Southern Connecticut State University, a comprehensive public university in New Haven, Connecticut, is launching a national search for its Vice President for Finance and Administration (VPFA). Southern seeks an accomplished and innovative financial leader with a keen desire to serve a diverse and complex institution. The new VPFA will have the opportunity to work with Dr. Mary A. Papazian, Southern’s dynamic president, a strong senior leadership team, an exceptional faculty, a dedicated staff, and impressive students in ensuring the University’s position as a vibrant institution offering a 21st century education of excellence.

PRESIDENTIAL LEADERSHIP
President Mary A. Papazian arrived at Southern on February 1, 2012, after serving as provost and senior vice president for academic affairs at Lehman College, CUNY. She was attracted to Southern’s powerful mission of engagement, social justice, access, and excellence. In her short time at Southern, she has fully immersed herself in the community and engaged the entire campus in initiatives for moving the University forward over the next ten years. President Papazian’s leadership ensures that Southern will be a powerful voice in higher education in the region.

MISSION STATEMENT
Southern Connecticut State University provides exemplary graduate and undergraduate education in the liberal arts and professional disciplines. As an intentionally diverse and comprehensive university, Southern is committed to academic excellence, access, social justice, and service for the public good.

CONNECTICUT STATE COLLEGES AND UNIVERSITIES
In January 2012, Connecticut reorganized its governance of higher education and created the 17-member Connecticut State Colleges and Universities (ConnSCU), governed by the Board of Regents for Higher Education. In creating the new structure, the state brought its comprehensive universities and community colleges under a single governing board. ConnSCU includes: the Connecticut State Universities (four institutions), Connecticut Community Colleges (12 institutions), and Charter Oak State College, an online adult education, degree completion institution.

As one of four comprehensive universities within ConnSCU, Southern maintains strong relations with its System peers. Its sister institutions are Central Connecticut State University in New Britain, Eastern Connecticut State University in Willimantic, and
Western Connecticut State University in Danbury.

As a new and enlarged system of higher education, the relationship between the System office and the universities and colleges is evolving. However, the president of each university serves as the institution’s chief executive officer and is accountable to ConnSCU for management of the university within Board policy. President Papazian and the University’s senior leadership team are cognizant of the importance of Southern’s role in shaping the evolution of the dynamic new system and of serving as a citizen leader within it.

Dr. Gregory W. Gray began his duties as the new President of the Board of Regents on July 1, 2013. An experienced administrator with a distinguished career in public education, Dr. Gray was most recently Chancellor of the Riverside Community College District (California). Prior to that appointment, Dr. Gray served as president of Miami Dade College Kendall Campus.

SOUTHERN CONNECTICUT STATE UNIVERSITY HISTORY

Southern was founded in 1893 as the New Haven State Normal School and was designed to deliver strong teacher preparation, a hallmark of the University still today. In 1937, it became a four-year college — New Haven State Teachers College — with degree-granting powers. Ten years later, it joined with Yale University’s department of education to offer a graduate program leading to a Master of Science degree and assumed full responsibility for the program in 1954. In 1959, six years after the institution had moved to its present location, state legislation expanded the institution’s offerings to include liberal arts curricula leading to bachelor’s degrees in the arts and sciences and subsequently renamed it Southern Connecticut State College.

A board of trustees overseeing Connecticut’s four state colleges was established in 1965, and in 1983, Southern Connecticut State College became Southern Connecticut State University, part of the Connecticut State University System. Through the years, Southern has continued its growth as a modern, diversified center of higher learning, expanding both its undergraduate and graduate programs and opening up entirely new fields of study and research.

SOUTHERN CONNECTICUT STATE UNIVERSITY TODAY

A partially residential university, Southern currently enrolls approximately 11,000 total students. Roughly 7,000 are full-time undergraduates, 1,300 are part-time undergraduates, and 2,600 are full- and part-time graduate students.

