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VICE PRESIDENT FOR FINANCE AND ADMINISTRATION



POSITION SPECIFICATION

Keene State College invites nominations and applications for the position of vice president for finance and administration. Reporting to President Anne Huot, and a valued member of the President's Cabinet, the vice president for finance and administration provides strategic and operational leadership by managing, planning, implementing, and maintaining Keene State's financial information and physical and technology resources.

COLLEGE OVERVIEW

Set in the beautiful New England city of Keene, at the foot of Mount Monadnock, Keene State College is the public liberal arts college of New Hampshire. Inspired by the college's brand, "Wisdom to Make a Difference," the institution focuses on rigorous academic programs and a tradition of small classes, faculty-student research and creative projects, and community service.

Founded in 1909, Keene Normal School was dedicated to the professional training of educators in the Monadnock Region. By the 1930s, the institution had grown and the curriculum was expanded to offer a four-year degree in education; in 1939 the name was changed to Keene Teachers College, one of many founded nationally in this period.

In the period after World War II, the influx of first-generation college students benefitting from the GI Bill transformed the educational landscape, and in 1963, Keene Teachers College became Keene State College, expanding its mission to provide a core liberal arts education to the people of the state and region.



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The liberal arts mission dedicates Keene State College to the development of knowledge and skills necessary to meet the challenges of the changing world. As a public institution, Keene State provides educational opportunities for all qualified students and continues its heritage of service to New Hampshire and the New England region.

Keene State is committed to student access and affordability:

- Keene State's price of attendance is below median among its top 20 competitors for both in-state and out-of-state students.
- Forty-three percent of the Keene State entering class of 2016 are first-generation college students.
- Instructional expenses make up 53% of total expenses—a percentage higher than that of nearly all of its peer institutions.
- Keene State administers the federal Upward Bound and Aspire programs, which prepare disadvantaged students for success in college. Annually, 94 high school and 160 college students participate in these programs at Keene State. In 2016, 75 percent of Keene State's Upward Bound high school seniors went on to enroll in college.
- Keene State has dramatically increased the amount of institutional support for need-based aid and merit scholarships, from \$2.5 million in FY08 to \$17.2 million in FY17.

In fall 2016, the College enrolled over 4,000 students including more than 4,000 undergraduate students, nearly 100 graduate students, and more than 100 continuing education students.

Keene State College is one of four institutions in the [University System of New Hampshire](#), along with Granite State College, Plymouth State University, and the University of New Hampshire. Together, these institutions enroll more than 28,000 students in credit-bearing courses and award more than half of the state's bachelor's degrees.





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MISSION AND VALUES

Mission

Keene State College prepares promising students to think critically and creatively, to engage in active citizenship, and to pursue meaningful work. As the public liberal arts college of New Hampshire, we offer an enriching campus community and achieve academic excellence through the integration of teaching, learning, scholarship, and service.

Values

Our liberal arts mission dedicates us to the development of knowledge and skills necessary to meet the challenges of our changing world. As a public institution, we provide educational opportunities for all qualified students and continue our heritage of service to New Hampshire and the New England region.

We value

- All members of our community: students, faculty, staff, alumni, and friends.
- Strong relationships among students, faculty, and staff.
- Excellence in teaching, learning, and scholarship.
- Commitment to learning and cultural enrichment.
- Social justice and equity in our community and in our curriculum.
- Educational challenge and support for a wide range of learners.
- Physical and financial access and support.
- Balanced development of mind, body, and character.
- Diversity, civility, and respect.
- Civic engagement and service to the community.
- Environmental stewardship and sustainability.
- Partnerships that enhance the quality of life in the Monadnock Region, New Hampshire and the world.
- An attractive campus that inspires and supports inquiry, reflection, and social interaction.



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COLLEGE LEADERSHIP



Dr. Anne Huot has dedicated her career to the transformative power of education: to provide students with an educational experience that prepares them for a lifetime of professional opportunities; to contribute to the vitality of the local, regional, and statewide economy, innovation, workforce, culture, and community; and to engage business and community leaders with initiatives that benefit students through real world learning and provide valuable contributions to their enterprise.

Throughout her 26-year experience as a faculty member and senior administrator, Dr. Huot has focused her attention on academic excellence as her highest priority. Her work has been directed toward developing systems and programming that encourage and support student learning and success, and preparation for active citizenship and meaningful careers.

