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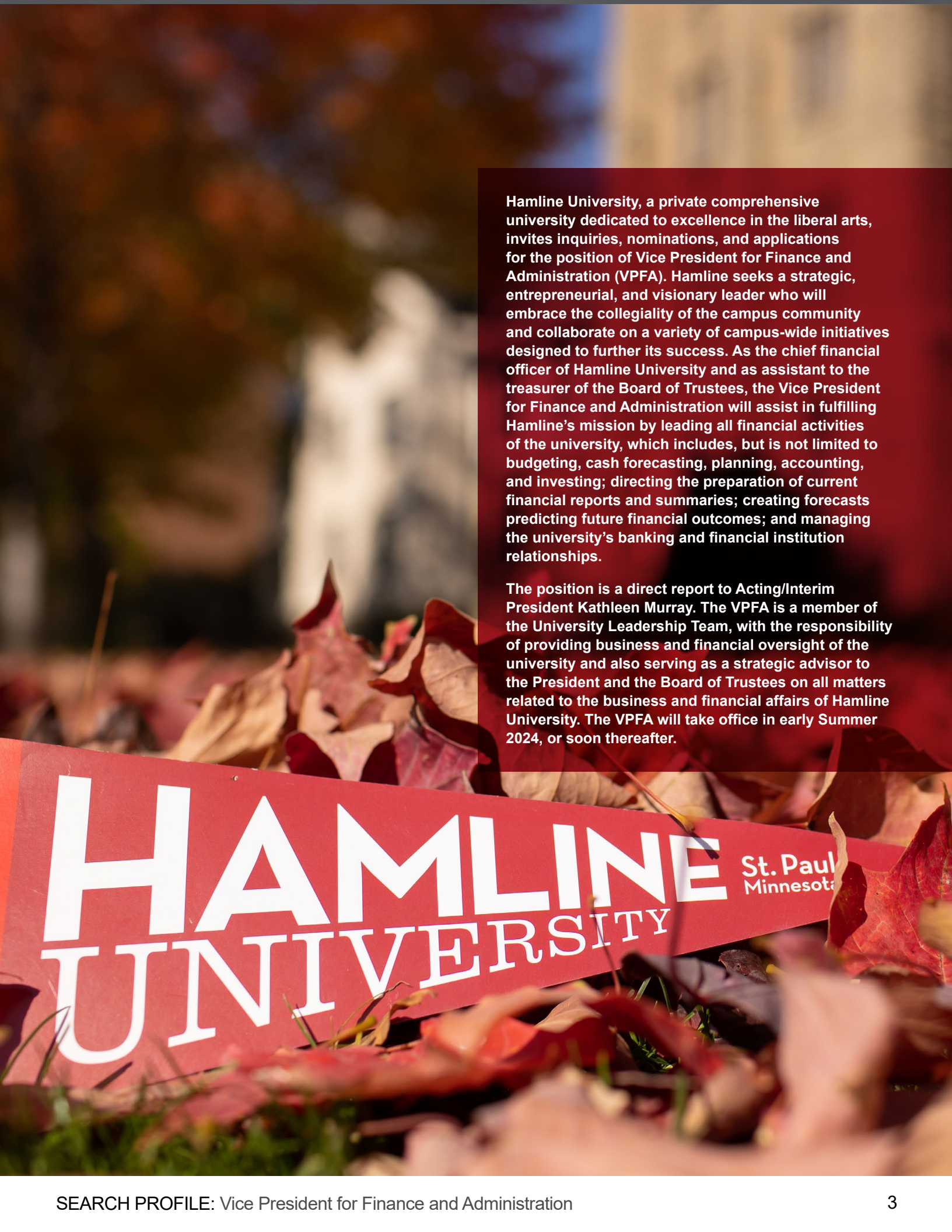
VICE PRESIDENT FOR FINANCE
AND ADMINISTRATION



HAMLIN UNIVERSITY

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Hamline University, a private comprehensive university dedicated to excellence in the liberal arts, invites inquiries, nominations, and applications for the position of Vice President for Finance and Administration (VPFA). Hamline seeks a strategic, entrepreneurial, and visionary leader who will embrace the collegiality of the campus community and collaborate on a variety of campus-wide initiatives designed to further its success. As the chief financial officer of Hamline University and as assistant to the treasurer of the Board of Trustees, the Vice President for Finance and Administration will assist in fulfilling Hamline's mission by leading all financial activities of the university, which includes, but is not limited to budgeting, cash forecasting, planning, accounting, and investing; directing the preparation of current financial reports and summaries; creating forecasts predicting future financial outcomes; and managing the university's banking and financial institution relationships.