A longstanding strength at Southern is found in a faculty focused on students, providing individual academic advising and personal attention. Southern students are taught and mentored by 431 talented full-time faculty members, 82 percent of whom hold the doctorate or appropriate terminal degree in their field. A strong cadre of 567 part-time faculty members, some of whom are practitioners in their fields, adds a breadth and depth of experiences to the classroom (Faculty numbers are as of spring 2014.).
Southern faculty members are actively engaged in scholarship and creative activity as well as the supervision of undergraduate and graduate research. At the same time, a sustained primary commitment to personalized teaching and learning permeates campus culture. Many faculty members oversee internships, graduate and undergraduate theses, special projects, and independent studies. Most also serve as academic advisors.

A devoted full-time staff of 491 and a part-time staff of 225 are true partners in the educational enterprise at Southern. There are numerous Southern graduates among the faculty and staff, and their ongoing support of their alma mater allows for a reservoir of institutional history in the midst of an entrepreneurial and progressive environment.

Southern has long sought to foster in its students an appreciation for the practical application of knowledge along with a desire to pursue education beyond the scope of their fields. In doing so, Southern develops lifelong learners and effective citizens of the world. A 14:1 student-faculty ratio allows for substantial individual attention, and Southern provides a diversity of educational opportunities generally found only at larger institutions.

Its five schools — the School of Arts and Sciences, the School of Business, the School of Education, the School of Health and Human Services, and the School of Graduate Studies — offer more than 100 degree programs ranging from business to secondary education, biology to studio art, and communication disorders to history. Bachelor’s and master’s degrees are awarded, as well as sixth-year professional diplomas and doctoral degrees in educational leadership and nursing education. In addition to traditional in-class pedagogy, Southern offers an array of online courses and programs at the undergraduate and graduate levels.

The School of Arts and Sciences enrolls 4,000 majors in 22 departments. All undergraduate students spend a minimum of one third of their collegiate careers in carefully chosen arts and sciences courses that serve as the core for their academic life at the University. The School plays a central role in ensuring that Southern’s mission permeates the student experience.

The School of Business enrolls 1,200 students in four departments, as well as in both traditional and accelerated multidisciplinary M.B.A. programs. With thanks to Southern’s urban location and proximity to other major cities, internship and employment opportunities for business students abound, complementing their in-class experiences.

The School of Education enrolls 2,100 students in five departments. As the largest teacher preparation program in the state, Southern plays a leadership role in developing Connecticut’s next cohort of educators. Through its nationally accredited programs, the School also prepares students for careers in educational leadership, clinical mental health counseling, school counseling, and school psychology.

The School of Health and Human Services enrolls 2,400 students in seven departments. Each of the disciplines shares a mission of caring and compassion within a professional framework: communication disorders, marriage and family therapy, nursing, public health, recreation and leisure, exercise science, and social work. All seven disciplines award highly-regarded master’s degrees. The programs emphasize hands-on learning, with numerous opportunities for internships and clinical rotations in the field.

The School of Graduate Studies serves as the administrative arm for Southern’s 2,600 graduate students. With more than 50 degree and certificate granting programs, it is one of the most significant public graduate education centers in the Northeast. The University produces the largest number of graduates in health and life sciences, education, and social and public services in ConnSCU.

The Hilton C. Buley Library serves the many academic and research needs of the Southern community. The library currently maintains over 100 databases and electronic collections and houses over half a million items including books, serials and serial back files, microforms, maps, government documents, rare books, video media, and more. The five-floor facility is also home to two computer labs, the Learning Resources Center, Information Technology offices, the Department of Information and Library Science, one library instruction classroom, and quiet rooms for individual or group study. More than a dozen reference librarians specialize in one or more areas of study and are available by appointment for class instruction or private consultations. When its major renovation is completed in early 2015, the library will have doubled in size.

Complementing Southern’s traditional academic disciplines are several nationally recognized centers. Included among them are the Research Center on Computing and Society, Center for Adaptive Technology, Center for Environmental Literacy and Sustainability Education, Werth Center for Coastal and Marine Studies, Center for Community and School Action Research, Center for Communication Disorders, and the Center of Excellence on Autism.
Spectrum Disorders. In addition, Southern’s distinguished Women’s Studies program conducts a bi-annual conference that draws renowned scholars from around the world.

