



Vice President for Finance and Administration and Chief Business Officer

The University of Maine and the University of Maine system invite applications and nominations for the position of Vice President for Finance and Administration and Chief Business Officer (VPFA/CBO). Reporting to the President of the University of Maine, and to the University of Maine System Vice Chancellor of Finance and Administration, the VPFA/CBO serves as the chief finance and business officer for the University of Maine and its regional campus, the University of Maine at Machias. The University seeks an effective leader who will serve as a tactical and innovative partner in advancing the [Strategic Vision and Values](#) of the institution.

OVERVIEW

As the flagship campus of the University of Maine System (UMS), UMaine is a land, space, and sea grant university serving the state, nation, and world through its research, teaching, and outreach mission. Founded in 1865 and located in the town of Orono, the University has a rich history of providing premier educational opportunities for the people of Maine and beyond at an affordable price. UMaine is the only major research institution and the only Carnegie-classified Research 1 university in the state. Home to the state's sole Division I athletics program, the University serves more than 11,500 undergraduate and graduate students and employs more than 2,200 full-time faculty and staff.

The Maine legislature passed a bill to create the state's land grant institution on February 24, 1865. Then known as Maine State College of Agriculture and the Mechanic Arts, the University welcomed its first class of 12 students in September 1868, and the first graduation was held in 1872. In 1897, the name was changed to the University of Maine.

For nearly 160 years, the University of Maine has played a critical leadership role in the state. Demonstrating its community mission through the statement "Maine's potential is our purpose," UMaine serves as the state's major research institution and a cultural hub, linking the University's resources with the needs of industries, businesses, schools, cultural organizations, state government, and communities. In 2020, the System made history when it became the very first entity to seek and achieve system-level [unified accreditation](#) by the New England Commission on Higher Education (NECHE). The seven campuses now work together to meet and maintain the NECHE standards.

MISSION

The University of Maine advances learning and discovery through excellence and innovation in undergraduate and graduate academic programs while addressing the complex challenges and opportunities of the 21st century through research-based knowledge.

Opportunity for all members of the University of Maine community is a cornerstone of our mission. The University welcomes students, research partners, and collaborators into an atmosphere that honors the heritage and diversity of our state and nation.

Founded in 1865, the University of Maine is a land, space and sea grant institution and the flagship campus of the University of Maine System. This vibrant and dynamic university serves the residents of Maine, the nation, and the world through our acclaimed programs in teaching, research, and outreach.

Inspiring and dedicated teaching propels students into new fields of learning and promotes interdisciplinary understanding. Our educational goals are to help students develop their creative abilities, communication, and critical thinking skills, and understanding of traditions in ethics and rationality within the arts, sciences, and professions.

Internationally recognized research, scholarship, and creative activity distinguish the University of Maine as the state's flagship university, where faculty and students contribute knowledge to issues of local, national, and international significance. As the state's doctoral-granting institution, research and education are inextricably linked.

Comprehensive outreach, including public service, Cooperative Extension, continuing education, and distance learning, engages learners of all ages in improving their lives and communities. Using research-based knowledge, outreach efforts promote sustainable use of Maine's abundant natural resources and build intellectual, cultural, and economic capacity throughout Maine and beyond.

Through integrated teaching, research, and outreach, the University of Maine improves the quality of life for people in Maine and around the world, and promotes responsible stewardship of human, natural, and financial resources.

— Approved by the University of Maine System Board of Trustees, November 2010

COMMUNITY

The University of Maine enrolls 9,447 undergraduate and 2,542 graduate students from across the U.S. and 79 countries. Its academic community comprises the state's largest mix of nationally and internationally recognized faculty, researchers, and scholars, representing some of the most respected minds in their fields.

LOCATIONS

ORONO

The University of Maine is in the town of Orono, five miles north of Bangor, the state's third-largest city and home to Bangor International Airport. Orono, named for Chief Joseph Orono of the Penobscot Nation, was incorporated as a town in 1806. Currently, the population is approximately 11,000. Part of the town, including the University of Maine, is located on Marsh Island, bounded by the Penobscot and Stillwater rivers. Orono is about 1.5 hours from Acadia National Park, Mount Katahdin, and Baxter State Park — the northern terminus of the Appalachian Trail. Sugarloaf and Sunday River ski resorts are within three hours of Orono.

