

WELDON E. IHRIG
Senior Consulting Associate, Pappas Consulting Group Inc.

PROFESSIONAL PROFILE

Weldon Ihrig is the Executive Vice President Emeritus of the University of Washington where he was responsible for the management of all financial and administrative services of the University. He was one of the primary policy-makers for the University as a whole and represented the University in political, business and civic affairs. Mr. Ihrig is recognized nationally for his innovative business solutions and is a recipient of NACUBO's Distinguished Business Officer Award.

AREAS OF EXPERIENCE

- Accounting, Budgeting and Investing of Fiscal Resources
- Internal Auditing
- Human Resources Functions
- Risk Management
- Real Estate and Property Management
- Contracting and Acquisitions
- Support Services
- Capital Projects Management
- Physical Facilities Operations
- University-Community Relations

EMPLOYMENT HISTORY

Mr. Ihrig served as the Executive Vice President of the University of Washington, where he was responsible for the financial and business functions of the University. Responsibilities included accounting for and investing fiscal resources, internal auditing, human resources functions, risk management, acquisitions, contracting, support services, capital projects management and physical facilities operations. In addition to these responsibilities, Mr. Ihrig oversaw the University's extensive real estate holdings, including ten acres in downtown Seattle.

Major accomplishments included:

- Setting new directions for change, including the development of University staff recognition programs and approaches to significantly improve labor-management relations.
- Initiating a new approach to modernizing administrative support systems using web

technology, as well as the modernization of the University's administrative services.

- An innovative approach to University-community relations has resulted in a new City-University agreement accomplished through joint efforts with neighborhood community groups.
- Development of a new approach to campus master planning for the Seattle campus providing a comprehensive approach to future development of new and outdated facilities.

As Vice Chancellor for Finance and Administration of the Oregon State System of Higher Education(now the Oregon University System), Mr. Ihrig was responsible for planning, administering, and monitoring the higher education System's annual budget. Responsibilities also included investments, the computer information system, telecommunications, facilities planning and construction, legal services, internal auditing, as well as payroll, personnel, and benefits management for the System's seven colleges and universities.

Major accomplishments included:

- The development of a strategic investment focus and incentives to enhance alternative revenue sources during periods of declining state resources.
- The successful installation of a new Systemwide financial information system on time and within budget.
- Garnering legislative approval for State System authority to manage personnel, purchasing, contracting and travel independent of state policies; developed new System policies to reduce bureaucracy and distribute decision making to the departments.

As Vice President for Finance (previously titled University Fiscal Officer) at The Ohio State University, Mr. Ihrig had reporting responsibility for the following university offices: Treasurer; Controller; Budget Planning; Campus Planning; and Management Studies. He was responsible for the University's budget, financial, investment, planning, and space management functions. Mr. Ihrig served as: Treasurer of the University Development Fund Board; Treasurer of the Ohio State University Research Foundation Board; member of the University Hospitals Board Finance Committee; member and chair of the Finance Committee of The Ohio State University Foundation; member of the Transportation Research Center Board; and liaison with State and Federal agencies on issues related to university resources.

Significant accomplishments included:

- Developing new strategies for fiscal management that created new resources in support of the University's academic goals, by capturing full overhead recoveries from auxiliary enterprises, research incentive funding from the state, and a return on investment focus for the successful fundraising campaign.

- Modernizing the fiscal and facilities planning processes, providing increased information to the campuses regarding the University's financial situation, and distributing decision making to appropriate offices.

Prior to becoming the Vice President of The Ohio State University, Mr. Ihrig held a series of positions at the University:

As Assistant Vice President, Business and Administration, Mr. Ihrig was responsible for providing general management, budgeting, and planning support for the University's business functions. Areas of management responsibility included financial services, computing support, campus transportation and bus services, contracting and purchasing, public safety, and physical plant. Functioned as liaison in dealing with problems and issues that involved the areas of Business and Administration with other university departments as well as external organizations.

Significant accomplishments included:

- The development of the university's management improvement program;
- An equipment and vehicle replacement reserve program which received a national Cost Reduction Award for 1978
- Quarterly management reviews to evaluate Business and Administration units with regard to performance achieved as well as budget status.

Concurrent assignments included Chairman of the Computer Coordinating Committee, Acting Assistant Vice President for Registration Services with responsibility for the university's admission, registration, and scheduling activities; and member of the Council on Admissions and Registration.

As Executive Director, Administrative Systems, Mr. Ihrig was responsible for directing the University's administrative data processing services, which employed over 40 systems analysts, programmers, and support personnel.

Major accomplishments included:

- Setting a new direction for administrative computing to enable this area to provide support for university management priorities using a five-year data base management oriented effort
- Created a project development approach involving the users in the design and operation of their support systems.
- Concurrent assignments included membership on the University's Computer Coordinating Committee and chair of a task force to recommend changes to the university's fee structure

As Director of Special Projects, Office of Executive Vice President, Mr. Ihrig was responsible for directing special university-wide projects related to planning, budgeting, and systems support with regard to academic and nonacademic issues as a basis for executive level decisions. Projects included assisting in the development of new university program budgeting and planning procedures contributing to organizational changes within the university; participated in the development of a team approach to top administration.

