

2004 National Winner

Financial



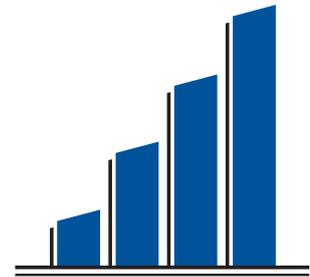
## Peggy Scott: Leading By Example

It doesn't take long to figure out that Peggy Scott, executive vice president and chief financial officer (CFO) of Pan-American Life Insurance Company, is passionate about her job. Since joining the 92-year-old international organization, Scott has worked diligently to redesign Pan-American's financial department and improve its domestic and worldwide operations.

Scott's strong commitment to increasing operational efficiency within her company, combined with her tireless community involvement and enthusiasm for her profession, make her our choice for the 2004 Financial Executive of the Year Award. The award, presented by the Institute of Management Accountants and sponsored by Robert Half International Inc., honors the exceptional achievements of executives in the accounting and finance fields.

### **A Results-Driven Approach**

Scott is keenly aware that in order to make a difference in the productivity and profitability of an organization, a financial executive's role must go beyond day-to-day accounting responsibilities. During her career, she has managed several expansions, turnarounds and complex merger-and-acquisition transactions in the healthcare and insurance industries. Her vision and understanding of the big picture have resulted in a long history of improving the profits of companies where she has been employed.



Financial Executive  
OF THE YEAR 2004

# Executive of the Year

Scott has trained and motivated her financial staff at Pan-American to seek opportunities to increase profits and improve internal processes within the company. Under her leadership, the finance department was completely redesigned by overhauling processes and systems in both the domestic and international offices. This was an arduous task, primarily because Pan-American had varying internal accounting protocols and reporting requirements specific for each country that had to be maintained and redeveloped in order to generate timely and accurate global information.

Most recently, Scott has worked with actuarial services at Pan-American to develop a comprehensive modeling system that allows the company to prepare four-year financial forecasts by line of business and country. She is committed to developing strong working relationships with finance, sales and actuarial personnel, which has helped ensure the organization's services are designed in a cost-effective manner to increase margins and profits.

Since becoming CFO at Pan-American, Scott has successfully streamlined inefficient processes, significantly reduced the expenses associated with labor-intensive activities, improved the accuracy and timeliness of financial and operational information and developed cutting-edge tools for responding to the company's rapidly changing and highly competitive business environment. This results-driven approach serves as the foundation for her professional success.

## A Participative Leader

Since beginning her career in the 1970s, Scott has excelled in traditionally male-dominated roles, such as public accounting firm management, and has been a trailblazer for other women in the industry. At 31, she was promoted to managing partner at Deloitte's Baton Rouge, La., branch and became the first woman in the company's 100-year history to head an office. Scott also received a Reagan Presidential Citation for her work on Louisiana budgetary

reforms, was named Tulane University's 2004 Outstanding Accounting Alumna and was selected as one of 10 Outstanding Young Women of America. Recently, *New Orleans City Business* named her as a Woman of the Year.

Scott is dedicated to continuous learning, having received an executive masters of business administration at Tulane University in New Orleans while working full time. She served as an adjunct professor at the Tulane University Health Sciences Center in the Masters of Medical Management program, where she instructed physician executives on how to use financial tools and conduct strategic analyses. A strong believer in community involvement, Scott has served on numerous local boards, including the chamber of commerce, the Louisiana Superdome, the Blood Center and Junior Achievement.

Scott's proactive approach, strong interpersonal skills, focus on ethical financial reporting and dedication to developing employee skills have earned her the respect of her peers and the label of a fair and participative leader who is not afraid to make tough decisions. She works closely with employees on modifying work assignments to enable them to pursue advanced degrees and utilize the company's training programs.

Scott believes that financial leaders should be of the highest integrity so they can inspire confidence among colleagues – both in and out of the boardroom. "Financial executives should lead by example, be team players and recognize the value of developing their people," she says.

Indeed, Scott's commitment to strong business ethics and dedication to accurate financial reporting have enabled her to serve as a strong role model for others, both at Pan-American and within the broader accounting and finance community.



