

## SANDRA M. CULVER, MS, CPA

Highly qualified executive manager with a successful 30+ year track record of strong, decisive leadership in complex business environments, including five years in higher education. Dynamic change agent skilled in identifying, engaging and facilitating improvements in critical problem areas. Functional expertise in financial reporting, budgeting, strategic planning, accounting systems development, cost accounting, cash management, risk management and human resources. Proven success in achieving operational excellence through strong multi-task aptitude and demonstrated problem solving ability utilizing team building at all levels of an organization as well as with outside professionals.

### **EXPERIENCE**

#### **University of Alaska Anchorage Anchorage, AK**

**2011- present**

*The University of Alaska Anchorage (UAA) is a major 4 year public research institution comprised of a main Anchorage campus and four community campuses across Southcentral Alaska. It is an open access university with academic programs offered in a rich, diverse, and inclusive environment. The annual operating budget is approximately \$293 million serving over 19,000 students.*

#### **Associate Vice Chancellor, Administrative Services (May 2015 - present)**

- Duties and responsibilities expanded to include business services operations and the auxiliary operation of the sports arena. Revised direct budget responsibility of \$28 million, 10 direct reports and 100+ staff, and over 60 student workers.
- Additional departments include Parking Services, Bookstore Operations, General Services and University Housing, Dining and Conferencing.
- Responsible for the fiscal management of the new \$110 million Alaska Airlines Center sports arena. Works closely with the Athletic Director and Management Company to ensure its success.
- Provides support and leadership for the annual budgeting and planning process.
- Strategic Pathways Phase III, Finance Review team.
- Higher Education Act Task Force

#### **Associate Vice Chancellor, Financial Services (April 2011- May 2015)**

- Position serves as the senior financial services leader at UAA and is responsible for the financial operations and the administration of 7 departments with a budget of \$4.7 million and 50 staff.
- Departments include Office of Grants and Contracts, Office of Sponsored Programs, Accounting Services (Cashiering, Disbursements and Accounts Receivable), Procurement, Accounts Payable, Financial Systems, and OnBase (electronic record system) Administration.
- Responsible for direct oversight and responses to all audit and compliance matters (internal and external) as the university audit liaison.
- Steering committee member of Prioritization of Administrative and Academic Program Team. Co-lead of the Administrative team, comprised of administrative and academic members across the campus. This eighteen month project evaluated and ranked over 110 administrative functions.
- UAA Chief Records Officer.

#### **Adjunct Faculty – College of Business and Public Policy (2016-present)**

- Teaching entry level accounting course.

**MTNT Management Services, LLC**  
**Anchorage, AK**

**2009 – 2010**

*MMS is the holding company formed by MTNT Limited, a consortium of four Alaska Native Corporations (ANC's) from the McGrath area, which own and operate numerous subsidiaries and business lines. Annual revenues in excess of \$40 million.*

**Interim Chief Executive Officer (May – December 2010)**

- Accepted interim appointment following the termination of the CEO.
- During my tenure secured new surety relationship after holding surety withdrew; facilitated integration of the management team with the board of directors; established strong leadership by fostering communication flow to all levels of the organization; successfully focused the business development and operations teams resulting in new contract awards in excess of \$45 million; expanded operations into the Middle East; and managed two litigation teams involving legacy projects.

**Chief Financial Officer (January 2009 – December 2010)**

- Executive management team member; reported directly to the MMS management committee.
- Actively involved in developing the strategic plan, mission and vision.
- Responsible for budgeting, planning, evaluating and directing the financial, IT and administrative functions of MTNT Limited and its five active subsidiaries.
- Direct oversight of the financial and the administrative functions with direct supervisory responsibility for a staff of 6.
- Worked closely with the operations staff and the joint venture partner's management to accomplish the financial goals and objectives set forth by the shareholders.
- Supervised and directed outside accounting, banking, insurance, investments, legal services and surety bonding; developed strategic framework, processes and procedures for multiple office sites in the lower 48 and Middle East.
- Implemented Viewpoint Construction Software, a comprehensive system of integrated accounting, operations and project management software.
- Reported consolidated monthly financial results to the MTNT Limited Board of Directors.
- Provided financial training to staff, shareholders and Management Committee/Board of Directors.

**Olgoonik Development, LLC**  
**Anchorage, AK**

**2006 – 2007**

*OD is the holding company formed by Olgoonik Corporation, the Alaska Native Corporation (ANC) for the village of Wainwright, Alaska, to own and manage its operations. Annual revenue \$50-\$60 million.*

**Chief Financial Officer**

- Executive management team member; reported to the CEO.
- Actively involved in developing the strategic plan, mission and vision.
- Direct oversight of the financial and the administrative functions of OD and its seven subsidiaries.
- In addition to direct oversight of the accounting department the position worked closely with other departments, the subsidiary CEO's and staff as well as contract joint venture partners' staff to accomplish the financial goals and objectives set forth by the shareholders.
- Supervised and directed outside accounting, banking and DCAA compliance/reporting; assisted CAO in securing comprehensive insurance and expanded surety bonding for the company, and reported consolidated monthly financial results to OD and its parent. Position also provided financial training to staff, shareholders and Management Committee/Board of Directors.

