

Lloyd A. Blanchard, PhD

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Summary

Public finance practitioner and scholar with over 27 years experience in academia, government, and industry—17 years at the executive level.

Career Highlights

Senior White House budget official; chief operating officer of public organizations; finance executive at public research and minority serving institutions; managed multi-billion dollar budgets; professor of public administration and policy; published author on government finance and performance, education policy and finance, racial/ethnic/gender disparities in education and small business lending.

Professional Experience

March 2018

– present

Associate Vice President for Budget, Management, and Institutional Research University of Connecticut (Storrs, CT)

Oversee \$1.3 billion annual operating budget and \$200 million annual capital budget for top-ranked public flagship university, reporting to the Executive Vice President and Chief Financial Officer. Duties include overseeing management of university resources, lead initiatives to improve management and operational efficiencies, and integrate institutional research and analytic capabilities to support decision making on resource allocation. This role has oversight over the Office of Budget and Planning (OBP) and the Office of Institutional Research and Effectiveness (OIRE).

October 2016

– present

Associate Professor in Residence, Department of Public Policy University of Connecticut (Hartford, CT)

Member of the public policy faculty teaching public finance courses, including economic analysis, public budgeting, and financial management.

October 2016

– March 2018

Associate Vice Provost, Office of Institutional Research and Effectiveness (OIRE) University of Connecticut (Storrs, CT)

Oversee office that manages official data and analysis for reporting, planning, institutional effectiveness, and decision-making. Report to Executive Vice President and Provost. Duties include providing strategic support in shaping the long-term institutional policies and programs, and conducting analyses for resource allocation, new program development, student success, competitive positioning, and institutional effectiveness. OIRE serves as the central repository of official data for state, federal, and other external agencies for reporting activities related to the University's accountability, regulatory, compliance, and other public information obligations.

June 2011 –
October 2016

**Director, Public Performance Management
IEM, Inc. (Washington, DC)**

Oversee a directorate specializing in government performance, financial management, grant monitoring, data analytics, and organizational analysis of a \$40 million risk management consulting firm. Clients include federal, state, and city government agencies. My teams helped clients develop, pilot, and implement performance measurement and management systems, monitor the spending of federal grants, develop financial management policies and procedures, and conduct needs assessments and data analyses to guide decision-making.

Jan 2010 –
May 2011

**Senior Vice President for Administration and Finance and Chief Operating Officer
Medgar Evers College of The City University of New York (Brooklyn, NY)**

Oversaw all administrative units at small urban college, including all finance, facilities, and information technology. Executive-level direct reports included Assistant Vice President for Finance, Assistant Vice President for Facilities, and Chief Information Officer. Worked with faculty and administrators on strategic initiatives and budget allocations, oversaw day-to-day operations of the college, implemented data-driven decision-making strategies, and collaborated with various external stakeholders to reconcile community and college goals.

Jan 2007 –
Dec 2009

**Vice Provost for Fiscal Management, Office of Academic Affairs
Louisiana State University (Baton Rouge, LA)**

Managed budget allocations across academic units and managed classroom and research facilities on behalf of Provost; and worked closely with Chancellor, Associate Vice Chancellor for Finance and Budget, academic Deans, and other senior academic officials to implement new initiatives of the Provost. Made recommendations to the Provost to improve university systems and procedures, developed budget allocation framework based on mixture of credit hours and majors to improve efficiency of allocation, communicated a sense of urgency to academic leaders on her behalf to implement new policies, and supported faculty and institutional development. Regularly worked collaboratively with stakeholders ranging from students, parents, faculty, community leaders, and politicians.

Aug 2004 –
Dec 2006

**Assistant Professor, Department of Public Administration
Senior Research Associate, Center for Policy Research
The Maxwell School, Syracuse University (Syracuse, NY)**

Held faculty appointment and taught graduate-level public budgeting, urban policy, and executive leadership courses. Publications included empirical research on performance budgeting, discrimination in housing and small business lending, and public financing of education. Mentored talented graduate students on skill improvement and career direction.

Apr 2003 –
July 2004

**Deputy Chief Financial Officer for Policy, Office of the Chief Financial Officer
National Aeronautics and Space Administration (Washington, DC)**

Oversaw financial management policy and implementation of financial management reform initiatives, including the agency's Full Cost and Freedom to Manage policies. Prepared recommendations for the CFO and Administrator related to the implementation of performance budgeting, financial management, and developed databased frameworks for improved financial decision-making.

