

# NAZARETH

## Vice President for Finance and Administration

Position Profile  
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Prepared by  
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## The Opportunity

Nazareth, an independent, co-ed nonsectarian institution with 1,987 undergraduate and 535 graduate students outside of Rochester, NY, is conducting a national search for a new Vice President for Finance and Administration. The College is ranked among the country's best institutions for undergraduate education by the Princeton Review and is known for its commitment to social justice. The new Vice President will join a dedicated and inspired learning community and capitalize on the momentum of President Beth Paul and her strong leadership team, guided by a new strategic framework. The new VP will inherit an outstanding team with tremendous bench strength in all areas of the portfolio.

The ideal candidate will be a collaborative and entrepreneurial leader who serves as the steward of the resources of the institution by ensuring the financial health of the College through leadership, direction, and oversight of the College's financial, administrative, and entrepreneurial activities. The VPFA serves as a principal advisor to the President and is responsible for preparing financial analysis, budgetary reports and long-range projections for the President and Board of Trustees.

The VPFA will be a key member of the President's cabinet and will play a major role in the ongoing development of the College's strategic framework and in ensuring that expenses are consistent with the College's revenue. The VPFA will be responsible for the offices of finance, facilities, technology, campus security, food service and campus events and will serve as liaison to all relevant board committees.

## The President

Elizabeth Paul, Ph.D. took office as President of Nazareth on July 1, 2020. She is a forward-thinking energetic leader. Dr. Paul came to Nazareth from Capital University in Ohio where she served as the 16th president. Prior to her time at Capital, she spent seven years as the senior academic officer and a tenured professor of psychology at Stetson University in Central Florida and many years at The College of New Jersey where she was on the faculty and served in various administrative roles (including Interim Provost and Interim Vice President for Student Affairs). Well-known as a thought leader on learning innovation, strategic planning, and building inclusive communities, Dr. Paul has held national leadership roles in key higher education initiatives, including undergraduate research. She was President of the Council on Undergraduate Research and a long-term member of the Board of Directors of the National Association of College and University Business Officers, and currently serves on the NAICU Board of Directors and serves as Treasurer of the Bonner Foundation Board of Trustees.

Under Dr. Paul's leadership, Capital University developed a visionary strategic framework to guide the university forward, including expansion of experiential learning and community partnerships, and the deepening of a learning community that values and supports student originality and belonging. While at Capital University, Dr. Paul saw the University's largest entering undergraduate class in the institution's 190-year history. She led the launch of the Good Guarantee Scholarship for undergraduates whose families have chosen mission-centered careers through nonprofit and public-service work. The scholarship program was designed to

increase awareness of the University and to support lower- to middle-income families who too often think private higher education is not accessible to them.

Along with championing access and success for those traditionally underserved by higher education, Dr. Paul considers it a moral imperative of higher education to actively partner in innovation, ideas, and learning approaches that extend beyond established boundaries to build community capacity and tackle social challenges. She is an engineer of neighborhood-based, community- engaged, and experiential learning programs, local and global, garnering national recognition.

Dr. Paul holds a bachelor's degree in psychology and a doctorate in personality psychology, both from Boston University. She did a pre-doctoral training fellowship with the National Institute of Mental Health and earned a certificate in higher education administration from Harvard Institute for Educational Management.

## Letter from the President



*Nazareth was formed to be an agent of revolutionary positive social change at a pivotal time. Founded in 1924 as the nation was emerging from the world-changing Pandemic of 1918, Nazareth was developed to educate and elevate new leaders – from marginalized populations so as to bring forth fresh potential – to advance social innovation, social justice, and social progress.*

*On the precipice of our Centennial, and again on the heels of a once-in-a-century pandemic, we renew our commitment to elevate fresh and innovative leaders to realize new possibilities in building a healthier and more just world. Today, Nazareth is an inclusive, secular, co-ed higher education institution with a wide array of undergraduate and graduate programs that are constantly innovating. We continue to be inspired by the values and bold commitments of our founding Sisters of St. Joseph, including active commitment to holistic and purpose-driven changemaker education; innovation and future focus; and social justice, equity, and inclusion.*

*The coinciding of Nazareth's presidential transition, our centennial, and this time of revolutionary change creates an exceptional opportunity for new vision and direction. I seek a dynamic and experienced partner who feels a deep connection with the contemporary power of Nazareth's founding mission and is ready to explore innovate strategies for powering Nazareth's next 100 years.*

*Our founders were agile in addressing issues of the times, embracing change and always pursuing progress. It is our turn now to engage in fresh thinking to address the issues of our time. An inclusive and engaging strategic planning process generated a dynamic forward-looking strategic framework. Our authentic vision and strategies are moving Nazareth boldly*

