



**Saint
Joseph's
College
of Maine**

**SENIOR VICE PRESIDENT
FOR FINANCE AND
ADMINISTRATION**

Position Specification

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THE OPPORTUNITY

Saint Joseph's College of Maine, a Catholic liberal arts college less than 30 minutes from Portland with an enrollment of almost 2,000 students and operating revenues of more than \$36 million, is beginning a national search for a senior vice president for finance and administration (SVPFA). This is an exciting position that seeks an entrepreneurial SVP who will serve as the principal advisor to the President on the business and financial operations of the College as well as on new sources of revenue. Reporting to this position are the offices of finance, facilities and conferences and events. The SVP will serve as liaison to all relevant board committees.

ABOUT SAINT JOSEPH'S COLLEGE

With more than 100 years as a foundation, Saint Joseph's College is determined to meet today and tomorrow's opportunities for service to the local, state, national, and global communities. The College is Maine's only Catholic institution of higher education. Offering its learners a unique mix of undergraduate, graduate, and non-degree programs on its beautiful 474-acre Sebago Lake campus in Standish, Maine and online, Saint Joseph's College of Maine embraces justice, equity, diversity, and inclusion as important cornerstones for academic excellence, student success, institutional and community resilience, and as vital expressions of its Catholic identity, Mercy Charism, and Core Values. The College commits to nurturing highly competent and deeply compassionate leaders ready to serve in a vulnerable world.

In 2015 the College was selected by the Carnegie Foundation for the Advancement of Teaching to receive its Community Engagement Classification, highlighting the College's focus on community service throughout its mission and daily interactions on campus and within local, regional, and global communities. Recognizing the dignity of all persons, the College seeks to address instances of injustice both within and outside the College community from a stance of informed advocacy. In this way it fulfills its core value of community, which calls on it to demonstrate a spirit of connectedness with one another through expressions of hospitality, courtesy, inclusivity, and collaboration. Saint Joseph's College is the community that grows community, preparing whole people to contribute to a whole world.

The College offers the opportunity to live in a close-knit community while being only 20 miles from Portland, Maine's largest city, which Forbes has named one of "America's Most Livable Cities" and Bon Appétit, CNBC, and the New York Times have named it a top food destination. Easy access to ocean beaches, ponds, lakes and the White Mountains puts one truly in the heart of a four-season recreation area

HISTORY

Saint Joseph's College is a Roman Catholic liberal arts college for men and women of all faiths and ages. It was founded by the Portland Regional Community of the Sisters of Mercy of the Americas in 1912 and chartered by the Maine Legislature in 1915. Saint Joseph's grants degrees in fulfillment of the educational ideals of the Sisters of Mercy, founded by Catherine McAuley in Dublin, Ireland, in 1831.

From the time the Sisters of Mercy arrived in Portland in 1873, they dreamed of establishing a college in the area—and worked toward it. From 1912 to 1956, the College was located on the grounds of the Sisters of Mercy Motherhouse in the Deering district of Portland. In 1949, the name of the College was changed from Saint Joseph's to The College of Our Lady of Mercy, but with the change of site to Standish in 1956, the original name of Saint Joseph's was reinstated.

In 1970, Saint Joseph's became a co-educational institution. The College began offering distance education programs in 1976. Today, Saint Joseph's College provides certificates as well as undergraduate and advanced degrees for working adults through an online learning program that operates in collaboration with the College's Sebago Lake campus.

MISSION

Rooted in and professing fidelity to the teachings of Jesus Christ and the doctrines and heritage of the Roman Catholic Church, Saint Joseph's College, sponsored by the Sisters of Mercy, is a liberal arts college that nurtures intellectual, spiritual, and social growth in students of all ages and all faiths within a value-centered environment.

In fulfillment of the mission, Saint Joseph's College will:

- Foster a strong academic community dedicated to the pursuit of truth through serious study, integration of knowledge and an on-going dialogue between faith and reason
- Encourage all students to explore widely the arts and sciences while they also prepare to live ethical and meaningful lives
- Provide a strong foundation for graduate study, professional services, and career advancement
- Offer, in an extension of its Mission to multiple areas of the world, both degree and non-degree



programs through distance education

- Enhance students' awareness of human dignity and the meaning of life
- Advocate for justice and peace in recognition of each person's responsibility for the welfare of both humankind and the environment



VISION

In 2014, the College adopted an “evergreen” strategic planning model as part of *Sustaining the Promise: Toward Saint Joseph’s College’s 2nd Hundred Years* which identified wellness and sustainability as the twin central themes of the College. Guided by *Sustaining the Promise*, the College undertook significant updates to academic, athletic, and other campus infrastructure; approved a Climate Action Plan and Civic Action Plan; and created centers and institutes focusing on the key issues of faith and spirituality, aging, and sustainable agriculture and hospitality.