## 2004 Regional Winners

The Institute of Management Accountants (IMA) and Robert Half International Inc. are proud to present the winners of the 2004 Financial Executive of the Year Award. Winners were selected in each participating IMA council based on nominations from throughout the country. Chosen for their exceptional achievements in the finance and accounting fields, these executives represent strong leadership, serve as ethical role models for the profession, and are ambassadors of continuing professional education, student involvement and commitment to their financial communities. Here are the 2004 Financial Executives of the Year:



Herbert L.R. Austin II

**Herbert L.R. Austin II**, CPA, CMA, is chief financial officer for D. J. Powers Company, Inc. in Savannah, Ga. In large part because of his efforts, the privately held logistics provider is enjoying one of the best periods in its 74-year history. Austin has worked diligently to implement ongoing process and productivity improvements, such as renegotiating loans and contracts with banks, vendors and insurance providers and consolidating the company's telecommunications systems. His cash management strategies have resulted in cost savings of more than \$600,000 a year. In February 2004, he founded the CFO/Controller Council, a forum for financial leaders in the region to share best practices and discuss topical issues. In just six months, the organization has grown to more than 80 members. Austin was selected by the Florida Council.



Jeff Ballard

**Jeff Ballard**, CPA, is controller for Corrections Corporation of America (CCA) in Nashville, Tenn. While with his current firm, Ballard directed the accounting and transition team responsible for a \$1.4 billion merger, which resulted in the spinoff of three privately held companies. Ballard addressed the organizational needs and handled the financial functions for all three firms within a single, 25-person department. He has also helped his team better utilize technology, leading to increased efficiency and the elimination of 15 days from the firm's close cycle. In addition, he established the framework for CCA's compliance with the Sarbanes-Oxley Act of 2002. Ballard is active within his local community as a member of the Tennessee Society of CPAs and the AICPA. He is also a past board member for the Boys & Girls Club of Nashville. Ballard was chosen by the Tennessee Valley Council.



Raymond Barry

**Raymond Barry** is vice president of finance and chief financial officer for New Era Cap Company in Derby, N.Y. During Barry's nine years with New Era, he has moved up the executive ranks due to his leadership skills, vision for international growth and focus on cash flow strategies. Barry recently guided the company through a period of rapid expansion. In 2004, he helped the business grow its international operations by leading efforts to open an office in Japan. Barry demonstrates a commitment to promoting ethical behavior among his colleagues by constantly updating company policies on appropriate conduct in the workplace. He was selected by the Upstate New York Council.



Donald Breivogel Jr.

**Donald Breivogel Jr.**, CPA, is senior vice president and chief financial officer for American General Financial Services (AGFS) in Evansville, Ind. Although prior to the passage of the Sarbanes-Oxley Act of 2002 the company possessed a well-defined operating system, including adequate oversight and controls, Breivogel helped establish a formal disclosure controls committee and a department responsible for monitoring and improving financial reporting and controls. Breivogel has established an in-house continuing professional education program and promotes the company's tuition-reimbursement policy. In addition, he founded an internship program for University of Southern Indiana students and encourages those interested in accounting and finance to shadow AGFS employees on the job. He was selected by the Lincoln Trail Council.



Dennis Bunday

**Dennis Bunday** is chief financial officer of Williams Controls in Portland, Ore. Bunday is committed to helping his staff realize their maximum potential by encouraging them to assume initiatives outside of their normal comfort zone. In his current position, Bunday has taken the organization from a point of financial uncertainty to a profitable, growing entity. As a result, more than 200 local jobs were saved and the value and opportunity for capital appreciation for more than 400 shareholders was preserved. A strong proponent of instituting internal controls and financial transparency, he has established a complex SEC reporting system to deal with compliance issues within his firm. Bunday has helped position the company for future growth by implementing a lean manufacturing process and modernizing the company's production process. He was selected by the Pacific Northwest Council.



Jeffrey L. Burnison

**Jeffrey L. Burnison**, CPA, MBA, is senior finance manager for Pioneer Hi-Bred International, Inc.'s financial operations departments in West Des Moines, Iowa. He also serves as global project leader for the company's Sarbanes-Oxley 404 compliance effort and is a member of Pioneer's corporate compliance committee. Burnison was recently assigned to lead a special accounting and finance project to track and account for the more than \$500 million in agricultural commodity futures traded by Pioneer as part of its key production risk management and hedging program. Under his leadership, Pioneer achieved effective hedge accounting treatment for the majority of its related programs and was also able to implement a discard

hedging program that yielded more than \$5 million to the company's bottom line earnings in its first year. Burnison currently serves on Central College's Economics, Business and Accounting Department Advisory Council and as a board member for the Iowa Society of CPAs and the Greater Des Moines Partnership's Downtown Community Alliance. He was selected by the North Central Council.

