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QUALIFICATIONS SUMMARY

Comprehensive executive level leadership and management experience in the areas of administration, human resources, operations planning, financial planning and budget execution, facilities planning and operations, security planning and operations, public relations, and education and training. Consistent record of productivity marked by efficient resource allocation and utilization, cost effectiveness and continuous quality improvement. Persuasive motivator of ethnic and gender diverse employees toward common vision. Articulate executive level spokesman. Have earned reputation for integrity, loyalty, determination, work ethic and mastery of issues.

EMPLOYMENT CHRONOLOGY

7/01-present	VICE-PRESENT FOR BUSINESS AFFAIRS, Francis Marion University Florence, SC (see addendum for current professional experience)
4/96—7/01	CHIEF OF STAFF, South Carolina Department of Juvenile Justice, Columbia, SC
7/92—4/96	CHIEF OF STAFF, Marine Corps Recruit Depot/Eastern Recruiting Region, Parris Island, SC
7/90—7/92	DIRECTOR, Marine Corps Career Level School (Amphibious Warfare School), Marine Corps University, Quantico VA
6/88—7/90	FLEET MARINE OFFICE AND CHIEF OF STAFF, Commander, U.S. Seventh Fleet, Yokosuka, Japan and Western Pacific Region
7/86—6/88	DEPARTMENT HEAD, Faculty, Command and Staff College, Marine Corps University, Quantico VA
6/67—7/86	US MARINE CORPS OFFICER. Served in progressive command and staff leadership and management positions supervising personnel, support, security, training, education and logistics functions in US, Europe and Far East.

SC Department of Juvenile Justice

Responsible for directing and coordinating day to day operations of the State's juvenile justice system to include: prevention programs, detention release screening, court intake, probation/parole supervision, community placements and aftercare services, institutional evaluation, secure confinement, rehabilitative treatment and victim's services. Provides executive management to four functional divisions of administrative services, rehabilitative services, community services and educational services and the support offices of the Inspector General, policy and planning, staff development and training, internal audits, legislative affairs, legal affairs and juvenile advocacy.

- Agency includes 1700 employees and a total annual budget of over \$110 million.
- Agency operates five long-term secure institutions, a detention center, three evaluation centers and six group homes.
- Statewide Agency operations include 43 county offices serving all 46 counties.

ADMINISTRATIVE MANAGEMENT

- Restructured the Agency, reducing number of functional divisions from seven to four.
- Established Office of Policy and Planning to oversee policy administration, programs and grants development, planning and evaluation, and research and statistics to emphasize data based decision-making and ensure the Agency's accountability in complying with regulations, standards and sound government practices.
- Directed conversion of Agency's human resources and fiscal data support systems from another State entity enhancing in-house efficiency and responsiveness to employee needs.
- Initiated implementation of GroupWise 5.5 e-mail covering approximately 350 users while expanding both wide-area and local-area networks.
- Directed centralizing and streamlining the Agency's contract review process and implemented a contract monitoring process to ensure timely renewal or termination of contracts.

HUMAN RESOURCES MANAGEMENT

- Supervised execution of comprehensive work plan to address long-standing deficiencies in Agency's Office of Human Resources.
- Orchestrated activities attendant to hiring over 500 additional full-time employees during a five-year period.
- Directed realignment of the workforce to expand positions funded from other state appropriated sources resulting in higher level of security coverage with 8% less expenditure of state funds.
- Initiated expansion of eligibility for Police Officers Retirement System to larger segment of employees involved in direct services to children in custody.

FACILITIES MANAGEMENT

- Acquired funding and developed plans of actions and milestones for the opening of five new juvenile justice facilities totaling over \$35 million - the first new Agency facilities in twenty-five years.
 - Acquired funding and oversaw planning and execution of \$15 million in annual permanent improvements projects.
 - Initiated contract to develop updated Agency Facilities Master Plan.
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FINANCIAL MANAGEMENT

- Chaired Agency's Budget Review Committee responsible for establishing Agency-wide financial management policies and practices relative to the execution of an \$82 million appropriated state base budget and all-source funding in excess of \$110 million.
- Supervised development of Agency's annual budget requests, which resulted in unprecedented levels of appropriated funding during FY's 96-97, 97-98 and 98-99 for statewide juvenile justice programs and services.
- Implemented aggressive program of cost reduction measures during current fiscal year amounting to savings in excess of \$3 million to address Agency deficit resulting from recurring programs being funded with non-recurring dollars.
- Increased emphasis on grant funding resulting in over 300% increase in five years and currently amounting to 39 grants totaling over \$7.5 million in support of juvenile justice programs and services.
- Increased emphasis on Targeted Case Management billings accruing over \$8.3 million in Medicaid funding to the Agency during past fiscal year.

