

Gary S. Rushin

CERTIFIED PUBLIC ACCOUNTANT (CPA)
CHARTERED GLOBAL MANAGEMENT ACCOUNTANT (CGMA)

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SUMMARY

SENIOR EXECUTIVE: Expert in **enterprise turnarounds and business restructurings** developing and implementing improvement plans i.e., strategy mapping, organizational restructuring, product and service re-alignment, and sales and marketing positioning.

CORE EXPERTISE

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|--------------------------------------|---|
| ✓ Financial restructuring | ✓ Mergers, acquisitions, and divestitures |
| ✓ Strategy development and execution | ✓ IT Enterprise Architecture Planning |
| ✓ Accounting policies and controls | ✓ Operational restructuring |
| ✓ Marketing and business development | ✓ Business valuations |

NOTABLE ACCOMPLISHMENTS

- ✚ As CEO, restructured Terrill Manufacturing Co., a commercial cabinet & architectural woodwork manufacturer, increasing capital by 4Xs, revenues by 72%, and earnings after 10 years of declining earning (4 years of losses).
- ✚ Reconstituted liquidity, as CFO, to KENROB Information Technology Service Company
- ✚ Negotiated and advised the acquisition and orderly liquidation of Waltco Engineering
- ✚ Restructured the prepetition debts of Lone Star Industries, LTV Corporation, Memorex Telex Corp.

PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS

THE TERRILL MANUFACTURING COMPANY, INC., San Angelo, Texas USA

Chief Executive Officer (September 16, 2013 – December 15, 2016) As the CEO, implemented a turnaround of this near 70-year old architecture woodwork and casework manufacturing company that generated losses since fiscal year 2010.

Accomplishments

- In 2.5 years internally increased equity base from \$160,000 to \$1.6 million primarily through earnings.
- Emphasized sales and marketing growth the reversed an 8 year sales decline, in of losses revenue from \$4.6 million to \$7.9 million.

Notable Awards

- *Award Recipient of the 2015 Dallas/Fort Worth Minority Manufacturing Firm of the Year by the Minority Business Development Agency (U.S. Department of Commerce) and the Dallas/Fort Worth Minority Supplier Development Council, Inc.*
- *Award Recipient of the 2016 Local Employer of Excellence Award by the Concho Valley Workforce Development Board, awarded to private-sector employers that are actively involved with their local workforce board and have made a positive impact on employers, workers, and the community.*

DECISION ANALYSUS, LLC, Leesburg, Virginia USA

Principal (2001– 2013) Develop and provide executive training programs to small to medium size enterprises on strategies, accountancy, turnarounds, and financial risk management. Advised small to medium size companies on bankruptcy, insolvency, and other turnaround-issues. Operate and post blogs on <http://garyrushin.com> to generate clients.

Accomplishments

- Provided consulting and financial modeling services to Small Business Investor Alliance (formerly the National Association of Small Business Investment Corporations) regarding the debenture SBIC program.
- Provided consulting services to Holman Industries in the successful acquisition and orderly liquidation of Waltco Engineering, Glendale, CA

FANNIE MAE, Washington, DC USA

Credit Risk Manager, *Partner Risk Management*—Multifamily Mortgage Business (Jan. 2010 – Nov. 2011) Post-U.S. government receivership, managed the Multifamily Mortgage Business - Partner Risk Management team that assessed counterparty credit and liquidity risks of over 30 bank/non-bank DUS (Delegated Underwriters and Servicers) lenders and DUS-like mortgage lenders from global institutions to private equity-funded mortgage bankers.

Accomplishment

- Registered no losses to Fannie Mae from failed mortgage lenders.

UNIVERSITY OF NORTHERN VIRGINIA, INC., Manassas, Virginia / Beijing, China

Adjunct Professor: Accounting and Finance, (2002 – 2007)

Accomplishments

- Taught executive MBA students in **China** specializing in M&A, accountancy, financial risk management in Shanghai, Beijing, Fuzhou, Tianjin, Guangzhou, Shenzhen, Guangdong, Lijiang, Fujian, and Henan on the campuses of the University of Peking, Shanghai Jiao Tong University, and Tsinghua University.
- Taught MBA students in **Hyderabad, India** Accounting Analysis and International Accounting Standards at the Wesley-Post Graduate College (affiliated with Osmania University).

AFRICAN DEVELOPMENT FOUNDATION, a U.S. government donor agency, Washington, D.C.

Financial Consultant and Advisor, 1999 – 2000.

Accomplishments

- Developed financial models for ADF personnel the proper accounting, forecasting, and reporting of Micro-Finance Institutions and Small/Medium Enterprises in accordance with GAAP.
- Provided credit analysis and prudential investment and credit underwriting training to ADF economists and country officers.
- Advised the ADF President on the formation and structuring of a private equity fund targeting Sub-Saharan Africa companies.

