

VICE PRESIDENT OF ADMINISTRATION AND FINANCE



Delivering America's Promise

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ABOUT AASCU: THE AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES

Based in Washington, D.C., [AASCU](#) is a national higher education association that represents regional public colleges, universities, and systems whose members share a learning- and teaching-centered culture, a historic commitment to serving today's students, and a dedication to research and creativity that advances their regions' economic progress and cultural development.

AASCU ended FY25 with 323 members located in 46 states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands. Associate members are also in Canada and Mexico. Member institutions advance social

mobility for all students, positively impacting them, their families, and their communities for generations to come. Offering 3 million students each year an affordable, high-quality college education—particularly those who are first generation, students of color, students impacted by increasing income inequality and poverty, veterans, students in rural areas, and those balancing work and care responsibilities—AASCU institutions are anchors of their communities, powering economic growth and preparing graduates to be informed and engaged citizens who live by the values of a democratic society.

MISSION

AASCU is the collective voice of public colleges, universities, and systems that hold students and the community at the heart of their mission. The association works to expand student access, success, and opportunity; promote world-class teaching and experiential learning tied to career advancement; and support applied research and service that advance economic development and quality of life in communities across the country.

VALUES

In fulfilling its mission, AASCU is committed to the following values:

Stewardship: The responsible, ethical, and strategic management of the resources and relationships entrusted to us by our members.

Community: A network of relationships, dialogue, and shared purpose that unites our members, staff, and thought partners.

Innovation: The bold and intentional act of imagining,

experimenting, and implementing new ways to fulfill our mission and serve our members.

Opportunity: The creation of pathways for growth, access, and impact.

Service: Our commitment to meeting the needs of our members and communities with excellence, empathy, and impact.

ABOUT AASCU: THE AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (CONT.)

HISTORY

For more than 60 years, AASCU has worked with its member institutions to deliver on the American promise of access, affordability, and educational opportunity. Historically, AASCU members have provided access to high-quality educational opportunities that have launched personal, societal, cultural, and economic enrichment across America. GIs returning from World War II turned to AASCU institutions to seek a better life for themselves and their families. The Civil Rights Movement opened new pathways to higher education that many African Americans pursued at AASCU colleges and universities. And countless women took advantage of the educational opportunities offered by AASCU members to ultimately

enhance every field of endeavor. Today, 70% of the nation's 7 million undergraduate students at public four-year institutions are enrolled in regional public universities.

AASCU institutions deliver student-centered education in a learning environment that promotes public service, research, and civic engagement. In communities both rural and urban, AASCU schools are delivering America's promise, championing higher education, providing affordable access, and enhancing opportunities for students who may not otherwise have found higher education possible.

PRESIDENT AND CEO CHARLES L. WELCH



Charles L. Welch became the seventh president of AASCU on January 15, 2024. Welch joined AASCU after serving nearly 13 years as president of the Arkansas State University System, where he led the state's second largest higher education system. He is also past president of Henderson State University (AR).

Welch is past president of the Arkansas Association of Two-Year Colleges and served as chairman of the board of the Arkansas Association of Public Universities. He is vice chair of the American Academic Leadership Institute Board of Directors and serves on the Board of Directors of the National Center for Higher Education Management Systems. He also served on the Board of Directors for Goodwill Industries of Arkansas, is a former board member for the Arkansas Sheriffs' Youth Ranches and was inducted into the Arkansas Boys State Hall of Fame.

He was co-chair of the Executive Council of the Arkansas Department of Higher Education. He previously served as chancellor of the University of Arkansas Community College at Hope-Texarkana, vice chancellor for academic affairs at Arkansas State University-Beebe, and dean of university studies at the University of Arkansas – Pulaski Technical College. Welch also worked at the University of Arkansas at Little Rock and has served as an instructor of education and political science at three different colleges in Arkansas.

Welch has deep ties to AASCU, having led two AASCU member institutions, and served as chair of the AASCU Board of Directors twice from 2019–2021. He co-chaired AASCU's Presidential Postsecondary Value Commission Task Force. He was also actively engaged with AASCU's New Presidents Academy and Emerging Leaders Program, serving as executive sponsor for both initiatives.