STRATEGIC PLANNING

- Initiated strategic planning process involving all levels of Agency management resulting in Agency's first-ever strategic plan that includes detailed strategies, goals, activities, major outcomes, performance-based standards and performance indicators.
- Initiated an Agency accreditation process, developing standards and policies in administration, operations and community services functions for eventual accreditation of facilities and county offices by the American Correctional Association.
- Re-focused internal audit function, developing a risk assessment model to assist in evaluating the operations and performance of critical Agency functions.

PUBLIC SAFETY

- Established Office of the Inspector General to oversee public safety, internal affairs, safety compliance and inspections and management reviews to ensure a more coordinated approach to and timeliness of criminal investigations and response to juvenile allegations and grievances.
- Oversaw development of an automated Event Reporting Management Information System ensuring real-time reporting and timely response to significant reportable incidents occurring throughout the Agency.

ORGANIZATIONAL DEVELOPMENT

Directed expansion of Agency-wide staff development and training programs resulting in 136 additional training programs being offered to employees with participation increasing by 80% over five years.

EXECUTIVE AFFAIRS

- Served in Agency Directors absence in dealing with Governor's Office staff, members of legislature, other state agencies and juvenile justice practitioners and advocacy groups.
- Prepared and presented variety of high-impact verbal and graphic briefings given to Governors Office staff, legislative committees and oversight agencies.

LAWSUIT COMPLIANCE

- Chaired Lawsuit Compliance Workgroup focusing on implementation of court-approved remedial plan to address unconstitutional conditions of confinement in 10-year old Federal-class action lawsuit. Resulted in mediation agreement being reached which terminated the court-decree in the summer, 2001.

Functional Experience prior to SC Department of Juvenile Justice

ADMINISTRATIVE MANAGEMENT. As Chief of Staff, Chief Executive Officer or Director, successfully managed five diverse military and state government organizations while directing the activities of up to 10-12 department executives, staffs of 150-400 people and work forces in excess of 3,000 men and women.

- Reduced administrative personnel overhead by 25% through consolidation of diverse administrative functions into a single center.
- Directed merger of computer and telecommunications functions saving \$1.8 million annually.
- Established quality management department, developed strategic plans, and initiated organization wide total quality management program in three hierarchical organizations.
- Experienced in modern office technology to include the acquisition of personal computers and development of computer supported executive information and management systems.
- Practiced in drafting, interpretation and application of public laws and state and federal regulations.
- Prepared and presented briefings to senior governmental, legislative, judicial and corporate officials.

HUMAN RESOURCES MANAGEMENT. Supervised all facets of personnel management of both military and civilian work forces. Formulated and implemented recruitment, classification and assignment, performance, benefits, termination, grievance and management/union partnership policies.

- Administered model Employee Assistance Program encompassing substance abuse, family crisis intervention, outplacement, continuing education and childcare development.
- Oversaw conversion of contracted work force of 300 persons to federal employee work force, improving efficiency and customer service, saving \$3.5 million annually.
- Established corporate policy for equal employment opportunity and affirmative action practices; successfully resolved all employment and labor disputes by using model system of early intervention and conflict resolution methodology.
- Initiated program and chaired committee to improve quality of life of lower income employees and their families by analytically focusing on 23 major quality of life issues.

FACILITIES MANAGEMENT. As Chief of Staff of an 8000-acre Marine Corps installation position equivalent to City Manager, defined priority factors affecting programs personnel facilities and community support services for 3,000 employees, 350 families, 20,000 trainees and 80,000 annual visitors.

- Managed development of comprehensive Master Plan for Marine Corps Base to ensure logical decision making and efficient future development of real estate, facilities and infrastructure.
- Supervised development and execution of five-year military construction program totaling over \$40 million, encompassing 31 projects.
- Established energy conservation program resulting in 17% usage reduction for two-year period.
- Oversaw studies in biological diversity, water treatment, hazardous waste and wetland topography.
- Instituted installation recycling program, which accounted for a 25% reduction in the waste stream and regenerated an average annual revenue of \$150 thousand for quality of life and environmental programs.
- Supervised environmental compliance program resulting in Department of Navy natural resources conservation, recycling and pollution prevention awards for 1992, 1993 and 1994.
- Directed development of detailed disaster preparedness plan in coordination with local community emergency preparedness operations. Initiated establishment of enhanced 911 emergency services system and internal paramedic support.

