

# Paul C. Kelly

## Professional History

Provided over 24 years of progressive leadership in Strategy, Finance, Human Resources, and Information Technology. Continually asked by the organization to work in critical positions of increasing complexity to ensure the company's business processes align with SUNY's research mission, state and federal laws and regulations, and company policy.

## Experience

### **SUNY Polytechnic Institute**

#### **Interim Vice President of Finance and Research Administration**

**January, 2018 – Present**

Provides oversight of the State financial functions at both campus locations. This includes providing the overall administrative, managerial, and business functions at both campuses. Interact regularly with SUNY's System Administration CFO's office and provide updates on the campuses financial outlook. Authority in determining, creating, and affecting policy for the SUNY Poly

- Interact with System Administration CFO on Initiating, negotiating and maintaining business plans and annual budgets to support SUNY
- Provide guidance and assistance to the SUNY Poly faculty, scientists, staff, on financial management and budgets.
- Administration and oversight of contracts and lead in negotiation of financial terms and conditions including the public policy goals of SUNY Poly centered on education, advanced research and development and job creation.

### **Research Foundation for SUNY at SUNY Polytechnic Institute**

**March 2012 – Present**

#### **Operations Manager**

December 6, 2016 – Present

An Appointed Officer of The Research Foundation for SUNY, the Operations Manager is responsible for the all campus related Foundation activity and ensures the campus remains compliant with all Foundation policies and procedures. This position also reports to the campus President.

- Oversight of over \$285M of sponsored research and 3,000 employees and researchers
- Ensure all employees and researchers follow RF, Federal, State, and Industry policies and practices related to sponsored research.
- Provide monthly status reports on SUNY Polytechnic Inst to the President of the Research Foundation and the Vice Chancellor and Provost of SUNY.

#### **Deputy Operations Manager**

October 2016 – December 5, 2016

A delegate of an Appointed Officer of The Research Foundation for SUNY, the Deputy Operations Manager is responsible for the all campus related Foundation activity and ensures the campus remains compliant with all Foundation policies and procedures.

### **Associate Vice President – Consortium Programs and Initiatives**

March 2012 – September 2016 (PEMC started August 2014)

Responsible for the administrative oversight of two strategic consortium programs working at SUNY Polytechnic Institute: the NY Power Electronics Consortium (NYPEMC) and the Global 450 Consortium (G450C).

- Oversight and facilitation of the programs administration within SUNY Poly and with the Consortium's Member Companies.
- Board Secretary - meeting coordination, Minutes/reporting, and participation
- Development and oversight of process, policy and procedures, and orientation materials for the consortiums
- Engaging Vendors and Contractors
- Accounts Payable and cost reimbursement process

- Work with Legal on NDA and Contracts with potential new consortia members and contractors
- Work with the finance team to ensure the consortia budgets are balanced (\$750M in total)
- Submitting quarterly grant status reports and summaries (ESDC, NYSERDA, DASNY)
- Human Resource Responsibilities:
- Responsible for creating and maintaining a culture of inclusion
- Recruitment, interview and selection
- Responsible for training program participants on confidentiality and ethics.
- Assignee accountability and performance management
- Lead assignee transition/relocation oversight
- Work with EHS to ensure the facilities meet State, Federal, and Semiconductor regulations
- Coordination with Member Company offices to ensure compliance with program and Member Company policies
- Oversight of IT infrastructure for consortia programs – email domain, network, laptops, software, web sites (public and secured)
- Travel coordination
- Coordinate facilities access, badging, parking, and safety training

## **Research Foundation for SUNY: Corporate Office**

**September 1993 – March 2012**

### **Director – Strategy and Planning**

December 2011 – March 2012

- Lead the connection between the Foundation's campus Operations Manager (OM)/Deputy Operations Manager and RF Central Office
- Manage OM and Deputy OM appointment process on behalf of the RF President
- Conduct OM orientations and manage the delegation process in collaboration with regional hub liaisons
- Coordinate the annual communication between the RF President and operations managers regarding role
- Ensuring appropriate policies, procedures and governance materials are up to date
- Act as an advocate for the OM's and campus community to central office constituents
- Coordinate the annual Operations Manager's meeting
- Provide a monthly update to the RF President regarding Operations Managers
- Coordinate regional hub liaisons
- Work with the hub liaisons to gather the campuses strategic planning needs and ensure those needs are folded into the RFs strategic plan
- In collaboration with the regional hub liaison, support the OMs in implementing RF strategic initiatives at their campus location
- Implement a process where a consist messages and best practices are shared with all regional hubs
- In collaboration with the regional hub liaison, ensure campuses customers are happy with the support and connection they are getting