Welch is a first-generation college student and the first member of his extended family to receive an advanced degree. He received a Bachelor of Arts in political science from the University of Arkansas, a Master of Arts in political management from The George Washington University (DC), and a doctorate in higher education administration from the University of Arkansas at Little Rock.

Welch was awarded president emeritus status by the Arkansas State University System in December 2023. The system also honored Welch with the creation of the Charles L. Welch Presidential Scholars Program.



HIGHLIGHTS

In April 2025, AASCU launched a new strategic plan, [AASCU Next](#), which outlines three priorities that empower its members to adapt to the evolving landscape of higher education through the strategic pillars of **advocacy, opportunity, and innovation**.

AASCU continues to deliver on its mission of supporting members in building pathways to opportunity and economic mobility through accessible, affordable, and high-quality public higher education.

AASCU's advocacy agenda amplifies members' voices, offering legislators and advocates guidance that promotes higher education and empowers regional public universities to transform their communities.

AASCU offers a suite of timely, relevant, solutions-driven leadership development programs that are designed for leaders at all levels of the academy, from aspiring and experienced presidents to new provosts to rising stars among faculty and staff. AASCU equips leaders of regional public universities with the skills they need to lead in today's complex higher education landscape.

AASCU convenes the premier gathering for leaders of the nation's regional public universities for its annual conference. The event attracts hundreds of presidents and chancellors for programming aimed at addressing higher education's most pressing challenges.

GOVERNANCE

AASCU has an active and engaged [Board of Directors](#) that serves as the governing body for the association, with all powers of governing, directing, and overseeing the management and affairs of AASCU. The board has exclusive control over the property, funds, and affairs of AASCU. The board comprises up to 19 sitting member presidents/chancellors in good standing and includes the executive committee—the board chair, chair-elect, treasurer, and at-large member(s). Board members are elected to serve three-year terms and may not be elected for more than one consecutive three-year term.

The treasurer convenes and chairs the finance committee. The finance committee is responsible for overseeing budget and operations, annual financial statement audit, investments, and risk management. The treasurer is supported by the Vice President of Administration and Finance.

FINANCE OVERVIEW

AASCU is committed to ensuring financial sustainability, adapting and delivering responsive services and convenings, and integrating continuous business model improvements through the reallocation of resources and growth of net revenue. Financial operations are measured and managed through traditional financial reports as well as through service line performance.

AASCU operates on a July 1–June 30 fiscal year and has received unqualified or clean audit opinions for the past 10-plus years. Since FY21, AASCU has delivered a positive operating margin and outperformed budget expectations. This has been accomplished through strategic decision-making, delivery of high-value content and relevant programming for members, and strong support from the board. Since FY21, AASCU has increased assets by 14% and reserves by 22%.

For FY25, the operating budget is balanced at approximately \$17 million. AASCU's FY25 budget revenue sources are well diversified with the largest sources of revenue being AASCU membership at 36%, convenings and leadership development at 15%, AASCU Consulting at 10%, and donor-supported programmatic work at 33%. AASCU also has more than \$29 million in investments, including an endowment of over \$16 million as of June 30, 2025. The largest use of FY25 budgeted expenses are personnel at 48%. This equates to a staffing level of 46 employees, with approximately 20% of the personnel budget being funded by donor support.



VPAF LEADERSHIP PRIORITIES

Operational Excellence: The VPAF will provide leadership for the association's core administrative functions. This will include oversight of finance, information technology, and administrative services. The focus will be on building clear systems for metrics, dashboards, and accountability to improve the accuracy and transparency of services. The VPAF will utilize keen problem-solving, technical acumen, and change management skills to identify challenges and lead a proactive response to them.

Strategic Partnership with the President: As a member of the Executive Leadership Team, the VPAF will serve as a key partner to the President in organizational planning and decision-making. The role will involve providing strategic counsel to guide mission-based priorities and resource allocation, financial analysis and risk assessment, regular reporting, scenario modeling, and compliance. The VPAF will work closely with the Executive Leadership Team to integrate financial considerations into planning and ensure that administrative systems align with the association's goals and the needs of its members.

