

chatham UNIVERSITY

SEARCH PROFILE

Chief Financial and Administrative Officer

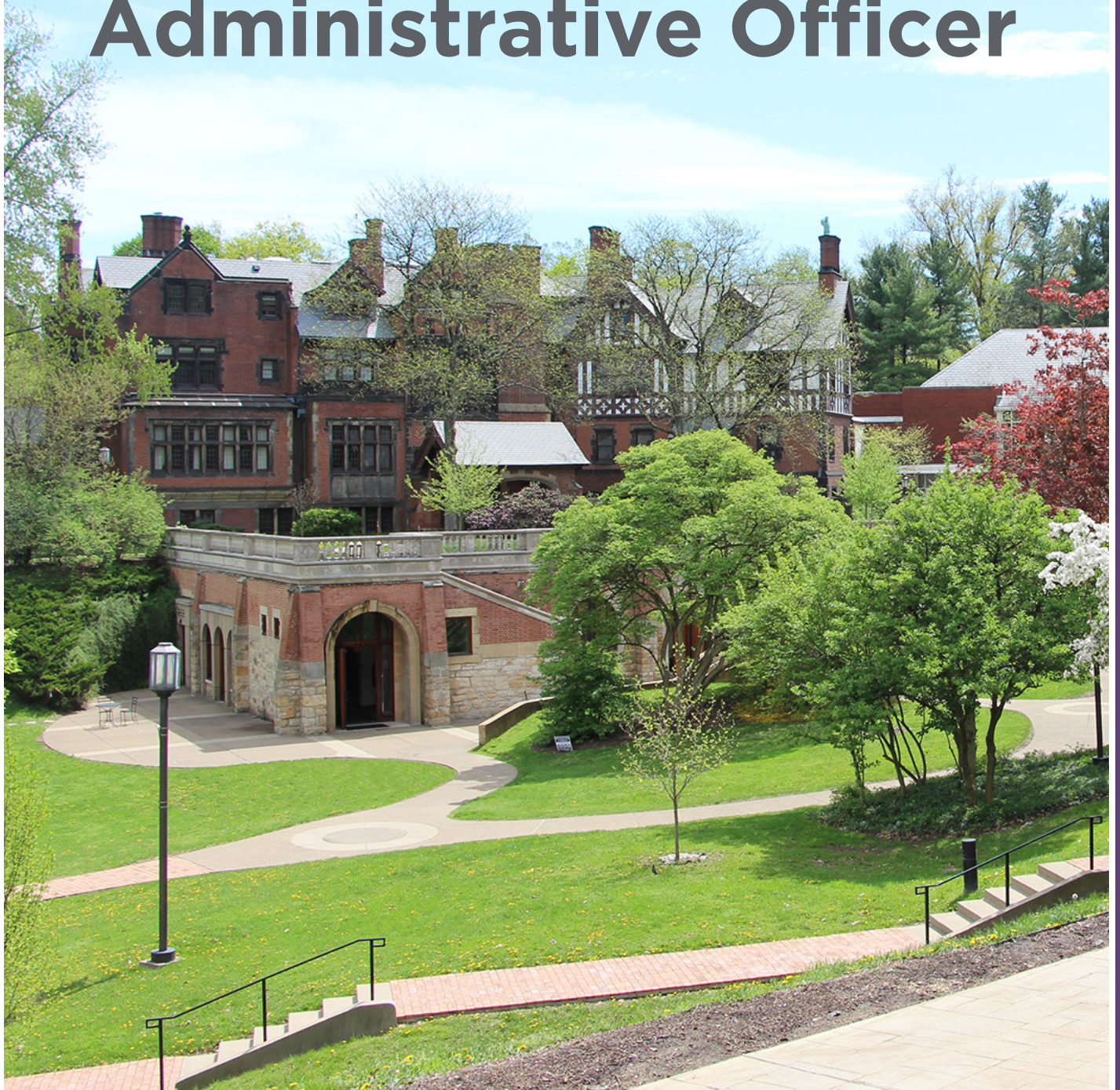


TABLE OF CONTENTS

CFAO DESCRIPTION	3
ABOUT CHATHAM UNIVERSITY	5
FACULTY & STAFF	6
STUDENT EXPERIENCE	6
STRATEGIC PLAN	6
FINANCIAL OVERVIEW	6
CAMPUS LOCATIONS AND FACILITIES	7
ABOUT PRESIDENT PHILLIPS	8
ABOUT THE PITTSBURGH REGION	9
THE OPPORTUNITY AND THE AGENDA	10
PROFESSIONAL QUALIFICATIONS AND PERSONAL ATTRIBUTES	11
APPLICATION PROCESS	11



