

Steven J. Hafen

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SENIOR EXECUTIVE

Visionary senior executive with broad experience in a variety of organizations and educational institutions across multiple industries. Leads organizations to operational efficiency and revenue growth. Consistent career progress culminating in Chief Executive Officer (CEO) and Chief Operating Officer (COO) roles in organizations with 500+ employees. Skilled at designing strategic initiatives to focus organizations on success with increased employee productivity and engagement. Innovative problem solver with deep ability to leverage technology to facilitate productive and rewarding work environments. Extensive international exposure and experience with keen ability to optimize diverse environments.

KEY EXPERTISE

- Executive Leadership
- Strategy Development
- Negotiation
- Financial Oversight
- Business Development
- Marketing
- Project Management
- Human Resources
- Revenue Growth
- Operations Efficiency
- Facility Management
- Communication

EXECUTIVE EXPERIENCE & SELECTED ACCOMPLISHMENTS

Brigham Young University

2018-Present

Administration Vice President and CFO (Present)

- Provide functional leadership for the following divisions of the university: financial services, human resources, physical facilities, auxiliary and programs, and supply and logistics.
- Orchestrate strategic process across all divisions to ensure strategic alignment with university mission and 5-year plan.
- Assist the university president to achieve his strategic objectives, including expanded enrollment, inspiring learning and student success.
- Serve as chair of Campus Planning and Use Committee, Human Resource Committee, University Investment Committee, and Community Relations Committee and serve as member of many other university committees.
- Ensure prudent use of university funds through proactive budget management and reporting systems and processes.
- Contribute to overall strategic direction of the university as part of the president's council.

Managing Director, Alumni and External Relations (10/2018-7/2020)

- Created new Alumni Engagement Framework, using data to track alumni engagement and evaluate effectiveness of engagement activities.
- Established new formal university committee (Community Relations Committee) to ensure proactive engagement and positive perceptions within community.
- Initiated comprehensive brand study to understand how key audiences perceive BYU in order to positively influence the BYU brand.
- Created and implemented semi-annual review process to drive more collaboration, coordination, and accountability across all departments.
- Created master plan to ensure viability of Aspen Grove in coming decades.
- Exceeded royalty revenue target of BYU-branded merchandise.

- Influenced and supported United Way Campaign – raising over \$200K.

Entrepreneur / Independent Investor

2013 – 2018

Identified, vetted, and orchestrated strategic investments in several start-up and small companies through cash investments and/or services in exchange for equity.

- **Precision Exams, Investor and Board Member:** company now delivers over 500,000 tests annually to high school students throughout the United States.
- **Jigabot, Investor and Board Member:** innovative robotics company preparing to launch initial products.
- **All Stor, et.al., Investor:** successful investor in multiple storage unit facilities in US.
- **Solcius, COO:** guided executive team in creating core infrastructure and processes.
- **Avenu, President and Board Member:** sold to Primary Residential Mortgage, Inc.
- **Attrix, President:** created comprehensive go-to-market strategy and financial model.
- **Sorenson Foundry, Partner:** successful vetting and incubation of several technology product ideas, via UK-based team.

Golden Gate Capital Companies

2007 – 2013

President and CEO, Devcon Security Holdings, Hollywood, FL (2011-2013)

Head executive responsibility for strategy development to increase company growth, enhance leadership effectiveness, drive employee engagement, increase operational efficiency, and hit financial targets.

- Led successful sale of the company for \$150M – nearly 40% increase in value.
- Established strategic framework around six strategic imperatives, improving operational efficiency by 20%.
- Increased both recurring and non-recurring revenue by over 15%.
- Reduced overall expenses while increasing operational efficiencies.
- Reduced customer attrition while slashing account origination costs by almost 20%.
- Reduced facility footprint and associated costs through contract negotiations.
- Restructured key leadership positions to increase performance and accountability.

Chief Operating Officer, Pinnacle (acquired by Protection 1), Orem, UT (2007-2011)

Led overall strategy and day-to-day management of non-sales departments including 1000+ employees and contractors.

- Implemented financial and budget process resulting in tighter expense and margin control throughout the company.
- Established and led Executive Committee (EC) increasing accountability, communication, and coordination.
- Initiated Governance Committee formalizing, standardizing, and documenting more than 50 policies increasing efficiencies and priority focus on key projects.
- Expanded corporate office to support tripling of customer base and 200%+ growth in employees.
- Established new Customer Care department handling 750,000 calls annually.
- Implemented new systems and processes – including a Customer Relationship Management (CRM) application, enterprise phone system, and multiple proprietary applications – increasing employee productivity from 15% - 20%.
- Initiated company philanthropic program raising over \$350K in first year.

Prosper Learning, Inc., Provo, UT

2006 – 2007

Chief Operating Officer

Executive leadership of company focus and strategy as well as the overall operations and day-to-day management of approximately 500 employees.

- Initiated and implemented comprehensive annual strategy exercise gaining agreement and alignment of company direction and communication.
- Grew top-line revenue by more than 25%.

Apollo Group, Inc., Calgary, Alberta, Canada

2004 – 2006

General Manager / Director

Guided all aspects of startup in Canada market gaining significant international executive expertise. Full Profit & Loss responsibilities for multi-million dollar budget.

- Hired and trained management team and all faculty members.
- Met and exceeded all budget goals both quarterly and annually.

OTHER LEADERSHIP EXPERIENCE AND EDUCATION

- **Vice President, Sales, Marketing, and Distribution**, Certiport, American Fork, UT.
- **Adjunct Faculty – 17 Semesters**, Marriott School of Management and MBA Program, Brigham Young University, Provo, UT.
- **Senior Director, Director, Strategy Consultant, Senior Marketing Manger, and Product Manager**, Novell, Inc, Provo, UT.

Master of Business Administration (MBA), Marriott School of Management, Brigham Young University, Provo, UT.

Bachelor of Arts, Kennedy School for International Studies, Minor: Japanese, Brigham Young University, Provo, UT. Graduated with honors.

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