



Vice President of Finance and Administration

Leadership Profile

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WittKieffer

Executive Summary

St. Cloud State University seeks a creative and skilled strategist to serve as the next vice president of finance and administration.

St. Cloud State is part of the Minnesota State System, which is the largest single provider of higher education in the state with 37 institutions, including seven state universities and 30 community and technical colleges. St. Cloud State is one of the largest and diverse public universities in Minnesota, serving more than 13,000 students from 45 states including Washington D.C. and Puerto Rico, and 96 different countries. The university recently celebrated its 150th anniversary, its sesquicentennial celebration, in 2019. St. Cloud State is ranked in Forbes magazine's "Forbes America's Top Colleges 2019", is one of the 119 U.S. colleges and universities to receive the Carnegie Community Engagement Classification, and was named 71st in a "Best for Vets" ranking by Military Times. SCSU has a strong commitment to providing a welcoming and inclusive campus culture, and to ensuring active and engaged learning through Our Husky Compact.

Its main campus is the home of the College of Liberal Arts, College of Science and Engineering, Herberger School of Business, School of the Arts, School of Education, School of Computing, Engineering and Environment, School of Health and Human Services, and School of Public Affairs. SCSU offers 200 undergraduate academic programs, 60 graduate degrees and 39 education abroad choices on six continents. These programs emphasize hands-on learning through community engagement and close interaction with faculty. Coupled with support from the Career Center, its students have a clear path to a career. St. Cloud State is nationally recognized for its programs in health, business, education, and applied science and engineering. For more than 150 years, SCSU has produced leaders and entrepreneurs in health care, education, government, business and industry, and the arts and entertainment. The University Library supports the teaching and learning of the university, and its collection includes more than 730,000 books, 153,000 federal and state documents, 160,000 units of microfilm, 3,175 maps, and 27,000 media items, as well as approximately 450 periodical subscriptions and over 100 database subscriptions.

The main campus sits on the banks of the Mississippi River and houses 1,650 students on-campus, about 250 student organizations, NCAA Division I men's and women's hockey, and 15 NCAA Division II intercollegiate sports. SCSU employs more than 1,300 faculty and staff, and plays a critical role as an employer and economic driver in Central Minnesota. In fiscal year 2019, the university's Foundation raised \$10.6 million in gifts, a new school record. St. Cloud has a combined economic contribution of \$686.5 million. This includes a direct impact of \$340.6 million and an indirect/induced impact of \$345.8 million. Additionally, St. Cloud State has over 115,000 living alumni spread across the world, including all 50 states.

The vice president of finance and administration will report to and partner closely with President Robbyn Wacker. As a member of the president's cabinet, the new vice president of finance and administration will provide visionary and integrated leadership dedicated to a culture of optimism, collaboration, transparency, sustainability, engagement and integrity.

In partnership and collaboration with university leadership, the vice president of finance and administration creates and sustains a culture of financial and administrative health; supports the

university's various strategic plans, including its International Plan, Diversity Plan, Strategic Enrollment Management Plan; maximizes System and institutional assets and locations in St. Cloud and Plymouth, MN, and Alnwick, England; assists in the integration of a new enterprise student records system for enhanced decision making; oversees the campus comprehensive facilities plan; and leads the development of a new collaborative and transparent budget planning development process.

The vice president of finance and administration provides visionary and strategic leadership and management to the Division of Finance and Administration in alignment with the university's mission, vision and strategic plan. The vice president of finance and administration has administrative responsibility for St. Cloud State University's Business Services, Public Safety, Facilities Management, Emergency Preparedness and Transportation Services, Food Services and the Husky Bookstore. The vice president of finance and administration has responsibility for financial compliance and ensures that timely and accurate financial information is provided and prepared for all stakeholders.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 13.

Role of the Vice President of Finance and Administration

As a member of the senior leadership team, the vice president of finance and administration will provide effective leadership that will result in financial stability driven by strong academic programs, sound financial management and effective enrollment management. The vice president of finance and administration will be expected to join the leadership of the university in implementing St. Cloud State University's Strategic Plan and building a newly defined 21st century regional comprehensive university.