*forward. I seek an enterprising partner to engage with these innovations and initiatives as opportunities for rethinking the structure and strategies of our financial model. We are primed for fresh and innovative leadership.*

*As I have transitioned to Nazareth during this time of social sea change, I am awed by the strengths in the Nazareth community. We have a powerful mission and the courage to live it. Nazareth students and alumni embody our founding values, applying themselves to learning and pursuing their life's work with passion and purpose. Our faculty and staff are expert and committed deeply to our students' learning and development. The ingenuity and innovation with which our faculty and staff have adapted new approaches to student learning, development, and support over the last few years is nothing but extraordinary! And I am honored to work with a strong senior leadership team – a set of colleagues that are eager to welcome a new partner in advancing our powerful mission.*

*We are eager to join together with the Vice President for Finance and Administration in rethinking and reshaping our financial model for a thriving future. We believe more than ever in the power of Nazareth's mission and the role of higher education in society. In a time of threat to education at all levels, we have vital responsibility for doing all we need to do to ensure our transformational role in our community and society.*

**–Dr. Elizabeth (Beth) Paul, President**

## **The Institution**

Nazareth – known as Naz - was founded in 1924 by the Sisters of St. Joseph, who were committed to academic excellence and proactively addressing the needs of the time. Since its beginning, Nazareth has opened pathways of education for underrepresented populations, inspiring them to stretch their potential and apply their talents to social innovation, social progress, and social justice. In the 1950s, the College responded to the need for graduate study by adding graduate programs and, by the 1970s, Nazareth was renowned for quality teacher education and social work. During this time of monumental change, the College became co-educational and independent of religious affiliation.

It has retained its original focus on academic excellence and the charisma of the Sisters of St. Joseph: “serving all without distinction.” Leaning on its deep foundational values, Nazareth has grown to be the inclusive, religiously independent, comprehensive college it is today. Naz is the kind of place where you can have a significant impact, a campus where people collaborate to support the College's evolution forward, to best support students, their life's work, and thereby - the world. The College is incorporated under the authority of the Board of Regents of the University of the State of New York and is accredited by the Middle States Commission on Higher Education. The College is slated to become Nazareth University this summer. Nazareth is a member of the New American Colleges and Universities.

# NAZARETH STRATEGIC FRAMEWORK



## Enrollment, Tuition and Financial Aid

Nazareth accepts more than 80% of its applicants and has a yield of about 15%. In fall 2022, the College had 471 first-year students and 102 transfer students and a total of 1987 undergraduates and 535 graduate students. There were 1,117 students living in the residence halls. The College's retention rate is 80% and its six-year graduation rate is 73%. All new full-time undergraduates receive financial aid and 27 percent of the new first-year students are Pell recipients.

Undergraduate tuition is \$37,330 which represents an increase of 4% over fall 2021 while graduate tuition is \$1,045 per credit hour, a 3% increase from the prior fall. Net tuition per new first-year student is \$14,671 representing a discount rate of 60.7%. The overall undergraduate discount rate is 49.7%. Room and board costs \$15,040 which is about 4.5% greater than the prior year.

## Financial Overview

Nazareth has a long history of fiscal responsibility, efficient controls, and balanced budgets. The College has an endowment of \$78M and net assets of \$220M. It has \$45M in debt and its bonds are rated Baa2 stable by Moody's and BBB+ stable by Standard and Poor's.

The College's FY 2023 budget includes operating expenditures of \$83.4M and revenues of \$80.8M. The expenditures include full funding of depreciation. Coming out of Covid, the College has a budgeted deficit \$2.5M; this is the first deficit that the College has had in more than 10 years and is primarily the result of enrollment challenges. The College is developing a plan to return to financial equilibrium by FY 2026. The College is highly tuition dependent with more than 90% of its revenues coming from tuition and housing and food revenue. The College has transitioned to a new investment manager in January 2022. Nazareth's spending policy provides for spending of 5.4% of its endowment in FY 2023.

## Facilities

The Campus has 26 buildings and 150 acres. The campus' facilities range in style from neo-Gothic to contemporary. Most buildings are connected by underground tunnels, providing climate-controlled passage during inclement weather. The College also has residence hall space for 1256 students.

Among the 26 buildings on campus are spaces that provide both student learning and service to the community, such as:

The Arts Center, including the Jane and Laurence Glazer Music Performance Center, which provides acoustic excellence for student ensembles, campus events, and performances by community organizations such as the Rochester Philharmonic Orchestra.