Revenue Sustainability: To create a more sustainable organization, the VPAF will lead the effort to strengthen the association's financial base through the ability to provide analysis and evaluation for the development of new revenue opportunities. This will include reviewing existing revenue streams, evaluating program financial performance, and working with team members to pursue partnerships, services, and grants. To provide support, the VPAF will develop business plans and pilot initiatives with clear financial models and risk assessments. The VPAF will employ disciplined financial management and a structured approach to growth and revenue diversification.

Board Engagement and Governance: The VPAF will support the Board and its Finance committee in their duties for fiscal oversight and strategic decision-making. The VPAF will oversee the production of clear and timely financial reports that provide the Board with essential information and context. There will be an opportunity to continue to align reporting practices, policies, and risk oversight with Board expectations and organizational priorities. Transparent communication and reliable analysis will be central to this work.

QUALIFICATIONS

The successful candidate will possess demonstrated leadership experience in finance and administration, with a focus on strategy, execution, and problem-solving. They will have a proven ability to build effective teams and deliver results in complex organizational environments. Experience in higher education, association management, or membership-based organizations is highly valued. The candidate must understand the unique operational dynamics of national associations and the importance of responsive, high-quality service delivery to members and stakeholders. Strong interpersonal skills and the ability to build productive collaborative relationships across diverse constituencies—including executive leadership, board members, staff, and external partners—are essential.

REQUIRED QUALIFICATIONS

- Bachelor's degree in Accounting, Business Administration, Finance, or related field
- Progressive leadership experience in finance, administration, and operations, with experience in senior management roles

DEMONSTRATED KNOWLEDGE/EXPERIENCE

- Nonprofit and governmental accounting principles and FASB/GASB financial reporting standards
- Budget development, financial planning, and fiscal management for large and complex organizations
- Operational functions including finance, information technology, and contracts administration

- Development and implementation of business processes that improve efficiency and organizational effectiveness
- Risk management, internal controls, and compliance oversight
- Board governance, including preparing financial reports and presenting to board committees

PREFERRED QUALIFICATIONS AND KNOWLEDGE/EXPERIENCE

- Master's degree in Business Administration, Finance, Accounting, or related field
- CPA, CMA, CAE, or other relevant professional certification
- Excellent analytical, problem-solving, and decision-making capabilities
- Superior written and verbal communication skills, with the ability to explain complex financial information to non-financial audiences
- Experience in association management or membership-based organizations
- Track record of identifying and developing new revenue opportunities
- Experience leading organizational change initiatives and technology implementations
- Federal contract and grant administration, including compliance and reporting requirements
- Lobbying disclosure requirements and nonprofit regulatory filings



NOMINATIONS, INQUIRIES, AND APPLICATIONS

Academic Search is partnering with AASCU in this search. Confidential discussions about the position are welcome and may be arranged by contacting Jay Lemons at jay.lemons@academicsearch.org, Shawn Hartman at shawn.hartman@academicsearch.org, or Jennifer Kookien at jennifer.kookien@academicsearch.org.

Nominations, inquiries, and applications should be sent to AASCUVPAF@academicsearch.org.

To apply, candidates should submit a current curriculum vitae and a letter of interest addressing, as appropriate, the leadership priorities and qualifications outlined in this profile. The position is open until filled, but only applications received by **December 8, 2025**, will be guaranteed full consideration.

COMPENSATION, BENEFITS, AND LOCATION

The salary range for this exempt position is between \$225,000 and \$258,000 plus a generous benefits package that includes medical, dental, vision insurance; 15 paid holidays plus additional annual leave; above market contribution to company sponsored 403(b) retirement plan; on-site fitness facility, 24/7 building security, secured bike storage and more. Additionally, available underground public parking is accessible for all employees at their own expense.

This is a full-time position located at AASCU's headquarters in Washington, D.C. AASCU employees are expected to work on a hybrid in-person work schedule of three days in the office and two days optional remote. This schedule is subject to change based on work and organizational demands.

ABOUT ACADEMIC SEARCH

Academic Search is assisting AASCU in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

