

## Sandra K. Fleming

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**Finance Executive** with a history of leading not-for-profit academic institutions. Results oriented accounting professional with a diverse background in all phases of general accounting, auditing, operations planning and financial reporting. Excellent analytical, problem-solving and interpersonal/communications skills. Experienced in streamlining and enhancing accounting, reporting and analysis techniques. Proficient in various software applications, including Microsoft Office, Peachtree, Lotus, and in-house AS/400 programs.

- Financial Planning
  - Contract Management and Negotiations
  - Building and Grounds Management
  - Process Improvement and Redesign
  - Human Resources and Benefits Administration
  - Commercial Insurance Management
  - IT Software Systems Conversions
  - Board Relationships
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## PROFESSIONAL EXPERIENCE

**St. Augustine College, Chicago, Illinois**  
**Vice-President for Finance (2006-Present)**

**2005-Present**

Provide leadership, oversight and management to all the business and financial operations of the college. These activities include Accounting, Budgeting, Procurement, Human Resources, Bookstore, Cafeteria, Grants and Federally Funded programs, including Head Start and Child Care. Manage staff of 6 direct reports and up to 25 indirect reports.

- Refinanced \$7 million in tax-exempt bonds.
- Led the development of \$16 million annual operating budget and institution assets of over \$16 million.
- Spearheaded financial oversight for \$725K purchase of fifth facility location.
- Realized \$50K in savings due to contract negotiations for employee health benefits.
- Successfully completed annual financial statement and federal compliance audits, in addition to specific audits required by grantors.
- Successfully led United States Department of Labor retirement plan audit.
- Defined business requirements for system data migration and conversion.
- Developed new human resources policy manual to assure compliance with legal requirements.
- Reorganized human resources department resulting in 50% expense reductions.
- Restructured Business and Bursar's offices, hired and trained new staff, resulting in more efficient work flow.
- Directed, developed, and trained team members in the use of the new administrative software.
- Member of the President's Cabinet and staffed the Finance Committee.
- Chaired search committee for Vice President of Academic Affairs.

**Controller (2005-2006)**

Provided leadership for the overall management of the college's Business and Bursar's offices. Served as backup to the Vice President of Finance, adding additional supervision of human resources, payroll, and child care. Managed a staff of 6 direct reports and 5 indirect reports.

- Led oversight for grants, financial and cash analysis, accounts payable, accounts receivable, purchasing, and bookstore.
- Served as Module Manager for four and five modules, respectively, in the CMDS and Jenzabar EX integrated computer systems.
- Established a new chart of accounts to compile data for efficient management reporting.
- Defined specifications and assist in conversion of CMDS software to Jenzabar EX software.

**The Delta Institute, Chicago, Illinois**  
**Director of Operations and Finance**

**2004-2005**

Directed all financial functions and the operations of the Institute's facilities and computer systems.

- Performed internal audit of accounting records and supporting documentation.
- Established and wrote Financial Policies and Procedures manual.
- Developed courseware and conducted formal and informal staff training.

**Williams Consulting, Chicago, Illinois**  
**Chief Accounting Consultant**

**2001-2004**

Provided comprehensive accounting and administrative management consulting to clients on both project and long term bases for a 20-year-old consulting firm specializing in small businesses.

- Provided management and operational consulting in industries such as not-for-profit, service, and real estate.

- Advised on federal, state, and local statutory compliance matters.
- Applied accounting principles in accordance with Generally Accepted Accounting Principles (GAAP) to analyze financial information and financial reports.
- Reviewed, recommended, designed and installed management controls, systems, and procedures to reduce costs and improve operational efficiency.
- Performed needs analysis and assisted clients with purchase and installation of PCs and software.

**Lexington College, Chicago, Illinois****2000-2001****Director of Finance and Operations**

Directed and ensured the efficient operation of the College's finances, facilities, and support systems.

