



Ellen Herbst

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| CFO | COO | Board Director | Global Business Growth | P&L
| Enterprise Risk | Government Regulatory and Contracts

Value-Added Experience for Boards:

- CFO and COO for 15 years
- \$9 billion US Government Department of Commerce
- \$8 billion Maryland public university system with 178,000 students and 40,000 employees
- Led sales teams that grew global revenue \$200 M and had P&L responsibility at the DuPont Company

Board Experience:

- **National Association of College and University Business Officers (NACUBO):** member of Executive Committee, Finance, and Strategic initiative committees
- **Maryland 529 Board:** former Board service as Vice Chair of State of Maryland's college savings oversight board
- **University System of Maryland Board of Regents:** present at every Board meeting, lead staff for Finance and Intercollegiate Athletic Committees, provide content for Governance and Compensation and Audit Committees

Career Highlights:

- **Large public university system:** Senior Vice Chancellor for Administration and Finance for the University System of Maryland, oversees a \$8 B operating budget, \$250 M capital budget, and \$1.6 B reserve fund
 - leads strategic initiatives that have elevated financial performance, risk posture, and operational excellence across 12 universities and 3 regional centers, 178,000 students, 40,000 employees
 - stewardship preserved USM's AA1/AA+ credit rating and generated \$70M in surplus for reinvestment. Unmodified audit opinions

- implementation of the system's first enterprise risk management and crisis management programs while implementing consolidated ERP system
- **U.S. Government:** appointed by President Obama and confirmed by the U.S. Senate to serve as CFO and Assistant Secretary for Administration at the U.S. Department of Commerce.
 - Served as Deputy Secretary of Department in 2017
 - managed a \$9B operating budget across 12 operating units, 40,000 employees
 - led the Department's \$1B headquarters renovation
 - led \$7.9B in American Recovery and Reinvestment Act programs
- **For profit company experience:** global sales, operational and P&L executive roles
 - E.I. DuPont - led \$200 M global sales and business unit
 - Giesecke & Devrient America -started and led commercial division for the Americas to \$50 million sales
 - early-stage tech ventures - scaled North American business from start-up to \$25M in revenue

Education & Certification:

- MBA, University of Pennsylvania (Wharton)
- BS, Economics & Accounting, University of Delaware

Professional Associations & Accolades:

- Named 50 Women to Watch for Boards in 2025
 - Named 2023's Power Higher Education Leader
 - Named Baltimore "Top CFO"
 - Named "Top 100 Federal Leader"
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