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This Leadership Profile is intended to provide information about Northern Illinois University and the position of Vice President for Administration and Finance. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

Northern Illinois University (NIU), a student-centered, research-focused public institution located in DeKalb, Illinois, seeks nominations and applications for an accomplished and innovative financial leader to become its next Vice President for Administration and Finance.

Reporting to President Douglas Baker, the Vice President for Administration and Finance (VPAF) will be a key member of the University’s senior leadership, and serve as a member of the President’s Executive Cabinet. The VPAF will play a central role in the management and operation of a wide array of administrative areas. The VPAF will work closely and collaboratively with the President, the Executive Vice President and Provost, and other University constituents to develop and implement a plan for managing NIU’s finances that is academically responsive and fiscally responsible, and that is consistent with the institutional mission and with the objectives of the NIU Board of Trustees. The VPAF will be responsible for providing direction and management oversight for the following administrative functions: accounting and business operations, finance controls and reporting, audit, procurement and strategic sourcing, treasury functions, investment oversight, facilities and grounds operations, space planning and construction, and enterprise risk management. NIU has an annual budget of more than $390 million.

The VPAF will join NIU at a critical moment as the University strives to achieve long-term financial stability through proactive planning and positive change that balances the need for fiscal stability with its high expectations and aspirations for the future. For this high impact position, the University seeks a talented and resourceful finance professional who desires to make a meaningful contribution and aspires to work collaboratively with a change-oriented President, Provost and dedicated team to have a positive influence on the institution’s future.

The successful candidate will have significant experience leading effective change with demonstrated financial management success. Exceptional strategic planning and analytical skills are required, as is the ability to communicate effectively with colleagues in a spirit of partnership and transparency to advance shared institutional goals. The VPAF will respect shared governance, have a deeply-rooted commitment to access, and foster inclusive decision-making, best practices, student success, diversity and a strong sense of community in which everyone is valued and respected. It is expected that the VPAF will hold an advanced degree or certification in business or related field from an accredited institution.
Chartered in 1895, Northern Illinois University is a comprehensive institution in one of the most diverse and dynamic regions of the country. The main campus in DeKalb is 65 miles west of Chicago with outreach locations throughout northern Illinois. With 19,000 students, NIU attracts students from across Illinois, the country and the world. The University includes seven degree-granting colleges: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Law, Liberal Arts and Sciences, and Visual and Performing Arts. NIU offers its diverse student body an education that is nationally recognized in quality, nationally ranked in value and aimed at providing a transformational experience in support of personal, career and life success. Further information about Northern Illinois University can be found at www.niu.edu.

The national executive search firm Witt/Kieffer has been retained to assist Northern Illinois University with this recruitment. All inquiries, nominations and applications should be directed to the search firm as indicated at the end of this document.
About the Division of Administration and Finance

The Division of Administration and Finance consists of three core units: Facilities, Finance and Budget, and Operations, which oversee the budget office, facilities, risk management, compliance, and other business operations. The division includes approximately 17 supportive professional staff employees and 406 civil service employees including 288 civil service employees represented by one of NIU’s 15 collective bargaining units. The Division’s annual operating budget is currently 13.2 MIL.

The Division of Administration and Finance is committed to providing university-wide leadership in effective and efficient facility and resource management, engaging in sound ethical policies and professional standards, and utilizing innovative skills and technology to support the University’s overall mission of teaching, research, artistry and public service.

The division strives to exceed customer expectations, provide and support a safe environment to each member of the internal constituencies and external agencies that it serves, and provide its employees with opportunities for continuous learning and professional development.

To this end, the division is committed to the following:

- We will practice ethically inspired, collaborative leadership in all that we do.
- We are committed to being a diverse, thriving community, engaging with other stakeholder communities we serve regionally and globally.

We recognize NIU’s financial sustainability as our responsibility and fundamental to our existence. We practice and advance principles of environmental, economic and social sustainability which enrich the lives of our students, faculty, staff and the world we live in, and in so doing achieve our graduates’ understanding of these principles.
Role of the Vice President for Administration and Finance

Northern Illinois University seeks an accomplished and innovative financial leader to become its next VPAF. NIU is an institution committed to positive change. The University is currently in the implementation phase of a formal program prioritization process, and the leadership is committed to a data-informed culture with shared governance and accountability. Accordingly, the VPAF will have the opportunity to work with a change-oriented President and Provost, a collegial academic leadership team, an energized university community, and a local community and alumni base focused on enhancing student career success, research, artistry, outreach and engagement.

