

## Lloyd A. Blanchard, PhD

### Summary

Leader with 30 years of experience in academia, government, and industry—14 years at the executive level.

### Career Highlights

Senior White House budget official overseeing multiple federal agency budgets; chief financial executive at public research and minority serving institutions of higher education; chief operating officer of a government agency; professor of public administration and policy; published author on government finance and performance, education policy and finance, and racial/ethnic/gender disparities.

### Areas of Expertise

- Higher educational policy and finance
- Public financial management and reform
- Public administrative leadership and management
- Teaching and public speaking
- Economic and statistical policy analyses

### Recent Professional Experience

Dec 2022  
– present

#### **Vice President for Strategic Initiatives and Planning and Chief Strategy Officer University of Connecticut (Storrs, CT)**

Serving as a senior advisor to the university president, I oversee the development and implementation of the University's strategic plan; analyze and propose realignment and organization of the University's units; and provide oversight over facilities, construction, and planning operations of the University.

July 2021  
– Dec 2022

#### **(Interim) Vice President for Finance and Chief Financial Officer University of Connecticut (Storrs, CT)**

Reporting to the university president, I oversaw all financial policies and business operations for the university, including oversight over the Associate Vice Presidents for Budget Planning and Institutional Research (BPIR), Financial Operations and Controller, and University Business Services (UBS).

October 2016  
– present

#### **Professor in Residence, Department of Public Policy University of Connecticut (Hartford, CT)**

Member of the public policy faculty—ranked #8 nationally in public budgeting and finance. Conduct research and teach courses in public finance and management, strategic management and leadership, and economic analysis for public policy. Annually teach the Strategic Management course for the Master of Public Administration (MPA) Executive Track program.

## Current Board Participation

November 2021 – present	<b>Leadership Advisory Board</b> <b>Advanced Technology International (ATI)</b> Member of advisory board for a technology-oriented firm that facilitates collaboration among industry, academia, and government to drive innovation improvements to support homeland and national security.
September 2021 – present	<b>Commissioner</b> <b>New England Commission of Higher Education (NECHE)</b> Accrediting body for private and public universities throughout New England. Member of Executive Committee, 2022-23.
October 2016 – present	<b>Executive Board</b> <b>Preschool through 20 Workforce Information Network (P20WIN)</b> <b>Office of Policy Management (Hartford, CT)</b> Interagency data collaborative that facilitates policy analyses using cross-agency data.

## University Service

- **Chair, Advisory Committee on Policing:** Committee formed by university president to address university's response to national outcry over police abuse.
- **Chair, Fiscal Working Group:** Committee formed by university president to address fiscal challenges in the wake of the COVID-19 pandemic.
- **Co-chair, Data Analysis subcommittee of Faculty Pay Equity initiative:** Multi-committee initiative formed by Provost, University Senate Executive Committee, and American Association of University Professors (AAUP) to study disparities in faculty compensation.
- **Search Committee Chair**
  - Police Chief (2021)
  - AVP for Financial Operations and Controller (2019)
- **University Senate (ex-officio)**
  - Senate Budget Committee
  - Faculty Standards Committee

## Education

- Doctor of Philosophy (PhD, Public Administration), Maxwell School of Citizenship and Public Affairs, Syracuse University, 1999
  - *Concentrations: Public finance and urban policy*
  - *Dissertation: School Segregation, Social Capital, and Educational Costs*
  - *Academic advisors: John Yinger and Bill Duncombe*
- Master of Public Administration (MPA), The Maxwell School, Syracuse University, 1994
- Bachelor of Arts (BA, Political Science), University of Texas at San Antonio, 1993
- Bachelor of Arts (BA, Economics), University of Texas at Austin, 1986

## **Past Professional Experience**

March 2018  
– June 2021

### **Associate Vice President for Budget, Management, and Institutional Research University of Connecticut (Storrs, CT)**

Oversaw \$1.6 billion annual operating budget and \$200 million annual capital budget for top-ranked public flagship university, reporting to both Executive Vice Presidents—the Provost and the Chief Financial Officer. I oversaw the offices of Budget and Planning and Institutional Research and Effectiveness, including the management of university resources, initiatives to improve operational efficiencies, and the integration of analytic capabilities to support decision making on resource allocation.