FINANCIAL MANAGEMENT. Hands on experience in the preparation review, approval and execution of financial plans and budgets. Adept at analyzing cost-benefits of projects to ensure high payoff potential under austere budgetary constraints.

- Reviewed, approved, and executed \$40 million annual operations and maintenance budget and \$40 million military construction budget for major Marine Corps installation.
- Directed fiscal cost avoidance measures, through total quality approach, resulting in average savings of \$2.5 million annually while improving productivity and achieving 99.8% budget execution rate in Fiscal Years 1993 and 1994.
- Approved execution of operating and capital investments budget for retail and service firm with annual sales in excess of \$26 million, one of only three organizations in the Marine Corps to recognize increased sales and profits in 1993, 1994 and 1996.

EDUCATION

- MS., MANAGEMENT, Salve Regina University
- MA., NATIONAL SECURITY AND STRATEGIC STUDIES, U.S. Naval War College
- Graduate Studies, EDUCATION ADMINISTRATION, Texas A & M University
- B.S., BUSINESS ADMINISTRATION, Kenan-Flagler School of Business, University of North Carolina

SPECIAL QUALIFICATIONS

- Executive Institute, South Carolina Budget and Control Board
- Facilities Planning, Executive Workshop, National Institute of Corrections
- Baldrige Management Criteria, South Carolina Budget and Control Board
- Management Development Institute, National Council of Juvenile and Family Court Judges
- Total Quality Leadership, Executive Seminar, Naval Post Graduate School
- Civilian Personnel Management, Executive Seminar, Department of the Navy
- Media Relations, Executive Workshop, J. Walter Thompson Agency

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Current Professional Experience Addendum
Vice President for Business Affairs
Functions and Responsibilities

- The Vice President for Business Affairs reviews and ascertains that sufficient financial resources are in place by providing quality business leadership for the University. Provides an administrative institutional support structure to enable the institution to accomplish its mission. The primary purpose of this position is to maintain the financial stability and integrity of the University as it delivers education services to those who avail themselves.

- Advises the President of the overall management of all university fiduciary matters in fiscal planning, revenue projections, pending processes, investments, and audits. Acts as the college resource person in the analysis and projective modeling of tuition revenue projections, state FTE reimbursement formulae, and donations provided to offer reasonable alternatives in the utilization of funds in university budgets.

- Supervises all business practices of the University to ensure compliance with all appropriate laws and procedures. Provides leadership for increasing the efficiency and efficacy of all business operations of the university including the university bookstore, dining services, and housing and in evaluating out sourcing of services and activities of the business offices

- Provides direction to the Physical Plant Management. This includes the renovation and development of new facilities, custodial services, maintenance of all facilities and grounds maintenance.

- Provides direction for the procurement and distribution of materials and services supporting the university's operations.

- Provides the President with analyses of projected funds, last year budget's strengths and weaknesses, develops alternate models for optimal use of revenues and in the University's budget. Participates in the development of predictive models for enrollment, revenues and expenses collaboratively with the VP for Administration. Assists the President in the preparation, review, and administration of the university's budget.

- Serves as a member of the President's Cabinet and works collaboratively with the other Vice Presidents and leaders in college development to further the mission of the university. Provide weekly updates on current work tied to the Office of Business Affairs and reports on completion of proactive and reactive work from the previous work.

- Directs University financial services including all Controller, Treasurer, and payroll functions. Plans recommendations of policy and ensures the planning, design, and

implementation of related systems, procedures, operations, and internal controls are accomplished. Reviews and approves all University financial statements. Ensures compliance with all GASB, FASB, and GAAP standards.

- Supervises program compliance and financial audit management. Provides adjustments to ensure continued compliance with all financial and legal standards and develop plans to correct any shortcomings discovered in audits.
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- Provides financial and accounting assistance to the Education and Development Foundations as requested.
 - Provides supervision and direction to the Office of Financial Aid.
 - Provides management of debt service funds, federal funds, and gifts. Administers the establishment of internal control policies and procedures. Executes the direct lending of federal funds granted under the University's Federal Perkins Loan Program.
 - Develops and manages the sale and operation of public bonds issued by the university.
 - Supervises the Safety/Security Program for the University. The Campus Police Department at the University is staffed with officers who are certified police officers in the State of South Carolina. Campus Police supervises the Emergency Management Program on campus.
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