In addition, the Vice President for Administration and Finance will:

- Work in partnership with the President and the Executive Vice President and Provost, members of the President’s senior leadership team, and all academic and administrative officers of the University.
- Manage all facets of financial affairs in a fiscally responsible manner that reflects the President’s and the Executive Vice President and Provost’s guidance in resource allocations that will advance, support and enable NIU’s strategic priorities.
- Collaborate with the Executive Vice President and Provost and members of the Executive Budget Committee, a branch of the President’s Cabinet, to implement a transparent, iterative long-range financial planning and annual strategic budget formulation process with a range of opportunities for input from campus leaders and shared governance groups.
- Assist the President, the Executive Vice President and Provost, and other administrators in gathering and analyzing data relevant to the fiscal operations of the University.
- Serve as NIU’s Chief Financial Officer, as Treasurer of the Board of Trustees of NIU, and as the university liaison to the Board of Trustees’ Finance, Facilities and Operations Committee.
- Provide leadership and general management of key financial service units including Accounting, Procurement and Strategic Sourcing, Treasury Operations, Budget and Planning, and the Office of the Bursar.
- Oversee the preparation of annual appropriations requests to the State of Illinois and the Illinois Board of Higher Education, and oversee the preparation of an internal university budget.
- Oversee the external audit of the annual financial statements and other state and federal financial compliance audits.
- Ensure compliance with professional accounting standards, rules, regulations and laws, as well as relevant state and federal policies and procedures.
- Work with the Vice President for Research and Innovation Partnerships to ensure adequate expertise and resources are available for execution of sponsored programs and innovative partnerships.
• Work with the President, Executive Vice President and Provost, and members of the NIU leadership team to plan and coordinate the use of university facilities and to support development of a campus master plan.

• Coordinate capital projects in a manner that respects the University’s budget and planning processes, consults with university stakeholders, and complies with state and federal guidelines related to procurement and contracting.

• Responsible for risk assessment and for securing adequate insurance for the University.

• Support and coordinate the efforts of managers responsible for the daily operations of finance, facilities and grounds operations.

Perform other duties as delegated or otherwise assigned by the President.

Opportunities and Expectations for Leadership

The VPAF will provide advice and leadership that will enable and facilitate effective change; will serve as an idea generator who has experience with a variety of budget models; and will demonstrate the ability to translate the implications of complex financial decisions to various audiences. The VPAF must be entrepreneurial and creative in seeking out new sources of revenues in ways that reflect an understanding of and commitment to the institution’s mission and overall strategic priorities.

Within the broad and demanding array of responsibilities associated with this position, the VPAF will have the opportunity to plan and implement change management initiatives in collaboration with other university leaders. In addition, the VPAF will want to give particular attention to the following critical leadership issues, among others:

**Provide strategic financial leadership**

As NIU moves forward with ambitious aspirations for the future, the institution faces an evolving array of financial challenges that require a sophisticated, innovative, yet disciplined approach to long-range planning. The President, Executive Vice President and Provost, and senior leadership team would welcome the development of comprehensive, multi-year financial models and forecasts that link the allocation of resources to the University’s mission and strategic priorities. The VPAF will play an integral role and contribute significant executive leadership to enhance the overall effectiveness of the institution’s strategic and long-range financial planning efforts.

**Develop a strategic, systematic, transparent and inclusive budget planning process**

NIU currently has a critical need for the development and implementation of a systematic and strategically focused budget development process. The University seeks a more comprehensive and organized approach to budget development that solicits campus-wide budget needs and requests for support and then processes them in an open, transparent and participatory way. A key priority for the new VPAF will be to lead collaboratively the construction of a new budget process that will support the institution’s need to develop a budget that links directly to its strategic priorities. The VPAF will bring a flexible, creative, collaborative style and transparent communication to the budget development process.
Provide division leadership, enhance efficiency, and promote best practices and process improvement

NIU seeks a leader who will set high standards for professional growth, integrity and accountability for him/herself and the staff; actively mentor and encourage staff to pursue professional development opportunities; instill a culture of service excellence; and provide a supportive, collegial, team-based environment that promotes productivity and continuous improvement in the efficiency and effectiveness of the institution’s business operations. The VPAF is a steward for University resources and is expected to model and promote proactive and progressive strategies for a high level of employee engagement; foster a culture of shared goals and develop cohesive teams that are customer-service and results-oriented.