Chatham University in Pittsburgh, PA, is launching a national search for a Chief Financial and Administrative Officer (CFAO). Reporting directly to President Rhonda Phillips and serving on the President's Leadership Team, the CFAO will lead finance and related administrative functions supporting the University's strategic, financial, and operational goals.



The CFAO will play a critical role in developing and implementing financial strategy while having the ability to lead and shape five immediate strategic opportunities:

1. Optimization of new revenue and growth initiatives;
2. Implementation of a new finance system;
3. Development of a 5-Year Capital & IT Plan for the University;
4. Enhancement of processes and organizational structures, and
5. Advancement of initiatives to lower costs and enhance affordability.

The CFAO will manage diverse administrative functional areas, including finance and accounting, budget and financial reporting, human resources, facilities, library and information technology services (LITS), and public safety.

The CFAO will be an experienced and dynamic leader who will partner and collaborate with the president, other senior leaders, trustees, and the entire campus community. The CFAO will inspire confidence and demonstrate creative, action-oriented, and fiscally responsible leadership. They will be asked to engage with transparency, authenticity, and empathy to multiple stakeholders while developing realistic objectives and effectively communicating financial information and plans.





About Chatham University

Chatham University in Pittsburgh, Pennsylvania—one of the country’s most livable cities and great college towns—was founded in 1869 as an undergraduate women’s college. Today, Chatham is a vibrant all-gender University with three campus locations and an enrollment of nearly 2,400 students across undergraduate and graduate programs in our areas of excellence: **sustainability and health, the arts and sciences, and business and enterprise.**

The University has undergone a remarkable transformation in the past several decades: from a small undergraduate women’s college (going all-gender in 2014) to a nationally ranked and recognized Doctoral/Professional Carnegie Classification University. Undergraduate enrollment has grown from under 600 students in 2014 to over 1,250 for the current academic year, making Chatham one of the fastest-growing private colleges in Pennsylvania over the last decade. Graduate programs were started over 30 years ago, and today, Chatham is a recognized leader in graduate programs in healthcare and sustainability.

More recently, Chatham University’s Board of Trustees announced in June of 2023 a resolution authorizing university leadership under President Rhonda Phillips to undertake a campus-wide reorganization that would aim to:

- Build on Chatham’s undergraduate growth over the past decade.
- Refresh graduate programs in response to the changing market.
- Improve efficiency and streamline operations.
- Better align the expenses and revenue by \$8 to \$12 million over two years.

SEARCH PROFILE: Chief Financial & Administrative Officer

This resolution stemmed from an emerging budget gap caused by various factors, including declining graduate program enrollment, post-pandemic trends, increased spending compared to revenue, and other internal factors. Since the announcement, comprehensive restructuring efforts have made significant organizational and operational improvements while reducing university expenses by \$6 million—trending ahead of the Board’s two-year goal.

Throughout these transformations, Chatham has remained deeply committed to its original women’s education and leadership mission with continued programming and support centers focused on women and gender equity. Chatham is also the alma mater of environmental icon Rachel Carson ’29 and has been ranked as a top green college and leader in environmental and sustainability education. The University is ranked as a Best College in the National University category by *U.S. News & World Report* and earned a Top 20 national *U.S. News* ranking as a “top performer for social mobility” in recognition of Chatham’s enrollment and graduation rates of Pell-eligible students.

You can explore more at www.chatham.edu.



FACULTY & STAFF

Chatham has 443 employees across eight divisions, encompassing 227 full-time staff employees, 80 part-time staff employees, and 136 full-time faculty. Three unions represent trades, housekeeping, and public safety employees. In February 2023, full-time faculty submitted a demand for collective bargaining representation. Chatham responded by seeking a fair hearing before the National Labor Relations Board (NLRB).