The Golisano Training Center features an indoor track, field, basketball and tennis courts, and training facilities, as well as fitness and recreation for the Nazareth community — and serves as a training and competition space for Special Olympic athletes.

In January 2022, the College began a collaborative design process for a future-forward campus center and learning commons. The College invests more than \$2M a year in renewal projects and has a list of projects that it undertakes each year. At the end of FY 2023, it should have more than \$12M in its capital reserve fund which it uses to finance maintenance projects. Facility maintenance is outsourced to Sodexo which has been managing the campus' facilities for more than 20 years. Every five years, Sodexo prepares a comprehensive assessment of the condition of each building.

## **Academics**

The College offers more than 60 undergraduate majors and over 50 undergraduate minors. Beyond bachelor's degrees, it offers master's degrees and a doctoral degree in physical therapy. It has 174 full-time faculty and 280 part-time faculty and an undergraduate student faculty ratio of 9:1. Its programs are offered through its four academic units.

### **College of Arts and Sciences**

Offers a variety of disciplinary and interdisciplinary undergraduate majors and graduate programs in the fine and performing arts, humanities, and in the social and natural sciences. Students are encouraged to double-major and take full advantage of multiple disciplines, and to partner with faculty on research projects and other forms of experiential and problem-based learning.

### **School of Education**

Offers a wide range of undergraduate and graduate education programs leading to initial, professional, and additional certification. These programs provide students with expertise and experience to teach across the age spectrum (birth through grade 12) in a variety of areas and disciplines.

### **School of Health and Human Services**

Offers majors and programs through classroom training, on-campus clinics, and extensive real-world experience, with an emphasis on interprofessional education. Students are well prepared to provide the best practice and care for their clients and to face the varied challenges of their professions.

### **School of Business and Leadership**

Offers a wide array of majors and programs designed to develop tomorrow's forward-thinking and well-prepared leaders in industry and business. In class learning is supplemented with real world opportunities through internships, study abroad, leadership programs, alumni networks, and several other co-curricular events and activities.

Recent academic program development includes collaborative partnerships (e.g., a partnership with the Syracuse University School of Law and the University at Buffalo for 3+3 law degrees), graduate program expansion (the MPH degree program is the most recent addition), and an enterprising new Institute for Technology, Artificial Intelligence, and Society that includes three interdisciplinary degree programs focusing on the social dynamics and ethical implications of technological advances.



## Student Life

Nazareth is committed to its students' intellectual and personal growth, seeking to integrate the vast array of learning experiences in their full college experience. To build a strong foundation, maximize the integration of in-class and out-of-class learning, and enhance the potential for success in college, a two-year residency requirement is in place for full-time (defined as 12 or more credits) undergraduate students.

Residential life on campus is encouraged for all undergraduate students, and campus housing is available for graduate students, by application, who lived on campus during their years in Nazareth's undergraduate study. There are eight living facilities on campus, with three dedicated to new students. A recent innovation is a set of [Living Learning Communities](#) for first year students, reflecting our emphasis on holistic and integrative learning.

Resources are available to students to support their academic success and everyday well-being. The Academic Advisement Center and Center for Life's Work help students connect with their advisors and career coaches to guide them through major selection and academic needs, as well as envision how to explore co-curricular experiences both on and off campus to build toward success in their future career and life goals. The Center includes the Spark program which supports and encourages real world learning as well as international experiences. Community and Belonging, Campus Safety, and Health and Wellness programs, services, and centers are also available to students to guide, educate, and support them throughout their time at Nazareth.

The College supports 25 NCAA Division III teams and is a member of the Empire 8 athletic conference. Nazareth is in second place in the Commissioner's Cup and has two conference champions thus far this year. Twenty-seven percent of students participate in intercollegiate sports and the College also has six club sports. In addition, Intramurals & Recreation at Nazareth offers students, faculty, and staff opportunities to participate in sports leagues, tournaments, outdoor adventure, fitness, and leisure activities that foster peer bonding and support healthy lifestyles. There also are over 50 clubs and organizations on campus.



## Statement of Diversity and Inclusion

Reviewed by the Campus Community (Faculty, Staff, and Students) Endorsed by the Faculty Senate (12.02.2016)

### PREAMBLE

Nazareth embraces a society that is both diverse and inclusive, and values both respect for the person and freedom of speech. Respect for the dignity of all people is an essential part of the College's tradition, mission, and vision for the future as we advance a socially just and equitable community. The College promotes civility and denounces acts of hatred, violence, and/or intolerance.