October 2016  
– March 2018

### **Associate Vice Provost, Office of Institutional Research and Effectiveness (OIRE) University of Connecticut (Storrs, CT)**

Oversaw office that manages official data for analysis, reporting, planning, institutional effectiveness, and decision-making. Reporting to Provost, my duties included providing strategic support in shaping the long-term institutional policies and programs, and conducting analyses for academic resource allocation, new program development, student success, competitive positioning, and institutional effectiveness. OIRE serves as the central repository of official data for state, federal, and other external agencies for reporting activities related to the University's accountability, regulatory, compliance, and other public information obligations.

June 2011 –  
October 2016

### **Director, Public Performance Management IEM, Inc. (Washington, DC)**

Oversaw business teams for a \$40 million risk management consulting firm. My teams specialized in government performance, financial management, grant monitoring, data analytics, and economic and organizational analysis. Clients included federal, state, and local government agencies. We helped government clients develop, pilot and implement performance measurement and management systems, monitor the spending of federal grants, develop financial management policies and procedures, and conduct needs assessments and data analyses to guide decision-making.

Jan 2010 –  
May 2011

### **Senior Vice President for Administration and Finance and Chief Operating Officer Medgar Evers College of The City University of New York (Brooklyn, NY)**

Oversaw all administrative units at small urban college, including all finance, facilities, and information technology. Executive-level direct reports included Assistant Vice President for Finance, Assistant Vice President for Facilities, and Chief Information Officer. Worked with faculty and administrators on strategic initiatives and budget allocations, oversaw day-to-day operations of the college, implemented data-driven decision-making strategies, and collaborated with various external stakeholders to reconcile community and college goals.

Jan 2007 –  
Dec 2009

**Vice Provost for Fiscal Management, Office of Academic Affairs  
Louisiana State University (Baton Rouge, LA)**

Oversaw all academic financial and space resources on behalf of Provost, and collaborated closely with Chancellor, Associate Vice Chancellor for Finance and Budget, academic deans, and other senior academic officials to implement new initiatives of the Provost. Developed budget allocation framework based on mixture of credit hours and majors to improve efficiency of allocation, worked with academic leaders to implement new policies, and supported faculty and institutional development. Regularly worked collaboratively with stakeholders ranging from students, parents, faculty, community leaders, and politicians.

Aug 2004 –  
Dec 2006

**Assistant Professor, Department of Public Administration  
Senior Research Associate, Center for Policy Research  
The Maxwell School, Syracuse University (Syracuse, NY)**

Member of the public policy faculty—ranked #1 nationally. Taught graduate-level public budgeting, urban policy, and executive leadership courses. Publications included empirical research on performance budgeting, discrimination in housing and small business lending, and public financing of education. Mentored exceptionally talented graduate students on skill improvement and career development.

Apr 2003 –  
July 2004

**Deputy Chief Financial Officer for Policy, Office of the Chief Financial Officer  
National Aeronautics and Space Administration (Washington, DC)**

Oversaw financial management policy and implementation of financial management reform initiatives, including the agency's Full Cost and Freedom to Manage policies. Prepared recommendations for the CFO and Administrator related to the implementation of performance budgeting, financial management, and developed databased frameworks for improved financial decision-making.

Jan 2002 –  
Apr 2003

**Chief Operating Officer  
Small Business Administration (Washington, DC)**

Oversaw all national operations, policy review, and \$900 million budget. Led implementation of performance management reform, including agency's Activity-Based Cost model; led consolidation of loan servicing operations; instituted first econometric model for estimating business loan defaults. Executive-level direct reports included Chief Financial Officer, Chief Information Officer, Chief Human Capital Officer, and Associate Deputy Administrator for Administration. Led agency-wide budget formulation and execution, solved long-standing problems with loan subsidy estimation, and defined a new vision and strategy for streamlining agency operations.

May 2001 –  
Dec 2001

**Program Associate Director, General Government Programs**

**Office of Management and Budget, Executive Office of the President (Washington, DC)**

Senior White House policy official overseeing finance and economic policy, management initiatives, and \$200 billion budget portfolio that included the Departments of Housing and Urban Development, Treasury, Justice, and Transportation, and numerous independent agencies such as the Government Sponsored Enterprises (Fannie Mae, Freddie Mac), Securities and Exchange Commission, Federal Emergency Management Agency, and the Small Business Administration. Worked closely with Congressional members and staff on Presidential budget formulation, oversaw financial management reforms in portfolio agencies, and handled confidential information and sensitive inquiries from the public and the press. This time coincided with the terrorist attacks of September 2001, and my role included a focus on sustaining and rebuilding our national economy in response. My team developed the budget for the New York City clean-up and helped design initial policies and budgets for the new Transportation Security Administration (TSA) and the Department of Homeland Security (DHS).

