



## Vice President for Business Affairs, Treasurer

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## OUR MISSION

The University of Findlay's mission is to equip students for meaningful lives and productive careers.

## VISION STATEMENT

The University of Findlay will become a leading Midwestern university characterized by the following three watch phrases:

1. Heartland Community;
2. Diverse Perspectives;
3. Transformative Experiences

# The Opportunity

The University of Findlay (OH) announces a national search for a strategic financial leader to serve as the University's next Vice President for Business Affairs, Treasurer. The successful candidate will be collaborative and have an entrepreneurial spirit and a good understanding of higher education. The vice president reports directly to the president and is a member of the University's senior team. The vice president's portfolio will include finance, facilities, endowment management, facilities scheduling and events, sponsored programs, professional services including the All Hazards Training Center, University stores, print shop and postal services. The VP staffs the following board committees: business affairs, building and grounds, investment, audit and architecture.

The new VP will join an institution with impressive momentum, an entrepreneurial spirit, a strong and collegial senior leadership group, and a culture of aspiration. In the last several years, Findlay has expanded and strengthened curricular and student programs, augmented enrollments, enhanced its physical plant, and heightened its sense of community on campus. Findlay is poised to continue its forward movement and to broadcast aggressively its dynamic profile as a comprehensive private university.

## About the University of Findlay

The University of Findlay traces its roots back to 1882 when it was founded as Findlay College. The institution changed its name to The University of Findlay in 1989 to reflect its growth in enrollment and the breadth and diversity of its academic offerings, including newly instituted graduate programs.

Consistently ranked in the top tier of Midwestern universities in U.S. News & World Report's "America's Best Colleges," the University has also been regularly recognized as one of the region's best by Princeton Review and Victory Media Inc. named the University to its Military Friendly Schools list in 2017.

In 2015, the University completed a significant capital campaign, raising \$53 million against an original goal of \$40 million.

University of Findlay cultivates the potential within each student through academic excellence, transformative experiences and a supportive community that is grounded in the Christian faith. The breadth of its curricular offerings reflects a longstanding spirit of innovation and entrepreneurship. Through its six colleges, Business, Education, Health Professions, Liberal Arts, Pharmacy and the Sciences, Findlay offers nearly 60 majors leading to baccalaureate degrees and offers 10

master's degrees, and four doctoral degrees. A high premium is placed on experiential and service learning at Findlay, and concerted efforts have been made to formalize relationships with businesses, schools, hospitals, clinics and rehabilitation facilities in the region and nationally to enhance learning inside and outside the classroom.

Each college at the University of Findlay has a unique population of students, as well as its own distinctive academic programs. Renowned programs include equestrian studies, pre-veterinary medicine, nuclear medicine technology, occupational therapy, pharmacy, physical therapy, and physician assistant, as well as environmental, safety and occupational health management. Nursing and sonography are the most recently established new undergraduate programs.

Graduate programs include a master of business administration, a master of arts in education, a master of arts in teaching English as a second language (TESOL) and bilingual education, a master of athletic training, a master of physician assistant, a master of science in applied security and analytics, a master of science in health informatics, a master of occupational therapy, a master of science in environmental, safety

and health management, and a master of arts in rhetoric and writing. Professional degrees include a doctor of education, a doctor of pharmacy, a doctor of occupational therapy and a doctor of physical therapy.

In addition to its traditional pedagogy, online learning thrives at Findlay. A degree completion program leading to bachelor of science degrees is available entirely online in business management and environmental, safety and health management. The MBA, master of arts in education, doctor of education, PET/CT program, and master of health informatics and master of science in environmental, safety and health management also are offered entirely online in addition to classes being held on campus. Findlay is a nimble, forward-looking university that continually adapts its programs and teaching methods.

Findlay's 338 full- and part-time faculty members' sustained primary commitment to personalized teaching and learning permeates campus culture. Alumni and current students alike cite close relationships with faculty members as hallmarks of their educational experiences at Findlay. Many faculty members oversee internships and independent studies. Most also serve as academic advisors, and advisees may be those concentrating in a field offered



through the academic division, first-year students or others who are still undecided about a major field. Findlay's student-to-faculty ratio is 16:1. Many faculty are actively engaged in scholarship and research activity as well as the supervision of undergraduate and graduate research. Lively and frequent interaction between students and faculty is fostered and cherished.

