

# PAUL S. DWORKIS, CPA, MBA

---

## CHIEF FINANCIAL OFFICER

LEADERSHIP • EXECUTIVE MANAGEMENT • HIGHER EDUCATION

---

### PROFESSIONAL PROFILE

---

---

- Strategy-driven executive leader with a diverse background in Higher Education, Publishing and Finance with more than 40 years of experience in all areas of the organization including proven expertise in finance, academia, operations, technology, international business, facilities and administrative and business services.
- Results driven financial officer excelling in operational planning and organizational skills resulting in implementation of efficient cost effective solutions and process improvements.
- Articulate communicator, possessing excellent interpersonal skills, managing a staff of over 100 people focused on common goals by initiating collaboration and teamwork.
- Experienced, detail oriented analyst proficient in producing and presenting comprehensive financial information to executive-level decision makers.

### PROFESSIONAL EXPERIENCE

---

---

**Vice President for Administration and Finance and Chief Financial Officer**, *Emerson College*, Boston, MA • December 2019 to current

- Leads the College's financial, administrative and operational functions by providing financial and strategic expertise to institutional and divisional leadership in support of Emerson's academic, community-focused and mission-oriented goals. Through oversight of the financial, facility, human capital and technology operations for the College, including budgeting and forecasting, treasury and investing, financial reporting and all accounting and technology related functions, determine financial and funding strategies, establishes and supports college-wide priorities and initiatives, and manages the colleges functional and financial resources.
- Oversees Emerson's Facilities, Public Safety, and Risk and Emergency Management functions, as well as being the executive sponsor of the commercial operations for Emerson College Polling, a nationally-recognized data collection and surveying unit. Co-founded and co-sponsored Emerson's successful bid and unique opportunity to activate a portion of Boston Common in partnership with the City of Boston and its Parks and Recreation Commission, a highly successful venture which recently concluded its inaugural season serving nearly 100,000 patrons and visitors to enjoy college-led and community-sourced entertainment at the "unCommon Stage" in the confines of a beer garden setting.
- Serves as the college's primary liaison and board member of The Boston Consortium, a highly respected organization representing 24 prominent Boston-area Institutions to advance administrative excellence through collaboration, cost savings, and professional developments.
- Nominated, appointed and serves as board member of edHEALTH, a 10-year old Vermont-domiciled health insurance consortium and risk captive providing primary health insurance solutions and considerable risk management benefits and cost savings to more than 25 higher education and academic institutions, many Boston-area based (including Emerson College), and serves as a member of the board's Audit and Finance, Investment, and Membership committees.
- Serves as a member of the President's Council, and is the primary staff and principal presenter to the Board of Trustees at-large and at several committees of the board including the Finances and Resources Committee, the Audit, Risk and Compliance Committee, and the Investment Committee. Participates as a principal member of the recently launched Strategic Planning steering committee and serves as member or chair of various operational committees. Was appointed to be the sole college administrator and staff representative on the search committee for Emerson's new President; currently chairing the search committee to hire our next General Counsel.

**Associate Vice President for Finance and Chief Financial Officer**, *University of Maryland*,  
College Park, MD • May 2013 to November 2019

- Provided financial and strategic expertise to institutional leadership in support of the University's academic, research, public service and administrative goals and objectives. Had oversight of the financial operations for the University, including the comprehensive State and internal budgeting responsibilities, monthly forecasting and reporting, and all accounting and related functions. Determined funding strategies and priorities, supported campus priorities and investments and managed the central budget and fund balance.
- Co-founded and co-sponsored the University's Administrative Modernization Program, a highly acclaimed effort to drive operational excellence, identify and create efficiencies, and promote information and resource leverage across a diverse portfolio of activities. Achievements included significant upgrades to the University's budget model, strategic implementation of fringe rate methodology for research and campus activities, development and implementation of a Cost of Education analytical model, adoption of the Salesforce platform for CRM activities for student advising, enrollment and graduate studies, and development and fund raising activities and the implementation of an eProcurement tool and a new tuition remission system.
- Implemented the University's financial system (2014) and served as a steering committee member in the implementation of the University's ERP cloud-based platform, focusing initially on a new Student Information and Human Resources/Payroll applications. Led the initial efforts in the development and management of the project budget and funding strategy.
- Served as a member of the President's Cabinet, led the University's Finance Committee, was a charter member of the Senate Committee on University Finance, a former chair and member of the Institutional Conflict of Interest Committee, an ex-officio member of the Facilities Council and principal staff for the Committee for the Review of Student Fees. Has been a member of various task forces on university finance, budget and other operational committees.
- Actively managed and supported the Administration and Finance Division from a financial perspective, collaborating with peers on Human Resource, Facilities, Real Estate, Environmental Safety, Public Safety and Community Engagement issues. Oversaw the business management, budget and financial functions for the division. Working closely with Facilities Management, served as project sponsor for the university's recapitalization of our combined energy plant.
- Actively partnered with the Provost's office, Research, the President's Office including Intercollegiate Athletics, Student Affairs and Information Technology on financial matters, funding strategies, compliance issues and other management and leadership priorities. Represented the university at system-office work groups and meetings on Finance, Athletics, Enrollment Management and other campus functions requiring Board of Regents review and approval.

