

## **The College of Saint Rose seeks an accomplished financial leader to become its next Vice President for Finance and Administration (VPFA).**

This is an ideal opportunity for a visionary and collaborative financial executive with a track record of creative problem solving and experience in leading change to be a part of the leadership team at The College of Saint Rose. Reporting to the President, Dr. Carolyn J. Stefanco, the VPFA will work with her and the President's Cabinet and the area's senior staff to plan and lead financial initiatives that capitalize on the College's strengths, and enhance the overall financial and operational efficiency of the College. The VPFA will lead and manage the financial, facilities, and IT teams, work closely with senior administrators to identify new sources of revenue and support, use current resources more effectively, and create financial models and forecasts to advance the institution's strategic priorities.

The successful candidate will be a servant leader and a superb communicator with outstanding leadership and strategic planning skills who works with colleagues in a spirit of partnership and transparency. The VPFA will have experience in higher education and possess demonstrated success in managing and stewarding resources, and in overseeing multiple financial and business functions. The ideal candidate will possess exceptional analytical skills, a supportive and proactive management style that promotes best practices, and the interpersonal skills to create and maintain effective relationships with a broad range of constituents both on- and off- campus. Most importantly, the VPFA will have the ability to embrace and communicate the College's unique attributes and mission, and the talent to contribute significantly to its ambitious goals for the future. An MBA, CPA, or other relevant advanced degree from an accredited institution is preferred.

Located in the heart of Albany, New York, the state's capital city, The College of Saint Rose is a private, comprehensive institution with undergraduate, graduate and certificate programs in the arts and humanities, business, education, mathematics, and natural and social sciences, combining pre-professional programs with a strong foundation in the liberal arts and sciences. The College is ranked #41 in the 2015 edition of the U.S. News & World Report – Best Colleges, Regional Universities (North) and was named to President Obama's Honor Roll for Community Service in 2011, 2012, and 2013. The College is also a seven-time recipient of the Chronicle of Higher Education's prestigious "Great Colleges to Work For" award. Most importantly, The College of Saint Rose remains true to its mission of service to the urban community and provides its students a multitude of opportunities locally, in the U.S. and abroad, to make a positive difference.

*For information regarding a nomination or expression of personal interest in this position, please see the section entitled, "Procedure for Candidacy" on page 14 of this document.*

## **The College of Saint Rose: An Overview**

The College of Saint Rose is a remarkable institution with a history of extraordinary success. From its founding in 1920 by the Sisters of Saint Joseph of Carondelet in one house to the vibrant, City of Albany campus it is today, Saint Rose has transformed itself in its first century while always challenging students through vigorous academics, research opportunities, internships, and work experiences and service to the community. Now a private, independent coeducational institution offering both graduate and undergraduate programs in four schools, the College has an unwavering tradition of excellence while remaining true to its core mission to educate and inspire students.

### **Mission and Values**

The College of Saint Rose community engages highly motivated undergraduate and graduate students in rigorous educational experiences. In the progressive tradition of the founding Sisters of St. Joseph of Carondelet, we welcome men and women from all religious and cultural backgrounds. In addition to developing their intellectual capacities, students have the opportunity to cultivate their creative and spiritual gifts in a diverse learning community that fosters integrity, interdependence, and mutual respect.

The College delivers distinctive and comprehensive liberal arts and professional programs that inspire our graduates to be productive adults, critical thinkers, and motivated, caring citizens. Our engagement with the urban environment expands the setting for educational opportunities and encourages the Saint Rose community's energetic involvement and effective leadership in society.

The College of Saint Rose values an environment which:

- Promotes academic excellence;
- Nurtures respect for and commitment to life-long learning;
- Strives to achieve a caring, diverse community;
- Fosters the development of the whole person;
- Empowers individuals to improve themselves and the world around them;
- Honors its Catholic history and heritage and respects other traditions.

With a student faculty ratio of 13:1, no teaching assistants, and an average class size of 20, students are mentored by full-time faculty who are at Saint Rose because first and foremost they want to teach in a personalized learning environment. More than 96 percent of professors have the highest degrees in their fields and engage in dynamic research with undergraduate students. Students present their findings at an annual research symposium and publish in the College's "Journal of Undergraduate Research." Undergraduate students co-author research papers that appear in scholarly journals and present their findings at national conferences, often garnering honors.