Sited on more than 500 acres, the University's Orono campus consists of 37 academic buildings, 30 administrative buildings, 20 residence halls, 18 research-specific facilities, 13 Greek life houses, four dining facilities, and ten sports facilities, including the nationally ranked, 87,000-square-foot New Balance Student Recreation Center. UMaine's newest buildings are LEED-certified. The centerpiece of the campus, Fogler Library, is the state's largest library. Cooperative Extension offices are located in

each of Maine's 16 counties. The newest building, the Ferland Engineering Education and Design Center, will be opening this September.

MACHIAS

Founded in 1909, the University of Maine at Machias is Maine's coastal university. Its core curriculum focuses on the environmental liberal arts. Serving approximately 750 students, UMM provides an affordable, hands-on, experiential learning opportunity to its students through two- and four-year programs, the largest of which is the major in psychology and community studies.

On July 1, 2017, by the Board of Trustees, the University of Maine at Machias became a regional campus of UMaine to ensure continued access to public higher education in down east Maine and to promote enrollment growth, increase efficiencies, and advance program and research opportunities for students, faculty, and the communities served by both institutions. In the years since the primary partnership with UMM was introduced, UMaine and UMM have worked diligently to bring forward strategic goals in administrative integration, curriculum and program alignment, and structure and governance. UMM's faculty report to a Dean and Campus Director, who reports to the UMaine Provost, and leads the Machias campus while also serving on the President's cabinet.

For students on both campuses, the partnership broadens the portfolios of academic and research opportunities, from shared courses and transfer programs to advanced degree pathways. Initiatives are already underway to expand opportunities in engineering and nursing education, two areas facing critical workforce shortages in the Maine economy. For graduate students, a goal of the partnership is to expand teaching opportunities.

STUDENTS

The University of Maine is a student-centered institution committed to community engagement. As part of the UMaine experience, undergraduate students participate in real-world experiences that inform their academic work and provide growth opportunities. Those opportunities include: study abroad, extensive research exposure, co-ops, and internships. Reflecting its commitment to student learning, UMaine received in 2015 the Community Engagement Classification of the Carnegie Foundation for the Advancement of Teaching.

UMaine offers more than 200 student clubs and organizations and is home to Maine Bound, a comprehensive outdoor experience that enables students to explore the natural beauty of the state. The division of student life actively joins with students, faculty, and staff to provide programs, services, and co-curricular experiences that foster an inclusive and supportive community. This environment not only enhances students' academic and personal growth but also positively contributes to the globally conscious and productive graduates they become.

As the state's only Division I university, UMaine fields intercollegiate teams in 17 men's and women's sports — men's and women's ice hockey, baseball, men's and women's basketball, field hockey, men's and women's swimming and diving, women's soccer, men's and women's cross country and track and field, softball, and football. UMaine proudly holds two NCAA team national championships, both in men's ice hockey.

Over 2,000 students graduate from UMaine annually and join more than 110,000 alumni worldwide.

STAFF

UMaine's approximately 1,560 full- and part-time staff are essential to supporting students, bolstering faculty, and ensuring smooth operations across the University. Staff members are represented by several unions, including Associated Clerical Office Laboratory Technical Staff of the Universities of Maine, Police Fraternal Order of Police Lodge #100, Service & Maintenance Teamsters Union Local #340, and Universities of Maine Professional Staff Association. UMaine staff are dedicated, hard-working individuals who often go above and beyond their job descriptions to ensure the success of the University as a whole.

FACULTY

Faculty members are attracted to the UMaine community by the University's very high research activity and R1 status, robust teaching commitments, outstanding facilities, and talented student body. Though faculty members focus heavily on research, a commitment to teaching, at both the undergraduate and graduate levels, is maintained and fostered through a 16:1 student to faculty ratio.

The University has 866 total full- and part-time faculty who are leaders in their respective fields and productive scholars. During the past academic year, the faculty received over \$133.6 million in external grants.

