



**Vice President for Finance and Planning  
Illinois State University  
Normal, Illinois**

**Leadership Profile**



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December 2016

This leadership profile is intended to provide information about Illinois State University and the position of Vice President for Finance and Planning. It is designed to assist qualified individuals in assessing their interest in this position.

## Illinois State University



Governor William Bissell signed a bill on February 18, 1857, to create a school and establish the Board of Education of the State of Illinois as its governing body. The bill stipulated that the permanent location would be the place that offered the most favorable inducements. Jesse W. Fell took up the campaign for Bloomington and obtained financial backing totaling \$141,000. Abraham Lincoln, acting as attorney for the board, drew up the bond guaranteeing that Bloomington citizens would fulfill their financial commitments. Consequently, Illinois State Normal University was founded as the first public institution of higher education in the state. Established as a teacher education institution, [Illinois State University](http://illinoisstate.edu)

([illinoisstate.edu](http://illinoisstate.edu)) has developed into a multipurpose university with an enrollment of approximately 21,000 and with degree programs at the bachelor's, master's, and doctoral levels.



The University is one of 12 public universities in Illinois. Its academic departments offer more than 160 major/minor options in the Colleges of Applied Science and Technology, Arts and Sciences, Business, Education, Fine Arts, and Mennonite College of Nursing. The Graduate School coordinates 94 master's degree sequences, 10 doctoral programs, and 33 certificate programs. The University's academic programs are supported by the services and collections of Milner Library, which contains more than three million holdings and special collections.

Illinois State enjoys many points of pride. The University was ranked number 78 in *U.S. News & World Report's* 2017 rankings of top public universities in the nation based on academic quality and excellence. Students are successful at completing their degrees on time, placing the University's high graduation rate (73.4 percent) among the top 10 percent of U.S. universities. Illinois State is ranked 22<sup>nd</sup> in *USA Today's College Factual's* 2017 *Best Colleges For the Money* list. Alumni go on to successful careers, shown in the very low student loan default rate of graduates (2.8 percent). They pay back their student loans at rates among the top 10 percent of all U.S. universities. Additionally, Illinois State has been named a Great Place to Work by *The Chronicle of Higher Education*.

Campus diversity at Illinois State increasingly reflects the nation's changing demographics. This year, about one-fifth of our freshman class comes from underrepresented groups, with a 10 percent increase in African-American students and a 9-percent increase in Latino/a students. The University enrolls students from throughout Illinois, 47 other states, the District of Columbia, and 67 other countries.

Students are mentored by a faculty that includes numerous teacher-scholars recognized at national and international levels, all dedicated to superior teaching.

Shared governance is an important component to the campus culture and has been since the University's earliest days. Illinois State University recognizes the freedom to participate in shared governance and to speak on matters of university policy for all employees. When creating policy that affects the academic area broadly understood, the President will seek the advice of the academic community through its principle representative body, the Academic Senate. The Academic Senate is the primary body to recommend educational policies of the University, including admissions, degree requirements, student life and conduct, and long-term fiscal, academic, physical, and administrative planning, and to advise the President on their implementation. In addition to faculty, the Academic Senate membership includes students as well as civil service and administrative/professional employees.

Budgeted operating revenues for the University totaled \$422.2 million in fiscal year 2016, with 44 percent from the University's Income Fund, 20 percent from Auxiliary Facilities, 16 percent in state appropriations, 14 percent from other local funds and 6 percent in contracts and grants.

## **Bloomington-Normal, Illinois**

Located at the geographical center of Illinois, Normal is a city of approximately 50,000 residents.



Together with its neighboring city, Bloomington, the “twin cities” are Illinois’s seventh most populous area, with approximately 130,000 combined residents. Bloomington-Normal enjoys strong economic growth; it is the home of the corporate headquarters of State Farm Insurance and Country Financial. For more information, see: [www.normal.org](http://www.normal.org) and <http://www.cityblm.org/>. The community has distinguished itself for its outstanding school systems

and educational attainment, parks and recreation, health care, job growth, economic opportunity, and low crime. In 2016, *Huffington Post* named Bloomington one of the “11 Amazing Cities You’ve Never Thought to Live In, But Should.” In 2015, Normal was ranked number three on the list of Best College Towns in America by *College Values Online*. Bloomington was also recently placed on *CNNMoney’s* list of the 100 Best Places to Live. *Expansion Management Magazine* rated Bloomington-Normal as one of two metro areas with a five-star quality of life, giving the community high rankings in such areas as standard of living, quality of schools, traffic and commute. Please visit the Bloomington-Normal Area Convention & Visitors Bureau website at [www.visitbn.org](http://www.visitbn.org) for more information.