Findlay's academic calendar includes two 15-week semesters, late August through early December and mid-January through early May, and a summer session. The online courses offer a nimble, 8-week terms, with five enrollment starts a year.

## Enrollment & Student Life

More than 4,100 are enrolled at Findlay with 2,700 undergraduate students and 1,400 graduate students. Approximately 1,250 students live in University housing. Those students not living on campus commute or live in affordable and nearby off-campus housing.

Findlay's diverse student population includes nearly 300 international

students from more than 35 countries. Distinctive partnerships with University West in Sweden, the University of Applied Sciences in Austria, Rakuno Gakuen University and the Kake and Junsei Educational Foundations in Japan, RAK College of Pharmacy in the United Arab Emirates and others have contributed to Findlay's international appeal.

Findlay's students are highly engaged in the life of the University. Students may participate in any of over 100 organizations, including special interest clubs, student media, student government, performing arts groups, service clubs, academic honorary organizations, spiritual life groups, and Greek sororities and fraternities. The fine arts flourish on campus through a variety of theatre productions, art exhibits and vocal and instrumental music concerts that offer creative outlets and training for students, while serving as a source of cultural enrichment for the community.

The University of Findlay participates in 24 intercollegiate sports. A member of the National Collegiate Athletic Association (NCAA) Division II, The University of Findlay competes in the Great Midwest Athletic Conference

(GMAC). Both equestrian teams are members of the Intercollegiate Horse Show Association. The men's basketball team captured the NCAA Division II national championship in 2009 and made it to the Sweet Sixteen in 2017. The English and western equestrian teams have won a lion's share of national championship titles between them. Findlay also offers a range of club sports as well as 25 intramural sports to help keep the competitive spirit alive on campus.

In addition to balancing their co-curricular involvement with their studies, many Findlay students are also juggling part- and full-time employment and significant family responsibilities. Findlay students are well regarded for their sense of purpose, determination, and work ethic. All students, whether traditional or non-traditional; residential, commuter or online; and full-time or part-time, are at the heart of Findlay's commitment to excellence.

Findlay's more than 29,000 alumni of record include an array of entrepreneurs, educators, therapists, writers, artists, doctors, researchers, and business leaders.

## The Campus and Its Facilities

Located in Findlay since its founding more than 130 years ago, the University has fostered excellent relations with its neighboring community. Fruitful "town/gown" relations endure and continue to enrich and support campus programs. The University's grounds and buildings, within a few blocks of the center of town, are attractive, well maintained, and safe.

There are 76 acres at the main campus, which includes academic, administrative, and athletic buildings, eight residence halls, 19 townhouse units, 21 cottages, and a number of facilities housing faculty and staff offices. The focal point of Findlay's main campus is Old Main. Constructed in 1883, it is the University's oldest building and houses classrooms, faculty and administrative offices, and an

auditorium. Opened in August 2017, the University's newest addition to campus is the 75,000-square-foot Center for Student Life and College of Business Building. This building features the new home for the College of Business and expansive student gathering and leadership development space.

Other campus expansion in the last two decades include five significant new buildings and the acquisition of the former Owens Community College Findlay-area campus. A significant 42,000 square-foot addition to the Davis Street Building was added, greatly enhancing the environment for science education at Findlay.

In addition to the main campus resources, the University operates a 42-acre facility on the east side of town, the James L. Child, Jr. Equestrian Complex, containing the English equestrian studies program

and University Equine Veterinary Services, Inc. Just south of campus is a University-owned 153-acre farm housing the western riding and pre-veterinary medicine programs. In 2009, the University dedicated the Dr. C. Richard Beckett Animal Science Building on this site, an impressive \$3.7 million facility that has allowed room for growth of its premier animal science programs. The five-acre All Hazards Training Center provides hands-on simulations for students, industry and government agencies involving emergency planning and response. The 30-acre Olive Street Wilderness Area is a well-utilized nature preserve, and the 55-acre Rieck Center for Habitat Studies serves as a biology field station.

## Finances

The University of Findlay has a strong balance sheet, increasing net assets and clean audits. Its operating expenses in FY 2016 totaled \$89.4

## The Greater Findlay Region

The greater Findlay region is an ideal place to live and work. It is located approximately 40 miles south of Toledo and one-and-a-half hours from Columbus, Dayton and Detroit. Known as a cooperative and innovative community, it possesses an attractive and supportive business culture, a strong public school system, and a rich array of outdoor and cultural activities in which to engage.