Jan 2002 –
Apr 2003

**Chief Operating Officer
Small Business Administration (Washington, DC)**

Oversaw all national operations, policy review, and \$900 million budget. Led implementation of performance management reform, including agency's Activity-Based Cost model; led consolidation of loan servicing operations; instituted first econometric model for estimating business loan defaults. Executive-level direct reports included Chief Financial Officer, Chief Information Officer, Chief Human Capital Officer, and Associate Deputy Administrator for Administration. Led agency-wide budget formulation and execution, solved long-standing problems with loan subsidy estimation, and defined a new vision and strategy for streamlining agency operations.

May 2001 –
Dec 2001

**Program Associate Director, General Government Programs
Office of Management and Budget, Executive Office of the President (Washington, DC)**

Senior White House policy official who oversaw finance and economic policy, management initiatives, and budget oversight for portfolio that included the Departments of Housing and Urban Development, Treasury, Justice, and Transportation, and numerous independent agencies such as the Government Sponsored Enterprises (Fannie Mae, Freddie Mac, etc.), Securities and Exchange Commission, Federal Emergency Management Agency, and the Small Business Administration. Worked closely with Congressional members and staff on Presidential budget formulation, oversaw financial management reforms in portfolio agencies, and handled confidential information and sensitive inquiries from the public and the press.

Aug 1999 –
May 2001

**Assistant Professor
Evans School of Public Affairs, University of Washington (Seattle, WA)**

Held faculty appointment, taught graduate-level public budgeting, and applied quantitative methods courses. Publications included empirical research on public financing of education, urban policy issues, and market-based reforms. Mentored talented graduate students on skill improvement and career direction.

Jan 1989 –
Sep 1991

Director of Education, CareerCom School of Business (Jacksonville, FL)

Oversaw faculty and curriculum development for business-oriented vocational school.

Sep 1986 –
Dec 1988

Loan Officer, CityFed Mortgage Corporation (Austin, TX)

Originated mortgage loans for national mortgage broker.

Education

- Doctor of Philosophy (PhD, Public Administration), Maxwell School of Citizenship and Public Affairs, Syracuse University, 1999
 - *Concentrations: Public finance and urban policy*
 - *Dissertation: School Segregation, Social Capital, and Educational Costs*
 - *Academic advisors: John Yinger and Bill Duncombe*
- Master of Public Administration (MPA), Maxwell School of Citizenship and Public Affairs, Syracuse University, 1994
- Bachelor of Arts (BA, Political Science), University of Texas at San Antonio, 1993
- Bachelor of Arts (BA, Economics), University of Texas at Austin, 1986

Publications

- “Do Lenders Discriminate Against Minority and Women Entrepreneurs?” (with Bo Zhao and John Yinger) 2008. *Journal of Urban Economics*, Vol. 63, No. 2, pp. 467-497.
- “Teaching Leadership in Public Administration” (with Amy Donahue) 2008. *Journal of Public Affairs Education*, Vol. 13, Part 3-4, pp. 461-486.
- “PART and Performance Budgeting Effectiveness” 2008. *Performance Management and Budgeting: How Governments Can Learn from Experience*. Steve Redburn, Robert Shea, and Terry Buss, editors, (M.E. Sharpe, Inc.).
- “Performance Budgeting: How NASA and SBA Link Costs and Performance” 2006. *Integrating Performance and Budgets: The Budget Office of Tomorrow*. Jonathan D. Breul and Carl Moravitz, editors. (Rowan and Littlefield Publishers).
- “Equity vs. Efficiency in the Provision of Educational Services” (with John Ruggiero and Jerry Miner), 2002. *European Journal of Operations Research*, Vol. 142, No. 3, pp. 642-652.
- “Tax Policy and Public School Finance” (with William Duncombe) 1998. *Handbook on Taxation*, W. Bartley Hildreth and James Richardson, editors. (Marcel Dekker, Inc.).
- “Market-Based Reforms in Government: Towards a Social Subcontract?” (with Charles Hinnant and Wilson Wong) 1998. *Administration and Society*, Vol. 30, No.5, pp. 483-512.

Government Reports

- “Comprehensive Study on Technology Talent in Connecticut” (with Tyler Terbrusch and Yizhi Zhu), P20 WIN Executive Board on behalf of the Department of Economic and Community Development. Fall 2018.

Unpublished Working Papers

- “Measuring Teaching Effectiveness using SETs” (with Yizhi Zhu, 2019)
- “The Nuances of Women’s Persistence in STEM” (with Youyou Zheng, 2018).
- “The Cost of Public Higher Education in America: What Has Happened and Why” (with Amy Donahue, 2018).