The metropolitan areas of Chicago, Indianapolis, and St. Louis are all within three hours using public or private transportation. The “twin cities” have gained a reputation for progressive town planning and green initiatives, providing an ideal location for families of all types. The Children’s Discovery Museum, the Normal Theatre, the Bloomington Performing Arts Center, and the U.S. Cellular Coliseum all provide unique, lively venues for entertainment. The area is also home to five public golf courses, twenty-six miles of hiking, biking, and jogging trails and several lakes.

## Illinois State University: Academic Units

Illinois State University is comprised of six Colleges, each of which contains academic departments and centers designed to provide — singly and collectively — a comprehensive and robust academic experience for students. Degrees are offered at the bachelor's, master's, and doctoral levels.

College of Applied Sciences and Technology houses the Departments and Schools of Agriculture, Criminal Justice, Family & Consumer Sciences, Health Sciences, Information Technology, Kinesiology & Recreation, Military Science, and Technology. The College also includes several significant centers, including the University Farm, the Center for Renewable Energy, and Illinois State's well-known Gamma Phi Circus, the nation's oldest collegiate circus.

College of Arts & Sciences offers many majors and minors at the undergraduate level. Some of these programs are interdisciplinary. Many departments have teacher education programs where a student majors in a subject discipline while getting credentials towards a teaching certificate. Many departments have graduate programs leading to master's and doctoral degrees. The College houses many of Illinois State's study abroad opportunities, the Center for Adoption Studies, and the University's radio station WGLT.

College of Business is known for its comprehensive undergraduate programs and its highly rated MBA program. The MBA program consistently maintains a position among elite business schools. Recognized as one of the "Top 10 Best Administered MBA Programs" in the nation by The Princeton Review - a proud recognition two years in a row, 2013 and 2014.

College of Education partners with departments across the University to offer teacher education programs in a wide variety of academic programs and areas of study. With 43 accredited teacher education programs and offerings at the bachelor's, master's, and doctoral levels, Illinois State remains true to its founding as the Illinois Normal School, specializing in teacher education.

College of Fine Arts includes the School of Art, the School of Music, the School of Theater and Dance, and the Program in Arts Technology. The University Galleries are housed within the College of Fine Arts.

Mennonite College of Nursing offers nursing degrees at the bachelor's, master's, and doctoral level. Building on the rich history of nursing education at Mennonite College, established in 1919, the College of Nursing was incorporated into the University in 1999 as ISU's sixth academic college. The College is proud of NCLEX and FNP pass rates consistently exceeding state and national averages and offers a state-of-the-art Nursing Simulation Lab with diverse clinical placements which prepare students to practice in a complex healthcare system.



## Illinois State's Strategic Plan

The University's strategic plan, *Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations*, is described in detail at [educatingillinois.illinoisstate.edu/](http://educatingillinois.illinoisstate.edu/). The University has been engaged in the implementation of this comprehensive plan, monitoring results and engaging deeply in the broad strategic directions outlined in the plan.

With the underpinning of a commitment to an individualized and transformative experience for students, Illinois State University is committed to:

- Undergraduate and graduate education that balances traditional pedagogies with educational innovation;
- High quality research, scholarship, and creative endeavor;
- Student learning and development, in and outside of the classroom; and
- Service to the central Illinois region, the state, the nation, and the world, through the education of global citizens with a commitment to civic engagement.

The Fiscal Year 2016 progress report describes a number of successes, each reflecting the core values of Illinois State: Pursuit of Learning and Scholarship, Individualized Attention, Diversity, Integrity, and Civic Engagement. The highlights of that progress report are:

- Earned full reaccreditation from the Higher Learning Commission at the highest level of accreditation a university can receive;
- Enrolled a strong, quality first time in college class and increased the percentage of students from underrepresented groups;
- Increased the graduation rate to a historic high of 73.4 percent and within the top 10 percent nationally;
- Received high national rankings as a University as well as in academic colleges and programs;
- Developed numerous partnerships relating to teaching, research, and public service;
- Modernized technology through further development of the new student information system, mobile technologies, and expansion of wireless availability;
- Addressed high priority deferred maintenance needs and advanced planning to enhance facilities; and
- Secured over \$21 million in total fundraising productivity, the second-best fundraising year in the University's history.