Most majors, from business to education, from communications to social work, also require semester-long internships. Students are placed in multinational corporations, entrepreneurial firms, research hospitals, nonprofit organizations, government agencies, and school districts in Albany, New York City,

Atlanta, Boston, and Washington D.C. Many students do a study abroad experience including an internship, with recent placements in England, Ireland, and Argentina. Many graduates are employed directly from their internships, with many employers preferring to hire Saint Rose graduates because they have the specific technical skills, the ability to write and analyze quickly, and a strong work ethic.

Recent Saint Rose graduates are employed at numerous schools, colleges and companies, including but not limited to the American Red Cross, Astra-Zeneca, Centers for Disease Control, Converse, DreamWorks Animation, IBM, Houghton-Mifflin, Bank of America, Fox Broadcasting, Goldman Sachs, Hallmark Corp., Hearst Newspapers, KPMG, MasterCard Worldwide, MTV Networks, San Diego Padres, United States Environmental Protection Agency, United States District Court, Yamaha Corporation, World Health Organization, and the VH-1 Network.

Students pursue graduate study at prestigious universities including Carnegie Mellon University, Columbia University, Dartmouth Medical School, Duke Medical School, Georgetown Law School, Harvard, Notre Dame, NYU Law School, Tufts Medical School, and Yale University. Of the Class of 2012, 77 percent said they had participated in at least one internship or student-teaching/clinical practicum. In the same survey, 94 percent of respondents are employed or pursuing masters or doctoral degrees, and 85 percent said they would attend Saint Rose again.

The College is ranked #41 in the 2015 edition of U.S. News & World Report - Best Colleges, Regional Universities (North). In addition, the College was named to President Obama's Honor Roll for Community Service in 2011, 2012, and 2013. It also is an award-winning employer; the College is a seven- time recipient of the Chronicle of Higher Education's prestigious "Great Colleges to Work For" award. Billboard magazine, in its 2013 guide to the top music business programs in the nation, named The College of Saint Rose one of just 35 "Schools that Rock Enroll," and one of only three in the northeast, for its innovative music industry program. The Art Directors Club of New York (ADC) has selected Saint Rose as one of the "top graphic design schools in the country."

In this global economy, the College is also committed to giving students opportunities for gaining knowledge about the many different cultures in our world. The Center for Intercultural Leadership and the Center for International Programs are places where students can learn from each other and have gathering spaces that feel comfortable for them. Saint Rose now welcomes students from 50 countries, including Australia, Azerbaijan, Bahrain, Côte d'Ivoire, Ecuador, France, China, Iran, Saudi Arabia, Nepal, United Kingdom, Vietnam and more than 3 dozen others. Within the next five years, the College expects to enroll a student body that is approximately 10 percent international and to more than double the number of students who participate in study-away experiences. Currently, Saint Rose has students studying in England, Italy, South Korea, Spain, Colombia, Costa Rica, Japan, Brazil, Argentina and Australia.

The College has in excess of 42,000 living alumni residing in 49 states and in 31 countries.

## **The College in the Community**

A legacy of the College is one of service – a direct embodiment of the “caring for thy dear neighbor” mission of the Founders, the Sisters of Saint Joseph of Carondelet. Nearly 100 years since its founding, the College lives these values daily through the community service of its students, whether in the nearby Pine Hills Elementary After School Academy or thousands of miles away in Honduras serving some of the planet’s poorest people. More than 800 students participated in the most recent Reach Out Saint Rose Day in September 2014, serving more than 50 organizations. The College continues to anchor the Pine Hills neighborhood, and faculty and staff also continue to develop productive partnerships across the region, to assume leadership positions, to participate in their communities, and to offer service trips to places such as Washington, D.C., California, Florida, Louisiana, and Honduras. The College is a model for a commitment to the ethic of sustainability.

### **Academics**

The College of Saint Rose offers undergraduate degrees, graduate degrees, and certificate programs. Students may also take advantage of affiliations with Albany Law School, Rensselaer Polytechnic Institute, Pace University, Albany College of Pharmacy, and Sage Colleges. Academic Centers and Institutes also include the Institute for Community Research & Training, the Institute for New Era Educational Leadership and Innovation, and the Institute for Science and Mathematics Education.