Faculty are committed to and highly participatory in the University's shared governance system. The governance structure includes both a faculty senate and union representatives. The Faculty Senate consists of 58 faculty and 13 non-faculty members who are elected to serve terms of three years. Since 1948, the faculty union has represented all full-time University faculty. A separate union represents part-time faculty.

LEADERSHIP

Dr. Joan Ferrini-Mundy became president of the University of Maine and its regional campus, the University of Maine at Machias, in July 2018. In 2021, she was appointed vice chancellor for research and innovation for the University of Maine System. In this role, she leads a formalized effort to make UMaine's research infrastructure accessible to and supportive of all universities and faculty in the System.

After earning her Ph.D. in mathematics education in 1980 from the University of New Hampshire (UNH), Ferrini-Mundy was a postdoctoral associate there, and a visiting assistant professor in the Department of Mathematics at Mount Holyoke College. At Mount Holyoke, Ferrini-Mundy co-founded the SummerMath for Teachers program. She returned to UNH as an assistant professor of mathematics and rose to the rank of full professor.

Prior to joining UMaine as its 21st president and second female president, Ferrini-Mundy was the chief operating officer of the National Science Foundation. Her distinguished career spans the fields of mathematics education, STEM policy and education, teacher education, and research administration. Her numerous awards and recognitions include the U.S. Senior Executive Service Presidential Rank Award of Distinguished Executive, Michigan State University's University Distinguished Professorship, election as a Fellow of the American Association for the Advancement of Science and of the American

Mathematical Society, and the Seaman A. Knapp Award in recognition of her leadership and contributions to food and agricultural sciences.

THE UNIVERSITY OF MAINE SYSTEM

Established in 1968, the University of Maine System is the state's largest educational enterprise.

It has an annual enrollment of nearly 30,000 students and positively impacts the lives of hundreds of thousands of Mainers each year through its educational and cultural offerings as well as outreach and public service to individuals, businesses, organizations, and policymakers.

The System has an estimated \$1.5 billion total statewide economy impact each year, a return of \$7.50 for every dollar of State appropriation. Two-thirds of its alumni—approximately 120,000 people—live in Maine.

The University of Maine System Chancellor's office is located in Estabrooke Hall on the University of Maine campus in Orono. System-wide services and governance employees work from campuses across the state.

The University of Maine System consists of seven main campuses: The University of Maine, including its regional campus the University of Maine at Machias; the University of Maine at Augusta; the University of Maine at Farmington; the University of Maine at Fort Kent; the University of Maine at Presque Isle; and the University of Southern Maine. The System also includes a UMA campus in Bangor, USM campuses in Gorham and Lewiston-Auburn, the University of Maine School of Law, and the University of Maine Graduate and Professional Center.

HAROLD ALFOND FOUNDATION GRANT

In October 2020, the [Harold Alfond Foundation](#) made a 12-year, \$240 million commitment to the University of Maine System to bring [transformative change](#) to the state's largest educational, research, innovation, and talent development asset. The Alfond investment in the System is the largest ever to a public institution of higher education in New England and the ninth largest gift ever made to a U.S. institution of public higher education. The System will leverage the Alfond transformative gift to secure an additional \$170 million in matching funds over the next ten years from private, state, and federal sources, resulting in \$410 million total investment in Maine's public university system.

The Harold Alfond Foundation's historic commitment to transformative change in public higher education includes four key focus areas: the [Maine Graduate and Professional Center](#), new [student success and retention initiatives](#), an investment in [UMaine Athletics programs and facilities](#), and the creation of the [Maine College of Engineering, Computing and Information Science](#) (MCECIS).

DIVERSITY, EQUITY, AND INCLUSION

UMaine is staunchly committed to creating and sustaining a welcoming environment for all students, faculty, staff, and visitors. A diverse and inclusive environment is critical to the vigorous discovery and learning processes within UMaine; fundamentally, diversity – diversity of ideas, cultures, experiences, and backgrounds – is the lifeblood of a healthy intellectual environment.