- “The Dynamics of Paying for Performance in the Public Sector” (2008).
- “Do Small Schools Improve Student Outcomes? A Reexamination of the Evidence with Attention to Selection,” (with Lawrence Miller, 2006).
- “The Distribution of No Child Left Behind (NCLB) Benefits and Costs in New York State” (2005).
- “How Important Are Extracurricular Activities to Academic Success?” (2004).
- “The Costs of Closing the Black White Test Score Gap” (2000).
- “The Paradoxical Effects of School Integration on the Educational Outcomes of Minority Pupils” (2000).

Congressional Testimony

- “Maximizing Organization and Leadership in a Federal Agency to Fulfill its Statutory Mission: Restructuring of the Small Business Administration,” As Chief Operating Officer of the Small Business Administration, Testimony before the Subcommittee on Workforce, Empowerment, and Government Programs, Committee on Small Business, U.S. House of Representatives, July 16, 2002.
- “The Federal Financial Management Improvement Act of 1996: Are Agencies Meeting the Challenge”? As Chief Operating Officer of the Small Business Administration, Testimony before the Committee on Government Reform, Subcommittee on Government Efficiency, Financial Management, and Intergovernmental Relations, June 2, 2002.
- “Turning the Tortoise into the Hare: How The Federal Government Can Transition from Old Economy Speed to Become a Model for Electronic Government,” As Chief Operating Officer of the Small Business Administration, Testimony before the Subcommittee on Technology and Procurement Policy, Committee on Government Reform, U.S. House of Representatives, March 21, 2002.
- “The 7(a) Loan Guaranty Program: A Look at SBA’s Flagship Program Fees and Subsidy Rate,” As Program Associate Director, Office of Management and Budget, Testimony at Roundtable before the Committee on Small Business and Entrepreneurship, U.S. Senate, September 5, 2001.

Conference Presentations

- “The Cost of Public Higher Education in America: What Has Happened and Why” (with Amy Donahue). Presented at the 60th Annual Western Social Science Association Conference, San Antonio, TX April 7, 2018.
- “Rethinking the Government-Business Relationship: We Need Each Other Now More Than Ever,” Invited Panel Participant, Bantle Symposium, The Maxwell School, Syracuse University, March 31, 2016.
- “Evidence Based Practices,” Panel Chair, 6th Annual Public Performance Measurement and Reporting Conference, Trenton, NJ, September 20, 2013.
- “Estimating Discrimination in Small Business Credit Markets,” Urban and Community Studies Program, University of Connecticut, Spring 2008.
- “Local Economic Development: The Good, Bad, and Ugly,” National League of Cities, Leadership Training Institute, New Orleans, LA, November 2007.
- “Using Simulations to Teach Crisis Leadership in Public Administration,” 29th Annual Teaching in Public Administration Conference, Olympia, WA, February 2006.

- “Do Small Schools Improve Student Outcomes? A Reexamination of the Evidence with Attention to Selection,” Poster, 28th Annual Association of Public Policy and Management Annual Conference, Madison, WI, November 2006.
- “How and Why Does Secondary Education Matter,” Discussant, 31st Annual Conference of the American Education Finance Association, February 2006.
- “The Distribution of No Child Left Behind (NCLB) Benefits and Costs,” 30th Annual Conference of the American Education Finance Association, March 2005.
- “How Important Are Extracurricular Activities to Academic Success?” 26th Annual Association for Budgeting and Financial Management (ABFM) Conference, Chicago, IL, October 2004.
- “Full Cost Accounting Principles & Practice: A U.S. Government Perspective,” Featured speaker, You Paid What? Workshop on Full Cost Accounting Methodology for IT in the Public Sector, Ottawa, Canada, March 2004.
- “Linking Costs to Performance,” Capitol Hill Campus, Mercatus Center, George Mason University, Washington DC, December 2003.
- “Efficiency and Equity in Washington State Schools,” and Moderator for Education Finance Panel, 43rd Annual Meeting of the Western Social Science Association, Reno, NV, April 2001.

Honors and Awards

- Keynote speaker, MPA Convocation, The Maxwell School, Syracuse University (July 2010)
- Kauffman Entrepreneurship Scholar, University of North Carolina-Chapel Hill (November 2005)
- Named in “Fifty Influential Minorities in Business,” National Minority Professional Network (June 2003)
- Visiting Scholar, Institute for Research on Poverty, University of Wisconsin-Madison (November 2000)
- Teacher of the Year, Evans School of Public Affairs, University of Washington (May 2000)
- Dean’s Service Award, Evans School of Public Affairs, University of Washington (May 2000)

Professional Affiliations

- Member, National Association of College and University Business Officers (NACUBO)
- Member, Association for Institutional Research (AIR)
- Member, American Society for Public Administration (ASPA)
- Member, Association of Budgeting and Financial Management (ABFM)
- Member, National Forum for Black Public Administrators (NFBPA)