

November 19, 2012

Mr. Ken McClure
Chair of Chief Financial Officer Search
Committee 901 South National
Springfield, MO 65897

Dear Mr. McClure,

I respectfully submit my name for consideration for the Chief Financial Officer position with Missouri State University.

I am currently the Interim Chief Financial Officer, and Controller for Missouri State University and Treasurer of the Foundation. I assumed the interim position in August 2011 and have been the Controller since August 2008 after serving as the Chief Financial Officer for Willow Brook Foods, Inc., a Springfield, MO. Company.

My extensive experience as a chief financial officer and my career path over the years has provided me with a vast background in all phases of conducting business that will be an asset to the position of Chief Financial Officer at Missouri State University. This experience has given me a strategic vision and the ability to tackle complex financial and operational problems and determine the appropriate course of action. I have detailed, hands-on experience with short and long term budgeting. This also includes monitoring results against budget and recommending appropriate changes as economic conditions warrant. Since taking on the role of Interim CFO, we have expanded the budget process to more accurately budget and track revenue. We now regularly review budget to, actual to prior year results. In addition, we are now more fully utilizing our Banner ERP system for budget and financial statement preparation. We have streamlined the process to complete our annual audited financial statements. My current four plus years with the University has provided higher education experience.

In order to serve effectively as the Chief Financial Officer of the University and Treasurer of the Foundation, tremendous commitment to the job, committees, board and trustees meetings and social responsibilities are necessary. I believe I have effectively demonstrated these qualities during my career at Missouri State University. A new area that will be important to the role of CFO will be to effectively interact with the State of Missouri and other state universities in higher education funding and allocation/reallocation of resources. I have already begun these efforts and will be part of a group reviewing the funding formula.

Effective interaction and projecting a positive image of the University are essential. Collaboration with faculty on how to effectively and fairly provide potential increased budget resources and mentoring and developing the Financial Services staff are additional key goals. I feel I have gained the trust and respect of my staff and will continue to diligently work with faculty. I am equally proud of the diverse work force we have in Financial Services. We have been diligent in trying to recruit and hire staff that represents our student body. I believe I project a positive image for the University and participate in a substantial number of events, student functions and Foundation functions.

The quality of life the University provides to the community is commendable. My wife, Peggy, and I know first hand the key role a university provides not only to the students but also to the community. I believe any senior administrative role with the University demands involvement with the students and their programs. I am a guest lecturer at Missouri State and Lindenwood/OTC. We are long term financial supporters of the University and will continue and expand our financial commitment to the University. Peggy and I joyfully provide support to the University and Foundation not because it is expected but because we believe in the role Missouri State University serves.

It would be a distinct honor to be selected as the Chief Financial Officer for Missouri State University. I appreciate your consideration.

Sincerely,



Stephen Foucart

Resume of

STEPHEN CURTIS FOUCART

OBJECTIVE

To assume a challenging Chief Financial Officer opportunity at Missouri State University utilizing my hands-on and vast experience in accounting, finance, strategic business planning, budgeting, operations, financial analysis, business development and administration.

EXPERIENCE

MISSOURI STATE UNIVERSITY

Interim Chief Financial Officer and Treasurer Missouri State University Foundation

08/11- Advises the President on all matters pertaining to the management and operation of accounting, accounts receivable, accounts payable, budget management and control, bursar, student aid disbursement, budget preparation, financial information systems, credit management, collections, fiscal planning, financial statement preparation, investing, and payroll. Exercises major responsibility for the accounting and investing of the Missouri State University Foundation and the Missouri State University Development Corporation, serves as the Treasurer of the Board of Governors and as the Treasurer to the Foundation's Board of Trustees. Help to promote a customer-oriented service attitude and serves as the executive officer directly responsible for providing leadership and general management of the following financial service units:

Controller: University payroll operations, cash management programs, investments, coordination with independent auditors, and coordination of the collection of student loans and other accounts receivable items.

Accounting: Budget control, accounts receivable and accounts payable processing, supervision of financial transactions that affect the general ledger, and preparation of the financial statement of the University.

Grants and Foundation Accounting: Accounting and administrative control to maintain University grants and contracts and accounting operations of the Missouri State University Foundation.

Bursar: Central collection for all monies received by the University, check-cashing services for students, faculty, and staff, and custodian for various University funds.

Budgeting: Data collection and preparation of both the appropriations request to the State of Missouri and the annual internal operating budget.

Procurement: Purchasing, solicitations, departmental procurement cards, property control, central receiving and shipping, real estate acquisitions, risk management and insurance.

Financial Information Systems: In cooperation with Computer Services, maintains and upgrades computer systems which capture information required for internal and external financial reporting.

Committees: COPHE Formula Funding; Executive Budget Committee, Higher Learning Accreditation Steering Committee; Executive Enrollment Management Committee; Administrative Budget Committee; Equal Opportunity Advisory Committee; Health and Wellness Committee.
Guest Lecturer: Masters of Accountancy Panel (4years); Graduate Program in Student Affairs (2 years); Doctor of Education in Higher Education Administration, Linclenwood/OTC (2 years).

Controller
08/08-

Ensures that the University cash balances are invested properly by monitoring daily cash balances for excess funds which should be invested, preparing cash flow projections to determine the schedule of investment maturities, monitoring interest rate trends to determine investment maturity length, assisting with the selection and evaluation of depositories and external investment managers, and monitoring all safekeeping and collateral needs of the University.

Supervises the Bursar's Office which serves as the central collection point for all monies received by the University and custodian for various University funds, provides check cashing services, and manages the accounts receivable function for the University.