To her role as president of Keene State College, Dr. Huot brings a vision that is informed by her experience as a first-generation college student, a native of New Hampshire, and an educator with extensive background in public higher education. She believes passionately in the need for accessibility to higher education for all students and the unique role, mission, and opportunities provided by institutions of public higher education.

Accomplishments at Keene State College

Dr. Huot's presidency is characterized by a fundamental commitment to student success, a shared stewardship among all College constituencies, and transparency of governance and active participation by all members of the College community. For the past three years, Dr. Huot has worked tirelessly to build Keene State's reputation as a premier, small, public college committed to the liberal arts mission with a unique blend of professional programs that prepare students for engaged citizenship and professional fulfillment. Her efforts have contributed to a renewed institutional focus on the systems and programs that drive student success:



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- Over the past two years, Dr. Huot has led the campus community through a rigorous strategic planning process that is now in the implementation stage.
- Integrating the College's new strategic plan with the campus master plan for facilities and residential life, Dr. Huot has ensured a comprehensive approach to planning at the College.
- With an increase in fundraising revenue, Dr. Huot has taken an active role in collaboration with the Advancement team in an effort to engage more donors in support to the College's fundraising priorities.
- Most recently, she has begun to design a sustainable model for enrollment and financial stability that aligns recruitment, retention, residential, and budgetary considerations, and that draws on innovative practices and further demonstrates the distinctiveness of the Keene State College educational experience.
- Demonstrating Dr. Huot's commitment to integrating Keene State students' academic and residential experience, the College has completed a new 348-bed residence hall that is a model for innovative practice. The building features eleven Living and Learning Communities that are fully subscribed for the entering class of 2016. Additionally, the building exemplifies the College's commitment to sustainability through energy efficient design and construction.
- Dr. Huot has focused her attention on restructuring the College's athletic program to more fully support student-athlete development and success and to highlight the College's enviable position as the premier Division III program in its conference.
- She has initiated a campus-community conversation that acknowledges and builds on the positive relationship between the College, the City of Keene, and the Monadnock Region.
- She has sought out and encouraged leadership at all levels across the campus in both the College's faculty and staff.

For additional information on Dr. Huot's background, please visit:
<http://www.keene.edu/administration/president/about/biography/>



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THE SCHOOLS AND MASON LIBRARY

SCHOOL OF ARTS AND HUMANITIES

The disciplines and interdisciplinary programs of the School of Arts and Humanities explore the human condition and how people make meaning in the world through scholarly, artistic, and civic engagement. Faculty and staff work closely with students in small classes, encouraging them to think critically, communicate effectively, and create passionately, while preparing them for meaningful personal and professional lives. Areas of study include American studies, art (studio and graphic design), communication and philosophy, English, film studies, French, German, Holocaust and genocide studies, history, journalism, music, Spanish, theatre and dance, women's and gender studies, and modern languages.

Redfern Arts Center. The Arts Center on Brickyard Pond is named in honor of Dr. Leo F. Redfern, Keene State College President from 1969 to 1979, for his vision, commitment, and eloquence on behalf of the arts that made funding and construction of the facility a reality. In 1981, Keene State inaugurated this new performing arts center with the goal of providing unforgettable artistic encounters for the campus and community. Since then, the Redfern stage has hosted hundreds of amazing shows, from internationally renowned artists to emerging young talents to Keene State's own student performers. Over the years, the Redfern has expanded its outreach programs and community partnerships, becoming an indispensable resource for the Keene community and beyond.

Thorne-Sagendorph Art Gallery. The Thorne-Sagendorph Art Gallery is the cornerstone for the visual arts in New Hampshire's Monadnock Region. The Thorne showcases art and ideas from around the world as well as traditional New England art.

The gallery was a gift to the College and the community in 1964 by artist beaTrix Sagendorph in memory of her mother Louise E. Thorne. In 1976, the Thorne became the Thorne-Sagendorph Art Gallery, when a new wing was dedicated to beaTrix's husband, Robb Sagendorph, founder and publisher of *Yankee Magazine*. The current gallery on Wyman Way opened in November 1993 and continues to fulfill its original mission to encourage a broader and deeper appreciation of the visual arts.

The gallery maintains a year-round schedule of exhibitions of national and international quality and distinction, while affirming a strong commitment to the historic and artistic tradition of southwestern New Hampshire. The Thorne also shows local artists as well as Keene State College faculty and student work.

