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Out of all the things you could do at this time, what attracts you specifically to this opportunity?

My intent now is to pivot to a mission-oriented focus. My kids are eleven and nine and I want to be home for them every night. I want to feel as passionately about my daily work as I remember feeling about co-founding a Montessori school. I want my kids to know what I do makes a difference in the world.

The next CFO for UVF as a financial professional will supervise a team as part of their job. What aspects of the accounting and financial responsibilities do you typically delegate and which ones do you most enjoy doing yourself? How do you think this relates to your unique skill set and gift mix?

I am at my best when focused on analysis, strategy, and problem solving. Although I am quite competent in the accounting sector, repetitive accounting tasks are not an area about which I am passionate. I prefer to delegate, provide guidance and resources, and validate these types of tasks.

Describe a time when you had to balance many competing responsibilities. How do you go about prioritizing? Share a time when in retrospect you did not prioritize well. What did you learn?

If I did not have to balance competing priorities I am certain I would be bored. In the private equity world, managing working capital and bank covenants occurred on a daily basis, but statusing and reporting to stakeholders was crucial as well. Not to mention budget challenges and forecasting future results, all while keeping an eye on the long term objective of a successful exit. Effective prioritization is always a moving target and flexibility and adaptability are key. In earlier years of my career, I tended to prioritize in a vacuum, which did not always work well. My approach now is much more collaborative and, as a result, my priority-setting is more grounded within the organizational culture.

Describe a situation in which you had to overcome significant difficulties or failure. What did you learn from the experience?

When we moved from the city to the suburbs five years ago, I wanted to build a treehouse for my kids. My dad had built one, with the help of my uncle, for me and my sister when we were similar ages. Had I known what I was getting myself into, I may have never started the project. I built in almost exclusively by myself, with the exception of lifting up the first and heaviest wall. I then altered my building strategy to build the remaining walls in stages so that they were not so heavy. I watched hours of YouTube videos and learned the importance of having the right tools. I made mistakes and had to do some tasks over. Others I adapted and developed creative solutions to avoid starting over. I persevered, even at points when I wanted to subcontract out the remainder of the process. A summer and a half later, when I finished, I got to show my Dad the final product. He was just amazed and said that he never could have taken on a project of that magnitude. It was one of the most gratifying moments of my life.

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How might relocation to the Phoenixville, PA (Philadelphia) area affect you and your family?

The location is optimal for me as we are ten minutes away and my kids love their schools.

The Cabinet at UVF is highly collaborative... Share about a situation where you were able to present well-researched options with a recommendation that influenced an executive team to take action. How did it turn out?

My last role at Lockheed Martin involved a poorly performing division. I was sent by corporate to evaluate the business for divestiture. I spent three months interviewing, listening, and digging through data. I was impressed with the management team and found it to be a good, bare bones business that had not received necessary resources and was the culmination of several acquisitions. The team and I put together a presentation that recommended to corporate that they give us two years and limited resources to turn the business around. They approved the recommendation and made me the project manager. We then co-located the design and manufacturing teams under the same roof, reduced overhead expenses, cut our lead times, and renegotiated contracts with key vendors. We became competitive, began winning new business, and increased market share from less than 10% to over 30% in two years. We became profitable and won a prestigious Frost & Sullivan award for satellite manufacturing excellence. A key component of our successful outcome was establishing a common, shared sense of ownership and a collaborative culture.

Share from your own life experiences ways that you might connect to UVF's vision to "become a leading provider of Christ-centered, Pentecostal higher education in the Northeast and beyond."

I have always embraced the mission statements of each organization I've been a part of. I've especially wanted to pivot to a mission-oriented role in the past few years. When I co-founded a Montessori school in Philadelphia, that journey was sublimely meaningful to me. Not only because my kids attended and graduated, but also because of the ongoing legacy that our efforts produced. It was bigger than all of us. I would like to replicate that sense of service and contribution again.

As a follower of Christ, I have reviewed the [Community Standards]([https://www.dropbox.com/s/p15auws45rbbr0h/UVF Community Covenant.pdf?dl=0](https://www.dropbox.com/s/p15auws45rbbr0h/UVF%20Community%20Covenant.pdf?dl=0)) and could unreservedly commit to following them while employed at University of Valley Forge.

Yes, agreed.

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