual and Performing Arts
- Richard T. Doermer School of Business
- School of Education
- School of Music
- School of Polytechnic

Purdue University Fort Wayne has over 60,000 alumni and more than 1,300 faculty and staff.

Significant accomplishments at Purdue University Fort Wayne included:

- **\$32 Million Budget Reduction:** I reduced Purdue Fort Wayne's budget by nearly \$32 million dollars. Purdue Fort Wayne's financial deficit when I arrived in June of 2014 was more than \$5 million. For Fiscal Year 2019 Purdue Fort Wayne had a financial surplus. The Purdue Fort Wayne budget was \$183,230,990 when I arrived. I brought it down to \$151,279,592 - a reduction of nearly \$32 million dollars.
- **Separation into Two Institutions:** I was the "go to" person for separating Indiana University Purdue University Fort Wayne into two separate higher education institutions. When I came to Purdue Fort Wayne I was immediately thrown into the "realignment" question. In August of 2014 a community group recommended that Indiana University Purdue University Fort Wayne (IPFW) be placed under the operational oversight of the Indiana University System. As it turned out the former consolidated institution, Indiana University Purdue University Fort Wayne, became two separate entities sharing the same campus. This became effective July 1, 2018. The term used for this separation was "realignment". Indiana University Purdue University Fort Wayne is the only institution in the country to split into two separate higher education institutions. From August of 2014 on I was the person responsible for most realignment questions - and the related financial and operational ramifications. I was the one who had to determine the financial feasibility and viability of realignment. I made it happen.
- **Banded Tuition:** I successfully implemented banded tuition at Purdue University Fort Wayne. Beginning for the fall semester of 2018 Purdue Fort Wayne undergraduates paid the same basic tuition rate for a course load of 12 to 18 credit hours per semester. Banded tuition is a way to help student graduate on time and reduce the cost of their education. Students who take advantage of the band and enroll in and pass 15 or more credit

hours per semester will graduate in four years. Tuition charged by the credit hour creates a financial disincentive for students to take more courses in a particular semester. An additional year of college can cost a student more than \$50,000 in tuition, lost wages and related costs.

- **100%Student Housing Occupancy:** I converted Purdue University Fort Wayne's student housing to self-operation. Purdue Fort Wayne successfully began operating its own student housing beginning in October of 2017. A contractor had maintained oversight of Purdue University Fort Wayne's student housing since its opening in 2004. Historically the university had been providing at least a \$700,000 annual student housing subsidy for many years. Legally the university was required to pay the contractor a flat management fee. As such the contractor had no incentive to increase occupancy. Incentivizing a for-profit management company by paying them more for increasing the housing occupancy would have been contrary to the tax-exempt designation of the university's housing bonds. There was a smooth transition to self-operation and Purdue Fort Wayne's student housing occupancy, which had been lingering in the 70% range for years, now exceeds 100% - with a huge waiting list.
- **Reengineering of Financial Systems:** I was responsible for overseeing the change in all financial and reporting software systems for Purdue Fort Wayne. This effort was dubbed "Transform Purdue". The General Ledger (Finance) reengineering occurred in July 2018. This implementation was successfully completed. It offers simplified accounting structures, transparency and data integrity and addressed annual process and tracking issues.
- **Adding a New Campus:** I directed the purchase of Purdue Fort Wayne's new South Campus. Purdue Fort Wayne purchased this property for use by their Business School and other campus entities. This acquisition created a strategic opportunity for Purdue Fort Wayne to expand the university's footprint. The building on this property was formerly home to Brown-Mackie College. Is located just south of Purdue Fort Wayne's main campus. The 85,000 square foot facility, along with 12 acres, was originally designed to accommodate both higher education administrative and academic use. It was well maintained and required minimal renovation. It included 565 parking spaces.
- **Reengineering of Human Resource Systems:** I was responsible for implementing a software system called "SuccessFactors". This was a Human Resources Information System (HRIS). It provided a job family classification structure and multifunctional employee enhancement and management software. This implementation provided a significant human resource upgrade and the structure necessary to manage and improve the efficiency of all aspects of Purdue Fort Wayne employment and human capital development.
- **Community Engagement:** A large local Fort Wayne Indiana firm called Sweetwater is one of the largest online musical instrument sellers. I teamed up with this company to house most of Purdue Fort Wayne's

music technology programs on their Sweetwater campus. As part of this endeavor an existing Sweetwater building was converted into studios and classrooms for Purdue University Fort Wayne's Music Technology program. Sweetwater covered the cost of this renovation and charges no rent. This move has prompted a surge in Purdue Fort Wayne music technology programs. There was a 28% increase in majors in this area. Much of this growth was driven by the new music industry and music technology programs on the Sweetwater campus.

