

SEARCH PROFILE:

VICE PRESIDENT FOR FINANCE
AND ADMINISTRATION



MOORHEAD  MINNESOTA
**CONCORDIA
COLLEGE**

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THE OPPORTUNITY

Concordia College announces the search for its next Vice President for Finance and Administration. Located in the growing Fargo-Moorhead community, the campus serves about 1,900 undergraduate and graduate students, educating students to use their talents for the well-being of the world. A second campus in northern Minnesota hosts the Concordia Language Villages, educating children, adults, families, educators, and military officials in eighteen languages.

This vice presidency affords an exceptional opportunity for an accomplished, creative leader to partner with a new president and an experienced, collaborative cabinet to set an ambitious course for the future. With an updated strategic plan underway, a comprehensive campaign planned and new academic and co-curricular programs in process, the vice president will join an institution on the move at an exciting moment in its history.



ABOUT CONCORDIA COLLEGE

[Concordia College](#), located in Moorhead, Minnesota, is a private liberal arts college rooted in the Lutheran tradition serving approximately 1,900 mostly undergraduate students. The college was founded in 1891 by Norwegian Lutheran immigrants who valued education as well as their religious heritage. Concordia welcomes individuals of different backgrounds, religions, and aspirations to join a community where the life of faith and pursuit of learning occur in dynamic interaction, and where there is an open invitation for inquiry and critique. The Lutheran theological tradition emphasizes that all are called to love and serve their neighbor and care for creation. Thus, Concordia strives to equip students for vocation, use their talents for the well-being of the world.

Committed to educating students in every aspect of their lives, Concordia is known for its applied and integrative learning, interfaith study, excellence in music, and strong student outcomes. Among the college's many accolades, U.S. News & World Report recognized Concordia as among the top 150 National Liberal Arts Colleges and Concordia was the top-ranked school in the Fargo area and #5 in Minnesota for WalletHub's 2022 College Rankings report.

Concordia is one of 26 colleges and universities affiliated with the Evangelical Lutheran Church in America (ELCA). The College also is a member of the prestigious Annapolis Group, which represents the leading national liberal arts colleges across the United States. The College is accredited by the Higher Learning Commission, which held its reaffirmation visit this fall and resulted in an excellent report with no interim monitoring required.

MISSION STATEMENT

The purpose of Concordia College is to influence the affairs of the world by sending into society thoughtful and informed men and women dedicated to the Christian life.

VALUE STATEMENT

Rooted in a strong liberal arts foundation, students experience a transformational education that prepares graduates to face life's unscripted challenges and thoughtfully influence the affairs of the world. Learning at Concordia centers on DISCOVERY. From challenges in the classroom to moments of epiphany in the lab, in a musical ensemble, or hands-on learning — students begin to discover they can achieve more than they ever thought possible. Concordia students build on their learning to pursue their passions through ACTION — taking on undergraduate research, creating art, participating in athletics or completing a nursing clinical or a semester as a student teacher. Rich work experiences join students together with others who have different perspectives, in action for the good of others. Each day, Concordia students are challenged to ENGAGE their learning to become the type of leaders the world needs now. Students develop leadership skills through classroom work and engagement in campus organizations and activities through both small and big acts of leadership. Opportunities to lead present themselves each day, helping the student to grow in ways that serve their neighbors and support the communities they love. That is the VALUE of a Concordia education.



ACADEMICS

With a 12:1 student to faculty ratio and an average class size of 18, Concordia features small classes and hands-on opportunities for students to work closely with faculty mentors. The 132 full-time and 49 part-time faculty are dedicated to helping students reach their full potential and motivating them to learn and engage with the world around them. Of the full-time faculty, 88% hold the highest degree in their field and 64% have tenure. The faculty are joined by an equally dedicated staff of 282 full-time and 127 part-time employees who are devoted to serving the needs of Concordia students.

Concordia recently moved to having three academic schools to showcase the academic strengths of the college and enhance its commitment to students' career exploration, preparation, and on-time graduation. The three schools — arts and sciences, business, and health professions — offer BA, BM, and BSN degrees in more than 110 areas of study, including 12 preprofessional programs, in addition to graduate and continuing studies programs. Twelve new academic programs (majors, minors and certificates) have been developed for launch in Fall 2024 -- just one example of the College's momentum and propensity to adapt to the needs of students and the challenges of higher education today.