Cohen Center for Holocaust and Genocide Studies. The Cohen Center for Holocaust and Genocide Studies is one of the oldest Holocaust resource centers in the United States. Founded in 1983, the Center is a non-sectarian organization, charged by its founder, "To Remember . . . and to Teach." The Center supports the College's undergraduate Holocaust and genocide studies programs and hosts a series of annual events.



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SCHOOL OF SCIENCES AND SOCIAL SCIENCES

The School of Sciences and Social Sciences offers a range of innovative programs in the natural sciences, the social sciences, computer science, mathematics, and management. Students learn in small class settings as well as through research and service learning projects. The School seeks to promote active citizenship, critical thinking, and creative problem solving as ways to approach any challenge. Students are encouraged to examine every topic from a global perspective, to discover ways to promote social justice and environmental sustainability, and to actively collaborate with community partners in Keene and beyond. Areas of study include anthropology, biology, chemistry, computer science, criminal justice studies, economics, environmental studies, geography, geology, management, mathematics, physics, political science, psychology, and sociology.

This emphasis on engaged learning in the form of undergraduate research, community-based service learning, internships, capstone course projects, and related activities are the hallmarks of a Keene State education in general and the School of Sciences and Social Sciences in particular.

SCHOOL OF PROFESSIONAL AND GRADUATE STUDIES

The School of Professional and Graduate Studies (PGS) at Keene State College offers quality field-based professional preparation programs that provide an interdisciplinary foundation merging the liberal arts with the career potential of dynamic professional studies programs. PGS undergraduate programs, ranging across nine disciplinary areas, create unique opportunities for students to access broad learning experiences alongside specialized professional programs that apply acquired understanding, providing knowledge, skills, and an orientation toward life-long learning and professional growth. PGS also features graduate programs in education and safety and occupational health. Areas of study include architecture, education, health science, nursing, physical education and athletic training, safety and occupational health applied sciences, sustainable product design and innovation, dietetic internship, and athletic training.

MASON LIBRARY

Keene State College's Mason Library meets diverse academic needs and supports the College's mission of academic excellence by providing information literacy instruction and resources to facilitate learning. Mason Library partners with the campus community to prepare citizens ready to engage in the world. The Library is a knowledge center where students learn information literacy skills that empower them to navigate a rapidly changing environment. The Library offers a welcoming space at the heart of the intellectual endeavor, integrating materials, technology, place, and teaching in the tradition of a public liberal arts institution.



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FINANCES

Tuition and Fees – Academic Year 2016-2017

| | |
|---------------------|----------|
| In-state | \$10,968 |
| Out-of-state | \$19,352 |
| Mandatory fees | \$ 2,645 |
| Standard room | \$ 6,882 |
| Unlimited meal plan | \$ 3,508 |

The College's endowment is currently \$31.03 million.

Budget: <http://www.keene.edu/office/business/assets/documents/budget/operating/download/>

GOVERNANCE

Keene State College is one of four institutions in the [University System of New Hampshire](#), along with Granite State College, Plymouth State University, and the University of New Hampshire. Together, these institutions enroll more than 28,000 students in credit-bearing courses and award more than half of the state's bachelor's degrees.

The University System of New Hampshire is directed by a 27-member Board of Trustees comprising the governor of the state, 11 governor-appointed members, 6 alumni-elected members, 2 student-elected members, the commissioner of education, the commissioner of agriculture, the presidents of the University System's four colleges and universities, and the chancellor. The chancellor is the chief executive officer of the University System.

The Keene State College Senate is the policymaking and legislative body for Keene State College with regard to all matters that impact on the quality of academic life. The Senate recommends to the president and the Board of Trustees matters concerning undergraduate and graduate academic policies and programs.

The President's Cabinet is organized around five areas that play key roles in realizing the mission of Keene State College and creating an environment for student success. The cabinet consists of Academics, Student Affairs, Diversity and Multiculturalism, Finance and Administration, and Advancement.