Fifteen high-profile Fortune 500 companies have chosen to locate in this well-established "micropolitan" area. Marathon Petroleum Corporation and Cooper Tire and Rubber Company call Findlay home, and Whirlpool Corporation and Cardinal Health also have significant operations here. In addition to the many U.S.-based companies, seven Japanese companies, two Canadian firms, and three German enterprises are located in Findlay's world-class business and industrial parks.

BizJournals.com has identified Findlay as one of the top 40 "Dream Towns" in the U.S. for its strong economy, moderate cost of living, well-educated population, manageable traffic, and ease of access to many urban centers. Findlay/Hancock County has been ranked among the best micropolitan communities in the nation for new and expanding facilities by Site Selection magazine. In addition, Ohio Magazine named the City of Findlay "Best Hometown in Northwest Ohio". Findlay is the only city in Ohio to have been named one of the "100 Best Communities for Young People" for three years running by America's Promise Alliance, an organization founded by Colin Powell.

One of the most affordable and respected health care systems in Ohio and a fine public school system also call the Findlay region home. Dozens of campgrounds, established attractions, eight public golf courses, hundreds of specialty shopping locations, and more than 3,000 acres of parks and recreation offer area residents an outstanding quality of life. Several major airports in Ohio as well as the Detroit Metropolitan Wayne County Airport in Michigan serve Findlay.

For more information on Findlay and its surrounding region, please visit [www.visitfindlay.com](http://www.visitfindlay.com) and [www.findlayhancockalliance.com](http://www.findlayhancockalliance.com).



million against unrestricted revenues of \$93.7 million. Unrestricted net assets increased from \$90.4 million in FY 2015 to \$94.2 million in FY 2016 and total assets increased from \$134.4 million to \$139.1 million. The University has an endowment of \$38.1 million, Notes payable of \$20.2 million, Bonds Payable of \$14.5 million, and interest rate swaps at the

close of FY 2016. More than 85% of the University's revenue comes from student payments. The University has ended the year with surpluses from operations, including depreciation, for the last five years.

Undergraduate tuition and fees are \$33,320 and room and board is \$9,720. Approximately 1,250 students

live in on-campus housing. The discount rate for new freshmen was 64% in fall 2015 and decreased to 58% in fall 2016.

In terms of fundraising, the University raised \$6.7 million dollars in FY 2017. In FY 2017, \$318,000 of the total was in support of the annual fund.

## The Role of the Vice President for Business Affairs, Treasurer

The Vice President for Business Affairs, Treasurer serves as the University's chief financial officer, overseeing all matters related to the financial management of the University. The vice president, reporting directly to the president, is the primary steward of Findlay's financial and physical resources. Working in close partnership with the president and her cabinet, the vice president plays a central role in all major undertakings at the institution. The vice president's portfolio will include finance, facilities, endowment management, sponsored programs, professional services including the All Hazards Training Center, University stores, print shop and postal services.

The vice president is responsible for providing the leadership and vision necessary to develop and oversee prudent fiscal strategies that assure the continued financial strength of the University while moving the University forward. The VP will be responsible for short and long-range financial planning and analysis, budget modeling, facilities planning, risk management and investment oversight. The vice president is the key liaison to the Board of Trustees' committees on business affairs, building and grounds, investments, audit and architecture. The vice president is also a key player in

representing the university's interests to external constituents especially in the Findlay area.

The VPBA will partner actively and creatively with the university's other senior officers, including: the vice president for academic affairs to ensure funding and administrative solutions to support the academic mission of the university; the vice president for university advancement to support overall fundraising goals and provide the infrastructure necessary to assure donors of the stewardship of their contributions; the vice president of enrollment management to develop enrollment and net tuition goals; and others to move the agenda of the University forward.

### Challenges & Opportunities

The University of Findlay presents several exciting opportunities and challenges for the next vice president of business affairs. The new vice president will find a University that is on solid financial footing but one that is aware of the need for continued improvements and new strategies to maintain and enhance its competitive position.