**Peter Collins**, CPA, MBA, is controller for Bielinski Homes, Inc. in Waukesha, Wis. Collins has varied experience in accounting and finance and has been involved in the areas of taxes and acquisitions. He has made tremendous strides in transforming the reputation of the accounting and finance department in his company from a bill-paying department to that of a proactive partner in the home-building process. In his current position, he is working to consolidate all the entities of Bielinski into a single operating unit, which will streamline the accounting system and help ease the budgeting and planning process. Collins is a member of the IMA, the Construction Financial Management Association and the Wisconsin Institute of CPAs. He was selected by the Mid-America Council.

**Daniel C. Confalone**, FHFMA, is senior vice president of finance and chief financial officer at Good Shepherd Rehabilitation in Allentown, Pa. Confalone is committed to helping serve those in need, having been the CFO for three separate healthcare organizations. Confalone joined Good Shepherd Rehabilitation three years ago at a time when the organization had been consistently losing money and required a financial turnaround. Within the first year, he implemented an operational improvement plan that addressed cost reduction and revenue enhancement initiatives. Confalone also reduced the accounts receivable cycle from 120 days to 55 days through a detailed revenue cycle management program. These initiatives acted as the catalysts that enabled Good Shepherd Rehabilitation to achieve profitability during the past two years. Confalone was selected by the Mid-Atlantic Council.

**Roy Goldman**, Ph.D., FSA, is chief financial officer of Mercy Health Plans, Inc. in St. Louis, Mo. Under Goldman's guidance, the finance team has improved its service to both customers and providers, almost doubled Mercy's membership and has seen revenue grow to \$600 million. In his current position, Goldman has constructed a detailed set of financial reports to monitor healthcare trends by internal and external customers, such as state insurance departments and employer groups. As a result, customers have praised the company's ability to both produce detailed reports on claim costs and provide the analyses that explain the observed trends. An award-winning writer on employee benefits, Goldman has led various taskforces in redesigning actuarial syllabi to include educational information that encompasses investment and finance

as well as employee benefits. He was selected by the Heartland Council.

**David Goodman**, CMC, CPIM, is a partner with Goodman & Company in Norfolk, Va. Goodman has more than 30 years of experience in the financial industry, encompassing a broad range of operational and management issues. During his 15-year tenure at Goodman & Company, he has worked diligently to develop a superior entrepreneurial services practice at the firm. Through his consulting engagements, Goodman has become well known and respected among financial professionals for his knowledge, business acumen, presentation skills and ethical behavior. Goodman is involved with numerous charitable organizations, including the Multiple Sclerosis Society, and serves on the Board of Directors of the Hampton Roads chapter of the IMA. He was selected by the Virginia Council.

**Raymond Grahe**, MBA, is vice president of financial services for Washington County Health Systems, Inc. in Hagerstown, Md. Grahe is responsible for all financial functional areas of the healthcare organization, which has more than \$250 million in annual revenues. He also oversees the organization's participation in a number of wholly owned subsidiaries and joint ventures, serving as chairman of the board of a Medicaid managed care organization. As a result of his leadership, the company has experienced a significant turnaround, from a loss of \$6 million last year to a \$14 million profit this year. A 30-year financial veteran in the healthcare industry, Grahe has participated in numerous work-to-school initiatives and routinely identifies student intern opportunities at his organization and others. He was selected by the Potomac-Chesapeake Council.

**Michael Howard** is senior vice president – corporate services and chief financial officer of MEDRAD in Indianola, Pa. Under Howard's leadership, the company has grown from \$49 million to \$294 million in sales. In 2004, Howard assisted in the reorganization of the company into three major business units by providing the proper support structure and adjusting MEDRAD's reporting processes accordingly. A champion of employee development, Howard led the formation of a MEDRAD management development program at Carnegie Mellon University. He is also a member of MEDRAD's business ethics committee, which established the company's code of business conduct and continues to promote value-driven business practices throughout the organization. Howard is a frequent speaker for Carnegie Mellon's Entrepreneurial Leadership Institute as well as a member of the Pittsburgh Technology Council and Pittsburgh Venture Capital Association. He was selected by the Keystone Mountain State Council.