The position is a direct report to Acting/Interim President Kathleen Murray. The VPFA is a member of the University Leadership Team, with the responsibility of providing business and financial oversight of the university and also serving as a strategic advisor to the President and the Board of Trustees on all matters related to the business and financial affairs of Hamline University. The VPFA will take office in early Summer 2024, or soon thereafter.

HAMLIN
UNIVERSITY

St. Paul
Minnesota



ABOUT HAMLINE UNIVERSITY

Hamline is Minnesota's first university, founded when Minnesota was still a territory. The university's existence predates that of the State of Minnesota by four years. Hamline was founded in 1854 in Red Wing, Minnesota, before operations moved to the state's capital city of Saint Paul in 1880.

Hamline has a long history of promoting inclusion. The university's first two graduates were women—the Sorin sisters, for whom a residence hall is named on today's campus—and has been in the national forefront of promoting equity and diversity efforts ever since. For example, Hamline also is known for its work with Japanese-American students during World War II and more recently was one of the first universities in the United States to offer a George Floyd endowed scholarship.

Hamline University strives to ensure that each student graduates prepared to flourish in their communities. A Hamline education gives students the tools to change the world. Hamline University is one of only four universities in Minnesota, Wisconsin, Iowa, and the Dakotas that rate within the top 20% for students' economic mobility according to the national non-partisan think tank "Third Way."

Hamline is the only United Methodist Church-affiliated institution in Minnesota. Hamline University leads with John Wesley's motto of "doing all the good we can, in all the ways we can." Academic excellence goes hand in hand with improving the lives of others.

MISSION

Hamline's mission is to create a diverse and collaborative community of learners dedicated to the development of

students' knowledge, values, and skills for successful lives of leadership, scholarship, and service.

STUDENTS

Hamline's students are at the heart of its mission. Faculty and staff are committed to empowering each student to pursue a lifetime of learning and accomplishment in all arenas of human endeavor. High-impact learning is a commitment—all Hamline undergraduate students participate in internships, field-based or collaborative research, apprentice teaching and/or service learning. Students are active in 63 clubs and organizations.

Hamline currently enrolls 2,436 students, of which 1,713 are undergraduate and 723 are graduate students. Of the undergraduate students enrolled, 47% are the first in their families to attend college, 44% identify as Black, Indigenous or people of color, and 28% are high school varsity athletes.

Hamline is recognized as one of the top institutions in the nation for student voting participation and is home to five Rhodes Scholars, 57 Fulbright Scholars, three Truman Scholars, and numerous other academic laurels including Phi Beta Kappa scholars and winning teams in national data analytics competitions. Four of the last 10 Minnesota Teachers of the Year are Hamline graduates.

Hamline is nationally recognized for the percentage of students who participate in undergraduate research projects and conferences. Students have access to state-of-the-art science facilities, including Minnesota's only environmental scanning electron microscope. The Pipers to Professionals Internship Program, which was launched in 2023 after receiving \$2.5 million in federal and donor support to level the playing field for students, provides wages and wrap-around support services while students engage in active internships.

ATHLETICS

Hamline University has 22 varsity sports, 20 of which are members of the Minnesota Intercollegiate Athletic Conference (MIAC). Hamline University is the birthplace of intercollegiate basketball. The men's and women's hockey teams play at TRIA Rink—the practice facility for the Minnesota Wild --- and Hamline's baseball team shares space at CHS Field with the Class AAA St. Paul

Saints. Both venues are located in the Lowertown area of downtown Saint Paul, conveniently connected to Hamline's campus by the Green Line train. Hamline athletic teams routinely participate in postseason competitions, with women's hockey, women's lacrosse, and women's gymnastics earning recent distinctions.





FACULTY AND STAFF

Hamline employs over 100 full-time faculty in three schools spanning both the undergraduate and graduate programs, in addition to a robust portfolio of certificates, concentrations, and a growing portfolio of fully online degree completion programs. The majority of the faculty are tenured or on the tenure track, publish regularly, and maintain strong regional, national, and international reputations in their disciplines.