In addition, Saint Rose has established relationships with a number of international institutions, including Universidad Andres Bello in Chile, International Business School of Sao Paulo, Brazil, ESG MS Management School in Paris, Chinese Society of Vocational and Technical Education, University of New York in Prague, and Erzurum Technical University in Turkey. These relationships permit student exchange and study abroad experiences, and also permit Saint Rose faculty to engage with colleagues and students in their respective fields on a global basis.

### **School of Arts and Humanities**

Comprised of seven separate departments and two programs, the School of Arts and Humanities at The College of Saint Rose forwards a unified commitment to creative and humanistic endeavors as the foundation for a successful career and for a meaningful life. A faculty of 80 researchers, artists, musicians, and writers work closely with students to develop their professional and creative profiles in almost 40 programs of undergraduate and graduate study.

Humanities and the arts have historically favored the deep knowledge and habits of mind that shape civilizations and cultures. In the classroom and in internships in the “real world,” in service learning projects and in digital realms, in the performance/lab spaces of flagship buildings like the Massry Center for the Arts and the William Randolph Hearst Center for Communications and Interactive Media, students become engaged practitioners that go on to understand and shape the future.

## **Huether School of Business**

The Huether School of Business at The College of Saint Rose serves its students through undergraduate and graduate degree programs as well as certificate programs. Undergraduate degrees include accounting, business administration, business economics, economics, entrepreneurship, finance, financial planning, human resource management, management, and marketing. Graduate degrees include an MS in accounting and an MBA. All first-year students participate in the first-year experience program and gain business skills through an internship/field study program, and an “integrated business experience” capstone course. The dual degree MBA program allows students to accelerate their education, earning a bachelor and master's degree in 4.5 years. For those pursuing their Master's degree, the School of Business MBA and Masters of Science in accounting programs are offered.

## **Thelma P. Lally School of Education**

The Thelma P. Lally School of Education houses one of New York's largest centers for certifying educational professionals. With over 2,000 undergraduate and graduate students and a faculty distinguished for practice, theory, and research, the Thelma P. Lally School of Education offers a repertoire of more than 25 undergraduate and graduate programs that respond to current needs in schools and communities.

A signature feature of the School's professional programs is emphasis on building students' ability to apply classroom learning to field settings throughout their courses of study. Thus, by the time students enter their culminating field experiences, they are ready to work confidently with cooperating professionals.

Students within the Thelma P. Lally School of Education will enjoy learning in a state-of-the-art facility. The Lally building is well-equipped with technology and pleasant classrooms designed to enable faculty to model current instructional best practices, such as cooperative learning, inquiry, problem-based learning, case study, and hands-on techniques. The Thelma P. Lally School of Education is also home to the Joy S. Emery Educational and Clinical Services Center within which literacy tutoring and a variety of treatment, evaluative, and consultation services are available to students and members of the community.

The College's faculty in the School of Education is actively developing a Ph.D. in Communication Sciences and Disorders which would be the College's first doctoral program.

## **School of Mathematics and Sciences**

The School of Mathematics and Sciences spans a wide range of disciplines, from the lab-based physical sciences, to mathematics and computer science, to the social sciences. The School's 21 academic programs offer students a great deal of opportunities for study, research, and field-based practice, including recently approved major in public health.

The School also offers a master's degree and an advanced graduate certificate in computer information systems. The College's location in the Capital District offers abundant opportunities for internships in

laboratory science, computer science, and technology, along with such social service areas as mental health counseling, social work, and criminal justice/forensics.

Opportunities also exist throughout the School's programs for independent research, often carried out alongside faculty mentors. This combination of classroom, lab, and field-based education prepares students for further graduate study, medical, dental, or veterinary school, or for careers in their chosen professions. With modern facilities and top-quality, dedicated faculty, classrooms are alive with the excitement of sharing and learning. The School is well poised to fulfill its goal of offering 21st century opportunities to empower its graduates and to influence the prosperity and health of future generations.

## **College Leadership**

### **The Board of Trustees**

Members of The College of Saint Rose Board of Trustees serve as the ultimate fiduciaries in their oversight of institutional affairs in accordance with the College's charter, bylaws, mission and institutional priorities. The Board is comprised of 36 voting members who serve three-year renewable terms.

### **The President**

On July 1, 2014, Dr. Carolyn J. Stefanco became the 11th president of The College of Saint Rose.

