

STEVEN A. ARNDT, MBA

OBJECTIVE: Senior administrative position within a college or university where I can apply my knowledge and experience in organizational leadership, strategic planning, and fiscal management.

PROFESSIONAL PROFILE:

Seasoned executive in higher education, with over 30 years of experience providing leadership in financial, administrative, and change management services. Particular experience in the following areas:

Financial Administration	Budget
Business Services	Human Resources
Facilities Planning & Construction	Safety/Risk Management
Cost Reduction Strategies	Customer/Quality Service
Team Building	Real Estate Lease Admin.

EXPERIENCE:

VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION – University of North Carolina Pembroke, Pembroke NC (June 2016 – Present). Senior officer responsible for financial and administrative matters on campus. Specific areas of responsibility include Budget Management, Financial Affairs, Human Resources, Business Services, Purchasing, Facilities Management, Information Technology, Bookstore, and Food Services. Extensive interactions with Board of Governors, Board of Trustees, and other state and local agencies. Responsible for a campus budget of **\$110 million**. Specific accomplishments include:

- Played a leading role in an upgrade in Standard and Poor's rating of Residence Life bonds from junk status to investment grade. Appealed original assessment and successfully argued for the upgrade.
- Refinanced \$15M in student housing bonds. Interest rate dropped from 4.6% to 3.8%, saving \$2.5M over the life of the notes.
- Managed the recovery of campus from the effects of a major hurricane in the fall of 2016 that resulted in \$610,000 worth of damage to buildings and infrastructure. Campus was back up and in operation after only a one week disruption. Managed interactions with FEMA involving both reimbursement for actual damages and mitigation efforts to prevent future damages.
- Led budget reduction effort necessary to trim 5% from campus operating budgets. Effort was necessitated due to declining enrollment and cuts in state funding.
- Negotiated with food service vendor to bring a Chik Fil A franchise outlet to campus. Outlet opened in January 2017 and is performing above expectations.
- Led effort to outsource bookstore operations to a private vendor in the spring of 2017. Self-operated bookstore was losing money and lacked effective management.
- Initiated and led a division wide strategic planning effort to revise guiding principles, assess current environmental challenges, and develop strategic goals and objectives.

ASSOCIATE VICE CHANCELLOR FOR FACILITIES – North Carolina State University, Raleigh, NC. (April 2014 to May 2016). Senior administrator for the Facilities Division of one of the nation's top tier one research universities. Overall responsibility for facilities planning, design, construction, operations, maintenance and development for the campus (17M g.s.f. of facilities on 2,240 acres of grounds and transportation infrastructure). Managed an operating budget of **\$78.9 million** plus a utilities budget of **\$30.8 million**. The 900 + positions of the Facilities Division support the university's mission of teaching, research, and outreach. Specific accomplishments include:

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- Responsible for the completion of construction projects totaling more than **\$300 million**. Major projects included a **120 million** addition and renovation to a student union (LEED Silver), a **129 million** 1,200 bed suite style residence hall complex (LEED Silver), a **17.2 million** indoor athletic practice facility. Had **\$142 million** in either design or construction including a **\$35 million**, renovation to historic Reynolds Coliseum.
- Led effort to develop two academic building project proposals totaling **\$314 million** that were included in a state-wide bond referendum that was held on March 15, 2016.
- Developed several projects intended to create greater efficiencies, provide better service and reduce costs. One involved outsourcing small renovation projects under \$5,000, a second created a concierge service for renovation requests and a third involves an outsourcing option for fleet vehicle rentals.
- Created policy requiring the development of, and adherence to, consistent facilities maintenance standards for units not under direct control (Athletics, Campus Enterprises, Residence Life). The policy directs Facilities Management to work with these units to develop the standards, and requires units to provide year end performance reports.
- Developed and implemented communications plan involving Facebook, two online newsletters, video, and graphics.
- Concurrently served as Interim Associate Vice Chancellor for Real Estate Operations from November 2015 to May 2016. Managed process of merging two separate real estate related units into one new organization. Chair of search committee for new executive to head this unit. Managed private developer projects in progress including a **\$28 million** Marriot Autograph Hotel/Conference Center and a **\$30 million** Research/Office Building.