The vice president of finance and administration is the financial and administrative officer of St. Cloud State University. This individual will, among other things:

- Provide a sophisticated level of expertise, creative thinking and consultation regarding financial models and business practices that assist in leading the university in achieving its mission, vision and strategic plan;
- Work in collaboration with university leadership to provide policy direction, and management of all financial, capital and infrastructure aspects of the university, including development of short and long range financial plans, creative identification of resource solutions and allocations, and implementation of performance management tools to enable robust planning and data driven decision-making;
- Provide leadership and management for the implementation of the mission, strategic plan and operations for the Division of Finance and Administration, including Business Services, Public Safety and Facilities Management;
- Provide coordination and leadership in the preparation, review and monitoring of the annual operating budgets with the aim toward effective systems and processes that achieve financial and operational efficiency and effectiveness that lead to a positive and sustainable impact for the university;
- Provide leadership in the development of policies, procedures and practices that are responsive, and address current and anticipated fiscal needs. Ensure policies and procedures are in compliance with applicable laws and regulations and are transparent and clearly communicated to the university community;
- Provide leadership in the facilitation and the management of university contracts with external service providers and vendors;
- Serve as a collaborative member of the university's president's cabinet;
- Participate in meet and confers for collective bargaining units;
- Serve as member of various Minnesota State, St. Cloud State, and broader community and regional committees and groups; and
- Carry out other responsibilities as assigned by the president.

Expectations and Opportunities for Leadership

The new vice president of finance and administration will be asked to address the following critical leadership issues, among others, after quickly gaining a solid understanding of the financial and administrative entities of the entire organization:

Develop best practices in financial strategy and systems.

With a focus on sound budget management, St. Cloud State University is setting the path for long-term financial health. St. Cloud State has grown significantly in size and complexity over the past several decades while retaining a personal, relational culture that values individual contributions. Existing policies, procedures and systems that were appropriate for a smaller, simpler organization are no longer sufficient to support the university's strategic vision and plans, or the current regulatory environment. The vice president of finance and administration will be responsible for reviewing policies, procedures and systems in an effort to analyze, improve and scale-up business operations to meet and anticipate the needs of a modern, public, community-engaged university. While implementing a new System-wide enterprise resource planning finance module, the careful review of budgeting systems, projects and analytics will be led by the vice president of finance and administration. The incoming vice president of finance and administration will lead the university and financial leadership team in developing improved processes and systems. It will be important for the incoming vice president of finance and administration to be an effective steward of the finance trajectory for the institution. Thus, all positions and units with significant financial responsibilities are expected to work in close alignment to and in collaboration with the vice president of finance and administration. It will be critical to understand and manage the unique identities and financial elements across the university.

Manage effective business operations transparently for the future needs of the campus.

The president, provost, vice presidents and other senior leaders welcome a strong and collaborative partner and advisor to guide the institution's finances and business affairs activities. This new vice president of finance and administration will be a highly-valued university leader and an active participant in cabinet-level strategy discussions, decision-making and direction-setting; and have significant experience serving and presenting on organizational finance and business affairs activities. The vice president of finance and administration will join a campus community that values a culture of transparency, collaboration and open communication. The vice president of finance and administration will partner closely with all campus constituents in supporting the campus's mission and vision, and to ensure the long-term financial and operational sustainability of the institution. The incoming vice president of finance and administration must use influence and a relationship-based approach to promote a positive culture across the university. The vice president of finance and administration will be an individual who is energized by the future opportunities at St. Cloud State and thrives in a dynamic organizational environment, with the motivation and enthusiasm to move initiatives forward with efficiency and effectiveness.

Maintain fiscal discipline.

