

# Leroy M. Morishita

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## EDUCATION

- Ed.D., Administration, Planning and Social Policy; Harvard Graduate School of Education
- M.S., Counseling; San Francisco State University
- A.B., Psychology; University of California, Berkeley

## PROFESSIONAL EXPERIENCE

### **Senior Administrator positions in the areas of Administration, Finance, Information Technology, Human Resources, Capital Planning, Facilities Management, Enrollment, Housing and Institutional Research; San Francisco State University**

2009–2011 — Executive Vice President/Chief Financial Officer, Administration and Finance

2002–2008 — Vice President/Chief Financial Officer, Administration and Finance

- Direct Budget Administration & Operations, Capital Planning, Design & Construction, Enrollment Planning & Management through 2009, Facilities & Service Enterprises and satellite science and research locations, Fiscal Affairs including auxiliary and foundation enterprises, Human Resources program, Safety & Risk Management, Information Technology, Student and Residential Housing, and Internal Audit
- Chief Financial Officer with total operating budgets exceeding \$400M.
- Developed and managed centralized information technology enterprise implementation.
- Founded sustainability committee with campus-wide membership, co-chaired with Provost, that has developed campus climate plan.

2001–2002 — Vice President of Physical Planning and Development

- Managed Budget Administration & Operations, Capital Planning, Design & Construction, Facilities & Service Enterprises, Residential Services, and University & Budget Planning units.
- Operated and managed University housing facilities.

1997–2001 — Associate Vice President of Budget Planning and Resource Management

- Managed Budget Administration & Operations, Residential Services, Risk Management & Auxiliary Oversight, and University & Budget Planning units.
- Administered University Workers' Compensation, liability, Industrial Disability and Non-Industrial Disability Programs.
- Responsible for institutional research function of the University.
- Served as enrollment planning and reporting officer to the Chancellor's Office.

1996–1997 — Interim Executive Director of Enrollment Planning and Management (Concurrent Appointment)

- Managed all enrollment services units — Admissions, Educational Opportunity Program, Financial Aid, Student Outreach Services, and Records and Registration.
- Developed enrollment plan integrating student development and institutional goals.
- Coordinated activities of enrollment services units to provide student centered and customer oriented services in implementing the enrollment plan.

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- Consulted with the campus community and off-campus community groups to meet the demand for access to higher educational opportunities.

1988–1997 — Director of University and Budget Planning; Executive Assistant to the Vice President for Administration (Concurrent Appointment, 1992–1993)

- Projected impact of Trustees' Budget, Governor's Budget, Legislative Analyst's report and Final Budget on University budget allocations.
- Analyzed policies, procedures, and issues affecting budget planning to advise the President and the University Budget Committee.
- Revised long-range enrollment projection model using ethnicity as major factor, which led to inclusion of ethnicity as variable in systemwide enrollment projections for 2005.
- Analyzed feasibility and benefits of year-round operation.
- Taught research methods course.

**1987–1988 — California State University Administrative Fellow to the Provost and Vice President for Academic Affairs; California State University, Hayward**

- Modified Promotion, Tenure and Retention procedures to conform to new Collective Bargaining Agreement.
- Administered National Faculty Exchange Program.
- Collaborated in devising strategies to enhance the image of CSUH to increase applications and enrollment.
- Prepared university response to the California Postsecondary Commission on access to the Contra Costa Center for disadvantaged students.

**1984–1987 — Assistant to the Director, Admissions and Records; San Francisco State University**

- Designed first enrollment model utilizing ethnicity, immigration and in-migration as demographic factors to justify enrollment funding and capital outlay needs.
- Conducted evaluative studies and operational analyses to improve efficiency and/or resolve departmental problems.
- Redesigned and prepared annual university admissions plans and recommended targets for applicants needed to meet enrollment goals.

**1983–1984 — Director, Asian Student Programming, Tufts University; Medford, Mass**

- Planned and implemented programs for the college community to increase awareness and sensitivity to Asian cultures.
- Served as a liaison between rapidly growing Asian student population and academic departments and student services.
- Initiated and organized a conference to examine developmental issues for Asian students.

**1983–1984 — Freshmen Testing Programmer/Analyzer; Salem State College**

- Developed research design to analyze factors in predicting attrition and retention of first-time freshmen.
- Conducted data collection and analysis for retention study.