- **Sustainability:** The Purdue Fort Wayne Library was completely gutted and restored. This eliminated high energy consumption electric heat within this building. The Purdue Fort Wayne chilled water distribution system was renovated. In this process a liner was inserted into the large water feeder pipes throughout the campus, reducing waster loss by thousands of gallons per day. Purdue Fort Wayne obtained the "Tree Campus USA" designation from the Arbor Day Foundation. More efficient lighting was installed throughout the Purdue Fort Wayne campus. Native plant rain gardens were established on campus.
- **Cloud Computing:** Purdue Fort Wayne moved its servers that hosted the university's website from on campus to the cloud. This saved the university money in annual licensing and support costs and freed up resources to improve the university's web site design and user experience.
- **Campus Dining Services:** A series of renovations were made to Purdue Fort Wayne campus dining that transformed these facilities. The renovations were a result of input gathered form surveys and discussions with students, faculty and staff as well as input form a food service committee. All food venues on campus were removed to provide cotemporary high quality space for gathering and dining. A series of renovations were made to campus dining that transformed the facilities from a few branded national chain options to concept-based dining featuring fresh, healthy food options. The renovations were a result of input gathered from surveys and discussions with students, faculty, and staff as well as input from the Purdue University Fort Wayne Food Services Committee to create a modern and fresh dining experience. The food venues on campus were remodeled to provide a contemporary high quality space for gathering and dining. Multiple seating configurations are available for students, faculty, and staff. Food serving spaces were configured to accommodate a wide variety of food offerings and to allow options from full "home cooked meals" to "grab and go" sandwiches, salads, fruit, and beverages.
- **Differential Tuition:** A long term and emerging practice among public universities is to charge differential tuition rates for student pursuing course in different majors. To this end universities are increasingly seeking to refine their pricing of undergraduate programs as a means of covering those with higher costs As such, I implemented a Purdue Fort Wayne proposal to charge Purdue University undergraduate students a premium differential tuition for engineering, technology, business and

- music courses. Implementation of this differential tuition benefits the Purdue University Fort Wayne budget and lessens curtailment of campus services. It also ensures that the quality of Purdue Fort Wayne programs. Because of the increased resource demands associated with nationally-accredited professional programs, Purdue Fort Wayne established a differential tuition rate for classes in its business, computer science, engineering, and music departments. Most schools charge differential tuition rates based on a student's major, which results in those students paying more for all of their courses, even their general studies requirements. Instead, Purdue University Fort Wayne applies the differential rate to classes in the four departments, regardless of a student's major. These specific programs have strong experiential learning components, such as clinical teaching settings, which are more costly to deliver than standard classroom instruction. Funds from differential tuition go directly to supporting student success in the related areas.
- **Budget Process:** To better reflect the importance of an enhanced budget process and to address the significant budgetary challenges facing the university, the Purdue Fort Wayne budget planning process was completely revamped by me. This included the creation of a University Budget Committee, one half of which is composed of faculty. In conjunction with the above, to better reflect the importance of an enhanced budget process and to address the significant budgetary challenges facing Purdue Fort Wayne, the existing Associate Comptroller position was converted to a Director of Budget and Planning position. This position reports directly to the Vice Chancellor for Financial and Administrative Affairs. Doing this better reflected the importance of budget planning within the Purdue Fort Wayne organizational structure.
  - **Classroom Renovation:** Four separate projects were completed to upgrade classrooms at Purdue Fort Wayne. This work included more than fifty Purdue Fort Wayne classrooms, many of which were outfitted with original furnishings and equipment from the 1960's. The intent of these projects was to develop sets of Impact classrooms that address modern pedagogical methods which require flexible furniture and layout and multiple methods of collecting and displaying information.
  - **Track Athletic Program:** I initiated indoor and outdoor track at Purdue Fort Wayne in the fall of 2019. Doing this increased the number of sports at the university and brought in higher achieving student athletes. The university looked at the financial self-sustainability, potential impact on other teams, coaches, and support staff; and compliance with Title IX as part of the decision making process. This move brought approximately 70 new student athletes to campus.,
  - **Campus and Community Fitness:** I brought a fitness trail, cricket field, pickleball courts, a disc golf course and cross-fit training to Purdue Fort Wayne.
  - **Voice over IP:** Voice over IP (VoIP) is a methodology for the delivery of voice communications and multimedia sessions over Internet Protocol (IP)