The Center for Excellence in Mathematics and the Sciences has developed programs reflecting strong local involvement. The Board of Regents has recently approved a Connecticut State University Center for Nanotechnology, as part of a System-wide collaborative initiative to support a new graduate certificate in nanotechnology.

Southern is endeavoring, in an intentional way, to prepare its students for life in a global society. The Office of International Education works to increase global awareness, international opportunities for students and international faculty collaborations. Global awareness has been fully incorporated into the core Liberal Education Program (LEP). In 2011, Southern was selected as one of 32 universities to participate in the American Association of Colleges and Universities’ “Shared Futures: General Education for a Global Century” project which offers support for integrating global learning and social responsibility throughout curricula and institutions’ communities. The number of Southern students studying abroad as a result of these and other efforts has increased by 25 percent in the past five years. International student recruitment is also on the rise.

Southern has successfully concluded a broadly reaching five-year strategic plan and has embarked on the creation of a new, transformational 10-year plan. The plan’s leadership, steering committee, subcommittees, and working groups were established last summer and fall, and the official launch for the planning process was October 2013.

A series of planning recommendations were shared with President Papazian at the end of spring 2014. The community will take a year to shape the plan, under the leadership of the new Provost and VPAA. Implementation will begin by July 2015 and conclude by 2025.

Southern is accredited by the New England Association of Schools and Colleges (NEASC) and in 2012 was successfully re-accredited for a 10-year period.

THE CAMPUS COMMUNITY

Ninety-four percent of Southern’s students hail from the state of Connecticut. Approximately 2,500 live on campus in nine residence halls and townhouse apartments. Special efforts are made to connect the residential and commuter populations in meaningful ways and to make the campus an inviting place to be in the evenings and on weekends.

In addition to its blend of residential and commuter students, Southern has a diverse student body and deeply values its commitments to access and
inclusion. The University welcomes traditional and non-traditional students. It shares with its sister institutions the determination to provide an upward path for people of talent. The University’s effective tutoring, counseling, and advising programs are complemented by cutting-edge adaptive technologies. These offerings, coupled with an array of intercultural activities and events, ensure that Southern’s students achieve their goals and remain engaged in the life of the University.

Southern is truly “in” and “of” its geographic region. With the great majority of its students from Connecticut and 90 percent of its graduates remaining in the state following graduation, the University and its 84,500 alumni, without question, are shaping the workforce and citizenry of Connecticut. Southern has a defining role to play in articulating those areas of strength for which the state will be known.

Southern students are engaged in activities outside the classroom, participating in about 100 student clubs and organizations, myriad community service activities, fraternities and sororities, campus media, musical ensembles, theater and dance groups, 19 highly competitive NCAA Division II athletic teams, and a robust offering of intramural and club sports. This makes for a rich and integrated learning experience and an energetic campus. In addition to balancing their co-curricular involvement with their studies, many Southern students are also juggling part- and full-time employment and significant family responsibilities. On campus alone there are 542 part-time student staff members. Southern students are well-regarded for their sense of purpose, determination, and strong work ethic.

In keeping with its mission statement, the University has fostered a diverse and inclusive community reflective of broader society. The Office of Diversity and Equity Programs and the President’s Commission on Campus Climate and Inclusion provide valuable direction. Recruitment and retention of students from racially or ethnically diverse backgrounds is very strong. Underrepresented minority students comprise nearly 28 percent of the population. The University also offers a welcoming environment for non-traditional students, students with disabilities, veterans, and a significant number of first-generation college matriculants. The percentage of full-time faculty who are racial and ethnic minorities has risen to a new high of over 18 percent. While more work lies ahead, institutional commitment to diversity is firm and evident.

A strong network of collective bargaining units represents nearly every constituent group within the Southern family. As such, a clear set of policies, procedures and agreements, resulting from open negotiations, are widely understood. Expectations for decision-making under these units are quickly and easily defined as a result of Southern’s infrastructure.
BUDGET AND THE SCSU FOUNDATION

The University’s operating budget is just over $200 million. Strong and innovative fiscal stewardship has ensured balanced budgets for nearly two decades.