Hamline faculty are recognized for their teaching and research and are leaders in their fields of study as determined by numerous professional organizations and academic societies. The faculty-to-student ratio is 1:13. Hamline University employs 231 full time staff members and provides a superior student experience.

ACADEMIC PROGRAMS

Hamline University offers undergraduate and graduate programs through its College of Liberal Arts, School of Education and Leadership, and School of Business. The university offers more than 125 undergraduate program areas (majors, minors, concentrations, and certificates), 12 master's degrees and two doctorate degrees.

Mitchell Hamline School of Law was formed in 2015 through the combination of William Mitchell College of Law and Hamline University School of Law, with a strong, visible, and long-lasting affiliation to Hamline University. Hamline students can earn their JD through the 3+3 program or earn dual degrees through the Mitchell Hamline School of Law and Hamline University affiliation.

INCLUSIVE EXCELLENCE

The Office of Inclusive Excellence, working under the Office of the President, provides institutional leadership on all matters of diversity and inclusion. Inclusive excellence is an integral part of the university's identity. The office seeks to support a campus climate and culture where all community members feel welcome,

supported, and experience a sense of belonging. This overall well-being will be tangible through authentic, respectful, and engaged relationships.

The university has created a statement of civility which further reinforces its commitment to creating a vibrant and respectful institutional culture.

Hamline University is dedicated to intellectual inquiry in its full depth, breadth, abundance, and diversity. It is committed to academic freedom and celebrates free expression for everyone. The University embraces the examination of all ideas, some of which will potentially be unpopular and unsettling, as an integral and robust component of intellectual inquiry. It is expected that the expression of ideas will be done in ways that are respectful of others and which do not include personal vilification based on race, ethnicity, religion, gender, sexual orientation, sexual identity, appearance, disability or political affiliation. Hamline University encourages all, whether it be on campus or off, to foster a respectful, and inclusive community defined by a concern for the common good, by developing relationships and through a culture that promotes the rights, safety, dignity, and value of every individual. A university community embracing these common values, consisting of students, faculty, staff, the Board of Trustees, and external constituents, is vital to the pursuit of excellence in research, scholarship, and creative activity.

UNIVERSITY LEADERSHIP TEAM

Dr. Kathleen Murray took office as the 21st president of Hamline University on January 1, 2024, becoming the third consecutive woman to lead Minnesota's oldest institution of higher education, which enters its 170th year in 2024. She serves as Acting/Interim President for a temporary, yet indefinite period of approximately 18 months. The tenure of the Acting/Interim President may be longer, depending on the university's need and interest.

Acting/Interim President Murray comes to Hamline University with a twenty-year track record of effective and outcome-based leadership at private institutions nationwide. She most recently served for seven years as president of Whitman College in Walla Walla, Washington. Dr. Murray succeeds Dr. Fayneese Miller.

The president's direct reports, also known as the University Leadership Team, include the provost, the vice president for finance and administration, the vice president for enrollment management, the vice president for inclusive excellence, the vice president for institutional advancement, the vice president and general counsel, the vice president and dean of students, the assistant vice president and athletic director, and the chief of staff. This group of highly effective leaders and educators contributes to strategic planning efforts to enhance retention and expand faculty development opportunities, is deeply committed to diversity, and works to ensure student success at Hamline. Some members also support one or more committees of the Board of Trustees.



Hamline is governed by an active, vibrant 30-member Board of Trustees, which meets three times a year.

THE CAMPUS

The 62-acre campus is located midway between Minneapolis and Saint Paul and features eight academic buildings, seven residence halls/apartments, six administrative buildings, the Bush Memorial Library, and many other facilities that house student life, auxiliary, and athletic functions. The campus boasts state-of-the-art

learning and recreational facilities including the Anderson Center, Klas Center, and Sundin Music Hall—all well-known regionally.

To learn more about the Hamline campus, view an interactive campus tour at [this link](#).