- Planned and managed annual operating and capital budgets of over \$1 million.
- Established and maintained records for recording transactions related to operational aspects of an institution of higher education.
- Prepared, analyzed and reported financial statements, cash flow and other financial matters including overseeing annual audits of the college and student financial records.
- Executed relocation of the college to downtown Chicago, enhancing growth opportunities while retaining efficiencies of daily operations.
- Redesigned operations of the accounting, financial aid, and human resources offices ensuring compliance with all governmental regulations.
- Oversaw physical operations of the College, including buildings and grounds, property repairs and maintenance, and ensured appropriate property and casualty insurance coverage.
- Identified requisites and oversaw procurement of the in-house communication system which enabled increased productivity in all departments, especially admissions and development.
- Led transition from stand-alone pcs to LAN-based client/server system and strengthened IS support.
- Member of the Administrative Council of the College.

**McCormick Theological Seminary, Chicago, Illinois****1989-2000****Finance Manager (1992-2000)**

Managed all phases of accounting, budget, and financial reporting functions for institutional assets of over \$100 million and departmental operating budget of \$300,000. Led staff of 6 direct reports.

- Implemented new budget and variance analysis processes that led to strategic planning initiatives with department managers.
- Controlled costs within capital and operating budgets of 15% and 10%, respectively. Cost containment initiatives were accomplished by improved contract negotiations and technological improvements that led to increased staff productivity.
- Defined parameters, and implemented upgrade and conversions of in-house application software to the IBM AS/400 hardware, which streamlined business and registration office processes.
- Ensured integrity of in-house database system that included setting up institutional protocols for universal name and address files.
- Created charts of accounts for the logical collection of financial data for planning and reporting purposes.
- Directed all statutory and management reporting functions ensuring compliance with federal and state regulatory requirements.
- Restructured department, hired and trained new staff, resulting in enhanced policies, procedures, and controls.

**Accounting Manager (1989-1992)**

Responsible for preparation and distribution of all financial statements and reports, supervised the accounting assistants in student accounts and cashier, and manage the CMDS business office and payroll modules.

- Created and designed financial reports using in-house database system and oversaw the preparation of financial statements and management reports.
- Established credit and collection policy to reduce student debt from \$150,000 to \$50,000 per year.
- Managed computer systems operations for the finance office and served as backup to the Network Systems Manager.
- Managed all accounts payable and accounts receivable activity for incorporation into month-end and annual financial statements.

**H. Turner & Company, Chicago, Illinois****1987-1989****Operations Director**

Responsible for administration of financial operations of a small independently owned public accounting firm, including budgeting and financial analysis.

- Reviewed and approved financial statements, budgets, systems operations reports and prepared Federal, State, and Payroll taxes for clients.

**Austenal Dental, Inc., Chicago, Illinois**

**1978-1987**

**Assistant Controller (1981-1987)**

Supervised all general accounting and budgeting functions for a \$45 million dental laboratory products company including audit of accounts receivable and sales data, sales tax reports, payroll and accounts payable.

- Reconciled subsidiary ledgers to the main ledger system and prepared management reports for senior management review.
- Assisted with leverage buy-out of Pfizer, Inc.'s Howmedica subsidiary. Ensured that consolidated international and domestic financial statements accurately represented the financial status of the company.
- Sustained an on-going review of business operations, comparing actual financial results to budgeted and forecasted projections.
- Prepared state tax reports in accordance with local taxing authority regulations.
- Maintained accurate records pertaining to capital assets.

**Manager of Inventory and Operations Planning (1979-1981)**

Supervised inventory accounting and general bookkeeping, verified and documented financial inventory, and consolidate monthly statements of three profit centers.

- Responsible for over \$7 million in inventory.
- Supervised yearly physical inventories resulting in smaller general ledger write-offs.
- Assisted in preparation of annual and quarterly operating plans, including analysis of sales forecasts and expense requirements.
- Prepared various reports such as intracompany and public gross margin, cash flow, cost of goods, and bank reconciliations.

**Staff Accountant (1978-1979)**

**McDonald's Corporation, Oak Brook, Illinois**  
**Staff Accountant**

**1977-1978**

**Pfizer, Inc. New York, NY**  
**Staff Accountant**

**1973-1977**

## **EDUCATION AND PROFESSIONAL ACTIVITIES**

**Bachelor of Science, Accounting**

Northern Illinois University, DeKalb, Illinois

**Business Administration – Post Graduate Studies**

Northern Illinois University, DeKalb, Illinois

**Illinois CPA Society**

Associate Member