Upon the announcement of her appointment, Dr. Stefanco stated: "I am honored and excited to carry on the mission and deeply rooted values of the Sisters of Saint Joseph of Carondelet and look forward to working with the trustees, students, faculty, staff, alumni, friends, and community to build the College's future. I love that the College prioritizes community service and recognizes that partnerships with local and regional business, government, and civic leaders are key to the success of higher educational institutions in urban environments. To lead an outstanding institution that is poised to reach even higher levels of innovation and entrepreneurship, to serve in even greater ways the workforce and economic needs of the Capital Region and beyond, and to set a course that will ensure academic excellence and management success is an extraordinary opportunity."

In her first year in office, Dr. Stefanco articulated four pillars that will serve as the foundation for the College's future:

1. Developing Saint Rose into a center for global connection;
2. Expanding the College's reputation in fields beyond education and becoming known as a comprehensive university;

3. Boosting support for first-generation college students to ensure their success (30% of current Saint Rose students identify themselves as first generation);

4. Creating a culture of innovation in teaching and learning for a 21st century education.

In addition, Stefanco has moved aggressively to enhance revenue for Saint Rose by investing in the College's efforts in enrollment and fundraising. These strategic investments, along with Dr. Stefanco's focused and courageous leadership, have generated significant growth in these key areas, including the recruitment of the largest incoming first year class in Saint Rose history for the Fall of 2015, and a more than 137% increase in new gifts and gift commitments to Saint Rose over the year prior to her arrival.

Dr. Stefanco previously served as chief academic officer and the first of the college's five vice presidents at Agnes Scott College in Decatur, Georgia. The Division of Academic Affairs included academic programs, the curriculum, staff and faculty recruitment and review, budget planning and management, assessment, student success, international education, sponsored programs and information technology, as well as numerous other offices and resources. During her four-year tenure, she led initiatives that achieved master planning goals, won institutional reaccreditation, increased academic quality and student retention, raised significant funds from foundations and individuals, and fostered the College's global efforts.

Prior to her service at Agnes Scott College, Stefanco held leadership and teaching positions at California State University, Stanislaus, California Polytechnic State University (Cal Poly), and Wheaton College in Massachusetts. At CSU Stanislaus, Stefanco was the founding dean of the new College of Humanities and Social Sciences, overseeing 77 undergraduate and graduate programs. Her tenure at Cal Poly included special assistant to the dean for faculty development, chair of the institution's Department of History, and director of the Women's Studies Program. Stefanco joined the Wheaton faculty in 1986 as an assistant professor of history and served as co-coordinator of the Women's Studies Program.

Stefanco earned her doctorate in history from Duke University, a master's degree in history from Binghamton University, and a bachelor's degree in history from the University of Colorado at Boulder. She completed the Harvard Management Development Program, the American Council on Education's Institute for New Chief Academic Officers, the Council for Independent Colleges' program on Presidential Vocation and Institutional Mission, Leadership Atlanta, and the Harvard Seminar for New Presidents. Her research has been funded by the National Endowment for the Humanities, the National Science Foundation and other agencies, and she has published in the areas of Southern and Western women's history and higher education leadership. Stefanco previously served as a member of the board of directors of the Council of Colleges of Arts and Sciences, and as the vice president/ president-elect of the Association of Chief Academic Officers. She is a member of the advisory committee for The Council of Independent Colleges' Campaign for the Liberal Arts and Liberal Arts Colleges.

Stefanco was a Fulbright Scholar to the University of Zagreb in Croatia, served as resident director of a study abroad program at The University of London, and has created programs for student exchange and faculty research in Honduras, Brazil, Portugal, and Croatia. She received the 1989 Faculty Appreciation Award for Teaching at Wheaton College, the Richard K. Simon Outstanding Service Award from the

College of Liberal Arts at Cal Poly in 2007, and the 2014 – 2015 Administrator of the Year Award from the Student Association at The College of Saint Rose.

## **Strategic Planning**

One of President Stefanco's priorities has been to launch the preparations for a broad-based strategic planning process that will commence this Fall. The process will involve all sectors of the College community – students, faculty, staff, and trustees as well as members of the outside community. The plan is ultimately intended to reflect the institution's history and uniqueness, articulate a vision--including a "Saint Rose Signature Experience" for undergraduates--identify the College's goals, and set a clear course for the future. It is intended that the resulting plan will identify both key strategic priorities as well as specific concurrent initiatives that will lead the College toward its approaching centennial celebration and articulate plans for its "re-founding" while laying the foundation for its second century.