From FY03 to FY13, Southern’s unrestricted fund balance has grown from $6.5 million to $21.5 million. Its net assets total $422 million. The largest sources of institutional revenue are tuition and fees (49 percent) and state appropriations (37 percent). The 2014-15 in-state costs for full-time commuting undergraduates are $9,157 and for full-time residential students, $20,491.

Private giving, while providing a small proportion of the budget, makes significant contributions to student scholarships, funding for new program initiatives, and the growth of an endowment. Established in 1972, the Southern Connecticut State University (SCSU) Foundation solicits, receives, invests, administers, and stewards gifts and financial resources from private sources for the benefit of all programs at Southern. The SCSU Foundation’s Board of Directors is an influential group enhancing the University’s reputation in the business community, philanthropic circles, government, and with the general public. The Board assumes the fiduciary responsibilities of governing the Foundation and serves as an advocate for Southern’s fundraising, which is led and implemented by the University’s Division of Institutional Advancement. Total fundraising in cash gifts, pledges and gifts-in-kind was approximately $1.9 million in FY13. The current Foundation endowment sits at approximately $20 million.

Of special note, Southern recently received the largest gift in its history. The Werth Family Foundation targeted $3 million in support of the new science building, and in particular Southern’s centers for Nanotechnology and Coastal and Marine Studies. This support will take students’ experiential and research activities in the sciences to a new level of opportunity. In addition, it demonstrates Southern’s growing visibility and philanthropic profile.

A GROWING CAMPUS

Southern continues development of its modern, 172-acre campus with dramatic new facility enhancements.

The renovated former student center opened in summer 2012 as a new home for the School of Business, a $6.7 million endeavor. Encompassing about 23,000 square feet, the building houses faculty offices, classrooms, conference and meeting rooms,
and a Wall Street-style trading room.

A nearly completed 135,000 square-foot addition to Buley Library coupled with an ongoing total renovation of the original building — a $32 million total project — will double the size of the library’s footprint. The new-look library will incorporate general classroom space, a learning commons, information technology operations offices, an adaptive technology area, faculty offices, an art gallery, and storage for the University’s art collection, which will also be displayed throughout the building.

Construction is well underway for a $49 million, 103,608-square-foot science building that will house teaching and research laboratories for Southern’s growing programs in the STEM disciplines, which have seen enrollments increase by more than 17 percent in recent years. Embracing an innovative, sustainable design, the building will be home to nanotechnology, physics and optics, cancer research, astronomy, and other sciences.

The University’s master plan also calls for a new building to house Southern’s health and human services programs, a project estimated at $60 million. On the horizon will also be a student recreation and wellness center project and phase two of the renovation and expansion of the business school.

The University’s commitment to sustainability is strong. It is reflected in its expanded staff and programming offered through its Office of Sustainability. Moreover, in order to meet Connecticut’s stringent environmental standards for state funding eligibility, each construction or renovation project totaling $5 million or more will meet a minimum LEED Silver rating. The business school project has already garnered a LEED Gold rating. Southern’s committed efforts on the environmental front have recently been recognized via its inclusion in The Princeton Review’s Guide to the 322 Greenest Campuses for 2014.

NEW HAVEN AND THE REGION
As host to six colleges and universities, the city of New Haven is a center for the arts and the site of focused economic revitalization through the establishment of computer and bio-technology firms. Music, theatre, museums, excellent restaurants, sports, parks, the nearby beach, and other recreational opportunities are in ample supply. Amtrak provides easy and quick access to New York City and Boston. New Haven is 42 miles from Hartford and easily reached via I-91. These factors, combined with the deep sense of community that helps to define the campus, yield an extraordinary quality of life for
Southern’s students, faculty, and staff. Consistent with its mission, Southern is actively engaged in its community and routinely seeks new points of intersection for students, faculty, and staff. In an exciting recent move, the University established a presence downtown, on the New Haven Green. “Southern on the Green” offers dynamic office and meeting space for use for conferences, student advising, and admissions outreach.

Each year, the University provides 120,000 hours of student service to the region through volunteer work, internships, and practica. Faculty and staff are also very active in the community. Of particular note is Southern’s commitment to enhancing local K-12 education and college preparatory programs through models such as the GEARUP Project. The University has also been a longtime host site for Connecticut Special Olympics, has been included in the President’s Higher Education Community Service Honor Roll and was a charter signatory to the American College & University Presidents’ Climate Commitment.