In alignment with UMaine’s foundation of inclusive excellence, President Ferrini-Mundy appointed the [President’s Council on Diversity, Equity and Inclusion](#) to advise campus leadership and report on institutional efforts and actions to ensure inclusive excellence. The [UMaine Diversity Leadership Institute](#) (UMDLI) provides opportunities to understand, appreciate, support, and strengthen the diversity of the UMaine community by offering a grassroots bottom-up approach to diversity efforts. UMaine is also a proud member of the National Center for Faculty Development & Diversity (NCFDD), an independent, nationally recognized organization dedicated to supporting faculty, particularly underrepresented faculty, post-docs, and graduate students in making successful transitions throughout their careers.

FISCAL AFFAIRS

In fiscal year 2022 the University of Maine had an annual unrestricted operating budget, including auxiliary enterprises, of approximately \$300 million. This includes \$90 million in budgeted unrestricted State of Maine appropriation. Net student charges comprise 55 percent of total unrestricted revenue. In addition, the State of Maine provides \$13.3 million in restricted funding for the Maine Economic Improvement Fund to the University of Maine. Faced with steady revenue and rising costs, UMaine adjusts its budget annually, reducing expenditures to align with available funds.

In fiscal year 2021, among the major accomplishments, the university community set a new record by generating \$133.6 million in external funding in support of research and development activities, as compared to \$56.9 million in fiscal year 2017, corresponding to a 135 percent increase over the given five-year period, and an all-time high record by the University. In fiscal year 2021, research and development expenditures also reached a new all-time high record of \$179.3 million as compared to \$99.5 million in fiscal year 2017, corresponding to an increase of 80.2 percent over the given five-year period.

In the next ten years, the University has plans to invest \$1 billion in capital spending on projects that include new engineering and science research buildings, a Power Plant, a new residence hall, and more.

UNIVERSITY OF MAINE FOUNDATION

On July 1, 2016, the University of Maine merged its development office into the University of Maine Foundation, which has independent 501(c)(3) status. The University of Maine holds a contract with the University of Maine Foundation, for its fundraising, gift processing, and gift-related administrative needs. The Foundation and University recently successfully completed the \$208 million Vision for Tomorrow comprehensive campaign. The total combined endowment in support of the University of Maine is over \$440 million, including funds held at UMS as well as by the Foundation.

THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION AND CHIEF BUSINESS OFFICER

The Vice President for Finance and Administration and Chief Business Officer provides leadership and vision in financial, facilities planning, and management and oversight for the President and the University's senior leaders. This includes working closely with shared governance and numerous stakeholders, including the academic deans, to fulfill the mission and strategic goals of the University of Maine and the University of Maine at Machias. Budgetary responsibilities include stewardship of an annual institutional "all funds" budget totaling nearly \$400 million.

Serving as the senior financial officer for the institution, this position has dual direct reporting lines to the President and the University of Maine System Vice Chancellor for Finance and Administration and Treasurer and is a member of the President's cabinet and the Vice Chancellor's leadership team.

The Vice President for Finance and Administration provides vision, leadership, and direction to four direct reports and their teams in the finance and administrative division, which includes the following units:

- Budget and accounting
- Auxiliary Units including dining services, student housing, bookstore, childcare, and health services
- Facilities Management and Planning
- Student Financial Services

The successful candidate will be an innovative, collaborative, and experienced leader with a track record of progressive management success in financial roles at a university or similarly complex setting. The successful candidate will demonstrate planning, resource development, and project management skills; possess exceptional analytical skills and the ability to provide university leadership with budget models to enhance strategic decision making; and have experience dealing with governing boards and municipalities and managing a variety of campus administrative functions including overseeing major facilities projects. In addition, the Vice President for Finance and Administration will demonstrate the capacity to lead, support, and motivate staff through organizational change. The successful candidate will appreciate UM and UMM's academic missions, approach tasks with a "people" orientation, and possess the ability to tell complicated financial stories in ways that enlighten and engage people inside and outside the University.

