

Dana M. Francis

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Chief Investment Officer ♦ VP of Finance ♦ CFO

Motivated, versatile, and well-respected finance executive with more than twenty years of experience directing financial operations and multi-billion dollar investment portfolios for organizations ranging from a global investment management company to the fourth largest bank in the U.S. Proven financial analysis and operations acuity, developing systems to effectively integrate reporting, budgeting, and strategic planning in order to optimize company value, maximize cash flow, and minimize risk and cost. Effective communicator and dynamic decision-maker, driven by solid analytical and leadership skills. Consistently exceeds performance and profitability goals through insightful forecasting, positive cultural change, and innovative process improvements.

KEY AREAS OF EXPERTISE

- Budgeting and Forecasting
- Financial Reporting
- Cash Management
- External/Internal Audit
- Financial Operations Management
- Cross-Functional Team Leadership
- Vendor Contracts/Negotiations
- Business/Corporate Development
- Financial Analysis
- Strategic Planning
- GAAP Standards
- Risk Management

Technology Skill Set: Microsoft Office, PeopleSoft, SAP, Advent Geneva, SunGard, CDO Suite

PROFESSIONAL EXPERIENCE

BANK OF AMERICA, Tulsa, OK and Charlotte, NC

2004 to Present

Vice President of Corporate Trusts (Tulsa, OK)

Vice President of Client Services (Charlotte, NC)

Collaborated with Finance Department in management of financial and operational performance (G/L), forecasting, and financial objectives. Directed office's profit and loss analysis and annual budget preparation, presenting actual vs. forecast performance on quarterly basis to Senior Management team and explaining variances as needed. Led all operations and client service teams in Tulsa responsible for providing trust administration, collateralized loan and bond administration, and security-level investor reporting and financial reporting efforts. Oversaw all third-party vendor relationships, including Big 4 accounting firms, outside counsel, rating agencies, and accounting and tracking systems. Served as subject matter expert for legal issues regarding contractual obligations, ABS/Structured product nuances, indenture interpretation, and other document interpretation from a business line perspective. Managed a cross-functional department with as many as 65 direct and indirect reports, including relationship managers, accountants, operation managers, and financial and investment analysts. **Selected accomplishments include:**

- Supervised revenue generation, expenditures, department budget, and strategic planning. Ensured business lines operated within budget (\$12M in 2010), met revenue projections (\$15M in 2010), and met net income target (tracked over \$2M above 2010 forecast).
- Designed and implemented a profitable new product/business line despite declining market, performing competitive risk analysis, forecasting financial projections, devising ongoing and long-term business plans and strategies, negotiating vendor contracts, developing new system to administer product, and creating all requisite processes/procedures.
- Developed a Financial Reporting platform and financial controls matrix in accordance with GAAP, SEC, IRS, and other taxing entity requirements, ensuring overall regulatory compliance (through liaison with internal and external audits), a reduction in risk exposure, and sound operation of the business.
- Created advanced hire strategy based on FTE metrics and transaction pipeline, resulting in a staffing model that created a solid team of financial professionals to meet the needs of client base.
- Led turnaround of underperforming satellite location, tripling efficiency through continuous process improvements, creating a data extraction process to trim system costs, and reducing office expenses by 55% over 24-month period.

FEDERATED INVESTORS, Pittsburgh, PA

1998 to 2004

Treasury Director
Fiduciary Services Supervisor
Fiduciary Services Senior Associate

Directed all facets of Treasury Operations, comprising six functional groups including Cash Management, Bank Relations, Money Movement, Treasury Reconciliation, Large Transactions, and Accounts Payable/Receivable, with 36 total team members. Served as Fund Financial Consultant to business segments organization-wide, providing expertise regarding projects and new product offerings. Reviewed all investment transactions for compliance with company investment policies. Led department initiative to develop a consistent and integrated departmental policy and procedure manual. Forecasted and evaluated annual unit and department operating budgets. Key contact for all internal and external audit matters of company. Developed and presented to the Board of Directors quarterly cash management and portfolio balance reports. **Selected accomplishments include:**

- Doubled investment income in corporate accounts by developing cash forecasting models for funds and accounts to ensure investment performance and cash assets were yielding optimal returns.
- Implemented a cash forecasting model that resulted in an increased investment capture rate of 26.91% and that improved overall effectiveness by 10.1%.
- Assumed control of a Cash Management unit with projected shortfall of \$550K mid-year, reducing that number to \$200K in less than three months.
- Designed, proposed, and gained approval for new Cash Management systems and investment vehicles that involved the creation of short-term asset accounts, with breakeven achieved in 15 months.
- Developed a proprietary process designed to ensure investor returns and fund performance, which was necessitated by the failure of the company's previous internal procedures. This in turn:
 - Improved investment capture rate by 15.47% and effectiveness by 5.6%.
 - Increased processing efficiencies from 92.7% to 98%.
- Reduced financial impact to company funds by \$15.6M by enacting a fund impact mitigation process.
- Insulated fund shareholders from defects by developing and implementing Trading Impact Policy.

EARLY EXPERIENCE SUMMARY

Finance Manager – Zimmer, Warsaw, IN

Senior Financial Analyst – CTS Corporation, Elkhart, IN

EDUCATION

Master of Business Administration, Notre Dame, South Bend, IN, 1995
Bachelor of Arts in Economics, Michigan State University, Lansing, MI, 1993