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### **1983 — Teaching Fellow, Computer Services Course; Harvard Graduate School of Education**

- Assisted in course examining administrative and instructional applications of computers and organizational decision-making involved in acquisition and use of computer resources.
- Taught section in BASIC programming.

### **1982–1983 — Program Assistant, Institute on Computing in Schools; Harvard Graduate School of Education**

- Coordinated institute on instructional and administrative computer use.
- Developed and managed advertising and recruitment for the institute.

### **1978–1981 — Counseling Coordinator and Counselor, Educational Opportunity Program, San Francisco State University**

- Assisted director in examining program effectiveness, identifying problem areas and devising strategies for improvement.
- Supervised and strained counseling staff.
- Taught courses and conducted various workshops.

### **COMMITTEES AND OTHER PROFESSIONAL ACTIVITIES (*partial list*)**

- California State University (CSU) Review Committee on the Status of Auxiliaries in the CSU (2010)
- CSU Human Resources Advisory Committee (member since 2008)
- CSU Risk Management Authority (Chair 2006-10, Vice Chair 2004-06, member since 2002)
- San Francisco State University Academic Senate (member since 2004)
- CSU System wide Budget Advisory Committee (member since 2004)
- American Council on Education, invited roundtable participant on "Breaking the Bamboo Ceiling" (September 2009)
- San Francisco Jewish Community Relations Council Israel Study Tour, invited participant (March 2008)
- CSU Investment Committee (member 2007-2010)
- CSU Masters of Business Administration Fee Committee (2007)
- University Corporation, San Francisco State (Chair of Board of Directors 2007-10)
- San Francisco Chamber of Commerce, Boston City Trip, delegate (May 2007)
- CSU Debt Strategies Planning Task Force (2005-06)
- Western Association of College and University Business Officers (WACUBO) Comprehensive Doctoral Research Institutions Committee (2004-06)
- Chair, Search Committee for CSU Assistant Vice Chancellor for Capital Planning, Design & Construction (2003)
- San Francisco State Foundation (member 2002-10)
- CSU Representative at Major Urban Systems Invitational Conference, College Board and the City University of New York (1998)
- CSU Representative on California Virtual University Finance Subcommittee (1997)
- Mayoral appointee to the Hunters Point/Naval Shipyard Citizens Advisory Committee (1991–96)

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### **BOARDS AND MEMBERSHIPS**

- Western Association for Senior Colleges and Universities, Commissioner since 2007 and Chair of Finance & Operations Committee since 2010
- Institute of Buddhist Studies, Berkeley, California, Trustee since 2008 and Chair of Board since 2010
- San Francisco Planning and Urban Research Association, Board Member 2006 to 2010
- Japanese American Citizens League Health Benefits Administrators, San Francisco, Board Member since 2001 and Vice Chair since 2008
- Asian Community Mental Health Services, Oakland, California, former President, Vice President and Board Member from 1990 to 2008
- National Association of College and University Business Officers, Member
- Society for College and University Planning, Member
- Western Association of College and University Business Officers, Member
- Asian Pacific Americans for Higher Education, Member
- Japanese Cultural and Community Center of Northern California, San Francisco, Member and Former Board of Directors Member

### **CONSULTANCIES**

- Western Association of Schools and Colleges (WASC) Accreditation Review Team for California State University, Long Beach (2009)
- WASC Accreditation Review Team for University of Hawaii, Hilo (2003)
- California State University, Hayward (1999)
- WASC Accreditation Review Team for Patten College, Oakland (1998)
- WASC Accreditation Review Team for California State University, Monterey Bay (1997)
- John Jay College of Criminal Justice, New York (1984)
- Salem State College, Massachusetts (1983-1984)

### **PRESENTATIONS** (*partial list*)

Invited faculty for LEAP/APAHE Leadership Development Program in Higher Education, Pomona, California, July 2010.

Invited Presentation for Asian Pacific Americans in Higher Education Conference, "Budget Forum," San Francisco, California, March 2009 (also presented in 2008, 1999).

Invited Panel Participant, Western Association for College and University Business Officers Executive Leadership Management Institute, Palo Alto, California, August 2008.

Presentation at San Francisco State University Development Retreat, "SF State's Physical Master Plan," January 2007.

Invited Presentation for CSU Facilities Management Conference 2005, "Shooting the Rapids; Property Acquisitions," Anaheim, California, October 2005.

Presentation at San Francisco State University faculty retreat, "Revision to the Physical Master Plan," Asilomar, California, January 2004.