

David J. Hersher, PMP

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Operations and Change Executive | Specializing in Change Management and Strategy Execution

CAREER PROFILE

Purposeful and driven executive who leads change, people, and strategy for consumer-facing industries • Capably navigates diverse organizations, from closely-held startups to large, established corporations • Accomplished and well-developed history of launching new departments and enterprises • Known as collaborative; creates strong learning environments that foster team growth and success • Bias toward action; believes that continuous, incremental improvements are necessary and superior to waiting for perfection; committed to the truth that there is a customer at the end of everything he and his teams do; results matter

SKILLS and EXPERTISE

- **Operations Management-** effectively leads operations for cross-functional business units spanning multiple sites; ensures appropriate staffing, quality of outputs, and service level agreements are met
- **Team Building and Leadership-** Leads remote and distributed teams through influence; passionate about increasing organizational capabilities through individual growth and development, formal training, content creation, personal exploration, and mastermind groups
- **Change Management-** creates and executes plans to ensure common awareness of, vision, and desire for change at the individual and organizational levels; creates plans to enable new work; ensures change lasts beyond project completion
- **Strategic Portfolio Management-** drives value from a portfolio of strategic enterprise projects; prioritizes activities and coordinates underlying programs and projects to ensure maximum realization
- **Mergers and Acquisitions-** deep experience in all aspects of integration and conversion activities for both buying and selling organizations

SELECT KEY PROJECTS and ACCOMPLISHMENTS

- Managed the Citizens Republic Bancorp integration project for FirstMerit Bank Loan Operations, including developing integration plans, post-integration operating models, processes, and work flows; the **integration increased total bank assets from \$14B to \$24B and total loans from \$9B to \$14B**
- Identified opportunity and led project to **reduce work orders from front offices to fulfillment center by 56%, increase first-touch resolutions, and reduce throughput times by more than a full day**
- Redesigned workflow and standardized processes, **reducing attorney fees and legal costs by 66%**
- Received a 2013 **Twenty Under 40!** award from ystark!, part of the Canton Regional Chamber of Commerce

PROFESSIONAL EXPERIENCE

First Merchants Bank

2022-Present

Vice President and Director of Commercial Operations

- Leads a distributed team of analysts and specialists servicing a multi-billion dollar portfolio of multi-bank loans, including bought and sold participations and syndications
- Creates desk to work with the lines of business on attorney prepared loans to anticipate and enable operational changes to support new business and analyze loan documents for attributes needed to board loans
- Evaluates and monitors SOX controls, risks, and the department budget
- Applies change and project management principles to continuous improvement initiatives and process redesign to support complex, high-volume production

First Mutual Holding Co

2019-2022

Vice President and PMO Director

- Established a strategic PMO to manage enterprise projects across all verticals of a multi-billion dollar bank holding company
- Created an effective, repeatable project management framework, including terminology, methodology, performance metrics and standard tools; operationalizes change
- Provided support and best practices to project leaders within the lines of business, including standard procedures, document templates and direct consultation
- Managed the portfolio of programs and projects, including three bank affiliations, enterprise financial reporting software implementation, and a conversion to a shared services model with direct accountability to the C-suite

CrossCountry Mortgage

2017 – 2019

Vice President of Project Management

- Established a controlling PMO, working remote and in-office, to manage cross-functional projects across all verticals of a multi-billion dollar mortgage lender
- Created all project related processes, procedures, and documentation
- Actively managed the company portfolio of projects with direct accountability to the C-suite

The Huntington National Bank (formerly FirstMerit Bank, NA)

2008-2017

Vice President, Loan Operations

- Led distributed team of 3 managers and 50 direct reports performing the following functions: Mortgage Investor Reporting, including remittances and reconciliations for Fannie Mae, Freddie Mac, Ginnie Mae, and several private investors; Mortgage Special Loans, including ARM setup and servicing, gas and oil leases, and partial releases; Mortgage New Loan Setup, including boarding and tracking for hazard, flood and private mortgage insurance
- Directed multi-site teams of up to 4 department managers and 50-60 direct reports across all phases of consumer, commercial, and mortgage loan servicing, from booking new loans to payoffs and collateral releases, for a \$14B portfolio; established and monitored SOX controls, risk evaluations and management; and the department budgets
- Managed a team leader and 8 direct reports in collecting and processing payments, investor reporting and remittances, and customer service for the Specialized Loan Servicing department, including the portfolio of ABL, Capital Markets, syndicated loans, participations, and Sponsor Finance; with budget responsibility

Recovery Management Systems (formerly Atlantic Financial Services)

1998 - 2008

Operations Manager (2004-2008)

- Directed all facets of daily operations, including relationship management, budget administration, cost controls, and P&L accountability 3rd party collection agency
- Developed and implemented standard policies and procedures for new business unit, ensuring optimal operations
- Delivered presentations on various topics, including recovery strategies, credit practices, and collection issues
- Formulated all operational reporting and controls

EDUCATION and CERTIFICATIONS

Master of Business Administration (MBA); Finance concentration, Ashland University

Bachelor of Arts in Organizational Management, Malone University

Project Management Professional (PMP), Project Management Institute

Certified Change Practitioner, Prosci

VOLUNTEER and COMMUNITY INVOLVEMENT

Massillon Public Library, *member, Board of Trustees*, 2017-present

Leadership Stark County Government Leadership Academy, *steering committee member / chair*, 2008-2014

Massillon City Council, *at-large member*, 2008-2011

City of Massillon Planning Commission, *mayoral appointee / member*, 2007