### Increase Net Tuition Revenue

The University operates in a very competitive environment. Ohio has a plethora of public and private colleges and universities. Findlay has been able to increase its enrollment in the face of this challenging environment but it needs to remain ever vigilant to stay competitive and to increase net revenues from enrollment. The new vice president must be knowledgeable about tuition pricing and discounting and must partner with enrollment management and other program directors to develop strategies to continue to increase enrollment and while maintaining/reducing the tuition discount rate over the long-term. The new vice president must assist in the development of the appropriate pricing strategies for both undergraduate, graduate and other programs which the University offers which will support growth in net tuition revenue.

## Develop Opportunities to Increase Revenue in Other Areas of the College

The new vice president needs to have an entrepreneurial spirit. S/he needs to provide the appropriate incentives and infrastructure for faculty and staff to develop new programs which can provide the University with additional revenue. In the Business Affairs division, the vice president should work to increase the net revenue provided by events, summer programs, University stores, hazards training, sponsored programs and other activities.

## Maintain Efficient, Cost Effective Operation of the College

The new vice president should review all operations and systems in his/her portfolio to ensure that they are efficient and effective and appropriately taking advantage of technological solutions. The new vice president needs to ensure that the college has the appropriate policies in place to operate efficiently and fairly and that the policies and processes are not more cumbersome than necessary and are as paperless as possible.

## Refine the Budget Process and Develop a Budget Model

The new vice president will be charged with developing a budget model that allows for scenario planning and will be able to provide both short and long-term financial outcomes. The new model should be incorporated into a revised budget process which the vice president should develop with the president and the cabinet. The process should provide transparent sharing of information and the ability to relate strategic priorities to financial outcomes.

## Provide Leadership to the Business Affairs Division

The next Vice President for Business Affairs, Treasurer must have excellent management skills to lead the areas that are in his/her division. The vice president needs to mentor and develop the staff, inspire them to do their best work and ensure that they continue as a high performing team. The vice president needs to have a collegial style and be able to effectively communicate with all members of the division. S/he needs to be able to ensure that a high level

of customer service is sustained, while reviewing the division's policies and procedures. The vice president must work with the division to increase and enhance its use of technology in all areas.

## Gain Trust and Communicate Effectively with the Campus about Financial Issues

The new Vice President for Business Affairs, Treasurer must be able to gain the trust of the campus and communicate clearly and effectively with all constituencies about finance and facility issues. S/he must be able to educate the campus about the implications of various alternative strategies in a clear and transparent manner which promotes understanding and support for the University's directions.





## Qualities and Qualifications

The successful candidate will demonstrate unquestioned integrity, be an outstanding communicator, and possess strong and effective interpersonal skills that engender trust and cultivate collaboration. S/he will be an exceptional financial and administrative leader with superior analytical and management skills as well as experience in the use of financial management systems and a willingness to explore new opportunities for using technology. The successful candidate will be entrepreneurial in spirit, willing to think outside the box and take prudent risks. The new vice president will have an appreciation for the University's close ties to its region coupled with experience creating partnerships with business and/or nonprofit organizations. S/he will understand the higher education landscape and the challenges that higher education is currently facing including an understanding of the sustainability issues that it is facing. The successful candidate will have the fortitude to make difficult choices when necessary and the ability to convey decisions with clarity.

The new vice president will be well versed in higher education finance and will be knowledgeable about the critical areas in the portfolio. S/he will have at least ten years of progressively increasing experience managing a large staff with diverse responsibilities and will have higher education experience. Experience in business, non-profits or other sectors as well as the "must have" higher education is desirable. A bachelor's degree is required and a CPA, MBA or other advanced degree is preferred.

For additional information about the University, please go to [www.findlay.edu](http://www.findlay.edu).

## Nomination and Application Process

Nominations and applications are invited for this position. Review of applications will begin immediately and candidate material received by October 1, 2017 will be assured full consideration although recruitment will continue until an appointment is announced. To apply for this exciting opportunity, send a UF Employment Application and résumé to:

**University of Findlay**  
**Office of Human Resources**  
**1000 N. Main St.**  
**Findlay, OH 45840**  
**Requisition Number: 2017378**  
**HR@findlay.edu**  
**419-434-5976 (Fax)**

The UF Employment Application may be found on the website at:  
[www.findlay.edu/offices/business-affairs/human-resources/Open-Positions](http://www.findlay.edu/offices/business-affairs/human-resources/Open-Positions)

*The University of Findlay is an Equal Opportunity Employer/Affirmative Action Employer Male/Female/Disabled/Vet.*