As Special Assistant and Budget Director, Office of Student Affairs, he was responsible for budget planning and control involving the areas of residence halls, admissions, registration, student health clinic, student unions, and athletics; coordination of the development of student services support systems; responsible for special projects crossing departmental lines of authority.

Major accomplishments included:

- Establishing a new budgeting control system
- Coordinating the establishment of service improvements to be more responsive to the needs of students and faculty;
- Providing direct assistance to the members of student government in managing their university funding allocations.

As Assistant Registrar for Scheduling and Systems, Office of the Registrar, he was responsible for the classroom and student scheduling functions for the university and coordinating these activities with the college deans and faculty. Mr. Ihrig initiated a new approach to quarterly development of the university master schedule of classes which reduced the workload on the colleges and Scheduling Office while improving the utilization of classroom facilities; designed a total student information system; led a project to implement a new admissions support system; coordinated a redesign of the university's academic calendar.

At the Battelle Memorial Institute, where he served as Principal Engineer, Systems Group, Mr. Ihrig was responsible for performing contract research and developing proposals in the areas of management information, transportation, and weapon systems. As an Engineer in the Reliability Engineering Group, he was responsible for the design and analysis of reliability features in electronic circuits and systems.

EDUCATION

Masters of Business Administration (M.B.A.), The Ohio State University, Columbus, Ohio
Bachelor of Electrical Engineering (B.E.E.), The Ohio State University, Columbus, Ohio

PROFESSIONAL ACTIVITIES

- National Association of College and University Business Officers (NACUBO)
 - Distinguished Business Officer Award, 1998
 - Board of Directors, and Secretary of the Board
 - Chair, Professional Development and Member Relations Committee
 - Faculty for Intermediate Fund Accounting Workshop
 - Faculty for Senior Financial Manager Seminar
 - Executive Leadership Institute Committee

- Central Association of College and University Business Officers (CACUBO)
 - Past President and Member, Executive Committee
 - Faculty, CACUBO Management Institute

- Faculty, CIC Academic Leadership Program

- Western Association of College and University Business Officers (WACUBO)
 - Board of Directors, Business Management Institute
 - Faculty, WACUBO

- Faculty, Stanford Forum for Higher Education Futures

- Board, Seattle Chamber Music Festival
 - Treasurer and Chair of Finance Committee

- Board member and Chair of Finance Committee, Oregon Bach Festival

- Serve on evaluation teams for the Commission on Higher Education, Middle States Association of Colleges and Schools

- Management consulting assignments with several colleges/universities
- Financial Executives Institute; Member of Board of Directors, Central Ohio Chapter
- American Management Association
- Registered Professional Engineer (Ohio)
- The Institute of Management Sciences
- Institute of Electrical and Electronic Engineers

BUSINESS ACTIVITIES

Served as a Member of the Board of Directors of County Savings Bank, Columbus, Ohio
Served as a Member, Ohio Governor's Advisory Council for Travel and Tourism and Chair of the Council's Grant Committee

PUBLICATIONS/PAPERS

- "Recasting the Oregon State System" paper in the *Executive Strategies*, jointly published by the National Association of College and University Business Officers and the Stanford Forum for Higher Education Futures, 1996.
- Co-author of "Revenue Opportunities" chapter, *Reinventing the University*, Wiley & Sons, 1995.
- Presenter and author of "Exploration of Downsizing With Multiple Institutions," at National Association of College and University Business Officer's Forum on Rightsizing, 1992 (Audio Cassette).
- Author of Chapter One for the manual "Contracting for Services," National Association of College and University Business Officers, 1983.
- "Resource Reallocation at the Ohio State University," *Survival in the 1980's: Quality Mission, and Financing Options*, Center for the Study of Higher Education, University of Arizona, May, 1983.
- "The Computer's Role in Higher Education: Computers in Administration," *The International Encyclopedia of Higher Education*, Jossey-Bass, 1977.

- "Administrative Systems - The Management Challenge," unpublished paper used in a series of management presentations as a consultant for IBM Corporation.
- "Comprehensive Information Systems Planning," 20th Annual College and University Machine Records Conference Proceedings, May, 1975.
- "Systems Planning + Data Management + Management Results," 19th Annual Machine Records Conference Proceedings, May, 1974.
- "Reliability Tradeoff: Circuit Redundancy vs. Circuit Design," Electronic Design Magazine, May, 1973.
- Author and Instructor for MODS-2, a training program related to the development and management of student information systems, American Association of Collegiate Registrars and Admissions Officers, August, 1970.
- "The Ohio State University Approach to Admissions - System Design and Implementation," 53rd Annual Meeting of the American Association of Collegiate Registrars and Admissions Officers, April, 1967.