### STATEMENT

We define diversity as a continuum of individual, group, and social differences, both visible and invisible. This definition compels us to confront inherent privilege, power, and marginalization to achieve equity and social justice. Diversity at Nazareth is concerned with, but not limited to: race, ethnicity, socioeconomic status, gender, gender identity, sexual orientation, religious and spiritual belief, ability, national origin, veteran status, age, and those individuals with cultural characteristics that have been historically underrepresented and underserved.

Nazareth is dedicated to inclusion, the active pursuit of conscious and sustained practices and processes that value and respect differences. This commitment to diversity and inclusion informs our curriculum, teaching, learning, scholarship, creative activities, co-curricular activities, residential life, community involvement, and support of these endeavors by the Nazareth Community. This commitment includes:

- engaging in a continual process of education, critical self-reflection and dialogue regarding privilege, power, and marginalization,
- promoting greater access and inclusion through systemic and structural change, and
- ensuring that all students, faculty, and staff reach their fullest potential individually and collectively.

This endeavor is essential in meeting the goal of preparing our students and ourselves for meaningful lives in a diverse and global society.

### Pittsford, NY and the Rochester Area

Nazareth is in Pittsford, NY, a suburb eight miles southeast of Rochester. Pittsford is known as a cozy village with unique shops and tree-lined streets, situated beside the Erie Canal, with bike trails stretching as far east as Rome, NY, and as far west as Buffalo. Widely known for its beautiful scenery, rich history, and strong sense of community, Pittsford also enjoys a reputation for excellent services, including a first-rate school system.

The Rochester area is a great place to live, with something for everyone. The city has 200,000 residents, in a metro area of 1 million, with a mix of ethnic backgrounds and religions. The Rochester area offers a host of attractions and events, including classical music, professional sports, and music and arts festivals. The city was the home of Susan B. Anthony and Frederick Douglass and has a rich history of civil rights and social justice work.

Kodak Hall at Eastman Theatre hosts the Rochester Philharmonic Orchestra and the headline acts during the annual Xerox Rochester International Jazz Festival. The Strong National Museum of Play is home to the National Toy Hall of Fame, and the annual Lilac Festival recalls Rochester's early history as the Flower City. Rochester is also home to professional minor-league sports teams, including the Americans (ice hockey) and Red Wings (baseball). A unique blend of natural and man-made resources and amenities give Rochester a high quality of life. Straddling the Genesee River between the Erie Canal and Lake Ontario, Rochester offers a natural beauty that is easily accessible by a network of parks, trails, boat launches, and scenic overlooks. The city has dozens of distinct neighborhoods and urban villages supported by an eclectic mix of stores and restaurants. Quality housing is available at reasonable prices.

The city's central location in Western New York is a short drive to Niagara Falls, the Finger Lakes region, and the Adirondack Mountains. Big city destinations, including New York, Toronto, and Boston are also within a day's drive.

### **Role of the Vice President for Finance and Administration**

The Vice President for Finance and Administration (VPFA) will be a collaborative and entrepreneurial leader who serves as the steward of the resources of the institution by ensuring the financial health of the College through leadership, direction, and oversight of the College's financial, administrative, and entrepreneurial activities. The VPFA serves as a principal advisor to the President and is responsible for preparing financial analysis, budgetary reports and long-range projections for the President and Board of Trustees.

The VP will be a key member of the President's cabinet and will play a major role in the ongoing development of the College's strategic plan and in ensuring that expenses are consistent with the College's revenue. The VPFA will be responsible for the offices of finance, facilities, technology, campus safety, food service and campus events. The VPFA will work closely and collaboratively with the vice presidents of enrollment and advancement to ensure the attainment of the revenue required to balance the College's budget. The VPFA will be a creative leader who will identify and develop new partnerships and new sources of revenue for the College. The VPFA will work closely with the board and serve as liaison to all relevant board committees. The VPFA's responsibilities will include but not be limited to the following:

- Development and execution of the College's budget and long-term financial plan
- Creation, development, and identification of new sources of non-tuition revenue
- Development of business partnerships and collaborations to foster the interests of the College
- Oversight of all activities of the finance office including preparation of the audit, the endowment, management of the debt, etc.
- Identification of operational efficiencies throughout the College
- Management and maintenance of all campus facilities
- Oversight of all campus renovations and construction
- Management of campus security
- Management of food service

- Management of campus conferences and events
- Responsibility for the campus sustainability program

## Challenges and Opportunities

### **Help Develop the Best Structure for the Nazareth of the Future**

Higher education is experiencing significant change and the old ways of doing things and the existing structures are not going to work for institutions in the future. The new VPFA must think outside the box with the President and the Senior Team to secure Nazareth's long-term future. This will include partnering and making strategic deals, where appropriate, with other institutions and businesses as well as providing the best structure for the College.