Aug 1999 –  
May 2001

**Assistant Professor**

**Daniel J. Evans School of Public Affairs, University of Washington (Seattle, WA)**

Member of the public policy faculty—ranked #6 nationally. Taught graduate-level public budgeting and applied quantitative methods courses. Publications included empirical research on public financing of education, urban policy issues, and market-based reforms. Mentored graduate students on skill improvement and career development. Awarded Teacher of the Year in first year, and Dean's Service Award for restructuring school's financial management curriculum in second year.

Jun 1992 –  
Aug 1999

Returned to college for second undergraduate degree and graduate degrees.

Sep 1991 –  
Apr 1992

**Director of Education, CareerCom School of Business (Jacksonville, FL)**

Oversaw faculty and curriculum development for business-oriented vocational school.

Sep 1990 –  
Aug 1991

**Instructor, CareerCom School of Business (San Antonio, TX)**

Part-time instructor teaching business finance classes in a vocational school.

Jan 1988 –  
Aug 1991

**Concierge, Four Seasons Hotel (San Antonio, TX)**

Oversaw guest services department at 4-star hotel of leading company in industry.

June 1986 –  
Dec 1987

**Loan Officer, CityFed Mortgage Corporation (Austin, TX)**

Originated mortgage loans for national mortgage broker.

## **Publications**

- “Do Lenders Discriminate Against Minority and Women Entrepreneurs?” (with Bo Zhao and John Yinger) 2008. *Journal of Urban Economics*, Vol. 63, No. 2, pp. 467-497.
- “Teaching Leadership in Public Administration” (with Amy Donahue) 2008. *Journal of Public Affairs Education*, Vol. 13, Part 3-4, pp. 461-486.
- “PART and Performance Budgeting Effectiveness” 2008. *Performance Management and Budgeting: How Governments Can Learn from Experience*. Steve Redburn, Robert Shea, and Terry Buss, editors, (M.E. Sharpe, Inc.).
- “Performance Budgeting: How NASA and SBA Link Costs and Performance” 2007. *Integrating Performance and Budgets: The Budget Office of Tomorrow*. Jonathan D. Breul and Carl Moravitz, editors. (Rowan and Littlefield Publishers).
- “Measuring Equity of Educational Outcomes in the Presence of Inefficiency” (with John Ruggiero and Jerry Miner), 2002. *European Journal of Operations Research*, Vol. 142, No. 3, pp. 642-652.
- “Tax Policy and Public School Finance” (with William Duncombe) 1998. *Handbook on Taxation*, W. Bartley Hildreth and James Richardson, editors. (Marcel Dekker, Inc.).
- “Market-Based Reforms in Government: Towards a Social Subcontract?” (with Charles Hinnant and Wilson Wong) 1998. *Administration and Society*, Vol. 30, No.5, pp. 483-512.

## **Commissioned Government Reports**

- “Comprehensive Study on Technology Talent in Connecticut,” 2018. (with Tyler Terbrusch and Yizhi Zhu), P20 WIN Executive Board on behalf of the Department of Economic and Community Development.
- “Performance Budgeting: How NASA and SBA Link Costs and Performance,” 2006. Research Report, Financial Management Series, IBM Center for the Business of Government.

## **Sponsored Grant Awards**

- Executive leader at LSU of multi-university team in pursuit of federal grant, “Risk Perceptions, Preferences, and Preparedness.” Funded by the Department of Homeland Security as Part of the Center of Excellence for the Study of Natural Disasters, Coastal Infrastructure and Emergency Management, under competitive Funding Opportunity DHS-07-ST-061-004 (\$566,026).
- Kauffman Foundation grant for research on racial, ethnic, and gender disparities in small business credit markets. (\$360,000)

## **Congressional Testimony**

- “Maximizing Organization and Leadership in a Federal Agency to Fulfill its Statutory Mission: Restructuring of the Small Business Administration,” As Chief Operating Officer of the Small Business Administration, Testimony before the Subcommittee on Workforce, Empowerment, and Government Programs, Committee on Small Business, U.S. House of Representatives, July 16, 2002.

- “The Federal Financial Management Improvement Act of 1996: Are Agencies Meeting the Challenge”? As Chief Operating Officer of the Small Business Administration, Testimony before the Committee on Government Reform, Subcommittee on Government Efficiency, Financial Management, and Intergovernmental Relations, June 2, 2002.
- “Turning the Tortoise into the Hare: How The Federal Government Can Transition from Old Economy Speed to Become a Model for Electronic Government,” As Chief Operating Officer of the Small Business Administration, Testimony before the Subcommittee on Technology and Procurement Policy, Committee on Government Reform, U.S. House of Representatives, March 21, 2002.
- “The 7(a) Loan Guaranty Program: A Look at SBA’s Flagship Program Fees and Subsidy Rate,” As Program Associate Director, Office of Management and Budget, Testimony at Roundtable before the Committee on Small Business and Entrepreneurship, U.S. Senate, September 5, 2001.