LOCATION

Hamline is located in Saint Paul, Minnesota, the capital city of the state and part of the beautiful Twin Cities metropolitan area. The light rail line, just a mile from campus, provides easy access to both communities, downtowns, and the Minneapolis-St. Paul International Airport. Saint Paul is a city of over 295,000 residents that retains a strong sense of charm through defined

neighborhood identities. Saint Paul is home to Summit Avenue, which is the longest preserved Victorian avenue in the United States, highlighted by the Governor's Mansion. It also is home to museums, professional sports, and parks and lakes that attract outdoor enthusiasts from across the region. The Twin Cities offer a diverse and dynamic urban environment.



FINANCIAL OVERVIEW

Hamline University has an annual operating budget of \$65 million and an endowment of \$137 million. The university's total net assets equal \$189 million (FY 2023), and the university's total debt is \$42 million. Gross tuition and fee revenue total \$91 million, and institutional scholarships and grants awarded are at \$42 million. Spending on instructional and academic support accounts for more than 57% of total expenses, which is on par with, or higher than, most same-sized and similarly endowed private colleges and universities in the state.

Despite the nation's financial downturn over the past few years, Hamline's endowment has had returns better than average, and the university also has received new gifts to build the endowment. Donors contributed \$4.5 million to the endowment in FY 2023, giving a total of \$12 million to all funds, and there are currently more than 418 endowed scholarships. Hamline University successfully completed the *Take the Lead* Campaign on December 31, 2023. The campaign goal of \$110 million was surpassed and it realized more than \$122 million in gifts and pledges. The results will benefit students with increased scholarships, improved facilities, and additional faculty and student research opportunities.

Like many small, private liberal arts colleges, Hamline is tuition-dependent in its operating budget. The university has maintained a lean budget with limited operating reserves since at least 2008. There has been strategic management of the resources to conclude each recent fiscal year with a balanced budget; however, as the environment grows more challenging, the current business model of Hamline University is being strained. The VPFA will play a critical role in building the financial strategy to support the university today and into the future.

Faculty and staff have been deeply engaged in discussing how to build on Hamline's strengths, offer programs and degrees that match with the market's needs and student interests, and deliver them in a way that is compelling and accessible. Strategic focus and bold initiative will aid in continuing to distinguish Hamline in a state rich with opportunities to gain a higher education degree. In addition, investment in capital improvements, growing the endowment, and developing an operating cash reserve to allow implementation of new revenue opportunities will be critical to positioning Hamline for the future.

STRATEGIC PLAN

In 2019, Hamline University adopted "Leading for the Future," a five-year strategic plan to achieve Hamline's vision to be recognized as a diverse, learning-centered university. The plan offers strategic guidance for the president, board of trustees, faculty, and staff as they collaborate to continue to build the Hamline University of the future.

Goals include: enhance educational relevance and distinction; enhance opportunities for student retention and success; enhance opportunities to become a more equitable, inclusive, and diverse Hamline community; plan the Hamline campus and community of the 21st Century; ensure the continuance of a sustainable financial model; and increase philanthropic support for the university. A link to the strategic plan can be found [here](#).



THE OPPORTUNITY

Reporting directly to Acting/Interim President Kathleen Murray, the Vice President for Finance and Administration (VPFA) serves as the Chief Financial Officer for Hamline University and assistant to the treasurer of the Board of Trustees. The VPFA will assist in fulfilling the mission of the university by leading all financial activities of the university to include budgeting, cash forecasting, planning, accounting, and investing; directing the preparation of current financial reports and summaries; creating forecasts predicting future financial outcomes; and managing the university's banking and financial institution relationships. The VPFA will work closely and collaboratively with Acting/Interim President Murray and fellow University Leadership Team members on the strategic planning process. It is expected that the VPFA will review current financial planning processes

and procedures and suggest enhancements to improve the financial efficiency of the university operations, which may include identifying areas in need of reorganization, resourcing, or downsizing.

The VPFA is responsible for the on-going business/budget/financial reporting and analysis needs of the university. The position has seven direct reports and is also responsible for the supervision and leadership of the following university offices and functions: finance office, student accounts, human resources, information technology services, facilities services, risk management, payroll, accounting and financial analysis. The VPFA also serves as staff liaison for the Finance, Facilities, and Investment Committees and the Audit Subcommittee of the Board of Trustees, as well as serving on various university committees and workgroups.