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ACCREDITATIONS

New England Association of Schools and Colleges (NEASC)

Institutional accreditation

National Council for the Accreditation of Teacher Education (NCATE)

New Hampshire State Board of Education (NHBoE)

Education programs/educator preparation

Commission on Collegiate Nursing Education (CCNE)

New Hampshire Board of Nursing (NHBoN)

Nursing program

Accreditation Council for Education in Nutrition and Dietetics (ACEND)

Health science nutrition option

Dietetic internship program

Commission on Accreditation of Athletic Training Education (CAATE)

Athletic training program

American Chemical Society (ACS)

Chemistry program (BS)

National Association of Schools of Music (NASM)

Music program

National Association for the Education of Young Children (NAEYC)

Childhood Development Center

International Association of Counseling Services (IACS)

Counseling Center



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THE REGION

Geographically situated in the heart of New England, the beautiful Monadnock Region encompasses Keene and Cheshire County. The City of Keene, with a population of approximately 24,000, is the regional center for commerce, employment, culture, and the arts. Residents and visitors have easy access to and from several popular metropolitan areas. Keene is approximately a one hour drive from Manchester and the state capital of Concord, and less than two hours away from Boston, Hartford-Springfield, or Portland, ME. Under [Vision 2020](#), Keene and surrounding Cheshire County aspires to be the healthiest community in the nation.

Keene offers residents and visitors a wide range of cultural and educational opportunities. The Monadnock Region is home to Franklin Pierce University and New England College, both respected liberal arts institutions, and Antioch University, a nationally-recognized graduate school. The region also features an international music school, an artist colony, and numerous individual writers and artisans. Music and theater are presented in many forms and venues, often showcasing Grammy award-winning performers and national touring companies. For more information about Keene and the Monadnock Region, visit [Discover Monadnock](#).

The business community represents the full spectrum of enterprises from small, family-owned companies to world-wide leaders in their fields. The Greater Keene Chamber of Commerce is proud to represent this diversity. The Keene State College Community Service Office serves as a resource for students to connect with meaningful co-curricular service initiatives in partnership with local, regional, and international communities. Keene State College currently engages with over 150 community partners.

Area employers use leading-edge technologies to compete in a global marketplace. From new robotic designs, agricultural research, state-of-the-art optical and medical devices, aerospace and computer components to advanced labeling systems, furniture, polishing supplies, filtration systems, non-woven fabric, and custom packaging, Keene's thriving economy possesses a vitality and stability that has made the region a model for others in New Hampshire. Thirty-three local employers representing various industries (including health and human services, community services, staffing agencies, manufacturing, insurance, distribution, retail, and telecommunications) recruit students for jobs and internships at campus-sponsored job and internship fairs.



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THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The vice president for finance and administration reports to President Anne Huot and serves as the College's chief business and fiscal officer. The vice president for finance and administration serves as a strategic advisor to the president, recommending financial and administrative objectives, policies, programs, and practices that ensure a sound financial structure for the campus. Working with the president and provost and vice president for academic affairs, the vice president is responsible for budget planning and for developing a long-term sustainable economic model that ensures the viability of the campus. The vice president works collaboratively with the deans of Keene State's three schools and the library dean, and also serves as the chair of the Resource Planning Committee (RPC).

Reporting directly to the vice president is the associate vice president for finance, chief information officer, college budget coordinator, director of accounting and banking services, director of institutional research and assessment, director of the physical plant, director of sustainability, and an administrative assistant.

The vice president is responsible for financial oversight of the Keene State College campus, including planning, managing, and evaluating the campus operations for the following entities:

- **Business Office** – Providing accounting, accounts payable, budgeting, e-commerce, grants fiscal administration, and payroll services for the College.
- **Environmental Health and Safety** – Responsible for hazardous materials and environmental management; occupational health; general safety; illness and injury prevention; industrial hygiene; and assistance with emergency preparedness.
- **Information Technology** – Providing a wide range of technology service and support for the students, faculty, and staff.
- **Institutional Research** – Providing evidence that informs decision making and helps to shape the campus conversation around important issues.
- **Keene State Bookstore** – Textbooks, class supplies, Keene State gear.
- **Mail and Print Services** – Offering many of the services found in copy shops and post offices.
- **Office of Sustainability Programs** – Engaging students and supporting and leading sustainable practices on campus.
- **Physical Plant** – Providing facility, grounds, and construction services to the campus.



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- **Purchasing** – Developing and implementing effective and ethical procurement practices, principles, and techniques, to insure that Keene State receives quality goods and services.
- **Student Accounts** – Administering, billing, and collecting student charges as well as providing revenue-related services for the campus.