**Associate Vice President – Finance and Administration**, *Columbia University in the City of New York*  
New York, NY • 2010 to 2013

- Provided financial and administrative expertise to Executive Leadership within the Student and Administrative Services division comprised of Student Financial Services, Office of the Registrar, Campus Services including Housing, Dining, Health Services, Print and Business Services, Transportation and University Event Management, Information Technology, Human Resources, Benefits, Strategic Communications and the Office of the Executive Vice President. Works collaboratively with leadership from the Finance, Administrative and Academic divisions.
- Directed the Finance, Administrative and Human Resource Strategy functions within the division. Represented the division as Senior Business Officer on campus-wide initiatives; serves as a member of the Term Bill and Administrative Policy Committees and served as a project team member on the recent implementation of the PeopleSoft financial system.  
Had primary financial responsibility for the \$500 million Fringe Pool funding employee benefits across the University. Provided financial support and analysis to leadership in the decision-making process and management of employee benefits. Served in a lead staff role supporting the Task Force to review fringe benefits focusing in the areas of Health and Welfare, Retirement and Tuition benefits.

- Served as Interim VP/AVP for Student Financial Services; was responsible for implementing compliance-based solutions and providing oversight for departmental functions including University Financial Aid, Compliance, the Student Service Center, Student Accounts, Accounting and Business Management and the Student Information Systems.
- Was principal liaison for all audit issues on behalf of the division including the annual A-133 Compliance Audit, annual external financial audit and all internal audits and reviews.

**Chief Financial Officer / Senior Vice President, *Newsweek, Inc.*, New York, NY • 2002 to 2009**

- Provided operational, financial and strategic expertise to executive management and business leaders in support of the company's fiscal and operating goals and objectives and worked closely with the Legal and Human Resource departments on contract and employment matters.
- Oversight of Finance functions including forecasting, budgeting, financial reporting and accounting, payroll, payables and procurement, treasury, audit and tax, fixed assets and financial systems, Sarbanes-Oxley compliance and business ethics and policy administration.
- Managed Information Technology, Facility, Dining and Travel Services, and Finance departments with a combined annual operating budget of more than \$10 million.
- Analyzed and compiled 5 year projections supporting a new editorial, circulation and sales strategy focused on changing the demographic characteristics of the readership as well as increased reliance on the digital marketplace for revenue and audience growth.
- Identified strategic opportunities and implemented both short-term and long-term cost savings initiatives to offset revenue declines during the great recession.
- Developed strategy and business plans for a complete and successful restructuring of the international business operations in Europe and Asia culminating with a return to profitability for the division.
- Completed a \$40 million, 160,000 square foot headquarters relocation project on time and on budget that commenced with identifying the property, negotiating the lease, selecting the project and construction team and concluding with overseeing the entire build-out and move-in.

**Controller / Vice President, *Newsweek, Inc.*, New York, NY • 1993 to 2002**

- Brought strong financial discipline and leadership to all facets of the business by partnering with executives and identifying best practice management standards.
- Implemented best practices and technology standards company-wide leading to improved resource utilization and lower operating costs for the information technology group.
- Identified organizational and operational efficiencies to maintain profitability objectives established during budget and long-term planning sessions.
- Provided the financial, strategic and analytical resources to the executive management team to create partnerships and joint ventures and the acquisition of *Budget Travel* magazine.
- Evaluated restructuring initiatives, negotiated large long-term contracts and leases and managed the company facilities including the build-out of a 200,000 square foot corporate headquarters.

**Assistant Controller, *Newsweek, Inc.*, Mountain Lakes, NJ • 1989 to 1993**

- Designed strong financial control procedures including income statement and balance sheet reviews leading to more accurate and reliable financial results.
- Adopted effective treasury and cash management practices and procedures that improved cash flow and reduced credit risks.
- Evaluated, selected, implemented and managed all new worldwide financial systems and related processes including payables, payroll, receivables, purchasing, fixed assets, inventory and ad billing.
- Established efficient and orderly financial close cycles and effective financial reporting tools providing management with timely financial information.

**Director of Accounting Services, *Time Incorporated*, New York, NY • 1984 to 1989**

- Supported the various magazine titles in all aspects of accounting and financial services including core financial systems, benefits accounting, allocations, expatriate taxes and travel/entertainment analysis.
- Successfully implemented and managed a new payroll system and developed financial controls to administer the 5,000+ employee payroll process.
- Managed and enhanced the worldwide general ledger and financial reporting systems.

**Accounting Officer, *Manufacturers Hanover Leasing Corp.*, New York, NY • 1982 to 1984**

- Provided accounting skills utilized in the development, testing and conversion of a new credit and equipment finance accounting and receivables system.
- Instituted the first personal computer technology for the accounting department.
- Worked closely with the accounting department by managing the general ledger and reporting systems for the world's largest bank-operated equipment leasing company.

---

---

**EDUCATION and CREDENTIALS**

**Master of Business Administration, Accounting**, Bernard M. Baruch College, City University of NY

**Bachelor of Science, Business Management**, Fairleigh Dickinson University, Teaneck NJ

**Certified Public Accountant**, State of New Jersey – *presently on Inactive Status*

---

---

**PROFESSIONAL and ACADEMIC AFFILIATIONS**

**American Institute of Certified Public Accountants**

**Financial Executives International**

**Former Member, Advisory Board, Silberman College of Business**, Fairleigh Dickinson University,

**Former Member, President's Global Advisory Board**, Fairleigh Dickinson University, Madison, NJ

**Former President, Board of Trustees**, Banyan School, Fairfield, NJ

**President, LIFE Hyannis Condo Association (a community for special needs residents)**, Hyannis, MA

**Member, Board of Trustees, The Boston Consortium for Higher Education**, Boston MA

**Member, Board of Managers, Educators Health LLC**

**Member, Board of Managers, Educators Health Captive Subscribers Advisory Committee**