Peter Collins



Daniel C. Confalone



Roy Goldman



David Goodman



Raymond Grahe



Michael Howard



Jack Jackson



Derek Kerr



Marty Latman



John Loyack



Paul MacDonald

**Jack Jackson** is chief administrative officer for Catholic Charities of the Archdiocese of St. Paul and Minneapolis in Minn. In his role, Jackson redefined and improved the organization's annual planning and review process through the use of innovative analytical financial modeling software and the introduction of quarterly reviews. While his nonprofit group was not required to comply with the Sarbanes-Oxley Act of 2002, Jackson proactively implemented related practices that improved financial oversight. Catholic Charities now has audit and investment committees that report to the board of directors, internal auditors who serve for a limited time, and formal policies defining fraud, reporting avenues and investigative procedures. Active in his community, Jackson is a mentor in a leadership program and coaches a girls' basketball team. He has also served as a board member of Big Brothers & Big Sisters of Minneapolis. Jackson was selected by the Northern Lights Council.

**Derek Kerr** is senior vice president and chief financial officer for America West in Phoenix, Ariz. He is responsible for all corporate finance, financial planning and analysis, investor relations, accounting, treasury and purchasing functions. Operating in the turbulent airline industry, Kerr focuses on cash conservation, strengthening the balance sheet and improving productivity. Derek's consensus leadership approach has enabled the airline to implement aggressive expense-cutting measures that resulted in some of the lowest unit cost improvements in the airline industry. He played a key role immediately following 9/11, when the company's liquidity crisis pushed it to the brink of survival. By securing a government-backed loan and posting five consecutive positive quarters, the company recently earned a prestigious finance strategy award from *Airline Business Magazine*. Kerr views finance as a partner to all business units, and his recent initiatives have resulted in an additional \$30 million in cost savings. His commitment to the growth of the finance profession is evidenced through America West's internship programs offered to finance students at Arizona State University and the University of Arizona. He was honored by the Wild West Council.

**Marty Latman**, CPA, CISA, is chief financial officer and vice president of finance and administration for the New Jersey Symphony Orchestra, the resident orchestra for the New Jersey Performing Arts Center in Newark. During the 2003-2004 season, Latman successfully created and implemented a balanced budget. This was an exceptional feat considering the current trend toward decreased federal and state support for the arts that is contributing to deficits and closures at many other major symphony orchestras. Also during his tenure, he negotiated bank loans used to purchase 30 "golden age" musical instruments, including 13 Stradivarius violins, the world's largest single purchase of such instruments. Latman founded the Financial

Executives Networking Group's Bergen County chapter in March 2002. The chapter began with 33 members and has now grown to more than 1,300 executives. He was selected by the New Jersey Council.

**John Loyack**, CPA, is senior vice president and chief financial officer for PNM Resources, Inc. in Albuquerque, N.M. Under Loyack's leadership, the energy holding company acquired TNP Enterprises, Inc. at a discount. As a result, PNM's stock price rose 10 percent after the announcement -- a significant accomplishment at a time of low consumer confidence in the energy industry following the Enron situation and price gouging scandals in California. His commitment to supporting a process-driven financial environment relying on documentation, controls and feedback came well before the Sarbanes-Oxley Act of 2002. As a result, Loyack and his team had to make minimal adjustments to become compliant with new government regulations. He is president of the Financial Executive Institute's Albuquerque chapter, a member of the Conference Board's CFO Council, and serves on the board of directors of FM Global and AMCON Distributing Co. Loyack was honored by the Rocky Mountain Council.

**Paul MacDonald**, CPA, is vice president of finance for the Detroit Red Wings. MacDonald has found there is no typical day when working for a professional hockey team. His duties include everything necessary to ensure the Red Wings remain financially stable and competitive, from managing insurance issues and ongoing budget analysis to participating in the collective bargaining agreement process between the National Hockey League (NHL) and the NHL Players Association. MacDonald's efforts have helped the organization capture three world championships during his tenure, and he is the only CPA with his name on the Stanley Cup. He serves on the Board of Directors for the Michigan Association of CPAs and has been involved in several of the association's initiatives to help attract young people to the accounting and finance profession. MacDonald was selected by the Michigan Council.