The Concordia Language Villages (CLV) is a vitally important facet of Concordia College. With an annual budget exceeding \$10 million, the CLV is known all over the world and offers extensive opportunities for the College and its students.

Since 1961, the CLV has been offering internationally recognized language and culture immersion programs. Today, "Villagers" may choose from one or more of 18 languages while in residence on the 875 acre property on Turtle River Lake in the Minnesota Northwoods or through high-engagement virtual programs wherever they reside. Thousands of youth, families, educators and adults of all ages – bringing all levels of language competence – participate in programs offered by the CLV each year. In the campus-based Language Villages, participants are immersed in the cultural world of a native speaker – living in architecturally authentic housing and eating foods associated with a country signified by the language spoken.

The Concordia Language Training Center (LTC) is one of ten LTCs funded by the Defense Language and National Security Education Office and administered by the Institute of International Education. The LTC was established in 2016 in collaboration with the Army National Guard; additional partners have been added since then. The CLV has also recently expanded its scope by offering language training through regional corporate partnerships.

ACADEMICS (CONT.)

The academic programs in all three Schools are grounded in the liberal arts and offer students ample experiential learning opportunities, including community engagement, undergraduate research and study abroad (in pre-pandemic years, almost half of Concordia students studied abroad). In direct support of Concordia's mission, the college is revising its core curriculum around the theme of Engaged Citizenship. Core courses are designed to provide a solid foundation in written and oral communication, analytical and critical thinking and the ability to deal constructively with significant problems, as well as developing methodological competency and sensitivity to intellectual perspective through the study of a variety of disciplines. Throughout the core, students also develop an appreciation for other peoples and cultures, holistic health and wellness and an ability to respond to change in creative, effective ways.

Consistent with Concordia's emphasis on integrative learning, students are required to complete two intensive integrative learning experiences known as [PEAKs](#) (Pivotal Experience in Applied Knowledge). PEAKs can vary in format and type of experience. Some PEAKs may be linked to courses, some may involve research-intensive experiences and some may be connected with internships; others may occur through study off campus or student leadership positions on campus or in the wider community. Students may also create independent PEAKs to match their interests in consultation with advisors and mentors. PEAKs are designed to build on what students learn in the classroom by providing them with real-world experiences to better prepare them for life after graduation.

The [School of Arts and Sciences \(SAS\)](#) encompasses the largest, most diverse school at the college with a full range of undergraduate programs associated with a liberal arts education — humanities, arts, natural sciences and social sciences — as well as preprofessional programs and education. The SAS consists of 16 departments and nine interdisciplinary programs that offer a wide array of subjects of study. In addition to undergraduate offerings, SAS offers three graduate programs that leverage faculty expertise to meet growing demand: an online Master of Education in World Language Instruction, a new online Master of Education in teaching and learning and a new Master of Music in Music Education.

The [Offutt School of Business \(OSB\)](#) is dedicated to developing global, entrepreneurial, and ethical leaders for a world of change. Built on a strong tradition that prepares leaders in the fields of business, international business, accounting, finance and computer science, the Offutt School currently offers six undergraduate majors and four concentrations through an experiential-based education, with five new areas of study being added for fall 2024. OSB students gain hands-on experience through a finance lab, student-run fund portfolio, team projects and entrepreneurial opportunities. The Offutt School offers two unique scholarships to OSB students, and the Anderson Office of Career Success supports OSB students in their pursuit of career exploration, networking opportunities and internships. A new Master of Science in Management Science and Quantitative Methods is also housed in the OSB and will launch in fall 2024.

The [Sanford Heimarck School of Health Professions](#) prepares students to become professionals, practitioners and leaders in a wide variety of health-related careers. Students learn through interprofessional, interdisciplinary and team-based approaches as they prepare for future careers in the health professions. In addition to offering a combined Dietetic Internship and Master of Science in Nutrition, the school offers nationally accredited undergraduate programs in social work, dietetics, nursing, exercise science and long-term care administration, as well as programs in healthcare leadership and preprofessional programs in dentistry, athletic training, medicine, pharmacy and more. Students have plentiful opportunities in the greater Fargo-Moorhead area for practical and applied learning through internships, practicums, and clinicals. Several programs have some of the highest pass rates on licensure exams in Minnesota and North Dakota, and Concordia's health professions programs have a long and distinguished history of student placement in various professional and graduate programs.





