

# Jacqueline F. Ballou

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## SUMMARY OF QUALIFICATIONS

- Results-oriented professional with strong leadership and analytical abilities with proven competencies in leadership development, strategy development, operations management, business transformation, managerial effectiveness, project management, market research and team building.
- Over 10 years of consulting experience delivering business insight and results for Fortune 500 companies, small businesses and universities. Managing projects within scope schedule and budget while satisfying project requirements for clients. Over 15 years of operational and financial management experience in leading industries such as higher education, insurance, financial management, and healthcare.
- Excellent interpersonal and cross-functional leadership abilities. Proven in project leadership and management, communication, and motivation. Highly skilled in data collection, analysis, interpretation, and presentation. Great ability to effectively navigate through complexity and ambiguity to deliver optimal results.

## CORE SKILLS

Strategic Planning	Financial Planning and Management	Financial Forecasting and Modeling
Business Development and Planning	Financial Analysis and Reporting	Cost Analysis Reduction and Control
Team Building and Leadership	Budget Planning, Analysis & Control	Business System Implementation
Project Management	GAAP, SEC & Statutory Reporting	Process Design and Development
Customer Relationship Management	Data Collection and Analysis	Training and Development
Operations Management	Compliance and Internal Audit	Recruitment and Selection
Senior Executive Collaboration	Quality Control and Improvement	Policy and Procedure Implementation
Program Development and Management	Organizational Design and Business Transformation	Contract Negotiation and Management

## PROFESSIONAL EXPERIENCE

- 2017-Present      Virginia Theological Seminary – Alexandria, VA  
***Vice President for Finance and Operations and Chief Financial Officer***  
Serving as a key member of the Executive Leadership team that designs and implements the strategic goals and priorities of the institution. Reporting directly to the Dean and President and responsible for the day-to-day management, planning, implementation, and control of all finance, administration and operations related activities of the business, including Finance, Human Resources, Auxiliary Services, Information Technology, Facilities and Construction Project Management.
- Direct responsibility for strategic planning, accounting, finance, budgeting and forecasting, compensation and benefits, personnel and recruitment, property management, contract negotiation, investment and endowment management, compliance and private and institutional financing
  - Provide leadership and project oversight for multi-year multi-million dollar campus-wide construction projects – academic center, research library, cafeteria, welcome center and campus housing.
  - Provide leadership in the development of short and long-term strategic financial objectives. Ensure credibility of financial operations by providing timely and accurate analysis of budgets, financial results, trends and forecasts. Provide recommendations to strategically enhance financial performance and business operations. Ensure internal controls are adequate and compliant with GAAP and applicable regulatory and accreditation agencies
  - Provide advice and council to executive management on the financial implications of business activities, new programs and strategies. Establish and maintain strong relationships with senior executives to identify institutional needs in order to explore a full range of integrated business and technology solutions
  - Executive Committee member of the \$55M Bicentennial Capital Campaign
- 2014-2017      Harvard University, Harvard Kennedy School – Cambridge, MA  
***Director of Financial Management, Planning and Operations, The Center for Public Leadership***

Served as the key advisor to the Faculty Director and Executive Director in setting strategic financial planning and administrative objectives for a rapidly evolving dynamic research center. Managed all aspects of the Center's finances including a multi-million dollar annual budget that includes endowment, gift and sponsored research revenue. Developed and managed proposal specific and Center wide budgets, financial forecasts and cash-flow analyses. Lead strategic planning efforts and managed the day-to-day Center operations including general administration, human resources, information technology, and space planning and utilization.

- As a member of the senior leadership team, served as an ambassador for the Center, building critical relationships with faculty, the Office of Financial Services, Alumni Relations and Resource Development, the Office of Research Administration and other partner Kennedy School and University departments
- Developed and managed comprehensive budgets for the Center's core operations, nine fellowship programs and multiple sponsored research portfolios. Created and managed the Center's chart of accounts for each programmatic area and implemented a comprehensive system of financial reporting using best in class financial systems. Created frameworks and authority systems for individual program managers to monitor fund accounts and developed and provided oversight of financial record keeping systems
- Managed the day-to-day operations of the Center providing active stewardship and efficient management of finance, information technology, human resources, and administrative services with an emphasis on process improvement and use of financial data to inform business planning and decision-making. Managed financial and administrative resources that support faculty affiliated with the Center and their research agendas.

2013- 2014

***Management Consultant – Business Strategy and Project Management***

Developed strategic, operational and organizational plans to transform organizations striving to meet emergent challenges in the public and private sectors

- Developed business strategies to improve operational and financial performance while achieving optimal, actionable and measurable results
- Provided project management and thought leadership to ensure on time delivery of programs and initiatives within scope and budget
- Conducted market research and developed dynamic presentations highlighting current industry trends and operational best practices.

2007- 2013

Howard University - Washington, DC

***Finance, Development and Operations Officer – Office of the President, Dean of the Chapel and Religious Affairs*** **2010-2013**

Developed and maintained the departments operating budget adhering to the financial guidelines established by the University. Managed the daily operations of the office and created and maintained the department's operating policies and procedures. Managed donor contributions, departmental scholarships and restricted fund accounts. Served as the department's liaison with the University's accounting, finance, and budget offices, as well as advancement services and the office of the chief operating officer.