Keene State College is seeking a vice president who will embrace the following priorities:

- **Leading Collaboratively:** The vice president will serve as a key advisor to the president and provost/vpaa on the overall strategic direction and operation of the campus, play a key role in advising deans, colleague vice presidents, among others, and serve as a liaison within the New Hampshire state system. The vice president will join a collegial partnership of deans and administrators who work together to creatively identify solutions and who value dialogue and transparency, and will provide leadership to a talented group of finance and operations managers. The combination of finance and planning/administrative groups within New Hampshire offers an opportunity for a collaborative, savvy, and trustworthy leader to build partnerships across campus, within the state system as well as the Monadnock Region.
- **Strategic Resource Planning:** The vice president will work with administrators, staff, and faculty to identify strategic and sustainable revenue models to support a campus that is growing and to support the ultimate priority of serving students and promoting their success. As a tuition-driven campus, the vice president would be encouraged and challenged to innovate and think creatively about new revenue sources to support Keene State's short and long term goals.
- **Managing Change:** The vice president will be challenged to implement strategic solutions within a tight fiscal environment, both on campus and within the state system. The vice president should have a flexible, adaptive, and strategic mindset.
- **Community Engagement:** The vice president will foster relationships with external partners including local government, business, and community stakeholders. As a member of the President's Cabinet, the vice president plays a role in supporting Keene State's mission, helping to move forward priorities on campus, and engaging with the broader community on other projects and initiatives that are mutually beneficial.
- **Fostering a Supportive Work Environment:** The vice president will continue to nurture an atmosphere of support, engagement, advocacy, and collaboration for and among the staff and units that report to the vice president. The vice president should be approachable and available whenever possible to listen and provide information, clarity, and feedback when requested or necessary.



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RESPONSIBILITIES

The main responsibilities for the vice president for finance and administration include:

- as a member of the senior Cabinet, consulting with the president, the provost/vpaa, and others in the campus administration concerning long- and short-range planning for the overall administration of the campus;
- analyzing and evaluating allocation requirements and budget requests pertaining to academic and non-academic programs for review and approval by the president;
- coordinating the preparation, review, and monitoring of the annual operating budget requests including allocation of overhead costs;
- providing fiscal models to support strategic decision making, supervising the assimilation of statistical data and the preparation and distribution of related budgetary reports;
- building collaborative partnerships with the deans of the schools to ensure strategic planning for continued growth;
- building collaborative partnerships with the community in support of Keene State's mission;
- serving as liaison within the state system, as well as on a variety of boards, advisory councils, and policy committees;
- advocating for the financial and administrative needs of Keene State;
- interpreting and disseminating policies for financial activities; and,
- directing the planning and overall administration of the above-mentioned departments, including thoughtful supervision, reviewing and evaluating operational activities, planning and development, and utilization of physical, financial, and human resources.

QUALIFICATIONS

Candidates for the vice president for finance and administration should meet the following required qualifications:

- a master's degree in business, accounting, finance or organizational management;
- a knowledge and understanding of various budgeting models;
- progressively responsible and successful experience in accounting, financial management, budgetary planning and management, or a combination of these, in a higher education setting or an organization of comparable complexity;



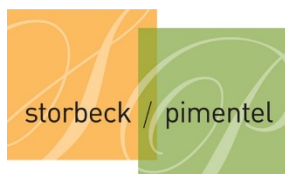
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- progressively responsible and successful administration in a higher education setting or an organization of comparable complexity focused on business and support services, or other related areas;
- successful experience in strategic planning, especially as it relates to resource planning;
- ability to communicate clearly and effectively with diverse internal and external constituencies;
- trustworthiness, honesty, and the highest level of integrity and ethics;
- an influential leadership style focused on transparency and collaboration along with building strong relationships and partnerships;
- ability to work effectively and successfully within a complex institution and state system;
- experience building productive relationships with community partners;
- understanding of and appreciation for Keene State's overall mission and vision; and,
- mutual respect for diverse cultures and inclusivity and a commitment to a diverse faculty, staff, and student population.

APPLICATIONS AND NOMINATIONS

Review of applications and nominations for the position will begin immediately and will continue until an appointment is made. Application materials should include: a letter describing the candidate's interest in and qualifications for the position; a resume; and the names, addresses (including email), and telephone numbers for at least five references.

Requests for information and all nominations and applications should be directed to:



executive search consultants

Steve Leo, Partner
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LP
610-572-4296

KeeneVPFinance@storbecksearch.com

For more information about Keene State College, please visit: www.keene.edu

As an Affirmative Action/Equal Opportunity Employer, Keene State College is engaged in an effort to build a community that reflects the diversity of society.