Support the campus-wide program prioritization process

The program prioritization process is a key institutional initiative currently underway on campus. Envisioned as a way for the University to align its resources and budget planning with mission and key strategic priorities, program prioritization aims to increase program quality and efficiency and establish a data-informed culture across campus. The Executive Budget Committee and NIU’s leadership team are working towards institutionalizing the linkages between budget, assessment and data-informed planning so that the use of data to inform decisions, and metrics to measure and monitor the effectiveness of results, becomes the standard problem-solving methodology on campus. The effective utilization of data is key to this effort. NIU expects the VPAF to embrace these initiatives to enhance the effectiveness of the institution’s business operations on campus. The goal is to develop a process that is inclusive, transparent and imbued with rigor and integrity.

Personal Qualifications and Personal Qualities

The next VPAF will aspire to become an integral part of a senior administrative team led by a visionary and change-oriented President, and strengthened by a collaborative Executive Vice President and Provost, collegial academic leadership team and an energized university community. This position requires a leader with an accessible and flexible management style that inspires trust who will embrace beneficial change that moves the University in positive directions.

The VPAF will be a confident, resilient, high energy leader with the ability to work in a complex and fast-paced environment, who values a team environment and works with academic and administrative colleagues in a spirit of partnership, transparency and fiscal responsibility. The successful candidate will possess an appreciation for the complex issues that confront a public institution of higher education and the ability to articulate the teaching, research and public service mission of the University.

The Vice President for Administration and Finance will understand and respect shared governance and be an advocate for an environment that encourages teamwork, student success, inclusive decision-making and a sense of community where everyone is valued and respected across the University.
In addition, the ideal candidate will possess the following professional qualifications and characteristics:

- It is expected that the VPAF will hold an advanced degree or certification in business or related field from an accredited institution;
- At least ten years of experience leading financial and administrative functions, preferably with some experience obtained in public higher education, including experience at a research-focused institution;
- Demonstrated knowledge of methods of allocating scarce resources and the attendant revenue-enhancing models;
- Demonstrated ability to manage change through innovation;
- Experience with the effective use of information technology to support business practices and conduct enterprise resource planning;
- Experience with state and federal grants (pre-award and post-award) and sponsored projects is preferred;
- A strong record as a self-starter with high standards for personal and professional excellence, achievement, honesty, accountability and integrity;
- The ability to provide critical, conceptual and strategic thinking to the important financial, academic and administrative issues facing the University;
- Superb communication skills and the ability to listen; the capability to develop and deliver effective presentations to state, municipal and other governmental agencies and to establish and maintain productive legislative interactions and relationships;
- Skill as a negotiator, excellent team-building skills and experience reviewing and realigning systems, policies, and business processes and procedures;
- Experience in explaining complex financial information in lay terms and effectively articulating the University’s financial vision, strengths, goals, and requirements to a wide range of audiences;
- Vision and leadership; the ability to engender trust quickly among various constituencies; sound judgment; and a good sense of humor.
Northern Illinois University: An Overview

NIU Statement of Vision and Mission

The vision of Northern Illinois University is to be the premier student-centered, research-focused public university in the Midwest, contributing to the advancement of knowledge for the benefit of the people of the region, the state, the nation and the world.

With this vision, the mission of the University is to promote excellence and engagement in teaching and learning, research and scholarship, creativity and artistry, and outreach and service.

In pursuing its vision and fulfilling its mission, the University values:

- A community of diverse people, ideas, services and scholarly endeavors in a climate of respect for the intrinsic dignity of each individual.
- Access for a broad spectrum of students to high-quality undergraduate, graduate and professional programs that prepare them to be lifelong learners and productive, socially conscious citizens.
- Engaged teaching and learning that evolves from the synergy of research, artistry and service.
- Research and artistry in creating, transmitting, expanding and applying knowledge.
- Student success supported through academic and co-curricular programming and activities.
- The application of current technology in enhancing and broadening all institutional endeavors.
- A system of shared governance that incorporates input from faculty, staff and students in decision- and policy-making.
- Commitment to a public purpose addressing regional, state, national and global challenges and opportunities.
Northern Illinois University, a major student-centered public research university, is proud of its most recent accomplishments which include:

- Ranked in *U.S. News and World Report*s elite “National Universities” category;
- Nationally accredited programs in business; clinical and school psychology; engineering; nursing; visual and performing arts; and teacher educator licensure and preparation among others that meet the highest standards of academic quality and rigor;
- A rapidly growing Honors program attracting increasing numbers of high-achieving students;
- A revised General Education Curriculum and the launch of NIU’s PLUS program, short for Progressive Learning in Undergraduate Studies, which comprises a course curriculum and academic experiences that together create an integrated learning environment, connect students to their peers across campus, and encourage cross-disciplinary thinking and intellectual advancement;
- NIU’s commitment to engagement has earned the University the Carnegie Foundation’s Curricular Engagement and Outreach Partnership classification;
- Service to a large, diverse, rural, suburban and urban population, including many first-generation college students;
- Internationally acclaimed faculty members who are teachers, scientists and artists. More than 35 have been named Fulbright scholars;
- In 2016, 135 NIU faculty and staff secured 290 externally funded awards totaling $28M;
- An alumni base of more than 225,000 individuals contributing $8 billion a year to the Illinois economy with engagement efforts that bring 25,000+ alumni in personal contact with their alma mater each year;
- NIU is in the early planning stages of a comprehensive capital campaign that is likely to be in the $350 million range; campaign priorities will likely include capital projects and unrestricted revenue;
- Four major building projects on campus that have been funded through private donations from proud alumni since 2000;
- A newer, state-of-the-art, 1,000-bed residence hall that represents the best combination of living space, privacy, amenities and technology anywhere in the nation;
- A highly successful and competitive NCAA Division I athletics program that ranks with the best in the nation in academic performance and graduation rates.

NIU’s Fall 2016 enrollment of over 19,000 students included 14,079 undergraduates, 4,672 graduate students and 264 law students. The University has 41 academic departments distributed across seven colleges: Business; Education; Engineering and Engineering Technology; Health and Human Sciences; Law; Liberal Arts and Sciences; and Visual and Performing Arts.
History
Chartered in 1895, Northern Illinois University first opened its doors in 1899 as the Northern Illinois State Normal School solely to prepare college-educated teachers. Since then, NIU has grown into a world-class university that attracts students from around the globe while still primarily serving Illinois. Two traditions established on September 12, 1899 remain paramount today - NIU is deeply committed to preparing teachers and providing an excellent and affordable higher education to Illinois families, some of whom have never sent a child to college before. A demand for more – and better – public schools is what prompted then-Illinois Gov. John Peter Altgeld to expand the “normal school” system he always had championed. Over the next century, enrollment grew 145-fold as the campus spread to 755 acres and became home to nearly 60 major buildings and 25,000 students. Northern became Northern Illinois State College on July 1, 1955, and Northern Illinois University on July 1, 1957.

The Illinois General Assembly granted NIU its own governing board in 1996. Regional education centers in Hoffman Estates, Naperville and Rockford were built to offer many of NIU's programs at times and locations designed to accommodate the needs of its vital service region.

Degree-granting Colleges:

College of Business
Nationally recognized, the college is among the elite five percent of business schools worldwide that have AACSB accreditation in both business and accounting. Recognitions of the college include being ranked among the top 100 undergraduate business programs in the country by Bloomberg Businessweek and the tier one rating for the Executive MBA by CEO magazine. The college has a strong reputation in academic and industry circles for preparing principled business leaders of tomorrow. The experiential learning model of the college is distinguished by students having the ability to integrate knowledge across functional areas to turn challenges into opportunities. Among its many achievements, NIU's College of Business is recognized for its active engagement in the Chicago area business community as well as for its nationally and world-renowned faculty, the majority of whom served as business professionals before earning their PhDs.

College of Education
Continuing the institution's 100-year history of preparing professional educators for the region and nation, the College of Education is accredited by CAEP and has been recognized as one of the Best Online Graduate Education Program nationally by U.S. News & World Report. There are over 50,000 College of Education alumni, and over 60 percent live in Illinois. One in four superintendents in Illinois is a graduate of our programs. NIU partners with 19 area school districts to prepare the next generation of superior teachers in professional development schools.
College of Engineering & Engineering Technology (CEET)

The College of Engineering & Engineering Technology is ranked by *U.S. News & World Report* in the top 100 Best Undergraduate Engineering Programs nationally. CEET develops adaptable problem solvers who are capable and ready to solve the challenges of a dynamic and quickly changing world. Students not only focus in the classroom, but also spend time working inside the many laboratories. Accredited by ABET, NIU’s Electrical Engineering, Mechanical Engineering, Industrial & Systems Engineering, Electrical Engineering Technology and Manufacturing Engineering Technology Programs provide a solid educational foundation, capable of leading innovation and anticipating the welfare and safety needs of the public. NIU’s Industrial Technology Program is accredited by ATMAE, attaining professional goals and standards for technology while encouraging "Continuous Quality Improvement.”