### **Assistant Vice President – Human Resources**

December 2003 – December 2011

#### **Strategic Organizational Design, Development and Training, and Labor/Employee Relations**

*August 2010 – December 2011*

- Lead a cross-enterprise committee to create and implement a revised organizational structure for the Research Foundation
- Lead cross-enterprise team to recommend/implement best practices and necessary changes to alleviate gaps/risks in the RF governance, control, and compliance environment
- Identify metrics and tools to continually assess the organization design and health against peer organizations, show enterprise-wide trends/gaps/opportunities and develop an engaged culture that maintains our union-free environment
- Develop staffing strategies and programs to identify proper succession planning programs for key contributor and management positions, training and development programs for preparing employees for more significant responsibilities and general business development
- Led a review of the RF Operations Manager (top RF key role at each campus location) to ensure

- role has appropriate governance and accountability to legally bind the organization
- Led the cross-functional team overseeing the movement of employees to the RF during an acquisition of a Research Center of Excellence to the College of Nanoscale Science and Engineering location
- Work with SUNY to ensure training and staff development are provided to RF employees to enhance the effectiveness of people performing the RF roles and overall company performance in achieving the strategic goals and objectives of the enterprise
- Accountable for the completion of required AA Plan and compliance reporting (EEO-1, Vets-100 and 100A) for the organization and ensuring campus compliance where required, and directing the campus support during OFCCP audits
- Oversee the employee relations function for the campuses, providing advice on workplace complaints, discipline or other employee issues. Coordinate with the RF's Office of General Counsel and Secretary to bring about resolutions to issues consistent with our employee relations philosophy, policy and legal requirements
- Oversee the labor relations function in coordination with the RF's Office of General Counsel and Secretary; including contract negotiations and union relations

### **Human Resources, Labor Relations, Facilities, and Central Office Administration**

*2007 - 2010*

- Responsible for a \$4.5 million budget consisting of facilities and administration for the RF corporate office and Human Resources Office budget
- Oversaw the Research Foundation corporate office at 35 State Street, including space, emergency preparedness and safety
- Oversaw the Central Office HR unit, which provides all human resource and development functions to the 160+ employees who work at the RF Central Office
- Directly supervised a staff of 24 individuals
- Provided strategic direction to the labor relations function in coordination with the RF's Office of General Counsel and Secretary; including representing the RF in union campaigns, contract negotiations and union relations
- Provided quarterly updates to the Research Foundation's Board of Directors Human Resource and Executive Committees and implemented changes per their recommendations
- Overall responsible for human resource compliance with federal and state guidelines; including policy development, training, reporting and periodic audit. Provided the campuses with support on compliance interpretation and reporting to effectively manage their processes
- Accountable for the completion of required AA Plan and reporting (EEO-1, Vets-100) for the organization and ensuring campus compliance where required and directing the campus support during OFCCP audits
- Oversaw the employee relations function for the campuses providing advice on workplace complaints, discipline or other employee issues

### **Human Resources Campus Services and Compliance Support**

*2003 – 2007*

- Established methods and communications to provide integrated solutions to campus HR needs
- Created means to summarize issues to identify trends, gaps, problems and opportunities
- Identified issues for system wide review, recommending development or change of HR policies and procedures
- Oversaw a \$2.3 million dollar Human Resources Office budget
- Assessed all HR operating processes assuring proper control activities to ensure compliance
- Identify and implement tools to assess organization health in support of an Employee Relations environment to maintain a union free business
- Oversaw the employee relations function for the campuses providing advice on workplace complaints, discipline or other employee issues. Coordinated with the RF's Office of General Counsel and Secretary to bring about resolutions to issues consistent with our employee relations philosophy, policy and legal requirements
- Supervised the 17 Campus Service and Compliance personnel in the unit ensuring total solution support to the campuses
- Provided quarterly updates to the Research Foundation's Board of Directors Human Resource Committee and implemented changes per their recommendations
- Overall responsible for human resource compliance with federal and state guidelines; including policy development, training, reporting and periodic audit. Provided the campuses with support on compliance interpretation and reporting to effectively manage their processes

- Accountable for the completion of required AA Plan and reporting (EEO-1, Vets-100) for the organization and ensuring campus compliance where required and directing the campus support during OFCCP audits