networks. I responsible for having Voice over IP on the Purdue Fort Wayne campus.

- **Horizon League:** I was responsible for moving Purdue University Fort Wayne to the Horizon League. Multiple factors were in play to accomplish this.
- **Enrollment:** I prompted the former Purdue Fort Wayne Chancellor to implement significant improvements in the university's enrollment efforts, resulting in increased enrollment.
- **Shared Services:** I significantly enhanced shared services both on and between Purdue Fort Wayne and Purdue West Lafayette. .

**Vice Chancellor Finance & Administrative Services, Louisiana State University Alexandria**  
2003 to 2014

Reporting to the Vice Chancellor were the Assistant Vice Chancellor for Finance & Administrative Services, Director of Accounting Services and Bursar Operations, Executive Director of Facility Services, Chief Information Officer, Senior Accountant, C.P.A. and Director of Procurement Services and Property Management.

Significant accomplishments include:

- Coordinating the approval, funding, construction, furnishing and occupancy of the LSU Alexandria classroom and office building, the Multi-Purpose Academic Center.
- Spearheading acquisition of the following for the university:
  - Learning Center of Rapides Parish
  - Alexandria Museum of Art
  - Allied Health Education Center
  - Business Education Center
- Responsible for market research study, planning, request for proposals, approval, bonding, construction and furnishing of Louisiana State University Alexandria's first residential housing.
- Planning, request for proposals, approval, bonding, construction, renovation and furnishing of expansion and renovation of the LSUA Student Center.
- Planning, request for proposals, approval, bonding and construction of LSUA ball fields.
- Planning, request for proposals, approval, bonding and construction of LSUA's golf clubhouse restaurant.
- Installation of network fiber between all buildings on the LSUA campus.
- Planning for major drainage transformation of the LSUA campus.
- Renovation and enhancement of the LSUA Testing Center.
- Expansion of parking on campus.
- Design and construction of LSUA walking trail.

### **Southern Association of Colleges and Schools Commission on Colleges (SACS COC)**

On behalf of the Southern Association of Colleges and Schools Commission on Colleges (SACS COC) served as a member of numerous on-site and off-site accreditation committees that evaluate institutions seeking reaffirmation of accreditation with the commission:

- Chipola College
- Dalton State College
- Darton State College
- Daytona State College
- Dyersburg State
- Georgia Gwinnett College
- Gulf Coast College
- Middle Georgia State College
- Midland College
- Motlow State
- Nashville State
- Northwest Florida State College
- Polk State College
- Santa Fe College
- South Texas College
- Walters State

### **University of Houston**

Purchasing Director  
2000

### **University of North Florida**

Jacksonville, FL  
Assistant Vice President for Administration and Finance  
2000 – 2003

Responsibilities included budgeting, financial reserves, overhead determination and assessment, and business planning. I provided leadership and fiscal oversight of a number of entities, including a special emphasis on budget planning and control of resources including salaried positions, rate, cash and space. I served as the primary resource concerning fiscal, operational, programmatic and administrative issues. In addition, I worked collaboratively to expand entrepreneurial opportunities for the benefit of the University of North Florida campus community.

Significant accomplishments include:

- University of North Florida budgeted activities were required to use a 3-Year Budget Plan Budget Plan. Expenditure categories were expanded to show sub-categories for expenditure types that are most appropriate to specific needs. All of the plans were located in condensed workbooks that automatically updated when information was entered on the core worksheets. This new budget process was designed to give managerial information so that University of North Florida leaders could make informed decisions.
- Required the generation of verifiable University of North Florida auxiliary business plans, with periodic reports against plan. Accountability and authority were placed appropriately with performance reports generated.