## **The Future**

Like many institutions of higher education, The College of Saint Rose faces fiscal challenges associated with enrollment volatility. Now under the leadership of a dedicated, visionary and courageous president, the College is examining new and exciting opportunities to re-found itself and secure its future going-forward. The senior leadership team is talented and committed. The faculty is dedicated to the students and the work that they do. The Board of Trustees is committed to the institution's long-term success and is eager to move ahead. There is a palpable sense of momentum and optimism across campus about the future.

The College is undertaking a planning and visioning effort to identify its assets, hidden strengths and programs of merit that already exist but have received limited recognition in the past. It is formulating new enrollment strategies and will re-align and reallocate resources to support and promote these hidden program gems and proactively promote targeted growth, all as part of a larger re-orienting process, or re-imagining of the College's future to coincide with its upcoming centennial celebration.

**This is an ideal time for a new Vice President for Finance and Administration to join this institution, poised and determined to address its challenges head on, secure its future and make great strides in the years ahead. Efforts to contain costs, reduce expenses and develop new sources of revenue are a top priority, as is increasing fund raising to enhance the endowment, add financial flexibility to the budget, and further strengthen the College's overall financial condition.**



## **The Role of Vice President for Finance and Administration**

The College of Saint Rose seeks a financial leader to serve as its next Vice President for Finance and Administration. Reporting to the President and working in close partnership with other members of the executive leadership team, the VPFA serves as the College's chief financial and administrative officer and plays a pivotal role in the management and operation of the institution. The VPFA is expected to be innovative and entrepreneurial in the pursuit and development of strategies that fully optimize resources and further the College's overall academic, financial and strategic initiatives as it formulates and implements strategies to promote growth and achieve financial equilibrium.

Currently, nine senior officers, including the Vice President for Finance and Administration, report directly to the President:

- Provost and Vice President for Academic Affairs
- Vice President for Enrollment Management
- Vice President for Institutional Advancement
- Vice President for Strategic Communications and Public Relations
- Vice President for Student Affairs
- Associate Vice President for Student Success & Chief Diversity Officer
- Executive Director for Government and Community Affairs
- Assistant to the President

The VPFA holds primary responsibility for working with the President to:

- Develop, implement, and oversee the annual operating budget;
- Plan and lead financial initiatives, strategic financial planning, and analysis;
- Financial Reporting;
- Develop and track the annual operating and capital budgets;
- Create financial models and forecasts;
- Enhance and strengthen the overall effectiveness and efficiency of financial systems controls and operations;
- Oversee investments;
- Bursar and Payment Center;
- Campus Dining;
- Facilities Services, Management, Planning and Space Management;
- Financial Services;
- Information Technology Services;
- Institutional Research and Planning;
- Purchasing and Auxiliary Services;
- Environmental Health and Safety;
- Safety and Security;
- Human Resources;

- Risk Management;
- Banking and Treasury Management;

The VPFA has the following four direct reports and an overall staff of approximately 185:

- Associate Vice President and Comptroller
- Associate Vice President for Human Resources and Risk Management
- Interim Associate Vice President for Operations (Facilities and Information Technology)
- Director of Institutional Research

The VPFA serves as liaison to the following three Board of Trustees committees:

- Financial Affairs/Physical Plant
- Investment Committee
- Audit Committee

## **The VP for Finance and Administration Leadership Agenda**

The VPFA oversees a complex portfolio of responsibilities, including all of the College's financial activities. A summary of the VPFA short- and long-term leadership responsibilities includes:

- Lead the financial team;
- Work in close collaboration with the President and senior administrators as a key member of the leadership team to ensure the College's ongoing financial success, to develop new sources of revenue and to increase the efficiency of current programs and services;
- Create financial models, forecasts, and multi-year planning processes that include both operating and capital budgets to support the development and implementation of strategic planning, financial planning and other institutional priorities;
- Serve productively as the principal administrative resource to the Board of Trustees and the committees that the VPFA staffs, providing high quality, detailed management data and information to ensure the best possible decision-making;
- Provide strategic financial information and analysis to the President and senior leadership using forward-looking predictive models and activity-based financial analysis along with best business practices to provide insight into the College's operations and business processes;
- Assess the delivery of services within the Finance and Administration division to enhance services to students and families, faculty and staff, improve efficiency and effectiveness, and develop a program of continuous improvement;
- Initiate the review or establishment of all relevant policies within the division to ensure that the College is in compliance with all external laws and regulations, and to ensure that the College employs best practices to advance institutional priorities;
- Foster a culture of partnership and collaboration, model and promote a dynamic service orientation, and encourage open and effective communication in decision-making.