Formerly supervised the ZipCard Office which provides management of the University's one card system with declining balance, operations security, POS, and ID card functions.

Supervises the collection function of the University by monitoring the activity of the Collection Office.

Supervises and ensures that the University payroll system operates efficiently by supervising and monitoring the daily operations of the Payroll Office.

Ensures that all required principal and interest payments on the University bonds are made on a timely basis by maintaining a calendar of payment due dates and then directing the payment on these accounts as appropriate.

Prevents institutional liability by maintaining records to perform arbitrage rebate computations in compliance with applicable Internal Revenue Service laws and regulations.

Ensures that the various general accounting and audit requirements of the University are met by assisting with the audit preparation of the University, preparing the annual Broadcast Services audit of the University, and assisting with various general accounting duties as required.

Responsible for new bond issues and the development and projections for new project analysis for bond issues.

WILLOW BROOK FOODS, INC.

Chief Financial Officer

01/99- 07/08 Ensured accurate financial reporting and the timely completion of outside audits. Prepared all bank reporting requirements, presented company and budget reviews to senior bank management and insured loan covenant compliance.

Negotiated, secured financing, and completed the purchase of the company from Tyson Foods in 12/98.

Managed the monthly and year end financial reporting, external audits, and all financial aspects of the company with sales in excess of \$250 million and assets in excess of \$60 million. Company had operations in Missouri, Minnesota, Oklahoma, and Texas.

Managed the yearly, monthly, and weekly budget process. Responsible for budget compliance with the company's board of directors and lenders.
 Negotiated and closed multiple loans up to \$55 million.
 Managed the working capital in order to maximize the liquidity of the company.
 Managed the company's 401(k) savings plan with assets in excess of \$18 million.
 Managed all risk insurance programs and reduced workers compensation claims by 41%..
 Managed employee health insurance plans and developed the annual plan designs.
 Negotiated and performed due diligence for insurance claim for a plant fire which destroyed operations in Texas.
 Managed two ownership restructures and placed financing with four banks.
 Managed the finances through two major economic downturns in the industry.
 Assigned responsibility from the Board of Directors to find a buyer for the company's operations. Identified the investment banking firm to represent the company and was instrumental in preparing the confidential descriptive memorandum.
 Successfully negotiated a letter of intent, completed all due diligence and negotiated and closed the asset purchase agreement for the sale of the business in 03/08.

SUNDAY HOUSE FOODS, INC. / PROMISED LAND FOODS, INC.

Executive Vice President and Chief Operating Officer, Sunday House Foods, Inc.

08/92-12/98 Developed a business plan for a plant expansion and secured financing.
 Managed the working capital in order to maximize the liquidity of the company.
 Managed the yearly and monthly budget process. Responsible for budget compliance with the company's owners and banks.
 Ensured accurate monthly and year end financial reporting and the timely completion of outside audits.
 Prepared all bank reporting requirements, presented company and budget reviews to senior bank management and insured loan covenant compliance.
 Developed international sales to Mexico and secured distribution networks.
 Developed new product lines for food service sales through Sam's Club.
 Worked with export trade organizations and the U.S. Embassy to negotiate favorable trade regulations and labeling requirements with the Mexican government.
 Extensive experience in negotiating and collecting international letters of credit.
 Experience in human resource management, including medical insurance, 401(k), and other aspects of employment issues.
 Negotiated medical insurance plans and property insurance plans.

GRANADA CORPORATION / GRANADA FOODS CORPORATION

10/91-08/92 Treasurer.

Prepared business plan and secured banks' approvals to sell all operations as going concerns.
 Maintained operations until all operating entities sold.
 Prepared operating budgets and ensured budgets were achieved for compliance with bank covenants.
 Developed prospects, negotiated sales terms and closed the sale of five operating plants in Texas.
 Developed and maintained compliance of daily operating plans with the banks.
 Developed operating plans for internal management and secured bank approval.
 Extensive hands-on experience in conducting ongoing businesses with minimal cash flow.

07/89-10-91 Assistant Treasurer.

Successfully negotiated and closed four working capital loans ranging from \$5 million .
to \$10 million.

Successfully negotiated fixed asset financing and operating leases. Directed company's acquisition program.

Successfully evaluated, negotiated and closed acquisitions for six companies with total sales of approximately \$200 million.

Developed operating plans for internal management and bank approval. 10/85-07/89 Senior Acquisition Analyst.

Responsible for due diligence and economic evaluations.

UNION TEXAS PETROLEUM CORPORATION

04/84-10/85 Senior Financial Analyst.

Evaluated and addressed key aspects of all capital projects to be undertaken by the company with sales in excess of \$900 million.

Assisted in negotiating the headquarters' lease for a 30-story office building.

Successfully developed a strategy to minimize costs of company-owned drilling vessels. 02/83-04/84 Coordinator, International Exploration Planning & Analysis.

Developed all annual budgets and strategic plans.

Negotiated operating plans for foreign joint venture partners.

Maintained compliance with foreign government and joint venture contracts.

Received Allied Corporation's (parent company) Outstanding Achievement Award for developing and implementing a system to organize, manage and monitor international exploration programs.

05/79-02/83 Accountant / Treasury Analyst.

Accounting recruit from Texas A&M University. Promoted in four months to treasury .
analyst.

EDUCATION

University of Houston – Clear Lake, Clear
Lake City, Texas Master of Business
Administration Degree, December, 1983.

Texas A&M University, College Station, Texas
Bachelor of Business Administration Degree in Finance, May, 1979.

Degrees include 25 hours of Accounting.