VERISIGN (IDFENSE LABS), Virginia

Corporate Controller (1999) Established in May 1998, as a venture-funded company established to help companies protect their critical I/T infrastructures from hackers, the company failed to transition from a development stage company and subsequently filed for bankruptcy in 2000.

Accomplishments

- Designed management reporting processes, implemented financial budgeting and financial modeling.
- Identified significant structural problems in operations and the revenue model.

BANK OF GHANA (the Central Bank), Accra, Ghana,

Banking Advisor (1998) Under the auspices of the World Bank, authored all Non-Bank Financial Institutions (NBFIs) prudential regulations, in a country that lacked mature bankruptcy regulations and depository insurance, in accordance with the Basle I. Covered *saving banks, credit unions, foreign exchange bureaus, acceptance houses, venture capital companies, discount houses, building societies, and mortgage finance-, leasing-, and finance companies*. Successfully recommended strengthen against default and systematic risks and to protect depositors while allowing a competitive market to function efficiently.

Accomplishments

- Reengineered the Bank's supervision-methodology using a modified Uniform Bank Rating System
- Designed risk-based capital adequacy requirements
- Created a Self Regulatory Organization to oversee the supervision of over 500 *credit unions*.
- Crafted a comprehensive training program and standardized reporting for bank regulators.

KENROB INFORMATION TECHNOLOGY SOLUTIONS, INC., Virginia

Chief Financial Officer and Strategic Planning (1997 – 1998). An information technology service provider servicing primarily the U.S. federal government (Dept. of Energy, DoD, Transportation, etc.), implemented turnaround plan that reconstituted liquidity, stabilized accounting personnel, generated positive cash flows, and

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first year of profitability in four years. Restructured the corporation into three entities (two limited liability companies and a chapter S company) to maximize profits and minimize tax burden, and reorganized the accounting system to optimize usage.

PENSION BENEFIT GUARANTY CORP. (PBGC), Washington, DC

Financial Analyst - Insolvencies, (1991- 1997) A member of the newly formed Corporate Finance and Negotiations Department tasked with negotiating major financial and insolvency restructurings.

Accomplishments

- Chaired of the Executive Committee of liquidation of Eastern Airlines, chaired Unsecured Creditors' Committees of Memorex Telex Corporation, and ex officio member of the unsecured creditors' committees of LTV Corp, Wang Labs, and Lone Star Industries.
- Successfully negotiated the pension liability mitigation agreements regarding the AT&T's spin off of Lucent Technologies and NCR Corp, Compagnie des Machine Bull's spin off of Zenith Data System, and the General Instruments split up.

OTHER PROFESSIONAL EXPERIENCE

THE CHAPMAN COMPANY (former affiliate of Deutsche Banc Alex Brown)—Investment Bankers, Maryland
Director of Corporate Finance-1989 – 1990

WELLS FARGO BANK (formerly Signet Bank)—Corporate Banking Group, Maryland, 1985 - 1989
Assistant Vice President-Middle Market Lending—Area responsibilities Baltimore through Washington D.C. included oversight of insurance companies.

BANK OF AMERICA (formerly First Republic Bank/Dallas)—Int'l Banking Department, Texas, 1980 – 1985
Credit Analyst and International Commercial Lending Officer area manager for Australia, New Zealand, Singapore, Malaysia, Thailand, and Indonesia (\$250 million credit exposure). Established Middle East relationship covering Saudi Arabia, Kuwait, Egypt, and the United Arab Emirates.

BNY MELLON (formerly The Irving Trust Co.)
International Credit Center | Credit Analyst—1978
Corporate Financial Counseling | Financial Analyst—1977

EDUCATIONAL BACKGROUND

- **Master of Science in Computer Science (M.S.)**, *Southeastern University* (1996)
- **Bachelors of Business Administration (BBA)—Accounting**, *Temple University*, Fox School of Business (1980)

CERTIFICATIONS / LICENSES

- **Certified Public of Accountant (Current)**
 - Maryland State Board of Accountancy, License 21470 January 1994 – Present
- **Chartered Global Management Accountant (current)**
 - American Institute of Certified Public Accountants, January 2014- Present
- **Certified Insolvency and Restructuring Advisor (former)**
 - Association of Insolvency and Restructuring Advisors, License 864 December 2005 – 2015
- **Certified Information Technology Professional (former)**
 - American Institute of Certified Public Accountants, License 012 December 2000 – December 2006
- **SAP Application Consultant - ASAP Implementation Certification**
 - SAP Solution Academy - SAP Americas, License 0002303565 August 2001 – Present
- **Negotiation Success: A Learning Laboratory - Certificate of Specialization**
 - University of Virginia, Darden School of Business - Executive Education 1997 – 1997
- **International Commercial Lending - Certificate of Specialization**
 - University of Virginia, Darden School of Business - Executive Education 1983 – 1983