In recent years, St. Cloud has encountered fiscal challenges that created a structural deficit in its budget. This last year, the university's administrative and academic leadership teams worked closely with the Minnesota State Board of Trustees, and with the support and engagement of the university community, have reduced expenditures, refinanced debt, created new programs to enhance revenue, and have generally made sacrifices and taken the action steps necessary to create a new trajectory of growth. Part of the strategy included layoffs, which were especially challenging to a tight-knit community. This was one of several strategies to handle declining

student enrollment and retention. Upon becoming president, Dr. Wacker committed that one of her top priorities is working with campus community and administrative partners to create a multi-year financial framework for eliminating the deficit and growing the university. As the university approaches success in its long-range budget plan, it will be critical for the new vice president of finance and administration to maintain vigilance and discipline regarding operating and capital expenditures while fostering innovation. Most importantly, the new leader will see themselves as part of the solution, and help move staff to collaborate and champion new ideas and action towards success.

Collaborate with Strategic Enrollment Management to ensure steady growth.

The university is a tuition-driven institution and the incoming vice president of finance and administration must work closely with the enrollment division to maximize net tuition revenue, while maintaining the financial support needed for students and families to enroll at and graduate from St. Cloud State. A new Strategic Enrollment Management Division focuses on a comprehensive new enrollment strategy that aims to attract nontraditional students with varying credentials, international students, students taking online courses and others who might not go into a four-year program right after high school. The incoming vice president of finance and administration will be expected to work closely and collaboratively across the institution to support enrollment management efforts and the appropriate balance between tuition pricing and discounts, to find ways to expand the university's ability to fund financial aid given the current economic climate.

Ensure the university remains financially compliant and ensure staff are up to date on new laws and regulations.

The vice president of finance and administration is responsible for the development, implementation and oversight of all compliance activities related to St. Cloud State's adherence to laws, regulations and policies that govern its business. The vice president of finance and administration will oversee communication, education and training on the importance of compliance in general. The vice president of finance and administration is responsible for identifying and assessing areas of compliance risk, and developing and implementing plans to reduce risk and maintain compliance. The new leader will be familiar with government-related audits and building relationships with regulatory entities.

Implement creative financing and develop business partnerships.

Bonds and investments are a critical part of growth and strategy. It is also important to establish different collaborations, engage with outside industry partners and create sustainable academic partnerships. Most importantly, the vice president of finance and administration serves as a strategic partner with President Wacker in exploring business partnerships and opportunities. In addition, the vice president of finance and administration works closely with the Division of University Advancement, which is responsible for strengthening the resources of the university through philanthropic support. The vice president of finance and administration works collaboratively with the vice president for university advancement in accepting gifts, gift processing and donor stewardship, and ensures proper management and appropriate stewardship of donor gifts.

Professional Qualifications and Personal Qualities

The vice president of finance and administration should possess a combination of personal qualities and professional experience. The new leader should exemplify a high level of integrity, energy, a passionate desire to lead, a commitment to continuous improvement, a willingness to embrace and overcome challenges, and advance the university through a close and collaborative working relationship with the president, senior leadership team and others across the university. While experience at a higher education institution is preferred, what is most desired is a strong content of character, positive approach to success, and a dedication and passion to students above all else.

In addition, the vice president of finance and administration will have:

- A master's degree and experience in higher education; however, candidates with a bachelor's degree and those from other areas of financial management with an exceptional record of collaborative leadership, experience and success will be considered;
- A record of at least seven years of progressive and effective management experience as well as demonstrated knowledge of management;
- Success in utilizing creative leadership and management approaches;
- Articulation of a vision, and dedication to institutional success;
- Demonstrated appreciation and commitment to diversity and talent management;
- An extensive understanding of self-support budgetary models to enhance revenues;
- Expertise and experience in the implementation of sophisticated financial and performance management tools to ensure robust mission and data-driven planning and decision making;
- Extensive familiarity with safety, security operations and emergency planning;
- Evidence of commitment to continuous quality improvement, an entrepreneurial spirit and agile decision-making;
- Experience in effective management of stewardship of organizational assets;
- Ability to manage, inspire and establish business policies that support a strong customer service culture that is adaptable in adjusting to a changing academic environment;
- Proven record of ability to illustrate complex financial reports and projections to diverse audiences;
- Proven success with acquiring and allocating resources to develop and support institutional and organizational priorities and initiatives;
- Experience with facilities planning, management and maintenance;
- Professional experience with contract management;
- Evidence of creating, building and supporting a workplace culture committed to partnerships, teamwork, collaboration and transparency;
- Recognized leadership in demonstrating and promoting integrity, honesty, trustworthiness and ethical communication and decision-making behavior;
- Evidence of knowledge of generally accepted accounting principles and practices, governmental accounting and financial report standards, and knowledge and experience in the area of finance and budgeting development and systems;
- Excellent oral and written communication skills;
- Evidence of strong analytic and organizational skills;
- Strong interpersonal skills, and ability to establish effective working relationships with faculty, staff, students and other external and internal constituencies;
- Proven ability to act with discretion and maintain confidentiality; and,
- Effective record of hiring, training, mentoring and supervision of staff.