### **Unpublished Working Papers**

- “The Cost of Public Higher Education in America: What Has Happened and Why” (with Amy Donahue, 2020)
- “Measuring Teaching Effectiveness using SETs” (with Yizhi Zhu, 2019)
- “The Nuances of Women’s Persistence in STEM” (with Youyou Zheng, 2018).
- “The Dynamics of Paying for Performance in the Public Sector” (2008).
- “Do Small Schools Improve Student Outcomes? A Reexamination of the Evidence with Attention to Selection,” (with Lawrence Miller, 2006).
- “The Distribution of No Child Left Behind (NCLB) Benefits and Costs in New York State” (2005).
- “How Important Are Extracurricular Activities to Academic Success?” (2004).
- “The Costs of Closing the Black White Test Score Gap” (2000).
- “The Paradoxical Effects of School Integration on the Educational Outcomes of Minority Pupils” (2000).

### **Selected Conference Presentations**

- “The Cost of Public Higher Education in America: What Has Happened and Why” (with Amy Donahue). 60th Annual Western Social Science Association Conference, San Antonio, TX, April 2018.
- “Rethinking the Government-Business Relationship: We Need Each Other Now More Than Ever,” Invited Panel Participant, Bantle Symposium, Maxwell School, Syracuse University, March 2016.
- “Evidence Based Practices,” Panel Chair, 6th Annual Public Performance Measurement and Reporting Conference, Trenton, NJ, September 2013.
- “Estimating Discrimination in Small Business Credit Markets,” Urban and Community Studies Program, University of Connecticut, Spring 2008.
- “Local Economic Development: The Good, Bad, and Ugly,” National League of Cities, Leadership Training Institute, New Orleans, LA, November 2007.

- “Using Simulations to Teach Crisis Leadership in Public Administration,” 29th Annual Teaching in Public Administration Conference, Olympia, WA, February 2006.
- “Do Small Schools Improve Student Outcomes? A Reexamination of the Evidence with Attention to Selection,” Poster, 28th Annual Association of Public Policy and Management Annual Conference, Madison, WI, November 2006.
- “How and Why Does Secondary Education Matter,” Discussant, 31st Annual Conference of the American Education Finance Association, February 2006.
- “The Distribution of No Child Left Behind (NCLB) Benefits and Costs,” 30th Annual Conference of the American Education Finance Association, March 2005.
- “How Important Are Extracurricular Activities to Academic Success?” 26th Annual Association for Budgeting and Financial Management (ABFM) Conference, Chicago, IL, October 2004.
- “Full Cost Accounting Principles & Practice: A U.S. Government Perspective,” Featured speaker, You Paid What? Workshop on Full Cost Accounting Methodology for IT in the Public Sector, Ottawa, Canada, March 2004.
- “Linking Costs to Performance,” Capitol Hill Campus, Mercatus Center, George Mason University, Washington DC, December 2003.
- “Efficiency and Equity in Washington State Schools,” and Moderator for Education Finance Panel, 43rd Annual Meeting of the Western Social Science Association, Reno, NV, April 2001.

#### **Selected Honors, Awards, and Keynote Addresses**

- Keynote speaker, APPAM Public Policy Camp, The Maxwell School, Syracuse University (2018)
- Keynote speaker, MPA Convocation, The Maxwell School, Syracuse University (2010)
- Kauffman Entrepreneurship Scholar, University of North Carolina-Chapel Hill (2005)
- Named in “Fifty Influential Minorities in Business,” National Minority Professional Network (2003)
- Dean’s Service Award, Evans School of Public Affairs, University of Washington (2001)
- Teacher of the Year, Evans School of Public Affairs, University of Washington (2000)
- Visiting Scholar, Institute for Research on Poverty, University of Wisconsin-Madison (2000)

#### **Professional Affiliations**

- National Association of College and University Business Officers (NACUBO)
- Association for Institutional Research (AIR)
- American Society for Public Administration (ASPA)
- Association of Public Policy Analysis and Management (APPAM)
- Association of Budgeting and Financial Management (ABFM)
- National Forum for Black Public Administrators (NFBPA)