

Brian F. Murphy

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SENIOR OPERATIONS & FINANCE EXECUTIVE

Fiscal Management • Expansion • Revenue Generation & Growth • Funding

Defining strategy, leading successful execution, and taking calculated risks to capitalize on innovative opportunities that drive high quality growth.

- ▢ Creating the unique operations vision and strategy for one of the most successful private start-ups of the past 75 years in its sector by maximizing revenue within a highly competitive, highly regulated industry.
 - ▢ Recognized for rescuing a financially troubled organization, leading a major transformation from an operating deficit to an operating surplus of \$70M per year while driving expansion, quality improvements, results and revenue growth.
 - ▢ Multifaceted business acumen and fiscal management expertise paired with entrepreneurial spirit developed during prior experience with KPMG and in the defense/aerospace sector.
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EXECUTIVE EXPERIENCE

SCAD GROUP, INC. – Savannah, GA

1995-2013

Financial management firm for \$350M results-focused international institution | 2,000 employees | \$70M annual operating surplus

Senior Vice President for Admissions (2012-2013) • de facto Senior Vice President for Admissions (2011-2012)

COO/Executive Vice President (2000-2012)

Created the strategic vision and led tactical execution as COO, resulting in unprecedented growth in revenue. Enriched quality and expanded programs at SCAD, an organization thriving despite worldwide economic challenges in the industry. Managed 10-member senior leadership team and annual budget of \$200M+ at an institution with multiple nationally ranked programs.

Handpicked for crucial role as SVP for Admissions to maximize revenue in 2012. Leveraged marketing acumen to revamp recruiting processes at a critical juncture in the institution's history. Created new strategies to address specific market segments while optimizing budget. Managed a staff of 100 and total budget of \$85M budget.

Financial Leadership & Revenue Growth

- ▢ Propelled growth from 3,500 to 11,000+ enrollees in 12 years. Increased graduate programs 10% in less than 12 months despite 50% reduction in applications.
- ▢ Increased annual revenue from \$30M to \$350M during 18-year tenure; grew net assets from \$3M to \$175M.
- ▢ Managed pricing strategy to maximize revenue and optimize budget based on prospects' price sensitivity and desired price point; developed insightful cost/benefit analysis of potential revenue loss due to price discounts.
- ▢ Negotiated numerous debt offerings, credit agreements and debt covenants as the point person on syndicated credit facilities, leading the bidding and renewal processes; developed enduring relationships with high-level bankers.
- ▢ Set institutional benchmarks and processes to raise quality in multiple areas while growing rapidly, propelling growth in outcomes (85% achieved despite recession), customer satisfaction and quality reviews.

International Expansion & Regulatory Compliance

- ▢ Championed expansion to three new locations that raised the reputation of the institution and provided new growth opportunities including Hong Kong, Atlanta and Lacoste, France.
- ▢ Negotiated merger between the newly established Atlanta location and a well-respected institution, including transfer of \$7M in assets, resulting in rapid growth and enhanced profitability.
- ▢ Leveraged government program to become approved for operations in Hong Kong, an industry first.
- ▢ Selected as peer reviewer by the regional regulatory compliance authority; achieved excellent record of compliance with regulatory bodies including the Department of Education and accreditation agencies.

Vice President for Business and Finance [CFO] (1995-2000)

Recruited to lead financial operations for organization experiencing financial distress due to multiple factors. Selected based on broad financial background and strong business acumen demonstrated as a KPMG consultant. Personally met with bankers and creditors to gain time to “right the ship” financially, persuading them of the efficacy of planned restructuring and improvements in fiscal strategy to reverse negative trends.

- ▯ Led a major financial turnaround within one year; widely credited for saving the institution and developing the infrastructure to support long-term growth. Increased employee morale and reduced turnover.
- ▯ Secured additional funding based on strong new business model; attained investment grade rating despite lack of an endowment based on strong business model for an enrollment-driven university.

KPMG LLP – Atlanta, GA

1993-1995

Global Big Four professional services firm | \$23B annual revenue

Executive Business Consultant

Brought on board to create a new practice providing world-class consulting services to clients in financial distress or facing major lawsuits. Drove revenue to \$1M+ within 18 months. Established enduring banking relationships and financial model that laid the groundwork for continued success.

- ▯ Consulted clients experiencing financial distress including a discount retailer, water utility and a U.S. bank.
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ADDITIONAL EXPERIENCE

BICOASTAL CORPORATION/THE SINGER COMPANY – Tampa, FL & Stamford, CT

1989-1993

Vice President/Treasurer

Selected to join \$2B+ international defense/aerospace company after initially successful LBO of a major defense contractor; maximized cash flow to repay 98% of LBO debt within six months. Managed captive Bermuda insurance firm.

- ▯ Negotiated the sale of European operations for \$100M and successfully managed post-closing price dispute.
- ▯ Served as point person in major trademark litigation resulting in \$90+M favorable settlement.
- ▯ Achieved \$25M IRS tax refund within two weeks and successfully resolved multi-million dollar Canadian tax assessments.
- ▯ Crafted and executed plan to repatriate \$20M from Swiss financing subsidiary.

KPMG LLP – Tampa, FL

1985-1989

Senior Tax Manager/Tax Manager/Senior Accountant

Rapidly advanced and had highest client billings among all senior managers; provided tax services to high-profile clients including Eckerd Drug, Tropicana, and The Singer Company. Led team that structured an acquisition to save client \$75M in taxes.

Earliest background in accounting with Deloitte (then Deloitte, Haskins & Sells), working full-time at a major CPA firm while attending one of the most demanding and respected MBA programs worldwide.

EDUCATION, PROFESSIONAL DEVELOPMENT & AFFILIATIONS

Master of Business Administration in Finance, 1984 – UNIVERSITY OF CHICAGO

Earned direct admission from undergrad program to one of the nation's premiere MBA programs.

Bachelor of Science in Finance and Accounting (dual majors), 1981 – FLORIDA STATE UNIVERSITY

Summa cum laude • Member: Omicron Delta Kappa & Beta Gamma Sigma

Florida CPA License (inactive)

Board of Directors Member (Finance Committee) – Savannah Economic Development Authority

Past Board of Directors Member (Finance Committee) – Georgia Independent College Association

Past Board of Directors Member (Treasurer and Executive Committee) – Savannah Chamber of Commerce