DIRECTOR OF FACILITIES MANAGEMENT - University of Wisconsin Oshkosh, Oshkosh WI. (December 2000 to April 2014). Department head with comprehensive responsibility for maintenance of buildings and grounds, campus planning, design, construction, utilities, energy and transportation, on a campus composed of fifty-two buildings totaling approximately 3,625,330 square feet on 173.5 acres of land. Duties include the development and administration of an annual operating budget of over **\$7,000,000**. Manage a staff composed of 123 union employees and 9 managers. Also, responsible energy conservation and campus sustainability initiatives. Represent the university at meetings of state and local officials. Achievements include:

- Managed construction projects totaling over **\$300,000,000** over twelve -year period. Major projects include an **\$18.5 million**, student recreation facility, a **\$7.3 million** student support facility (LEED Silver) and **\$39 million**, 184,000 gross square foot academic building (designed LEED Gold). On average, have approximately **\$75 million** in either design or construction.
- Responsible for the development of all major planning documents including the campus master plan in (updated in 2011), space management plan, long range maintenance plan, and a 6-year campus development plan. These documents provide purpose and direction to current and planned construction efforts, and support the strategic and long range goals of the university.
- Developed and implemented a series of energy and utility reduction projects over a eleven year period that have produced **an annual savings of \$259,000** a year. This equates to a documented **10%** reduction in total electrical demand, a **30%** reduction in water consumption, and a **24%** drop in coal consumption.
- Co-Chair of Campus Sustainability Council (since inception in 2008) responsible for the performance of numerous sustainability related initiatives. As a result, UW Oshkosh was recently selected for inclusion in the **2013 Princeton Review's Green Honor Roll (one of 21 institutions selected)**. In addition, Sierra Club recently ranked UW Oshkosh **14th nationally on Sierra Club's Cool Schools** list for 2013.
- Managed a project involving the construction of 2.8 Megawatt wet digester in collaborative effort with the university foundation and a nearby dairy farm. Also, managed construction of 450 kw dry bio-digester.

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DIRECTOR OF PHYSICAL PLANT - Fayetteville State University, Fayetteville, NC. (April 1995 to November 2000) Responsible for the maintenance, repair and construction on a HBCU campus composed of approximately 1,000,000 square feet of facilities on 156 acres of land. Responsible for the administration of an annual operating budget of over **\$3,000,000**. Managed a staff of seventy-six employees. Also, responsible for the management of capital construction and renovations projects. Achievements include:

- Managed major construction projects totaling over **\$22,000,000** over five-year period. Work included the renovation of all campus residence halls, construction of a 29,000 square foot new residence hall, and a 36,000 square foot student recreation and dining facility.
- Developed and implemented a **\$1.3 million** annual plan of campus renovations that significantly improved campus infrastructure in areas such as ADA compliance, mechanical heating and cooling systems, roof replacements, and interior renovations.
- Installed computerized energy management system in all major campus facilities. By controlling the operation of chillers, boilers and air handling equipment achieved **15% reduction** in energy costs in first year of operation.
- Directed the development of a **10-year campus master plan**.
- Installed web-based work order management system that resulted in improvements in organizational efficiency, customer service, and management analysis capability.
- Reduced the number of outstanding items in annual fire and safety facilities inspection by **90%** over four-year period.

CONSTRUCTION PROJECT MANAGER- Brown University, Providence, RI. (February 1989 – March 1995). Responsible for the performance of Capital and Deferred Maintenance projects annually totaling **\$3,000,000**. Duties include the prioritization and planning of projects, preparation of specifications, and the bidding, oversight, and administration of projects through completion. Experience includes the management of projects involving general interior and exterior renovations, lab retrofits, roof replacements, locker room construction, ADA compliance, fire protection, and lead and asbestos abatement

- Wrote, negotiated and coordinated the service contracts for the inspection and maintenance of all fire alarm, sprinkler and fire pump equipment throughout the campus.
- Coordinated all lead and asbestos abatement activity throughout campus.

SCHEDULING/QUALITY ASSURANCE MANAGER - Brown University, Providence, RI. (May 1987 - February 1989). Responsible for scheduling the maintenance of **120 union employees**. Duties included the investigation and correction of persistent customer complaints, the planning and coordination of various trades, and the oversight and review of procedures to ensure efficiency.

- Developed ongoing dialog with various campus stakeholders regarding service, quality and priorities.
- Efforts contributed to a 50% reduction in the backlog of maintenance requests.

U.S. NAVAL OFFICER, USS FLETCHER - (DD-992) San Diego, CA. (April 1982 - May 1986)
Engineering Officer responsible for the administration and coordination of ship wide repairs. Supervised 20-man division composed of welders and lathe operators.

- Executed two successful dry dockings of ship for specialized maintenance to hull and sonar dome.
- Improvements in material condition were a deciding factor in the outstanding results of three major departmental inspections.

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EDUCATION:

Indiana University, Bloomington Indiana

- Bachelor of Sciences in Business Administration, 1981.

Roger Williams University, Bristol, Rhode Island.

- Bachelor of Sciences, Civil Engineering Technology, 1993.

Fayetteville State University, Fayetteville, North Carolina

- Masters of Business Administration, 1999.

North Carolina State University, Raleigh, North Carolina

- Diploma in Facilities Engineering Management, 2001.

PROFESSIONAL AFFILIATIONS

National Association of College and University Business Officers (NACUBO)

Association of Physical Plant Administrators (APPA)

Society of College and University Planners (SCUP)

CIVIC AFFILIATIONS

Rotary International, Raleigh Rotary Club