About St. Cloud State University

Overview

St. Cloud State University has a rich history of serving the people of Minnesota. The university began in 1869 as the Third State Normal School, created for the sole purpose of educating primary school teachers to teach in Minnesota's schools. Since the founding, the mission has evolved as the needs of the state and region changed, from offering a junior college curriculum in 1898, to a Teacher's College in 1921, to a university in 1975. The university began operating its Alnwick, England location in 1986 and Twin Cities location in 2007, the same year applied doctorate degrees were first offered. The main campus sits on 100 acres between downtown St. Cloud and the Beaver Islands, a group of more than 30 islands that form a natural maze for a two-mile stretch of the Mississippi River. St. Cloud, MN is 20th on Forbes magazine's "Best Small Places for Businesses and Careers."

St. Cloud State is part of the Minnesota State System, which is the largest single provider of higher education in the state with 37 institutions, including seven state universities and 30 community and technical colleges. The university is proud of the partnerships and close relationships with the city of St. Cloud, educational entities, and business, health and science industries in Central Minnesota and the Twin Cities, home to the highest number of Fortune 500 companies per capita in the United States.

Serving more than 13,000 students, St. Cloud State is one of the largest and diverse public universities in Minnesota with students from over 90 different countries and across the United States. The university focuses on education that goes beyond the classroom, and this theory is emphasized in "Our Husky Compact," a promise the university makes to its students that they will be prepared as global citizens of the 21st Century as they participate in applied learning opportunities and real-world experiences in their field of study.

St. Cloud State is ranked in Forbes magazine's "Forbes America's Top Colleges 2019", is one of the 119 U.S. colleges and universities to receive the Carnegie Community Engagement Classification, and was named 71st in a "Best for Vets" ranking by Military Times. Student athletes enjoy competing on men's and women's Division I hockey programs and 15 Northern Sun Intercollegiate Division II teams, including the four-time national champion Huskies Wrestling team.

Mission

We prepare our students for life, work and citizenship in the 21st century.

Vision

Through active discovery, applied knowledge and creative interaction, we positively transform our students and the communities where they live and work.

St. Cloud State University makes a positive, long-term impact on the lives of our students. We provide rigorous and relevant academic experiences with engaged, active learning opportunities in an intellectually vibrant, inclusive and diverse campus community. Graduates are well-prepared to act as responsible global citizens and professionals who remain actively connected with our university.

Husky Compact

Our Husky Compact reflects the essential and cross-cutting attributes of a St. Cloud State University education. When students graduate with a St. Cloud State education, they will:

- Think Creatively and Critically
- Seek and Apply Knowledge
- Communicate Effectively
- Integrate Existing and Evolving Technologies
- Engage as a Member of a Diverse and Multicultural World
- Act with Personal Integrity and Civic Responsibility

Our Husky Compact is a commitment we make to all students and students make to their education that will set them apart and prepare them to be global citizens of the 21st century.

Strategic Planning

St. Cloud State University's Strategic Plan: Building a 21st Century Engaged University articulates what it means to be a 21st Century Engaged University and creates a framework for achieving our goals. To successfully educate and graduate tomorrow's diverse and nontraditional student populations, we are creating an innovative educational environment that is responsive to their needs and expectations. With Our Husky Compact, we will help students discover and achieve their goals, preparing them for the professional, social and cultural environments they will contribute to and someday lead.