STUDENTS & STUDENT LIFE

Concordia, like many institutions in the Upper Midwest, has faced enrollment pressures in the last decade, exacerbated by the pandemic. New student enrollment declined and overall enrollment numbers fell from 2,810 undergraduates in Fall 2010 to 1,827 in 2022-23. The college has a comprehensive plan designed to bolster enrollment -- including the new program development. A continued focus on optimizing enrollment is an ongoing priority for the college.

Today Concordia enrolls approximately 1,900 mostly undergraduate students. New students in the 2023-24 academic year include 438 first-year and 28 transfer students. Fifty-three percent of undergraduate students identify as female; 16% as domestic students of color; 6% as international; 63% are from Minnesota; 12% are first-generation college students; and 19% receive Pell grants. Of those who reported, 41% have a Lutheran religious affiliation.

Concordia attracts academic achievers who seek to challenge their intellect and expand their critical thinking skills. Among first-year students in 2023-24, 25% were in the top 10% of their high school graduating class and the average ACT score was 24. That preparation and the quality of a Concordia education are reflected in strong retention and graduation rates. The retention rate for undergraduates who started in Fall 2022 was 78%. The latest six-year graduation rate was 72% and 81% of students reported continuing their education or were employed full-time within six months of graduation.

DIVERSITY AT CONCORDIA

Concordia recognizes that a transformative education calls for learning across difference and the college is focused on providing a diverse and inclusive community in which every member feels a sense of belonging. Critical thinking grounded in the liberal arts compels the Concordia community to participate in intentional dialogue, careful self-reflection, and honest interactions about difference, power and inequity. As responsible engagement in the world calls the Concordia community to recognize worlds that are familiar or unfamiliar, visible or less visible, the college is committed to support diversity in all areas of college life.

Concordia was one of 10 higher education institutions to partner with the University of Michigan in the "Just Futures Initiative," funded by the Andrew W. Mellon Foundation. The funding supported research-informed reparation plans in partnership with local community organizations. Concordia worked with Indigenous leaders to enhance the lives and opportunities for Native Americans in the region. Concordia College also is a member of the highly regarded Liberal Arts College Racial Equity Leadership Alliance (LACRELA).

STUDENTS & STUDENT LIFE (CONT.)

The excellence of a Concordia education is also reflected in students' higher than average graduate school acceptance and passing rates for licensing exams. Students have achieved a 94% acceptance rate to law school. Nursing students at the college have an average 92% first-time passing rate on the National Council Licensure Examination (NCLEX), notably 100% in 2021. Similarly, nutrition/dietetics students and education students perform well, recently achieving 100% and 98% first-time passing rates on their respective licensing exams. Ninety percent of Cobber graduates rate their education as excellent or good, a tribute both the quality of instruction and the campus ethos and support provided to each student.

The Student Development and Campus Life (SDCL) division at Concordia uses a curricular approach model focused on student learning, and is centered on the following four student learning outcomes: practical competence, personal development, intercultural maturity and community engagement. Each office enacts its work intentionally to promote student learning around these developmentally sequenced goals to create a more coherent learning experience for Concordia students, an innovative method within student life in higher education.

Concordia students are engaged and active; a 2019 Wall Street Journal ranking placed Concordia in the top 20 nationally for student engagement. Students explore their passions through involvement in the more than 100 [student organizations](#) and can find opportunities for leadership, engagement and service through the Student Government Association, The Concordian,

Hands for Change, Asian Student Organization, Outdoor Recreation Club, Cobber SALT, Black Student Union, Gaming Club, Habitat for Humanity and more. Performing and fine arts opportunities abound at Concordia, and more than 30% of students participate in the 19 music ensembles. Each year, student musicians embark on national or international tours and Concordia's Emmy Award-winning Christmas Concerts, which feature three choirs and a full orchestra, are a regional highlight during the holiday season. The concerts started in 1927 and now involve more than 300 student musicians and attract thousands of guests.