## **Opportunities and Expectations for Leadership**

The VPFA will provide advice and leadership that will enable and facilitate beneficial change. The incumbent will serve as an idea generator who has experience with a variety of budget models and will demonstrate the ability to translate the implications of complex financial decisions to various 'non-finance' audiences. The VPFA will also be entrepreneurial and creative in seeking out new sources of revenues in ways that reflect a commitment to the College's mission and overall strategic priorities.

The new VPFA will be asked to address critical leadership issues that represent both challenges and opportunities. These include:

### **Advise the President**

The VPFA will join a President with a clear and compelling vision for the future and a Board of Trustees and senior leadership team whose members are committed to working in a collaborative and supportive spirit of partnership. All share a strong commitment to continuously enhance the College's rich history of academic excellence and student-centered focus as they plan for the future. The President seeks a VPFA who can provide her with entrepreneurial financial thinking and strategic analysis to support future institutional planning.

### **Provide Strategic Financial Leadership**

As The College of Saint Rose moves forward with the formulation of ambitious plans for growth and its future, the institution faces an evolving array of financial challenges that require a sophisticated, innovative, yet disciplined approach to long-range planning. The President, Board, and senior leadership team would welcome the development of comprehensive, multi-year financial models and forecasts that link the allocation of resources to the College's mission and overarching strategic goals. The new VPFA will play an integral role and contribute significant executive leadership to enhance the overall effectiveness of the College's strategic and financial planning efforts.

### **Promote a Transparent Budget Process**

The new VPFA will play an important role in establishing a transparent and collaborative budget planning process across campus, assuring a clear understanding of policies and procedures but, more importantly, clearly defining the College's goals and strategic priorities. The ultimate goal is to establish a budget planning process that is inclusive and participatory, focuses on the development of new revenue sources, including public-private partnerships and other external entrepreneurial alliances in order to achieve long-term financial security, equilibrium, and sustainability.

### **Enhance Financial Literacy**

The VPFA will join a campus community that is only recently acquiring a full understanding of the financial realities facing a small, private, comprehensive institution. The VPFA will work with the President to continuously inform and educate the campus community about the institution's financial resources and limitations, and build a shared understanding of the choices and opportunities for the

future. The VPFA will work with other senior leaders to maintain trust and transparency and develop an open and ongoing dialogue regarding all the College's financial and resource challenges.

### **Work to Build Resources**

The College of Saint Rose's goals and aspirations will require continued revenue expansion to support its growth strategy initiatives. Philanthropy has become a key institutional focus. Under the leadership of President Stefanco, momentum in fundraising, marketing, and generally enhancing visibility has taken on greater significance. As the College prepares to launch its first comprehensive capital campaign with priorities that include annual unrestricted and restricted fund enhancements, scholarship and financial aid support, select capital projects, and building the endowment, the VPFA will work in close partnership with the Vice President for Institutional Advancement to help build the financial case for prospective donors.

### **Support Enrollment Management**

Understanding that the significant majority of Saint Rose's revenue comes in the form of tuition, the new VPFA will need to work in close partnership with the Vice President for Enrollment Management to identify resource needs and investment opportunities in support of the College's new Strategic Enrollment Plan. The overarching focus of this plan is to grow enrollment at the College in balanced and sustainable ways in academic portfolios that are key priorities for the College and that have demonstrated market viability.

### **Provide Division Leadership, Enhance Operations and Improve Efficiency**

The VPFA will inherit a committed and competent staff in the divisions under her or his oversight. As the College strives to strengthen the alignment between its strategic planning and financial resources, contain costs, and enhance efficiency, it will rely even more heavily on a cohesive and highly performing staff. Saint Rose seeks a leader who will set high standards for professional growth, integrity, and accountability for her or himself and the division; actively mentor and encourage staff to pursue professional development opportunities; instill a culture of service excellence; and provide a supportive, collegial, team-based environment that promotes productivity and continuous improvement in the efficiency and effectiveness of its operations.