To achieve these outcomes we must be what we teach. We must be outward-looking, partnership-oriented, and deeply engaged with our students and our communities. We must cultivate mutual respect and understanding, build reciprocal relationships within and beyond campus walls, and adapt proactively to the radically shifting and evolving landscapes in our shared worlds.

For St. Cloud State, engagement rests on the following three strategic goals:

Engaged Students: Engaged student learning requires taking an active approach to delivering our educational programs and services that continually encourages our students to practice what they learn, integrating new knowledge and skills across a range of experiences, and empowers our students to grow and achieve their potential, positioning them for life-long success.

Engaged Campus: Creating an engaged campus requires creating an environment that is organizationally and financially healthy, supporting the success and wellbeing of all members of our campus community. It is a commitment to become an innovative learning organization in which we learn from and support each other.

Engaged Communities: Engaged communities involve building sustained, rich partnerships that are relevant and responsive to community needs. By extending our learning environment through a global network of strategic partners and institutions, we provide our students with international learning experiences and bring the world into the classrooms at St. Cloud State.

Enrollment Trends

St. Cloud State University has experienced enrollment declines in both headcount and full-year equivalents over the last few years, reflecting a shift in high school demographics in Minnesota as well as increased competition within Minnesota and the surrounding region. In fall 2019, St. Cloud State served 13,062 total students (11,345 undergraduate and 1,717 graduate). Within our enrollment, St. Cloud State has seen increases in the enrollment of students of color and international students. In fall 2019, we hosted 1,214 international students and 19.1% of our students were students of color.

Faculty and staff are engaged in implementing St. Cloud State's Strategic Enrollment Plan, with a focus on improving retention and completion through expanded student support, advising and engagement strategies; and through an approach to strategic academic program portfolio management that revitalizes and grows our portfolio of programs to better meet the changing student, state and workforce needs of Minnesota and the region. We must offer educational opportunities to students in both traditional and non-traditional ways, including online, hybrid and accelerated formats, and offer credentialing and just-in-time professional development. In spring semester 2020, the university began engaging the campus community in a bold initiative that is redefining what it means to be a regional comprehensive university in the 21st century.

Expanded Facilities

The campus expanded the Universities' ability to engage business and community partners through the opening of the Integrated Science and Engineering Laboratory Facility (ISELF) in 2013. In spring 2017, an expanded Twin Cities location was opened to offer high demand graduate and undergraduate programs and its Alnwick Castle education location in England was remodeled in 2018.

St. Cloud State recently completed an \$18.6 million renovation on Eastman Hall (built in 1929) as an integrated facility for student health services and programs, and health science academic programs. The renovated former gymnasium houses student health programs, including Counseling and Psychological

Services, U-Choose and Recovery Community Programs, Student Health Services, and applied clinical spaces for students in our School of Health and Human Services. Like ISELF, Eastman creates opportunities for engagement with the St. Cloud community and provide access to the Mississippi River.

Student Life

St. Cloud State University is committed to providing a welcoming and inclusive campus climate and an enriched educational environment so students can succeed inside and outside of the classroom. By becoming fully engaged in both academic studies and campus life, students develop an understanding of themselves and how they can make a difference in the world.

Student life offers on-campus living in seven residential communities as well as targeted and campus-wide student services. With about 250 student organizations in the Department of Campus Involvement, students find ways to get involved and experience leadership in organizations that allow them to explore their passions, deepen academic understanding and connect with their culture or religion.

The university offers NCAA Division I men's and women's hockey and 15 Division II sports in the Northern Sun Intercollegiate Conference. Award-winning student media organizations give students outlets to explore communications in print (University Chronicle), radio (KVSC) and TV (UTVS).

Student Services and Academic Programs

St. Cloud State University is dedicated to student success. To do this, a variety of student services are offered that help students throughout their academic journey. We are participating in the American Association of State Colleges and Universities

(AACSB) "Reimagining the First Year of College" initiative and began use of the Educational Advisory Board's Student Success Collaborative during fall 2017 to support student retention and support our case management advising approach.