- Developed and implemented process improvement initiatives that streamlined the general business and financial operations of the department resulting in operational efficiencies and costs savings
- Created a strategic business plan for the department identifying key performance areas that needed to be sustained incorporating continuous improvement methodology and identifying growth areas where investment was needed in order to meet the future needs of the department's constituent groups
- Managed all aspects of the University's annual Alternative Spring Break program which included financial planning and control, marketing, fundraising, logistics management, public relations and human capital management. This award winning program is the University's annual one-week service learning mission trip that sponsors approximately 500 students, faculty, staff and administrators traveling to six cities across the country, including Haiti to be in service to those in underserved communities. Howard University's Alternative Spring Break program has been named *Person of the Week* by ABC News and is viewed as the model of service excellence by several universities across the country.

***Senior Director of Financial Reporting and Analysis, Office of the Chief Financial Officer and Treasurer*** **2007-2010**

Developed the University's monthly, quarterly, semi-annual and annual financial statements including comparative statement of financial position, statement of activities, and statement of

cash flow in accordance with generally accepted accounting principles (GAAP). Managed the development and implementation of University-wide financial management reports for the newly launched PeopleSoft financial management system. Valued as a key member of the Financial Management and PeopleSoft implementation teams.

- Led a team in the development of advanced reporting tools that enabled management to perform meaningful and insightful financial analysis in a more timely and efficient manner. Created financial presentation documents that were insightful and compelling highlighting the salient points required to effectively communicate to senior management relevant financial information
- Developed and implemented business processes that improved operational and financial performance. Provided guidance and input on key operational and systems initiatives impacting the University's accounting and finance related business processes. Provided general accounting and financial management support as needed
- Led a cross-functional team in the research, documentation and implementation efforts of two new accounting standards: FAS 117-1, Endowment Policy and Strategy Disclosure and FAS 157, Fair Value Measurements
- Managed various special projects as assigned by the Chief Financial Officer and Treasurer

1997-2005

IBM Business Consulting Services - Atlanta, GA

***Executive Consultant - Strategic Change/Corporate and Business Strategy***

Managed customer and business strategy engagements focused on healthcare strategies, e-business strategies, business transformation, business process design and change management. Developed business strategies, operational and technology plan designs to assist Fortune 500 clients in developing optimal market positioning strategies with actionable solutions and measurable results

- Selected by Senior IBM Executives to lead a team of internal and external consultants in the development of IBM's go-to-market strategy for its healthcare payer service offering. Developed and defined the scope of services to be included in the offering. Created a dynamic financial model to generate multiple profit and loss scenarios that captured current health plan expenses, implementation costs, best practice metrics, model assumptions and a financial questionnaire. Created a technology architecture solution plan. Developed an opportunity evaluation template to support individual pursuit teams.
- Led an engagement team that consisted of Senior Executives for a major health insurer in developing conceptual design alternatives for the purpose of maintaining a holistic approach to both the client's customers and suppliers through the implementation of an enterprise strategy and diversification effort. The conceptual design provided a supporting business case to address organizational effectiveness, common approaches, migration strategies, and the leveraging of investments and delivery mechanisms across common capabilities of the enterprise.
- Developed a business growth strategy for a healthcare client to triple revenue over a 5 year period. Provided relevant business performance metrics and best practices as a gauge for the client's growth expectations. Led executive workshops resulting in the identification of 40+ new business opportunities. Developed subsequent strategy for strategic partnering and consumer-driven health opportunities.
- Managed a large cross-functional engagement team in developing an operational replacement strategy for a major healthcare payer's current managed care business that focused on consumer empowerment. Created business process architecture, defined the human organization design, developed alliance and acquisition strategies, and created a scenario-based financial model that was used to determine the financial viability of the business concept. Assisted the technology team in the development of the enterprise's required technology architecture.
- Developed, executed, delivered and proactively lead an e-business transformation strategy engagement for a large health insurance payer that drove visible and sustainable change within the organization enabling it to achieve its desired state. Created and presented recommendations to the Enterprise that enabled it to effectively align the integration of people, process and technology towards a common goal that supported its overall mission.
- Managed a claims operations engagement for a health maintenance organization, which resulted in 48% reduction in pended claims backlog; a 46% decrease in claims greater than 30 days old; a 33% reduction in average pended age; and a 53% increase in processing turnaround time.

- Rated “Far Exceeded” relative to my peers by the company’s executive management team each year and was given full Executive Consultant responsibilities four years ahead of the normal promotion schedule.

## EDUCATION AND CREDENTIALS

*Howard University - Washington, DC*

**Master of Arts in Religious Studies - Concentration in Ethics.** Valedictorian. Mission and Outreach Project Manager. Fundraising Chairperson.

*Duke University, Fuqua School of Business - Durham, NC*

**Master of Business Administration in Finance and Strategic Management.** J.W. Rollins Scholar. Fuqua Fellowship Recipient. Finance Club. Community Involvement Club. Health Services Management Club.

*North Carolina Agricultural and Technical State University - Greensboro, NC*

**Bachelors of Science in Accounting.** Salutatorian. American Institute of Certified Public Accountants Meritorious Award, Dean’s List, Secretary - Beta Alpha Psi (Accounting Honor Society).

### **Professional Certification**

Certified Business Transformation Consultant.

Certified Public Accountant, State of North Carolina.

### **Professional Accomplishments**

2016 Selected by Leadership to participate in a six-month intensive Foundation of Leadership Program, Harvard University

2009-2012 Student Leadership Conference Lecturer on Business Ethics, Howard University

2007 Ethical Dimensions of Leadership Program Leader, Howard University.

2002 National Cardiologist Association Keynote Speaker on the Health Insurance Portability and Accountability Act (HIPAA) requirements.

2001 Chair of the National Consortium for Health Plans Conference which developed e-business market requirements for health insurance companies.