ABOUT THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION ROLE

The VPFA oversees a broad portfolio. Administrative support services, the controller, capital budgeting and facilities operations, financial aid and scholarships, and the University police all reside within the VPFA’s purview. Within the division are a full- and part-time staff of 217.

As Chief Financial Officer, the VPFA will collaborate with the president and the University Cabinet in directing and overseeing institutional financial activities and controls while protecting and facilitating the growth of financial and capital assets. The VPFA will lead and direct a disciplined and transparent budget process, guide the investment strategy, and provide oversight and management of all major capital projects. Additionally, the VPFA will lead the oversight of administrative accounting, facilities management, purchasing, and financial aid.

The VPFA reports directly to the President and is a key member of the University Cabinet. S/he will join the institution during a period of leadership transformation. President Papazian has just concluded her second year as Southern’s leader. A new Vice President for Student Affairs, Vice President for Institutional Advancement, Chief Information Officer, and Dean of the School of Arts and Sciences began in the summer of 2013. A new Provost and VPA and a new Dean of the School of Education will arrive on campus in the summer of 2014. While engaging with new colleagues “from the ground up” in wide-ranging discussions that will shape the University for decades to come, the next VPFA will also have the opportunity to work collaboratively with impressive and collegial veteran members of the senior leadership team.

LEADERSHIP AGENDA FOR THE VPFA

The VPFA enjoys a diverse array of responsibilities. The agenda items offered below concern matters of particular significance to the institution at this point in its evolution.
Shape and Implement Dynamic Institutional Plans — The VPFA will play a key role in further developing the ambitious goals coming into focus in the current strategic planning process and in implementing the final plans for action in the ten-year plan. Southern’s Master Facilities Plan Update will also take center stage in the months ahead. Bringing to successful conclusion phase two of the Buley Library expansion and renovation, as well as the science building project will be key. The VPFA will also help launch a number of high-priority projects, including a building for the health and human services program, a recreation and wellness center, and phase two of the renovation and expansion of the business school. All projects will require leadership and partnership building.

Sustain Financial Equilibrium — The VPFA will be held accountable for strong financial management of the University. S/he will be knowledgeable about academic business models, innovative with regard to forging new revenue streams, and capable of adjusting the business plan to maintain and enhance Southern’s future financial security. Southern is a tuition-dependent institution, and a commitment to building the endowment through donations, sound investment management, and disciplined spending perseveres. Fostering strong lines of communication with the Board of Regents and the state legislature regarding appropriations will also be critical.

Advocate for Southern and Higher Education — The VPFA will assume a role in extending Southern’s recognition beyond its existing reputation. S/he will identify and celebrate the institution’s successes and serve as an ardent spokesperson for its strong value proposition, as well as the excellent work of its students, faculty, and staff, with key audiences such as the Board of Regents, the legislature, foundations, government agencies and donors. Moreover, the VPFA will work closely with the financial leadership in the System office and with colleagues throughout the System in achieving shared goals. Shining a light on the University’s notable strengths will be of special significance as the new ConnSCU’s identity evolves, and Southern works to fortify its stature in a changing environment.

Support Enrollment Management Efforts — Southern’s next VPFA will reinforce efforts to enhance enrollment management efforts in all dimensions, and will work closely with the Provost and VPAA to ensure a comprehensive approach. Attention to pricing, financial aid modeling, and partnership building with area institutions will be crucial to establishing a long-term strategy for success.
**Facilitate Curricular Innovation** — Southern is in the midst of evaluating its existing academic programs to ensure intended outcomes are being realized and that resources – human and financial – are being optimized. To that end, the Graduate Program Prioritization process was launched in 2013. In fall 2014, far-reaching curricular and co-curricular recommendations from the University-wide Student Success Task Force will come to the forefront. The new VPFA will partner with academic affairs to envision new programs for Southern that meet both student demand and attract new revenues to campus. Addressing new technology needs to support classroom learning, online learning, and research will require special attention at Southern. Thinking creatively about modes of course delivery and the resources to fund them will also be critically important.