College of Health and Human Sciences

The College prepares leaders to enhance the life of individuals, families and communities across the lifespan by offering diverse baccalaureate and graduate programs, preparing students for entry into specialized career and professional fields within health and human sciences. Accredited by eleven national professional accreditation agencies, the College offers programs in health studies and health preparation (audiology, communicative disorders, health education, medical laboratory sciences, nursing, nutrition/dietetics, physical therapy, public health, rehabilitation counseling, rehabilitation services and speech-language pathology); human sciences (early childhood studies, family and child studies, gerontology, hospitality and tourism management and fashion merchandising), and military science.

College of Law

The NIU College of Law offers its diverse student body a broad perspective of the law through high-quality programs and practical-skills training taught by well-respected, engaged and diverse faculty. An ABA-approved law school and the only public law school in the greater Chicago area, NIU College of Law is ranked by National Jurist as a top 50 school for Best Value and Most Diverse Law Schools, and as one of the top 40 law schools in the United States for bar preparation. NIU is also one of the top 20 Best Schools for the percentage of graduates pursuing a career in public service.
College of Liberal Arts & Sciences
With 18 departments and spanning the humanities, social sciences and natural sciences, the College of Liberal Arts and Sciences is the largest of NIU’s six undergraduate colleges. By the nature of its mission, the College touches virtually every new student to the University, regardless of their major. The College is also the leader in research, with a strong emphasis on student engagement. Distinctive strengths include Physics, Psychology, Public Administration and Southeast Asian Studies.

College of Visual & Performing Arts (CVPA)
The College of Visual and Performing Arts is home to the Schools of Art & Design, Music, and Theatre & Dance – all accredited by the National Association of Schools of Art (NASAD, NAST, NASM). The College provides outstanding artistic presentations and services to regional, national and international communities in ways that champion student learning, and promote faculty and student artistry and research. An internationally distinguished faculty and committed staff focus on engaging students in rich, experiential learning opportunities and scholarly inquiry. The NIU College of Visual and Performing Arts is one of the most vibrant and rich academic artistic communities in the nation, ranking in the top 100 fine arts programs in the U.S.

DeKalb, Illinois
NIU is located in DeKalb, Illinois, about an hour west of Chicago, the third largest city in the U.S. The area is a vibrant center of culture and technology yet the University is sufficiently out of the traffic and congestion to afford faculty and students a healthier, less stressful environment in which to live, study and work.

Responding to the needs of this unusual region, the University has established branch campuses in Rockford, Hoffman Estates and Naperville; provides administrative support for the multi-university center of Lake County; and offers outdoor education experiences at its Lorado Taft field campus. NIU has been designated an “Innovation and Economic Prosperity” university by the APLU and received the APLU’s inaugural “Place” award for “excelling in community, social and cultural development work.”
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin in mid-June and will continue until the position is filled. Candidates should provide a resume, a cover letter that addresses the responsibilities described in the leadership profile, and the names and contact information of five references who will not be contacted without prior approval. Three separate documents are preferred. Confidential inquiries and application materials should be sent via e-mail to Northern Illinois University’s consultants, Jane Courson and Greg Santore, at: NIUVPandCFO@wittkieffer.com

In compliance with the Illinois Campus Security Act, before an offer of employment is made, the University will conduct a pre-employment background investigation, which includes a criminal background check.

In accordance with applicable statutes and regulations, NIU is an equal opportunity employer and does not discriminate on the basis of race, color, national origin, ancestry, sex, religion, age, physical and mental disability, marital status, veteran status, sexual orientation, gender identity, gender expression, political affiliation, or any other factor unrelated to professional qualifications, and will comply with all applicable federal and state statutes, regulations and orders pertaining to nondiscrimination, equal opportunity and affirmative action. NIU recognizes Dual Career issues.

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification document form upon hire.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Northern Illinois University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix I:

Organizational Chart
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.