**H. Scott Paris**, CMA, CFM, CTP, is controller for Wellman, Inc., functioning as the divisional controller at Wellman's Johnsonville, S.C. site. Paris has directed a financial turnaround that has helped keep the facility operating while many textile companies have folded and ceased operations. Under his leadership during the past six years, operating and staff expenses have been reduced by almost 50 percent. Paris worked with procurement and plant managers to improve corporate cash flow through a sitewide inventory reduction initiative, which helped reduce inventory 63 percent and improved cash flow by \$18.8 million. Paris also worked with senior management as part of the Johnsonville profit improvement team. The group initiated several cost-reduction strategies that led to annualized savings

of \$10 million. Paris has been involved with the IMA for more than 20 years, has served on the board for the Greenville and Florence chapters and is a past president of the Florence chapter. He was selected by the Carolinas Council.

**James Sloan**, CPA, is assistant corporate controller for Worthington Industries, a diversified metals processing company based in Columbus, Ohio. As head of the company's Sarbanes-Oxley Section 404 implementation team, he has worked to improve internal control documentation and testing procedures. Sloan also manages his firm's SEC quarterly and annual filings. Under his leadership, timelines have been shortened and processes have been redesigned to provide shareholders with better, more concise information. Sloan is a frequent speaker at local executive roundtables and has become an expert on Section 404. He is on the board of the nonprofit Court Appointed Special Advocate Program; a member of the AICPA and a scoutmaster for the Boy Scouts of America. He was selected by the Ohio Council.

**Ronald J. Stevenson**, CMA, CFM, is director of finance for Blackstone Medical, Inc., in Springfield, Mass. Stevenson joined the company in 2004 and was given the mandate of managing Blackstone Medical's finances with a focus on efficiencies and internal operating cost strategies during a time of rapid growth. Stevenson implemented a comprehensive travel program that is expected to reduce annual travel expenses by \$250,000. He also identified inefficiencies within the payroll function that he rectified by automating the third-party payroll process and 401(k) service providers, resulting in reduced administrative costs and dramatically improved service to employees. Committed to acting as an ambassador for his profession, Stevenson currently serves as board member of the Springfield chapter of the IMA and is a past president of the Adirondack chapter. He was selected by the Northeast Council.

**Linda Volk**, CPA, is the office managing partner in charge of KPMG's El Paso, Texas, and Albuquerque, N.M., tax practices. In her more than 20 years with KPMG, she has built a reputation for establishing and nurturing client relationships through high quality service and ethical business practices. A member of the Texas Society of CPAs and the AICPA, Volk is also extremely active in the local community and serves on the board of directors of numerous organizations. She is currently spearheading the effort to start a Rio Grande business chapter of the Association of Latino Professionals in Finance and Accounting, with the goal of providing local college students mentoring and scholarship opportunities. Her professional and community achievements recently earned her the 2004 New Mexico State University Distinguished Alumna Award from the Business School. Volk was honored by the Texas Council.

**Eric Yeaman**, CPA, is financial vice president, treasurer and chief financial officer of Hawaiian Electric Industries in Honolulu, Hawaii. Yeaman was recently recognized as one of *Pacific Business News'* Top "40 under 40" businesspersons of the year in Hawaii for his commitment to leadership and community service. His contributions to successful company operations included developing and implementing a debt and equity financing strategy that resulted in an increase in revenues of \$4.4 million and an increase in earnings of two cents per share. This strengthened both the company's balance sheet and financial credit ratios. Yeaman is very active in community affairs and serves on several for-profit as well as not-for-profit boards, such as Financial Executives International, The Hawaii Society of CPAs and the AICPA. He was selected by the Golden West Council.

*Each Financial Executive of the Year receives a trophy, a complimentary two-year IMA membership, a gift basket delivered to their place of employment and a banquet in his or her honor. In addition, the national winner is awarded a three-year IMA membership and a \$2,500 scholarship donated to the school of his or her choice. For more information about the Financial Executive of the Year Award, visit [www.rhi.com/feya](http://www.rhi.com/feya).*



H. Scott Paris



James Sloan



Ronald J. Stevenson



Linda Volk



Eric Yeaman

### Congratulations to our 2004 Winners

Robert Half International Inc. (RHI) is pleased to sponsor the 2004 Financial Executive of the Year Award. Founded in 1948, RHI is the world's first and largest specialized staffing firm for accounting and finance professionals. Its staffing divisions include Accountemps®, Robert Half® Finance & Accounting and Robert Half® Management Resources, for temporary, full-time and senior-level project professionals, respectively. The company has more than 330 offices throughout North America, Europe, Australia and New Zealand, and offers online job search services on its divisional websites, all of which can be accessed at [www.rhi.com](http://www.rhi.com).