**Develop and Support the Faculty** — Southern faculty members are extraordinarily committed to their institution. Teaching excellence is at the core of their activities; many are pursuing noteworthy research activities; and significant amounts of their time and energy are invested in supporting students. It will be important for the VPFA to help retain existing and attract new faculty members by seeking to enhance opportunities for faculty development and putting supports into place to foster a robust environment for research and creative activity.

**Lead and Mentor the Division** — The VPFA will be asked to apply strong management skills in the work of the University and to serve as an exemplar of servant leadership. By affirming the excellent work already being accomplished at Southern, empowering through sound delegation, engaging in meaningful dialogue, employing best practices, stressing accountability, and consistently evaluating progress, the VPFA will enable an effective, unified team approach to serving the needs of the University. Modeling and encouraging transparent decision-making will also promote trust and feed the spirit of mutual respect that is enjoyed on campus.

**Reinforce Openness and Transparency** — The respectful and considerate manner in which members
of the University community interact should be strengthened by a highly visible VPFA’s capacity to engage the campus in a genuine manner, in a multitude of settings. Of chief importance will be her/his ability to ask thoughtful questions, seek input, listen carefully, communicate decisions with clarity and care, and foster collegiality. The VPFA will demonstrate a sincere interest in the life of the academy, an appreciation for Southern’s traditions of shared governance and collective bargaining, and excitement for the dedicated work of students, faculty, and staff.

DESIRED ATTRIBUTES FOR THE NEXT VPFA

Given the opportunity to lead at an innovative university that has a shared sense of mission and strong commitments to excellence, access, social justice, and service for the public good, the ideal candidate will possess:

- A record of successful and progressive leadership in finance administration, ideally in a public setting and at an institution operating within a system;
- An advanced degree coupled with strong fiscal acumen;
- An awareness of key issues affecting higher education institutions nationally, including access, affordability, distance learning, technology, sustainability, and environmental health and safety, as well as an appreciation for the unique role of universities in effecting change in these arenas;
- An ability to engage the Board of Regents, state officials and University stakeholders in long-range strategic and master planning and implementation of those plans;
- A proven record for building and maintaining sound external partnerships coupled with an ability to negotiate effectively with financial entities;
- Experience managing facilities and overseeing building projects;
- Experience with contract management;
- Experience operating within a system of shared governance, as well as within a collective bargaining environment;
- Ability to mentor and empower a strong and diverse team;
- Experience serving varied populations — residential, commuter, online, traditional, nontraditional, undergraduate, graduate, and international students;
- Excellent listening, verbal and written communication skills coupled with the ability to convey complex information in a clear and concise manner appropriate to the audience;
- A spirit of innovation and entrepreneurship that both aids the University in matching aspirations with finite resources and in thinking creatively about growth opportunities;
- Experience with the complexities of enrollment management;
- A global perspective, demonstrating a commitment to diversity in its many forms;
- An understanding of the University’s close ties to the New Haven and New England regions and a desire to be a visible participant in those partnerships;
- The fortitude to make difficult choices when necessary and the ability to convey decisions with timeliness and compassion; and
- Integrity of the highest order, a strong work ethic, a sense of humor, and a commitment to student-centeredness.
APPLICATIONS AND NOMINATIONS
To apply, candidates must send a letter of application in which they address the leadership priorities and qualifications outlined in this prospectus, a curriculum vitae, and contact information (names, phone numbers, and email addresses) for five references in MS Word or PDF to SouthernCTVPFA@agbsearch.com.

For full consideration applications should be received by August 31, 2014. The successful candidate will begin her/his duties in February 2015.

Confidential nominations and inquiries are welcomed and should be directed to:
Ms. Julie E. Tea
Senior Consultant, AGB Search
jet@agbsearch.com
804-550-2110

Southern is an Affirmative Action/Equal Opportunity employer. The University seeks to enhance the diversity of its faculty and staff. People of color, women and persons with disabilities are strongly encouraged to apply.

For more information about Southern Connecticut State University, please visit www.SouthernCT.edu.

For more information about Connecticut State Colleges and Universities, please visit www.ct.edu.