The Concordia [Cobbers](#) compete at the NCAA Division III level as part of the Minnesota Intercollegiate Athletic Conference (MIAC). About 25% of students participate in one of the 22 varsity sports. Men's sports include baseball, basketball, cross country, football, golf, hockey, track & field, soccer, tennis and wrestling. Women's sports include basketball, cross country, golf, hockey, soccer, softball, swimming & diving, track & field, tennis and volleyball. Recently, Concordia hired a coach to add clay target to its team offerings in fall 2024. Concordia student-athletes have a long tradition of excellence in the classroom as well as on the playing field, with 13 Academic All-Americans in the past 10 years, one of the top totals among MIAC schools.

A fact important to students is that in the last few years according to the Niche.com survey Concordia has been listed among the top 3 in having the Best College Food in Minnesota.





FACILITIES AND CAMPUS FEATURES

Concordia's attractive 120-acre campus is in the heart of a bustling metro region that offers a small-town feel with big-city culture and business opportunities. The campus features more than 35 residential and academic buildings, arts and athletic facilities, a skyway and open spaces, including an organic garden and Prexy's Pond. Concordia has undertaken several renovations in recent years, including the Grant Center, home to the Offutt School of Business, and the Normandy Center housing the Center for Student Success. The \$45 million renovation of the Integrated Science Center, the largest capital project in the college's history, was completed in 2017. In 2022, the college received additional property and a building from Sanford Health to serve as home to the Sanford Heimarck School of Health Professions. The new Heimarck Center, which opened this year, provides new labs, telehealth and consultation rooms, and interactive spaces for informal gathering and study.

Through the efforts of a steering committee, the college developed a campus master plan in 2021 to support campus planning. The master plan offers near-term improvements through the next decade, sets the direction for long-term campus development and broadly addresses the facilities and grounds, IT needs, space planning and classroom utilization.

The master plan affirmed that academic and administrative spaces generally are in good condition and do not need major renovation. Areas most in need of improvement are residence halls and athletic facilities. While Concordia hopes to conduct a targeted master planning project related to the entire athletic complex, the next project in the planning and development stage is the artificial turf and track. In addition, Concordia has taken two residence halls offline in the last couple years, including the iconic Brown Hall which needs major renovation. The other currently unused residence hall is being refreshed with new flooring, lighting, and painting and will be ready to open next year. Another project in the residence halls relates to providing more lounge space and other gathering spaces to support student life on campus.

Concordia is a leader in sustainability, making the 2022 list of most environmentally responsible colleges by The Princeton Review. In 2021, the college also achieved a Silver STARS (Sustainability Tracking, Assessment & Rating System) rating from the Association for the Advancement of Sustainability in Higher Education. Key drivers for the rating include Concordia's annual greenhouse gas emissions tracking and carbon reduction planning; the college's Bee Campus certification; construction of the LEED Gold certified Integrated Science Center; Concordia's key role in launching the Moorhead Community Resilience Task Force; and more.

FINANCES

Operating revenues last year totaled \$78.8 million. The largest source of funds stemmed from tuition and fees (\$27.3 million, net of scholarships and grants). The market value of the endowment climbed dramatically during the last five years, reaching \$185.2 million as of December 31, 2023. Management of about 97% of the endowment is outsourced to Verus Consulting; most of that is under an OCIO arrangement (approximately 84% of the 97%) and the balance is private assets that come to the Investment Committee as recommendations by Verus. The draw from the endowment each year is no more than 5% of the average of the 20 trailing quarters (\$8.3 million in FY2023) and about 50% of that amount supports student scholarships, with the remaining amount supporting current operations and special programs. Recent approved draws of \$5.0 million from quasi-endowment were directed to operating support. The college's Moody rating is BAA2 with a stable outlook.

In 2016 Concordia refinanced existing debt and assumed additional debt for the renovation of the Integrated Science Center. In 2026 debt service will decline substantially, and the college may consider refinancing and/or issuing new debt for capital projects. Outstanding debt as of the end of December 31, 2023 is \$24.5 million.