Academic resources include such services as Academic Collegiate Excellence (a conditional admit program that prepares students to succeed in college), the Academic Learning Center, University College, Intensive English Center, and several tutoring programs. Other services support students' health, mental, emotional and other needs. These services include:

- American Indian Center
- Career Center
- Counseling and Psychological Services
- HuskyTech
- LGBT Resource Center
- Multicultural Student Services
- University Library
- Lindgren Child Care Center
- Office for Non-traditional Students
- Public Safety
- Student Disability Services
- Student Health Services
- Student Parent Support Initiative
- U-Choose and Recovery Community
- Veterans Resource Center
- Women's Center

Leadership



President Robbyn R. Wacker

Dr. Robbyn Wacker is currently the 24th President of St Cloud State University and the first woman to be appointed to that role.

She has served as a faculty member, leader and academic administrator with a variety of responsibilities and leadership roles for over 20 years. As an academic leader, she believes that to effectively respond to challenges

facing higher education, we must be open to exploring and implementing creative, fiscally-sound approaches to how we do business and provide a high quality education for our students. The President, along with her leadership team, strives to create a culture of innovation on campus, where opportunities exist for faculty and staff to explore and pilot new ideas and take data-driven calculated risks.

President Wacker has been described as an optimist and a realist - a leader who can both inspire people and make difficult decisions in service to shaping a better university. She subscribes to collaborative leadership and the servant-leadership philosophy, both of which are effective in placing the well-being of the university ahead of personal gain. Her leadership values are based on three constructs – act ethically, with integrity and honesty, and be authentic with others; be curious and seek understanding before making decisions; and inspire and empower others to explore what is possible, and be willing to support and take data-driven, calculated risks. President Wacker collaborates with her leadership team to 1) create a culture of candor and transparency; 2) honor shared governance; 3) think systemically about our work; 4) promote organizational advancement and commitment; 5) foster civility; and 6) make a commitment to ongoing professional growth.

In her previous role as a faculty member in Gerontology, Dr. Wacker's scholarly interests were in social and health aspects of aging, and she continues to lecture nationally and internationally on aging social and health care policy. She has co-authored two textbooks that many gerontology programs across the country are currently using in their classes.

She has received numerous awards throughout her career and has been recognized for her leadership by the Association for Gerontology in Higher Education, the Colorado School of Public Health, and the University of Northern Colorado; and she was recognized as the Outstanding Woman of Weld County for her work as an advocate for older adults.

She was selected by the Harvard Graduate School of Education to attend its Management Development Program for leaders in higher education, and she completed the American Association of State Colleges and Universities (AASCU) Executive Leadership Academy.

Dr. Wacker received a Ph.D. in Sociology from Iowa State University and a Master's and Bachelor's in Gerontology from the University of Northern Colorado.

St. Cloud, Minnesota

St. Cloud offers big-city culture and small-town charm on the banks of the Mississippi River in Central Minnesota.

Also called "The Granite City," St. Cloud is Central Minnesota's hub for arts, entertainment, health care and education. The university campus is within walking distance of theater, live music and more.

St. Cloud, MN is 20th on Forbes magazine's "Best Small Places for Businesses and Careers." The City of St. Cloud has earned multiple awards for livability, city services and amenities.

Local mass transit is free for St. Cloud State students on the MetroBus system. The MetroBus station near campus makes it easy to get to and from local malls. Through much of the year there is a weekly farmers' market where you can buy locally-grown food.

Located an hour northwest of the world-class arts, entertainment and shopping of Minneapolis-St. Paul, the university is also just a short drive from the best of what Mother Nature has to offer - including lakes, forests and rivers.



Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume.

Nominations and inquiries can be directed to Mercedes C. Vance and Kim Brettschneider at SCSUVPFA@wittkieber.com.

St. Cloud State University does not discriminate on the basis of race, sex, color, creed, religion, age, national origin, disability, marital status, status with regards to public assistance, sexual orientation, gender identity, gender expression, or status as a U.S. veteran. The Title IX coordinator at SCSU is Dr. Ellyn Bartges. For additional information, contact the Office for Institutional Equity & Access, (320) 308-5123, Admin. Services Bldg. Rm 102.

Organization Chart

Finance and Administration