- Implemented an activity survey that was used to proportionately determine the indirect overhead percentage that would be charged to each University of North Florida auxiliary and local fund unit. The percentage overhead rate ranges from 0%-6% dependent upon the amount of support the unit receives – as determined by an activity survey and other objective measures. The funds derived from the above were used to develop three new, centralized reserves that could be drawn on for institutional priorities and as a kind of safety net for the University of North Florida. These reserves included:
  - A University Reserve - This pooled University reserve fund is utilized for capital projects such as major equipment replacement, remodeling facilities, and other purposes.
  - An Operating Reserve - This consolidated operating reserve pool is used to address funding shortfalls to the University and to support unforeseen situations in University accounts when a unit encounters expenses that cannot be covered from its own operational reserves.
  - A Start-Up Reserve - A centralized start-up fund is used to give incentive support to promising UNF auxiliary initiatives.
- A bookstore contractor offered the University of North Florida what amounted to a \$1,000,000 "signing bonus" - \$500,000 to eventually place the Bookstore in the University of North Florida Student Life Center and a separate \$500,000 gift to the University of North Florida.

### **KPMG Peat Marwick, LLP, Higher Education Consulting**

Dallas, TX

Manager Higher Education Consulting

1997-2000

I served the strategic, technological and organizational change needs of higher education, supporting institutions in meeting their goals through high quality, objective assistance with strategic, operational and technological planning and implementation. I worked exclusively with colleges and universities offering very real benefits and value to various institutions of higher education. At the same time I gained a great deal of valuable information and knowledge from both KPMG and the institutions I served.

In my role with KPMG Peat Marwick I served the following institutions:

- The University of California (Berkeley)
- Clayton State University
- Columbia College, Chicago
- Fordham University
- George Washington University
- Georgia State University
- Middle Tennessee State University
- The University of Mississippi
- The University of Washington

Significant accomplishments included:

- Georgia State University, Atlanta – At Georgia State University I developed business plans indicating the goals, objectives, operational strategies and financial requirements for food services and vending, bookstore, parking and transportation, housing, their health and student center and other units.
- University of Washington, Seattle – At the University of Washington I implemented a higher education customer service assessment system. This survey measured customer satisfaction and operational performance and supported continuous improvement programs.
- Middle Tennessee State University – At Middle Tennessee State University I developed a strategic business plan for student housing.
- Clayton State College – At Clayton State University I led a strategic planning effort.
- Fordham University is an independent Jesuit university with two principal campuses in New York City. Fordham has four undergraduate colleges and six graduate and professional schools, including Arts and Sciences, Law, Social Service, Education, Business Administration, Religion and Religious Education. As part of an effort to create a culture of excellence, Fordham University initiated a “Pathway to Excellence” program. The three primary goals of this program, as stated in Fordham’s strategic plan for technology were to:
  - Improve and simplify policies and procedures, eliminating activities that do not add value and taking advantage of improvements that new technology enables.
  - Provide access to service and information at a standard of quality and cost competitive with other institutions.
  - Continue the establishment of a technology platform that provided effective support for Fordham’s administration.Process redesign was selected as the means to achieve Fordham’s objectives. As a result of this effort, Fordham focused its efforts on system integration and automation. It moved toward its goal of a virtual community to make it easy as a means of encouraging staff to participate.

### **Northwestern University**

Evanston, IL

Director of General Services Administration

1981-1997

Position held responsibility for a \$30 million annual budget and 20 financial, support and auxiliary units. Multiple National Association of College and University Business Officer award-winning cost reduction initiatives were initiated that saved the University more than \$2 million annually.

