



To Whom It May Concern:

I would like to thank you for the opportunity to put my resume forward for consideration of employment with your company.

I have over 20 years experience in the Financial Services Industry specializing in servicing Investment Companies. I have managed fund administration and accounting operations as well as product/technology development areas for as few as 3 to over 200 personnel including: accountants, programmers, business development staff, support staff and clerical staff, servicing clients with accounting, custody and treasury products, services and technologies.

My corporate experience includes State Street Corporation in Boston, MA, where I managed Fund Administration, Accounting operations and development areas. In addition to my operations management experience, I have developed business plans and technology documents and managed development and support areas including business analysis, implementation, programming and help desk functions.

I have primarily serviced Mutual Funds, but I also have experience with Trusts, Master Trusts, Partnerships, ETFs and other co-mingled investment vehicles, both onshore and offshore. I have over 20 years management experience including budgetary responsibilities interfacing with finance areas, controlling the department budget and developing expense budgets for fund companies. I have experience as a Fund Treasurer and extensive experience interfacing with fund treasurers and Boards of Directors, including: presentation of board materials, compliance oversight, expense monitoring and review of financials and operating results.

During my tenure at State Street, I managed or was involved with several teams developing technology products including: performance, compliance, partnership tax allocations, creation unit processing, options accounting and many other applications for accounting, custody and fund administration. In addition to accounting/treasury operations staff, I was in charge of product development for fund administration, where I managed analysts, developers, implementation, and help desk personnel delivering product to internal and external clients.

I hold an MBA from Suffolk University in Boston and a BS in accounting from Northeastern University in Boston. My operation experience includes servicing clients in the US, Europe and Asia markets as well as assisting operational areas throughout the globe.

I have worked with many types of companies; from small retail start-ups, to large Fund Companies, Investment Banks and Investment Firms. I have managed the operations for core business lines and development areas. My resume illustrates that I can be of value to an organization in operations or development areas and you can learn more about me from my resume or at my website [www.gnfrancis.com](http://www.gnfrancis.com) I look forward to speaking with you about possible employment opportunities and please let me know if I can assist you in anyway.

Thank you for your time.

Regards,  
Glenn N. Francis, Jr.  
Tel: (617) 791-5445 email: [gnfrancisjr@aol.com](mailto:gnfrancisjr@aol.com)

# GLENN N. FRANCIS, JR.

P. O. BOX 127, SWAMPSCOTT, MA 01907 Tel: (617) 791-5445

Email: gnfrancisjr@aol.com

Website for additional information: www.gnfrancis.com

## OBJECTIVE

Seeking a senior operations or development position with an organization committed to ongoing enhancement of products and service offerings as a core principle to business success.

## SUMMARY

An Operations and Development Professional, bringing experience to an organization in need of enhanced operational efficiencies, new products/services or market growth, to expand market potential through effective utilization of resources.

### Core competencies in:

- Operations Management
- Conversion Management
- Product/Process Development
- Technology Development
- Client Service /Board Presentation
- Budgeting/Financial Presentation

### Career Highlights:

- Created Business Plan for State Street Fund Administration Department
- Operations Manager for Accounting & Fund Administration Operations
- Operations and Technology Architect for Exchange Traded Funds (ETFs)
- Held the position of Fund Treasurer for a select US Mutual Fund client.
- Development of Internet, Workstation and Mainframe systems
- Entrepreneurial Development

## EXPERIENCE

**BALANCED CORPORATE SOLUTIONS, LLC**, Swampscott, MA (<http://www.balanced-cs.com>) 2004 - Present

### Partner

Balanced Corporate Solutions, LLC (B(S<sup>TM</sup>)) provides Consulting, Training and Business Development services to assist business through product/software development, training and consulting services, including: small business internet presence products, Mutual Fund Consulting and more.

**STATE STREET CORPORATION**, Boston, MA ([www.statestreet.com](http://www.statestreet.com)) 1986 – 2003

### Vice President and Senior Vice President (1990-2003)

#### Manager of Fund Administration Operations, Product Development & Technologies

Experience in Operations Management, Product and Technology Development for State Street Corporation. Called upon to lead or participated in several key initiatives including: the development and management of a new department (“Fund Administration”) launching operations in the early 1990s. The area serviced all aspects of operations including: Performance, Expense budgeting, Compliance, Board and Financial Reporting, audits, and tax preparation as well as Treasury Product Development and Accounting and Treasury Technology Development.