Plans for fiscal year 2017 include:

- Continue focus on recruiting and enrolling first-time-in-college and transfer students;
- Continue development of the Center for Civic Engagement;
- Strengthen commitment to inclusion in response to the findings of the Campus Climate Assessment;
- Continue expansion of activities to enhance globalization of the University;
- Increase the culture of philanthropy through the University community; and
- Work to enhance College of Fine Arts facilities, the Bone Student Center, and Milner Library.

The President has appointed a task force that will begin work in spring 2017 to review and update the University's strategic plan.

## Illinois State's Master Plan

The Master Plan presents a long-range blueprint for the physical development of Illinois State University — its future size, form, function, character, image, and environment. The plan presents a series of recommendations designed to further the University's physical transformation beyond what has been accomplished in recent years. These recommendations have been tailored to support and enhance the University's strategic plan. For more information, see [masterplan.illinoisstate.edu/downloads/MasterPlan2010-2030.pdf](http://masterplan.illinoisstate.edu/downloads/MasterPlan2010-2030.pdf).



## The Office of the Vice President for Finance and Planning

The division of Finance and Planning provides an extensive range of services and information to the campus community and external constituents. Under the leadership of the Vice President for Finance and Planning, the division is responsible for ensuring the University's long-term financial viability, maintaining efficient use of resources, and providing information to internal and external stakeholders for informed decision-making. The administrative units that compose the division are Administrative Technologies, Budget Office, Comptroller's Office, Human Resources, and Planning and Facilities Services. There are approximately 650 employees working in these units, the majority of which are civil service. (See Appendix 1)

Administrative Technologies includes Applications Services, Infrastructure Operations & Networking, the IT Business Office, the Information Security Office, and Client Services. Together, these departments are

responsible for IT project management and business analysis, implementing large-scale enterprise software systems, the oversight of enterprise data security, facilitating IT procurement, running the University's mission critical software such as the fiscal and student systems, maintaining and growing the network and other IT infrastructure, and for coordinating IT support across the institution. Administrative Technologies participates in the University's shared governance and focuses on the IT needs of students, faculty, researchers, and staff at Illinois State University. It works very closely with University units to assess IT requirements and to implement value-added solutions for the campus community in the most efficient and effective manner.

The Budget Office centrally administers budget activity for the campus and serves as liaison to state governing bodies for budget analysis and reporting. The office performs financial analyses, provides data to University leaders for informed decision-making, provides operational assistance to campus fiscal officers, and works with central offices to develop processes that ensure the fiscal needs of the University are met.

The Comptroller's office provides Accounting, Finance, Treasury Management and E-Commerce services for the university. The specific areas included are General Ledger, Financial Statement Preparation, Fixed Asset Accounting, Payroll, Accounts Payable, Student Accounts Billing and Collections, Grants Accounting, Banking, Purchasing, liaison with External and Internal Audit, Redbird Card Office, Tax Reporting, Risk Management, Debt Management, Travel Services, Investment Services, and E-Commerce.

Human Resources provides centralized human resource services for the campus covering tenured-tenure track faculty, non-tenure track faculty, faculty associates, administrative professional staff, civil service staff, graduate assistants and student employees. Service areas include comprehensive benefits program administration, leave administration, recruitment, employment, position classification, compensation, testing, employee relations, labor relations, and HR systems.

Planning & Facilities Services includes the Office of Energy Management, Facilities Management, Facilities Planning and Construction, Environmental Health and Safety, Planning Research and Policy Analysis, and Enterprise Data and Analytics. These units are responsible for a broad range of activities, including procurement and distribution of utilities; maintenance of University buildings and grounds, property control, central receiving and central stores; parking and transportation options; facilitating the planning, design and construction of University facilities; campus environmental health and safety; emergency planning and management; coordination of University planning and data reporting and analysis; and developing and maintaining a business intelligence environment providing data-driven insights to inform strategic decision making.

## **The Vice President for Finance and Planning Opportunity**

### **Overview**

Illinois State University seeks an innovative, visionary individual committed to mission, vision, and values outlined in the University's Educating Illinois Strategic Plan. The Vice President for Finance and Planning has three broad primary responsibilities: chief financial officer, chief planning and budgeting officer, and head of the Finance and Planning Division.

As Illinois State University's chief financial officer, the Vice President for Finance and Planning takes a lead role in conceptualizing and implementing programs that ensures Illinois State University's long-term financial viability.

As a member of the President's Executive Cabinet (see Appendix 2), the Vice President for Finance and Planning works with other university leaders in developing and executing a broad vision and strategic plan for the university. The Vice President will also work closely with the university's Board of Trustees, State of Illinois officials, and representatives of other internal and external constituencies and represent the university in matters of strategic importance to Illinois State University. The Vice President will bring a deep knowledge of best practices in finance and planning, creative and innovating thinking, an appreciation for shared governance and commitment to working collaboratively with all areas of the University.