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES

Hamline University seeks an outstanding and collaborative leader with a keen appreciation of the university's distinctive mission and a desire to create and maintain a quality teaching and learning environment. The VPFA will be a direct report to the Acting/Interim President and serve as a member of the University

Leadership Team. The VPFA has broad and strategic responsibilities and provides significant financial, administrative and managerial support. The ideal candidate will have a holistic mindset and be deeply committed to Hamline University's mission, social justice, inclusivity, and equity.

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES (CONT.)

The VPFA will:

- Serve as a strategic advisor to the Acting/Interim President and the University Leadership Team in providing input on administrative, financial, and operational matters.
- Develop and implement the university's budget plans, in collaboration with the Acting/Interim President and University Leadership Team, to optimize resources for students and in service of its mission.
- Develop reporting systems and processes to assure that the Acting/Interim President and University Leadership Team are fully informed of the financial impacts of decisions.
- Maintain and advocate the highest level of stewardship, compliance, integrity, and transparency in all areas.
- Design and direct the implementation of the university's capital financing strategies to support capital needs on campus.
- Provide sophisticated modeling and data analytic capabilities for budget development and recommendations for tuition and fees, financial aid discounting, and debt financing strategies.
- Promote an entrepreneurial spirit and contribute to the continued implementation of the university's strategic plan, especially as it relates to the financial and capital needs.
- Provide internal and external financial reporting of the university's financial condition and results of operation.
- Provide coordination and supervision in the development and deployment of the annual operating and capital budgets.
- Oversee endowment balances, investments, and strategic growth.
- Oversee daily treasury functions of the university including cash management, short-term investments, endowment investments, short-term borrowing, and long-term debt.
- Oversee risk management activities for the university and seek to minimize risks through maintenance, planning, replacement and insurance.
- Provide day-to-day management and leadership for the areas of accounting, budget, business services, human resources, information technology, and student financial services.
- Work closely with Human Resources to ensure compliance with relevant university policies and government regulations, labor-related financial matters, and risk management.

- Staff the Board of Trustees' Finance, Investment, and Facilities Committees.
- Staff and facilitate, with an external audit firm, the pre- and post-audit meetings of the Board of Trustees' Audit Subcommittee.
- Prepare reports and materials on the university's fiscal operations for the Board of Trustees.
- Provide direction in strategic planning and goals accomplishment for areas of responsibility.

ADDITIONAL RESPONSIBILITIES INCLUDE:

- Create a climate of trust, transparency, and openness by working collaboratively and communicating frequently with faculty and staff, and with the University Leadership Team.
- Enhance cultural diversity, inclusivity, and well-being for professional staff.
- Cultivate positive working relationships across the university to promote a climate of customer service, innovation, and student-centered practices and services.
- Remain current and knowledgeable in industry standards, trends, and emerging practices to position the university at the leading edge of higher education management.
- Provide professional development and mentoring for all direct reports.





REQUIRED AND PREFERRED QUALIFICATIONS AND EXPERIENCES

REQUIRED QUALIFICATIONS

- Bachelor's degree from an accredited college or university.
- Successful and progressive professional and leadership experience suitable for appointment at the vice-presidential, senior leadership level.
- Experience supervising staff and building successful teams.
- Experience in a similar role, ideally, but not necessarily in higher education.

PREFERRED QUALIFICATIONS

- Administrative experience with budgeting and financial planning in an environment of limited resources.
- Higher education or non-profit experience.

PROCEDURES FOR NOMINATION AND APPLICATION

ASSISTING IN THIS SEARCH

Hamline University is being assisted in this search by Ms. Maya Kirkhope, Vice President and Senior Consultant and by Dr. Katherine Haley, Senior Consultant from Academic Search. Applications should include the following:

- a thoughtful letter of interest addressing, as appropriate, the key responsibilities and qualifications outlined in this profile.
- a current resume, showing relevant administrative responsibilities and accomplishments.

Inquiries, nominations, and applications should be sent to VPFAHamline@academicsearch.org. For nominations, please include the nominee's name, position, employer, and email address.

By university policy and search committee affirmation, all information from and about candidates will be kept in strict confidence in perpetuity. For full consideration by the search committee, applications should be submitted by March 28, 2024.

Hamline University does not discriminate on the basis of race; color; religion; creed; sex; sexual orientation; gender identity; gender expression; national origin; marital status; familial status; status with regard to public assistance; membership or activity in a local commission; disability; age; or protected veteran status in its education or employment programs or activities.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Hamline University 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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