## **Qualifications and Personal Qualities**

The College of Saint Rose seeks a collaborative and innovative financial leader with superb analytical, communication, and interpersonal skills to serve as its next Vice President for Finance and Administration. The ideal candidate will be a seasoned professional of the highest integrity with experience in higher education and who embraces a team environment, serves as a resource for individuals across campus and works with colleagues in a spirit of partnership, collaboration, and fiscal responsibility.

The next VPFA will demonstrate the ability to lead and mentor a team, build trust, and possess the interpersonal skills to create and maintain effective relationships with a broad range of internal and external constituents. A bachelor's degree from an accredited institution is required; an MBA, CPA, or other relevant advanced degree is preferred.

In addition, the VPFA will possess many of the following attributes:

Outstanding leadership and strategic planning skills, including the ability to understand the reporting relationship to the President and to lead proactive change in the division and among Cabinet colleagues with an inclusive, non-competitive style that builds a team approach;

- Demonstrated ability to set and achieve ambitious goals and objectives;
- Evidence of an entrepreneurial orientation and innovative problem solving;
- Proven ability to work productively with a supportive Board of Trustees;
- Broad experience in managing finance (accounting, budgeting, control, and reporting) for a complex organization, preferably in higher education;
- In-depth understanding of strategic financial analysis and best business practices;
- Proven ability to create and develop multi-year financial models and forecasts;
- Demonstrated ability and familiarity with not-for-profit debt markets (taxable and exempt) and related debt issues;
- Ability to see the big picture without losing sight of the details;
- Significant understanding of federal and state compliance and other regulatory issues and enforcement requirements;
- Experience in business process re-engineering, reviewing, and re-aligning systems, policies, and personnel management to improve service delivery and productivity;
- Experience managing relationships with external constituents, including auditors, bankers, investment managers, attorneys, and others;
- Ability to incorporate strategic goals into a coherent financial plan;
- Knowledge of the current issues and unique financial challenges facing private higher education Institutions;
- Superb communication skills; energy, drive and strong work ethic; and
- A sense of humor and the ability to laugh easily.

## **The Capital Region**

The Capital Region is a four-county (Albany, Rensselaer, Saratoga, and Schenectady) area in Upstate New York that is a fantastic place to pursue a career, build a business, raise children, go to school, and enjoy life's pleasures.

The region is a global leader in the field of nanotechnology with ground-breaking research and development being conducted at Rensselaer Polytechnic Institute and the SUNY Polytechnic Institute's College of Nanoscale Science and Engineering with its industry partners including Sematech and IBM. Global Foundries constructed a \$4.2 billion state-of-the-art semiconductor chip fabrication plant in

Saratoga County which has brought thousands of jobs and dozens of suppliers and supporting businesses to the region.

An increasing number of entrepreneurs and emerging companies from the area's incubators are also flourishing in the fields of alternative energy, information technology, homeland security and advanced materials. These ventures have diversified an already strong economy that was based on higher education, health care, and other traditional industries.

Beyond the workplace, the Capital Region offers year-round outdoor pursuits, a robust arts and entertainment scene, great and diverse dining and nightlife options, and things to do that people of all ages will enjoy. The Region is located on the doorstep of the Adirondacks, Catskills, and Berkshire mountains, and all of the outdoor recreation, beautiful scenery, and arts venues that these areas provide. Albany is within a three-hour drive, or train ride to Boston, Montreal, and New York City. In addition, Albany International Airport offers direct flights to many U.S. cities.

With a multitude of top colleges and universities and relatively low housing prices, one quickly understands why the Capital Region is so attractive to professionals, families, and those seeking great career opportunities and a high quality of life. [Click here to view the Capital Region video.](#)

## **Procedure for Candidacy**

Inquiries, nominations and applications are invited. Credential review is underway and will continue until the position is filled. For fullest consideration, applicant materials should be received by October 26, 2015. Candidates should provide a résumé, cover letter that addresses the responsibilities described in the Leadership Profile, and list of three references who will not be contacted without prior approval (separate Microsoft Word or PDF formats are preferred). Confidential inquiries or application materials may be sent, in confidence, via email to the Witt/Kieffer consultants supporting this search, Jane Courson and Katherine Haley, Ph.D. at [CollegeofSaintRoseVPFA@wittkieffer.com](mailto:CollegeofSaintRoseVPFA@wittkieffer.com). The consultants can be reached by telephone at 630-575-6936.

The College of Saint Rose values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

*The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from The College of Saint Rose documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.*