The department supported various financial servicing markets, including: mutual funds, pension funds, trusts, master trusts, partnerships and offshore investment vehicles and was instrumental in developing Exchange Traded Funds and Master/Feeder Funds. In addition to securities processing and accounting, the business line was instrumental in the development and operations for Performance, Compliance Monitoring and other products and services including accounting systems and procedures for all investment types.

### Assistant Vice President (1986-1989)

#### Manager of Fund Accounting, Custody Operations and Business Analysis

## WORK HISTORY OVERVIEW

### Operations

#### • Fund Administration:

Created products and department structure, beginning with a single unit to Provide Fund Administration Services and growing the area to a department consisting of 3 core operations units, as well as areas to provide: tax, financial reporting, treasury services, state registration and legal service. The departments grew to over 250 personnel, processing over 800 portfolios, to service a client’s Treasury Operations. Fund Administration grew to an operating budget of baseline to over \$20million. Core operational products/services included: Compliance Monitoring, Financial Statement Preparation, Board of Directors Reporting, Expense Budgeting, Reports to Financial Media, Accounting Oversight; Coordination of Fund Audits, including; Internal/External Audits and S.E.C. audits and more. Created and delivered products to support Fund Treasurer and Board of Directors including information within Board books, attendance and presentation at meetings of the board. Lead development for an Internet Administration platform.

## **WORK HISTORY OVERVIEW - *continued***

### **Operations**

- Accounting & Custody:  
Serviced some of the organizations largest clients, including Federated Investors. I managed conversions for some of the largest clients, including: Federated Investors, Merrill Lynch and other fund companies.
- Technology:  
Managed a product/technology development area and an Application Service Provider (ASP) department, supporting Fund Administration and accounting technologies.

### **Product Development and Operations Development**

- Fund Administration: Drafted and executed a business plan to develop a new business line to augment accounting and custody at State Street. The development leveraged core assets of: HR, accounting and technology to create a product for the company, enabling expansion into higher margin business opportunities. Product launched in 1991.
- Exchange Traded Funds (ETFs): Lead the operational and technical development teams and assisted in legal and regulatory requirements for the launch of a new financial product, the Standard and Poor's Depository Receipts (SPDR or "Spiders"). The development lead to other products in the market, including: Sector SPDRs, Australian/European ETFs and the Hong Kong Tracker Fund. This assignment has spawned a new sector with over 100 portfolios and \$100+ Billion in assets, globally.
- Partnership and Master Feeder Portfolios: Lead the operations and technology efforts to enable partnership processing for Master/Feeder Funds and other Partnership products.
- Other Products: Compliance – Performance – Partnership Accounting – Options Accounting – Financial Reporting.

### **Technology**

- Lead teams and participated in teams involved with development of an Internet based Administration Product Suite™, and other workstation and mainframe technologies including: Performance, Compliance Monitoring, Client Reporting, Survey Reporting, Financial Reporting, Partnership Accounting and various tax reporting systems, Scientific Amortization, Options Accounting, Multi-Currency Processing, Cash Books, ETF Creation and more.

**THE BOSTON COMPANY**, Boston, MA ([thebostoncompany.mellon.com](http://thebostoncompany.mellon.com))

1979 – 1986

#### **Assistant Vice President**

#### **Manager of Fund Accounting & Fund Administration Services and Securities Operations Staff Position**

I started my career in Securities Operation in the batch settlement and DTC units, transferring to Mutual Funds Operations in 1980. Manager during the American Express and Shearson acquisitions in the 1980's. Developed operating procedures and systems used by Accounting and Fund Administration during that time.

## **EDUCATION**

SUFFOLK UNIVERSITY, Boston, MA ([suffolk.edu](http://suffolk.edu))

#### **Masters in Business Administration, with Honors**

*Current Alumni Member of the Marketing Advisory Council*

NORTHEASTERN UNIVERSITY, Boston, MA ([northeastern.edu](http://northeastern.edu))

#### **Bachelor in Science in Accounting, with Honors**

#### **Associates in Science in Aviation Technology, with Honors**

## **AFFILIATIONS & HOBBIES**

Alpha Eta Rho – Sigma Epsilon Rho; Institute of Management Accountants  
Martial Arts | Wine Tasting | Numismatics & Collecting | Tea