STUDENT EXPERIENCE

Chatham students comprise a vibrant community of over 1,250 undergraduate and 800 graduate degree-seeking students across three locations. One-third of undergraduates are from outside Pennsylvania, and around 40% are student-athletes.



At Chatham, we believe that life outside of the classroom is just as educational and rewarding as time in it. To help students achieve this, we work to provide opportunities and resources that contribute to a dynamic student experience, including:

- **Athletics:** Chatham is home to the Cougars, with 20 athletic teams for women and men competing at the NCAA DIII level. In addition, Chatham's intramural sports program promotes health and wellness, social interaction, and self-satisfaction through leisure sports.
- **Over 40 student organizations:** From the American Sign Language Club to the Ukulele Club, student organizations bolster student life by creating leadership opportunities, hosting on-campus events, and organizing to create meaningful change within our community.
- **Wellness services:** As part of a holistic approach to student development, the Counseling Center and Student Health Services coordinate students' physical and mental well-being and provide support services to students and the Chatham community.
- **Chatham traditions:** Chatham has a rich history steeped in campus traditions and experiences, including Moonlight Breakfast, Candlelight, and Holiday Ball.

More information at www.chatham.edu/student-experience.



STRATEGIC PLAN

Under the leadership of President Dr. Rhonda Phillips, Chatham University is undertaking an ambitious 2-year action plan called RENEW 2025. This action plan is focused on helping Chatham adapt and change to unprecedented undergraduate growth since going all-gender a decade ago while staying nimble and innovative.

The RENEW action plan is built around the following core pillars:

- Furthering Academic Excellence and Student Success
- Enhancing the Campus Experience
- Improving Fiscal and Operational Sustainability

More information at www.chatham.edu/strategic-planning.

FINANCIAL OVERVIEW

Chatham University's financial performance is driven primarily by enrollment and auxiliary revenue, supplemented by grants, fundraising, and Act 141 endowment support. Over the past ten years, Chatham has maintained price and discount competitiveness while growing undergraduate enrollment. The undergraduate four-year tuition discount rate for 23-24 is 50.1%, lower than many regional peers and benchmark institutions. Undiscounted tuition for incoming students in the 2024-2025 academic year is \$43,518, and meals and housing are \$13,600. All undergraduate students receive institutional financial aid through merit scholarships or need-based grants. The university's historic and recent 990 and audited financial statements are available at www.chatham.edu/about-us/financial-information.html



Campus Locations & Facilities



Chatham comprises **three distinct locations**: the historic arboretum, Shadyside Campus; Chatham Eastside (home to our School of Health Sciences) in the fast-growing East End; and Eden Hall Campus, one of the world's most sustainable campuses—more information at www.chatham.edu/locations.

SHADYSIDE CAMPUS

The heart and soul of the Chatham experience, Shadyside Campus is located within two vibrant neighborhoods of Pittsburgh and encompasses a 32-acre arboretum featuring 115 different tree species. The campus blends renovated historical mansions with modern facilities, including the Buhl Science Complex, a 10,000-square-foot laboratory building, and the Athletic and Fitness Center, an advanced four-level athletic facility.

CHATHAM EASTSIDE

Home to most of Chatham's School of Health Sciences, Chatham Eastside is a 250,000-square-foot building in the up-and-coming East End of Pittsburgh, less than a mile from the University's historic Shadyside Campus. This LEED Silver renovation project used sustainable design practices, recycled materials, and energy-efficient lighting to create an academic and social space within a green environment. Facilities include classrooms, lab spaces, and gathering spaces.

EDEN HALL CAMPUS

Home to our Falk School of Sustainability & Environment, Eden Hall Campus is a nearly 400-acre academic community dedicated to sustainable living and approaches to energy, water, food and agriculture, ecology, and climate change. Eden Hall has received national and international recognition, including LEED Platinum designations for the buildings. Over 400 large solar panels generate 126,000-kilowatt hours annually, enough to power 14 homes annually. Rain gardens and other resources manage stormwater, and Eden Hall also treats wastewater onsite through a six-step process that mimics nature. A working agricultural classroom, Eden Hall allows students to explore critical relationships between food, land, the environment, access, and culture—more information at www.chatham.edu/edenhall.