## Reporting Relationships

The Vice President for Finance and Planning reports directly to Illinois State University's President. Reporting to the Vice President are the Senior Associate Vice President for Planning, Finance, and



Facilities, the Assistant Vice President for Human Resources, the Associate Vice President for Administrative Technologies and Chief Technology Officer, the Comptroller, the Director of Budget Planning and Operations, and the Assistant to the Vice President. The Vice President is expected to work collaboratively and collegially with the Vice President for Academic Affairs and Provost, the Vice President for Students Affairs, the Vice President for University Advancement, and other campus leaders.

## Responsibilities

- Providing leadership in conceptualizing and implementing programs that ensure the University's long-term financial viability;
- Developing progressive and enlightened partnerships with other public and private enterprises to enhance the quality of services provided and control costs;
- Developing programs/procedures to leverage current resources from existing university assets (e.g., land, facilities);
- Creatively controlling and managing university debt;
- Working collaboratively with the other Vice Presidents in meaningful and comprehensive planning to achieve strategic results;
- Developing partnerships with local communities that can be replicated beyond individual projects;
- Working with the State of Illinois to look for opportunities to increase fiscal flexibility;
- Developing a plan and financial approach that fosters control and planned development of university properties and prevents piecemeal development;
- Coordinating financial planning for the University, budget development, and management and accountability reporting;
- Developing new ways of doing business that place emphasis on supporting and serving the University and that accommodate statutory and administrative requirements and restrictions;



- Balancing demands for new resources;
- Identifying resources for important new programs/initiatives;
- Finding creative ways to allocate resources to keeping an aging physical plant functioning and maintaining and enhancing administrative technologies;
- Keeping a balance between various fund sources and the programs they support;
- Participating in ongoing dialogue on information needs to support accountability reporting;
- Identifying ways to diversify revenue streams; and
- Other duties as assigned.

### **Qualities and Qualifications of the Ideal Candidate**

The Vice President for Finance and Planning is required to have a deep commitment to students and their success, in addition to a record of accomplishment with building strong and abiding interpersonal relationships. Illinois State and especially its senior leadership team are highly collaborative and interactive; a strong orientation to team and to collective success is critical. The ideal candidate must possess superior oral and written communications skills, especially the ability and enthusiasm to listen carefully and effectively, and be able to encourage forward thinking and innovation in the changing higher education landscape.

### **Required Qualifications:**

Nominees and applicants for the Vice President’s position must possess an advanced degree (beyond bachelor’s), a minimum of 5 years of successful and progressive experience in senior administrative leadership in financial and planning operations, and have demonstrated the following qualifications:

- Ability to effectively develop and lead diverse teams of professionals;
- Outstanding skills related to problem-solving and oral and written communications;
- Skills in financial, capital, and budget planning and management;
- Strong collaborative interpersonal skills and the ability to build positive and effective relationships across campus with administrators, faculty, staff, students, and external constituents;
- Commitment to diversity and inclusion; and
- Commitment to working within a share governance environment.

### **Preferred Qualifications:**

Preference will be given to nominees and applicants who demonstrate an understanding of and commitment to the teaching, research, and service missions of a university, the interrelationships and dependencies between academic and administrative units, in-depth knowledge of the full range of issues addressed by an administration and finance executive in a public university setting, and an understanding of the culture of a large, residential, research-oriented university.



## Procedure for Candidacy

We invite inquiries, nominations and applications. Initial review of applications will begin on January 23, 2017, and continue until the position is filled. Candidates should provide a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, a full resume or curriculum vitae, and the names and contact information of three professional references. References will not be contacted without prior knowledge and approval of candidates. These materials should be submitted electronically via Illinois State University's application portal:

[www.jobs.ilstu.edu/applicants/Central?quickFind=71705](http://www.jobs.ilstu.edu/applicants/Central?quickFind=71705). Questions and nominations may be directed to Lisa Mason, Senior Employment Consultant, at [lmason@ilstu.edu](mailto:lmason@ilstu.edu) or 309-438-7487.

*Illinois State University, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding affirmative action, nondiscrimination, and anti-harassment. Illinois State University is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, religion, sex, national origin, sexual orientation, order of protection, gender identity and expression, ancestry, age, marital status, disability, genetic information, unfavorable military discharge, or status as a veteran in employment, educational programs and activities, or admissions.*