Significant accomplishments included:

- The Northwestern University Bursar reported to this position. The Bursar managed the processing and deposit of more than \$800 million dollars on behalf of Northwestern. Established a new Bursar cashiering system at Northwestern that allowed for electronic input in the financial system directly from the cashier window. This innovation eliminated costly double keying (cashier & data entry), reducing errors, speeding the process and eliminating costs.
- On-line deposits over the network were also initiated. As a result of this any area at Northwestern can send deposits to the Bursar via the computer network. Electronically transmitting deposits directly from the initiating department to the Bursar eliminated triple keying (initiating department, cashier & data entry), reducing errors, speeding the process and eliminating costs.
- Northwestern University was purchasing natural gas from a local utility, resulting in higher prices. Formed a consortium with Loyola University and the University of Chicago to purchase natural gas at the wellhead. As a result natural gas costs were reduced by more than 20% over a two-year period.
- Oversaw the \$22 million construction of two separate parking facilities and implemented a tiered increase in parking rates for users of the new facilities.
- Worked with students, faculty and staff to renovate and improve the Northwestern University Bookstore.

#### **REPRESENTATIVE ACCOMPLISHMENTS:**

- Managed the implementation of institution-wide software systems.
- Managed comprehensive procurement, payroll, and capital planning, calendar and communications business process redesign efforts for a major private university.
- Redesigned the procurement system at multiple institutions and instituted an electronic purchasing system and a financial on-line deposit system.
- Developed a comprehensive, higher education customer service assessment system that is used to measure business, support service, facilities and auxiliary operations. This system measures customer satisfaction and operations performance and supports continuous improvement programs.
- Reduced costs, and improved service quality, by restructuring and re-engineering several business, administrative, support, purchasing, auxiliary and financial areas.
- Developed business plans indicating the goals, objectives, operational strategies and financial requirements for food services and vending, bookstore, parking and transportation, housing, health center and student center at a major public university.
- Established the use of a single all-purpose card, with a banking option, for student/faculty/staff use in a university setting. Networked with a local bank, the program generates more that \$150,000 annually in revenues, with realized savings of more than \$300,000.
- Developed innovative parking facilities and operation plans that substantially

increased revenues and customer satisfaction.

- Reduced costs and increased revenues by instituting a centralized travel program, including use of a corporate card for faculty and staff; and created an on-site travel center.
- Provided professional and direct services to Fordham University, Georgia State University, Northwestern University, Clayton State College and University, Columbia College, Middle Tennessee State University and others.
- Reduced the size of office supply store's warehouse by over 80%, cutting inventory by over \$300,000 and saving over \$360,000 per year.
- Cut natural gas costs by more than 20%.
- Cut maintenance cleaning costs by 15%.
- Cut Purchasing related costs by more than \$600,000 annually – by restructuring and by instituting a new system-wide electronic purchasing system.

#### **ARTICLES AND PRESENTATIONS:**

Authored multiple articles related to higher education business operations, administrative, auxiliary and support services and has given presentations to professional and higher education associations.

#### **EDUCATION**

PhD – Louisiana State University, Baton Rouge, LA

Master's Degree – Loyola University of Chicago

Bachelor's Degree – Illinois State University, Normal, IL

Associate's Degree – South Suburban College, South Holland, IL,

#### **CERTIFICATION**

Certified Administrative Manager (C.A.M.)

#### **ACADEMIC HONORS AND AWARDS**

- Lambda Epsilon Honor Society
- Phi Theta Kappa Honor Society
- Gamma Sigma Delta Honor Society
- Excellence in Journalism Award
- Six national awards from the National Association of College and University Business Officers
- Service recognition award from the Riverdale Public Library District

#### **PROFESSIONAL ACTIVITIES**

- President of the Administrative Management Society, Chicago
- Member of the Certified Administrative Manager (C.A.M.) National Board of Regents
- Member of Central Association of College and University Business Officers (CACUBO) committees
- Member of the National Association of College Auxiliary Services (NACAS)
- Member of Association of College Administration Professionals (ACAP)

- Founded the Chicago Area Business and Support Service Administrators (CABSSA)
- Founded Big Ten Business and Support Service Administrators
- Member of Association of College Administration Professionals

**COMMUNITY ACTIVITIES**

- Served on the board of the Better Business Bureau of Chicago and Northern Illinois (BBB)
- Served as president of the Kiwanis Club of Central Louisiana
- Board member of the Alexandria Metropolitan Foundation
- Elder, Redeemer Lutheran Church
- Rotary

**REFERENCES:**

Upon request