ENHANCEMENTS & MASTER PLAN

In response to undergraduate enrollment growth since the shift to all-gender in 2014, Chatham has made many campus enhancements and investments, including the renovation of the Carriage House, conversion of Dilworth Hall back into a residence hall, other residence hall updates and upgrades, classroom enhancements and investments, and more recently, the renovations of Anderson Dining Hall and UPMC Graham Field. A copy of the university's Master Plan can be found at www.chatham.edu/about-us/master-plan.html.





About President Phillips

On April 18, 2023, the Chatham University Board of Trustees named Dr. Rhonda Phillips as Chatham's 20th president—the 10th woman to hold the presidency in Chatham's 154-year history.

Dr. Phillips has over 30 years of experience as an innovative academic administrator, scholar, and author. She joined Chatham after completing her decade-long role as the inaugural Dean of the John Martinson Honors College at Purdue University, a pioneering 3,000-student residential honors college known as one of the Top 20 Honors Colleges in the U.S.

Before her role at Purdue, she was Associate Dean for Barrett, The Honors College, at Arizona State University, where she also served as professor and director of the School of Community Resources and Development and Senior Sustainability Scientist at the Wrigley Global Institute of Sustainability. She has held faculty and administrator roles at the University of Florida

and the University of Southern Mississippi, and before joining academia, Phillips worked as an economic developer with the Atlanta Chamber of Commerce and other nonprofit, private, and public organizations.

Dr. Phillips has a Ph.D. in City & Regional Planning from Georgia Tech, an MS in Economics from Georgia Tech, and an MS in Economic Development from the University of Southern Mississippi, where she earned her bachelor's degree. She is a three-time Fulbright recipient, serving as the 2006 Fulbright UK Ulster Policy Fellow in Northern Ireland. She is the author or editor of over 30 academic books, including the textbook *Introduction to Community Development*, used by students and practitioners worldwide. Dr. Phillips's research focuses on community and sustainable well-being studies, economic and technology-based development, and improving the places we live in.



About the Pittsburgh Region

Ranked in 2022 by *U.S. News & World Report* as among the best places to live in the U.S., there's no shortage of reasons why Pittsburgh has the 5th largest share of educated professionals—ages 25-39—among the top 40 largest metros. The Pittsburgh region offers a low cost of living, diverse arts and culture offerings, outdoor amenities, and world-class healthcare. There are 90 unique neighborhoods in the City of Pittsburgh alone (Chatham is located on the border of Squirrel Hill and Shadyside—leafy residential areas with a charming commercial district and distinctive vibes and culture.) When you're ready to get away, the Pittsburgh region offers unparalleled access to the East Coast and Midwest: Cleveland, Washington, D.C., New York City, Indianapolis, and Philadelphia are all within a 400-mile radius of Pittsburgh.

Pittsburgh has over 29 colleges and universities, including Chatham, Carnegie Mellon University, Duquesne University, and the University of Pittsburgh. That means around 40,000 college students contribute to the vibrancy of this great American city and unparalleled college town. In addition, the U.S. Census

Bureau estimates that around 2.3 million people live in the Pittsburgh metropolitan area. It covers nearly 5,300 square miles—around 700 square miles more than the Philadelphia metro area.

Companies in our regional ecosystem are pushing the boundaries of next-generation innovation in energy/climate, cybersecurity, life sciences and health, advanced manufacturing, robotics, financial and business services, fintech, and more. According to pittsburghregion.org, over 300 firms worldwide invested in Pittsburgh companies in the last decade, and \$11 billion in university research over the past decade is helping fuel regional growth. Global firms like Amazon, Google, Apple, and Facebook Reality Labs have set down roots in the Pittsburgh region.

Additional resources and regional information are available at:

www.visitpittsburgh.com

www.pittsburghregion.org

www.vibrantpittsburgh.org

www.alleghenyconference.org

The Opportunity and Agenda

The Chief Financial and Administrative Officer (CFAO) is a senior leadership team member and a direct report to the university president. This CFAO will demonstrate sound financial management and leadership, provide strategic vision and direction, promote effective and efficient resource management, and work collaboratively with all stakeholders to enhance the university's short- and long-term fiscal health.