### **Business Systems Manager - Human Resources/Labor Distribution**

Jan. 2001 – Nov 2003

- Work closely with the operational staff and state-wide campus working group to prioritize projects and ensure the accuracy of data integration between business system modules
- Lead a team of 10 Application Developers and Business Analysts and consultants; responsible for the research, development, and implementation of user-requested and government-mandated enhancements to the Human Resource (HR) and Labor Distribution (LD) System, including retirement, benefits, payroll, personnel, labor distribution, and salary certification changes
- Manage the system side of compliance reporting to ensure the W2s, 1042Ss, 1099s, Affirmative Action reports, Vets-100 reports, EEO reports, State Quarterly Wage Listing, 941 data, HIPAA interfaces, New Hire reporting, and payroll monitoring reports meet government and Research Foundation criteria
- Creating, documenting, and testing new and existing custom reports, forms, elements, Special Information Types (SITs), and PL/SQL programs
- Troubleshooting and resolving problems with core system functionality
- Develop and maintain project plans and status reports
- Identify business areas that can be streamlined using new system functionality

### **Oracle Implementation Human Resources Project Manager**

Jul. 2000 – Dec. 2000

- Coordinated the implementation of the HR and Labor Distribution Business System Modules
- Developed and maintained a project plan to ensure the Oracle Project remained on schedule
- Worked with and guided staff through User Acceptance testing of the Oracle system
- Monitored the data conversion from the legacy mainframe to the Oracle system

### **Oracle Implementation Human Resources Technical Lead**

Dec. 1999 – June 2000

- Documented, developed, and tested the custom Benefit Eligibility process and custom Retirement process to meet Research Foundation requirements and government-mandated standards.
- Monitored the creation of conversion documentation, which mapped the legacy mainframe data into Oracle Human Resources, Payroll, and Labor Distribution modules
- Assisted developers in creation and documentation of custom programs using PL/SQL
- Managed the creation of custom form and report creation using Developer 2000
- Developed Fast Formulas for custom deductions and earnings
- Logged and resolved problems and errors with Oracle

### **Oracle Implementation HRMS/LD Functional Team Member**

Oct. 1998 – Dec. 1999

- Documented and flow charted the Research Foundation's current business requirements and developed future data models for HR/LD area
- Evaluated whether core Oracle modules would meet the Research Foundation's business requirements versus developing custom solutions
- Restructured business processes to decrease error using Oracle core functionality
- Documented business requirements for all Earnings and Deduction Elements. Set up and tested elements to ensure they met the documented requirements

### **Personnel Administrator/HRMS**

Feb. 1995 – Sept. 1998

- Developed personnel policy and procedures for the Research Foundation
- Participated on a project team that reviewed the impact new initiatives would have on the Research Foundation and assisted in the implementation of those initiatives. (e.g., Y2K compliance testing, new HR software testing, etc.)
- Monitored 30 campuses for compliance with policy and procedures
- Supported campuses by answering questions and helping them resolve any issues on their

- campus
- Worked on the data team that tested system issues and assisted in fixing legacy mainframe errors

### **Benefits/Retirement Specialist**

Sept. 1993 – Jan. 1995

- Monitored employee and fellowship enrollment in insurance for 30 campus locations
- Reconciled accounts with insurance carriers and state and federal government (Disability, Unemployment, and Medicare)
- Primary contact for answering campus questions on policy and procedure and helping them resolve insurance/retirement issues on their campus
- Coordinate claim issues with insurance carriers, state and federal government
- Monitored COBRA eligibility, participant payments, and notifications
- Monitored employee eligibility in the retirement plan

### **Education and Training**

#### **Training:**

- SUNY Executive Leadership Program through S.A.I.L. 2017
- Capital Region Human Resources Leadership Program Class of 2006
- SUNY Leadership Development Program - Cornell ILR Class of 2003 – 2005
- NCURA – Introduction to Research Administration 2005
- NY Academy of Sciences course – Scientist to CSO: a Business and Industry primer

#### **Education:**

**1991 – 1993**                      **Siena College**                      **Loudonville, NY**

- *B.S., Psychology*

**1988 – 1991**                      **Hudson Valley Community College** **Troy, NY**

- *A.A., Individual Studies/Business Administration*

### **Other interests**

Past Member of Town of New Scotland Board Special Advisor Committee on Zoning  
 Bethlehem Youth Hockey Board - Vice President  
 Bethlehem Youth Hockey – Head Coach  
 Voorheesville Youth Lacrosse – Head Coach  
 Play adult ice hockey and in charity hockey tournaments