To bring clarity and greater accessibility, the college reset tuition in fall 2021, reducing it by more than 35% and becoming more competitive with other institutions in the region. In addition, a Flex Year was provided to incoming fall 2021 students, responding to the disruptions caused by the pandemic and providing students with additional time for learning. In the college's continuing quest to ensure affordability, in fall 2024 the college will institute the Concordia Promise, covering 100% of tuition for households with an adjusted gross income under \$90 thousand. Tuition payments will come from federal and state funding and from Concordia gift assistance. The Concordia Promise is renewable up to four years.

FUNDRAISING

Concordia's 35,000 alumni and a host of friends, foundations, and corporate partners are consistently generous to the college. Concordia's most recent campaign – titled "RISE" – raised more than \$150 million and concluded eight months early in April 2019. The campaign focused on growing the endowment and scholarship support, as well as contributing to the academic programs and facility improvements. A new comprehensive campaign is planned for close to \$200 million.

Last year, the annual fund, called "The Cobber Fund" to emphasize Concordia's commitment to students and to maintaining affordability raised more than \$2.5 million in 2022-23, including more than \$500,000 raised in a single Giving Day from almost 1,600 donors. Overall, almost \$17 million was raised last year. During the current year, at the time of this printing already \$24 million has been raised from the college's generous donors, including a gifts of \$1 million, \$2.45 million, \$3.5 million, and a pledge of \$10 million since May of 2023.

The college Advancement team totals 21 including 8 frontline fundraisers who raise money for the college as a whole and an additional 3 who raise funds for the CLV.



ALUMNI

Concordia has a dedicated and loyal alumni base of more than 35,000 Cobbers. They participate in mentoring programs, offer internships to students, provide financial support, and more. They live throughout the United States and around the world; many live nearby and currently give back by working for the college. These alumni are joined by hundreds of thousands of youth and adults who have participated in Concordia Language Villages during the more than 60 years of its existence.

The college and its faculty are quite successful in securing grants, as exemplified by a recent NSF S-STEM grant of \$2.5 million, an MRI for Physics, and an REU grant to support students working with a faculty member.

ABOUT THE FARGO-MOORHEAD REGION

Separated by the Red River, Fargo (North Dakota) and Moorhead (Minnesota) encompass a growing metropolitan area with nearly 250,000 residents, including 30,000 college students attending eight colleges and universities. The Fargo-Moorhead area is known for its educated workforce, robust business environment, thriving arts community and excellent educational options. Residents and visitors enjoy museums, galleries, concerts, theater, biking and walking trails, recreation along the Red River, a zoo and numerous athletic amenities. Along with shopping and entertainment, there are one-of-a-kind local restaurants to explore and experience. The community offers a friendly atmosphere with many of the advantages of a big city.

Fargo-Moorhead is one of the fastest-growing metropolitan areas outside the South and West and continues to receive national recognition for its high quality of life, safety, low cost of living and diversified economy. It was named the top job market for 2020 by ZipRecruiter.com. Fargo-Moorhead has a spirited



entrepreneurial community, with high availability of jobs and many growing sectors, resulting in one of the nation's lowest unemployment rates and economic stability. It is becoming increasingly diverse and nearly 100 dialects are spoken by students in the local K-12 school districts.

GOVERNANCE & LEADERSHIP

Concordia is owned by the nonprofit Concordia College Corporation, which includes congregations of the ELCA in Minnesota, North Dakota and Montana. Voting members of the corporation are responsible for electing members to the Board of Regents and staying informed about the progress, condition and needs of the college.

The [Board of Regents](#) may consist of up to 30 members; two advisory members also serve the Board. Regents are elected for terms of four years and subsequently may be re-elected for two additional full consecutive terms. At least four of the elected members must be pastors of the ELCA, of whom at least one must be a bishop of a synod within the Corporate Territory of the College. In addition, at least three elected members shall be alumni of the college; at present, 20 Board members are alumni. The college draws on the expertise of Regents active in legal, health, business, education, and other professions.

The new vice president will be working closely with colleagues in the President's Cabinet, joining the Provost/Dean of the College, Vice President for Student Development and Campus Life, Vice President for Advancement, Vice President for Enrollment, Vice President for Communications and Marketing, Vice President for Mission and Inclusion, and Deputy to the President. The President's Cabinet meets weekly.