The agenda of the new CFAO includes:

1. With a relatively new President and leadership team, the University has an opportunity to rethink how it conducts its business across the three locations.
2. Partner with the President, leadership team, and Board of Trustees to focus efforts and financial resources on growing enrollment and net tuition revenue, enhancing auxiliary revenue sources, and establishing a long-term financial sustainability model.
3. Present timely, accurate, expert financial analyses and reports and develop realistic long-term financial projections to support the university's mission and the Board of Trustees' engagement in its financial life and health.
4. Develop a budget and financial reporting process that is structured, timely, transparent, and oriented to the future. Incorporating transparency and accountability into the budget and financial reporting process will build trust within the campus community.
5. Oversee the implementation of new finance and related information systems and financial reporting to provide enhanced access to timely data, allow end users to assess operational performance, and improve decision-making.
6. Finalize and implement a 5-Year Capital Infrastructure and Information Technology plan for the university to guide necessary investments and build sustainable funding streams.
7. Complete and implement a plan to enhance the Office of Public Safety, including staffing, operational, and capital improvements necessary to improve operations and receive accreditation from the Pennsylvania Chiefs of Police Association.
8. Advance and collaborate on plans that capitalize on the growth and positive impact of athletics and recreation to enhance revenue, enrollment, and the campus experience.
9. Identify and implement operational efficiencies in managed departments and throughout the University, including exploring shared service or outsourcing models.
10. Serve as the lead staff member on relevant Board of Trustees Committees and Subcommittees, including Finance and Infrastructure, Audit and Risk, Investment, and Debt and Real Estate.
11. Participate in the university reaccreditation and other processes required for federal or state funding, compliance, or regulatory review.



Professional Qualifications and Personal Attributes

- A bachelor's degree in accounting, business, or a related field is required. A master's degree or CPA is preferred.
- A minimum of 5 to 10 years of progressive leadership and management in a complex organization is required. Higher education experience is preferred.
- Background, knowledge, and experience to establish a clear financial vision for Chatham and the tenacity and commitment to develop and motivate others to achieve desired outcomes within the finance, human resources, operational teams, and with other shared governance stakeholders.
- Outstanding financial acumen with success in data-informed decision-making and improving budgeting and financial management within a complex organization.
- Experience working with endowments, accessing grants, and managing other forms of investment and partnerships to benefit students, faculty, and staff.
- Success in building healthy and collaborative working relationships with colleagues, including trustees, senior administrators, direct reports, faculty, staff, students, and the broader community.
- A commitment to helping advance a sense of inclusion and belonging in teams and the wider community.
- An open and effective communicator who listens carefully, responds thoughtfully, speaks, and writes clearly.
- Ability to maintain and advocate the highest level of compliance, integrity, and sound judgment.
- Proven skill in developing, leading, and mentoring a team of talented and dedicated professionals.
- A person who manages in an open, transparent, and trustworthy manner with all constituents to ensure a comprehensive understanding of financial, budgetary, and other related university issues.
- Knowledge of Pittsburgh is desired.



The Application Process

The Search Committee will begin reviewing applications in early June and continue until the position is filled. Applicant materials should be received by **June 14, 2024**, for best consideration.

CANDIDATES SHOULD PROVIDE:

- A letter of interest stating how the candidate's experiences and qualifications relate to the characteristics and priorities expressed in the position profile.
- Resume or curriculum vitae.
- Five professional references with e-mails, telephone numbers, and a description of the candidate's professional relationship with each reference listed (references will not be contacted without prior written authorization from the applicant).

[Please click here to apply for the position.](#) To submit nominations, or should you have any questions or encounter any difficulties with the application process, please contact ChathamCFAO@agbsearch.com.

The following professionals from AGB Search are assisting with the search:

Margaret "Peggy" Plympton, Principal
margaret.plympton@agbsearch.com
484-554-4543

Monica Burton, Principal
monica.burton@agbsearch.com
917-825-296

Chatham University does not discriminate on the basis of race, color, religion, gender, sexual orientation, national origin, age, disability, veteran status, marital status or any other legally protected status in its educational programs and policies, co-curricular activities, scholarship and loan programs, or employment practices.