### **Develop New Sources of Revenue**

The VPFA needs to be strategic and explore all avenues to make the College fiscally strong. The VPFA needs to have an entrepreneurial spirit and explore new partners. They need to be willing to take measured risks and be able to negotiate complex deals.

### **Increase Existing Revenue**

The VPFA needs to partner with the Provost to provide the appropriate incentives and infrastructure for faculty and staff to develop new programs which can provide the College with additional revenue. The VPFA should partner with the VP of Enrollment Management to maximize net tuition revenue and should also work to facilitate increasing the net revenue provided by events, summer programs, food service and other as well as look for new revenue sources.

### **Develop a Balanced Budget**

Nazareth, for the first time in more than ten years, has an operating budget deficit. The VPFA must lead the development of a financial plan that will solve this situation through working closely with the President, their senior colleagues, and the board.

### **Maintain Efficient, Cost-Effective Operation of the College**

The VPFA should work with the President and the senior team to review all operations and systems at the College to ensure that they are relevant, efficient and operating in a cost effective manner. The VP should also be willing to develop collaborations and make acquisitions to enhance the operations of the College.

### **Provide Leadership to all Direct Reports and Create an Effective Team**

The VPFA must have excellent management skills to lead the areas that are in their division. The VP will inherit a seasoned, highly skilled team which they need to continue to inspire to do their best work and ensure that they continue as a high performing team. The VP needs to have a collegial style, be able to effectively communicate with all members of the division and be able to ensure that a high level of customer service is sustained.

### **Gain Trust and Communicate Effectively with the Campus**

The VPFA must be able to gain the trust of the campus and communicate clearly and effectively with all constituencies about finance and facility issues. They must be able to educate the campus about the implications of various alternative strategies in a clear and transparent manner which promotes understanding and support for the College's direction and gains faculty support for new sources of revenue.

## Qualifications

The successful candidate will demonstrate unquestioned integrity, be an outstanding communicator, a strategic thinker and possess strong and effective interpersonal skills that engender trust and cultivate collaboration. They will be respectful of others, will value diversity and inclusion and will have a positive, can-do attitude. The new VPFA will be an exceptional financial and administrative leader with superior analytical and management skills and a willingness to explore new and creative opportunities for ensuring the College's financial health. The successful candidate will be an excellent manager, be adept at managing multiple priorities simultaneously, be entrepreneurial in spirit, willing to think outside the box and take prudent risks. The new VPFA will be a skilled negotiator and will have a strong backbone. They will understand the higher education landscape, and the challenges that higher education is currently facing and provide innovative ideas in approaching the future. The new VPFA will be able to understand and negotiate complex financial transactions and the ability to achieve goals using influence and negotiation skills. The successful candidate will have the fortitude to make difficult choices when necessary and the ability to convey decisions with clarity.

The new VPFA will be knowledgeable about the critical areas in the portfolio and will have experience working with boards of trustees. They will have at least ten years of progressively increasing experience in finance and administration, managing a large staff with diverse responsibilities. Higher Education experience is desirable as well as experience in business, non-profits and/or other sectors. A bachelor's degree is required, and an MBA or other advanced degree is preferred.

## Nomination and Application Process

Nominations and applications are invited for this position. Review of applications will begin immediately, and candidate material received by March 7, 2023 will be assured full consideration although recruitment will continue until an appointment is announced.

Applications (including a cover letter and resume) must be uploaded to:

<http://lapovsky.hiringthing.com>. Lapovsky Consulting is assisting Nazareth in this search. For nominations, questions, or additional information, please contact:

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917-690-1958

## **EEO Statement**

*Nazareth is an equal employment opportunity employer. The College does not permit discrimination or harassment in its programs and activities on the basis of race including traits historically associated with race, color, creed, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, age, religion, disability, medical condition, reproductive health decision making, pregnancy-related condition, genetic information or predisposing characteristic, military or veteran status, political affiliation or belief, arrest or conviction record, domestic violence victim status, marital status, familial status, or any other protected status under applicable law. The College does not discriminate on the basis of sex or gender in its educational, extracurricular, athletic or other programs or in the context of employment.*

*All qualified applicants will receive consideration without regard to race, color, religion, sex, sexual orientation, gender identity or expression, national or ethnic origin, age, marital or veteran status, disability, carrier status, genetic predisposition or any other protected status, or any other basis upon which discrimination is prohibited by municipal, state, or federal law.*

*In a continuing effort to enrich our academic environment and provide equal educational and employment opportunities, the College actively encourages applications from members of all ethnic groups underrepresented in higher education.*