RESPONSIBILITIES

- Lead a high-functioning division of Finance and Administration with a motivated team united in support of the University's mission.
- Develop processes and structures that will support budgeting and finance support for all campus entities.
- Develop and lead transparent short- and long-term budget planning processes that tie resources to strategic priorities, support enrollment growth, facilitate public-private partnerships, and advance the capital goals of the University.
- Create annual financial plans and regular financial reporting to key constituencies, including the UMS System Vice Chancellor of Finance and Administration and Treasurer, President, and divisional leaders.
- Develop short- and long- range forecasts in support of strategic decision-making and oversee the financial implementation of the University's vision and plans.

- Collaborate with a range of community, business, and civic partners in the development of facilities initiatives. Coordinate facilities projects with the University of Maine System, the University of Maine Foundation, and other entities to meet University goals.
- Oversee development and implementation of the comprehensive campus facilities master plan and annual capital planning to realize institutional goals.
- Assure sustainable institutional maintenance and betterment of campuses while balancing historical preservation considerations.
- Foster organizational change and a culture of service that provides user-friendly budget and finance support for offices across campus.
- Maintain financial processes that ensure University budget plans and reports are accurate, accessible, fiscally sound, and sustainable.
- Serve as the primary financial liaison between the University and the UMS office; work collaboratively with other UMS System financial and business officers; and contribute to UMS initiatives as necessary, including Unified Accreditation, Harold Alfond grant management, strategic planning, and collaborative academic and administrative programming and activities.
- Serve on various system-wide committees including the CBO and University Service Leaders weekly meeting, Strategic Procurement Steering Committee monthly meeting, and other financial and administrative ad hoc committees as required.
- Prepare and present to the Board of Trustees annual budget and capital projects for approval.
- Provide leadership and direction to the President and senior leaders regarding the UMS financial matters, the University's annual budget allocations, and the capital planning process.
- Promote and support the University's commitment to equity, diversity, and inclusivity across the campus community.
- Create a climate of trust, transparency, and openness by working collaboratively and communicating frequently with shared governance groups, with department and unit leaders, and with executive leaders.

QUALIFICATIONS & DESIRED CHARACTERISTICS

The successful candidate will present evidence of the following:

- Demonstrated ability to understand and communicate complex concepts in ways that inform and engage individuals both inside and outside the University.
- An unquestionable personal code of ethics and excellent interpersonal skills, with evidence of collaborative, team-oriented leadership style.
- Commitment to equity, diversity, and inclusivity demonstrated by leadership, active planning, allocation of resources, and accountability.
- Record of success in analyzing and addressing multi-faceted problems.
- Demonstrated ability to see the big picture and relate financial strategies and resources to the University's mission and strategic and capital plan while also providing active project management to get things done.
- Demonstrated ability to create and implement financial forecasting and modeling tools to facilitate decisions on organizational investment strategies and risk management.
- Ability to act with urgency in service to the University's vision and mission and to champion innovation.
- Experience with change management and continuous improvement.

- Demonstrated appreciation for the principles of academic freedom and shared governance and a transparent management style that fosters collegiality and teamwork.

REQUIRED QUALIFICATIONS

- A bachelor's degree from a regionally accredited institution.
- Demonstrated ability to develop, analyze, and implement long-term sustainable financial models.
- Ability to perform advanced analytics in support of strategic decision-making.
- Ability to manage large-scale capital projects.
- Supervisory experience overseeing multi-disciplinary operational units in a complex organization, including service-focused units.

PREFERRED QUALIFICATIONS

- Master's degree (or equivalent) or terminal degree from an accredited institution. A degree in administration or business-related field is an asset.
- Experience with public-private partnerships.
- Experience in a collective bargaining environment.
- Well-developed knowledge and ability to interpret and apply federal and state laws and regulations.
- Working knowledge of current financial information systems, web technology, and database applications.
- Evidence of progressively responsible senior leadership in finance, budgeting, and planning for complex organizations such as health care, higher education, or county, municipal, or state government.
- A history of effective leadership in a culture of shared governance is preferred.

The anticipated start date for the position is Fall 2022. For best consideration, please send all confidential nominations, inquiries, and expressions of interest to:



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The University of Maine System does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran's status in employment, education, and all other programs and activities.