Colin Irvine, Ph.D., began serving as the 12th president of Concordia College in the summer of 2023. Irvine came to Concordia from Augustana University in Sioux Falls, S.D., where he served as provost and executive vice president. An accomplished scholar, he is the recipient of three Fulbright scholar awards and author of numerous publications and presentations. He received a Ph.D. in English from Marquette University, an M.A. in American Studies from the University of Notre Dame, and a B.A. in English from Carroll College in Helena, Montana.



Prior to his time at Augustana University, Irvine worked at Carroll College as the senior vice president for academic affairs and dean of the college and at Augsburg University as a professor and faculty administrator. With a total of 16 years spent at Norwegian-founded ELCA institutions, President Irvine's understanding of the Concordia values and mission was clear from the beginning of the search for a new president. Since his arrival, new academic programs have been developed, the strategic plan has been updated, comprehensive campaign planning has been undertaken, and new enrollment initiatives are being enacted.



THE POSITION

The new vice president for finance and administration will report directly to the president and will be a key partner in planning and implementing strategy for institutional success and fostering a healthy, vibrant organizational culture. As the person most responsible for the administrative and operational sides of the institution, the vice president will supervise all finance and business operations (including asset management, budget development, modeling and forecasting), as well as dining services, facilities management, human resources, risk management and institutional planning. Current staffing in these

operations totals 164; there are no unions or third-party management of staff.

The vice president staffs the Resources, Investment and Audit committees of the Board of Regents and serves as a non-voting advisory member of the Board's Executive Committee. On the campus, the vice president chairs the Projects Committee (overseeing the campus master plan, managing space utilization, and approving requests for funding projects and equipment over \$1500), the Retirement Plan Oversight Committee, and the Budget Planning Committee.

LEADERSHIP AGENDA

The next vice president will be expected to:

- Lead with a growth mindset
- Plan for long-term business sustainability, given demographic changes in the college-going population and other disruptions anticipated to higher education
- Develop key financial metrics and drive financial analyses and forecasting based on realistic and aspirational models
- Identify financial and other risks to the college and develop strategies to mitigate and avoid them; design and maintain internal controls to safeguard institutional resources
- Work collaboratively alongside the president and the cabinet to successfully implement the strategic plan and align budgeting to ensure desired outcomes
- Foster a culture of continuous improvement and shared innovation

QUALIFICATIONS

The next vice president will:

- Bring 8+ years of proven, progressive experience managing financial and administrative operations, preferably in non-profit or higher education settings
- Collaborate well with colleagues, empowering them by building a strong understanding of their strategic needs
- Bring considerable success in cultivating a bold, nimble, and entrepreneurial culture and in leading and managing change, growth, and innovation
- Build and lead high-performing teams that create and sustain momentum
- Demonstrate the resilience and good humor needed to lead through complexity
- Understand the trends, challenges, and opportunities in today's higher education landscape, including the rapidly evolving world of technology
- Value shared governance and build relationships across constituencies
- Recognize that students and all those who serve them come first
- Inspire trust and collaboration through active listening and transparent communication
- Be committed to diversity, equity, inclusion, and justice
- Possess a strong, ethical character and lead with unquestionable integrity





APPLICATIONS & NOMINATIONS

Concordia College is being assisted by Academic Search. Applications, nominations, and expressions of interest may be submitted in confidence to ConcordiaVicePresident@academicsearch.org. Applications must include a curriculum vitae and a substantive cover letter that addresses the expectations discussed in the leadership agenda, both submitted as PDFs. A list of professional references will be required later in the search process. The position is open until filled, but only applications received by **March 2, 2024**, can be assured full consideration.

Confidential conversations about this opportunity may be arranged by emailing Senior Consultant Sharon Herzberger at Sharon.Herzberger@academicsearch.org or can be scheduled using the following scheduling link: [Vice President Concordia](#).

Concordia College is an Equal Opportunity/Affirmative Action college. The college will not discriminate against or harass any employee or applicant for employment because of race, color, creed, sex, religion, national origin, age, veteran's status, disability, genetic information, sexual orientation, gender identity, marital status, familial status, public assistance status, membership or activity in a local human rights commission, or any other legally protected status.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Concordia College 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.



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