**Anchorage Community Mental Health Services, Inc.**  
**Anchorage, AK**

**2003-2006**

*ACMHS is the largest provider of Mental Health Services in the Anchorage basin. Annual budget of \$12 million.*

**Chief Financial Officer/Director of Finance and Administration**

- Executive management team member; reported to the CEO and Board of Directors.
- Responsible for budgeting, evaluating and directing the finance and administrative functions of ACMHS.
- Actively involved with the rebranding of the organization and updating the strategic plan.
- Administrative oversight included IT, building and vehicle maintenance, safety and risk management and employee benefits. Financial oversight included monitoring all grants received and subsequent reports on their status, client billing, budgeting and general accounting functions. Supervised 8 direct reports.

**Gilbert H. Moen Company**  
**Yakima, WA**

**1989-2002**

*Sixteenth oldest commercial construction company in the State of Washington. Annual revenue \$16-20 million.*

**Chief Financial Officer**

- Reported to the President.
- Directed all financial aspects of the company including forecasting, strategic planning, budgeting, financial reporting, and cash flow analysis, detailed cost accounting for large and small projects, portfolio management, employee benefits, tax planning and compliance.
- Managed human resources, IT and office support staff. Supervised and directed outside accounting, banking, surety bonding, insurance and legal services and worked closely with the Vice-President and the Chief Operations Officer.
- Teamed with other firms to create a paradigm shift towards safety from management to union workers resulting in largest return of worker's compensation premium in Washington State history.

**Alegria Eschbach, ET. AL. PS**  
**Boyd Olofson & Co., PS (acquired by Moss Adams LLP)**  
**Moss Adams, LLP**  
**Yakima, WA**

**1985-1989**

*Regional and local public accounting firms.*

**Supervisor/Tax Senior**

- Performed audits, financial statement reviews, and prepared federal income tax returns for corporations, partnerships and individuals.
- Directed pension practice and conducted seminars on pension planning.
- Supervised and trained tax staff.

**KPMG PEAT MARWICK**  
**Anchorage, AK**

**1983-1985**

*International public accounting firm.*

**Tax Specialist/Tax Staff/Staff Accountant**

- Performed audits with in-charge duties for clients. After transfer to tax department, performed compliance work for a variety of industries including banking and native corporations as well as individuals.

## EDUCATION

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|------|---|--------------------|
| 1991 | <b>Golden Gate University</b><br>Received <b>Master of Science</b> in <b>taxation</b> . Executive Program.                                | <b>Seattle, WA</b> |
| 1982 | <b>Pacific Lutheran University</b><br>Received Bachelor of Arts in business administration with concentrations in accounting and finance. | <b>Tacoma, WA</b>  |

## PROFESSIONAL DEVELOPMENT

- WACUBO mentoring program participant 2016/2017  
*Selected to participate in the inaugural offering of a year-long program designed for aspiring Chief Business Officers (CBOs) and Chief Financial Officers (CFOs).*
- WACUBO - Woman's Leadership Forum February 2017
- NACUBO - Unrelated Business Income Tax February 2017
- Lean Six Sigma – Green Belt January 2016
- WACUBO – Future Leaders Forum December 2015
- Center for Creative Leadership 360 Assessment August 2014
- Higher Education Resource Services (HERS) Summer Institute Summer 2013  
University of Denver; Denver, Colorado  
*Institute for developing women in Higher Education leadership positions.*
- Balanced Score Card – Certification Boot Camp February 2013
- Prioritizing Academic & Administrative Programs October 2012
- WACUBO – Business Management Institute graduate (Track 1) Summer 2012
- Treasury Institute for Higher Education 2012-2015  
*Numerous workshops and symposiums offered on Payment Card Industry (PCI) compliance and treasury functions.*

## UNIVERSITY COMMITTEE WORK

- Student Retention and Completion Committee Current
- Planning Budget Advisory Council (PBAC) member Current
- PBAC, Facilities Sub-Committee member Current
- Data Management Group Current
- Lean SixSigma Steering Committee Current
- Strategic Pathways Finance Review team Current
- State Wide Transformation Team – Finance and Administration working group – co lead 2014-2015
- University of Alaska – Joint Health Care Committee – UAA Management rep 2011-2016
- Prioritization of Administrative and Academic Programs 2011-2014  
*Member of the steering committee and co-chair of the Administrative team.*  
*This eighteen month project evaluated and ranked over 110 administrative functions.*
- Institutional Planning Advisory Committee 2012-2013
- UAA Military and Veteran Task Force 2011-2012

## PROFESSIONAL MEMBERSHIPS

- Washington Society of Certified Public Accountants – Current Member
- American Society of Certified Public Accountants – Current Member
- Downtown Anchorage Rotary Club – Past Member