The recent refresh of *Sustaining the Promise* further focused the College’s commitment to the work of building and supporting sustainable, just, equitable, diverse and inclusive communities as a primary focus of its educational programs. A new undergraduate interdisciplinary major in Leadership for Sustainable Communities is a key element in the College’s identity and will play a significant role in the College’s ongoing work of transformation.

THE PRESIDENT



James Dlugos became the 14th president of Saint Joseph’s College in July 2012. Since his inauguration, he has been championing a bold plan for ensuring Saint Joseph’s place as an exemplary 21st-century Catholic liberal arts college in the Mercy tradition. Under his leadership, the College is pursuing a series of ambitious initiatives that align with Saint Joseph’s strategic plan for its second hundred years, *Sustaining the Promise*. Dr. Dlugos’ embrace of innovative, entrepreneurial approaches to ensure growth and sustainability for Saint Joseph’s earned him recognition in 2015 as one of Maine magazine’s “50 Mainers” who are shaping the future of our state.

Before joining Saint Joseph’s, Dr. Dlugos served for seven years as the vice president and dean of academic affairs at the College of Saint Elizabeth in Morristown, New Jersey.

Prior to that, he served for 16 years at Washington & Jefferson College in Washington, Pennsylvania, in a variety of roles, including vice president for academic affairs and dean of the faculty.

An active voice in higher education, Dr. Dlugos recently concluded six years of service as president of the Maine Independent Colleges Association. Dr. Dlugos also serves on the board of directors of Maine Campus Compact, which seeks to reinvigorate the public purposes and civic mission of higher education. He is the chair of the Presidents Council of Mercy-sponsored IHEs and a member of the Conference for Mercy Higher Education Board of Directors.

Dr. Dlugos earned his bachelor's and master's degrees in English from Boston College, a doctorate in English from the University of Virginia, and has completed the Management Development Program at Harvard University's Graduate School of Education. In addition, he completed a presidential vocation and institutional mission program through the Council of Independent Colleges.

THE STRATEGIC PLAN: SUSTAINING THE PROMISE: 2021-2026

Starting in the Spring of 2021, Saint Joseph's College of Maine began a multi-year process of transformation from a "liberal arts plus" college into a focused learning center dedicated to growing leaders for sustainable communities. This transformation goes far beyond a rhetorical shift. It will redefine the promise and reorient their programs, all while recommitting the community to the mission and values on which SJC was founded. The transformative goals and initiatives are captured in our refreshed strategic plan, [*Sustaining the Promise: 2021-2026*](#). The following are the six goals of the Plan:

- The College will be financially sound
- The College will be recognized as a "learning destination"
- The College will be a diverse, multi-generation learning community recognized for their commitment to the values of justice, equity, diversity and inclusion
- The College will be committed in all its activities to "transformation"
- The College will be recognized as a "Best Place to Work"
- The College will be recognized as an exemplary, 21st century Catholic College in the Mercy tradition

The Plan has seven strategic initiatives:

- Stewarding enrollment
- Strengthening the faculty and staff community
- Enhancing and diversifying revenue streams
- Stewarding the campus environment
- Developing a 21st century educational program
- Stewarding our legacy
- Institutionalizing our commitment to community

The senior vice president for finance and administration will play a central role in developing the strategic KPIs and multi-year financial model to support it and to measure its progress.

GREATER STANDISH/PORTLAND AREA

The campus is in Standish, Maine which was founded in 1785 and today has a population of just over 10,000 people. The town and campus are on beautiful Lake Sebago which is enjoyed by boaters, fishermen and swimmers. Standish has two elementary schools and a high school. The town is in the greater Portland area which is known for "its heady mixture of artistic and outdoor adventures, the

region is stylish and sophisticated yet remains genuine and unpretentious—a place where grey flannel and plaid flannel can coexist. And underlying the latest tech, fashion, and culinary scene is a deep sense of continuity.” Portland has a lively arts and restaurant scene and is a tourist mecca in the summer.

ACADEMICS

St. Joseph’s offers both undergraduate and graduate programs on-line and on-campus. It offers a broad array of undergraduate programs in business, science, and the health sciences among other disciplines. Master’s degrees are offered primarily in business, education, health, and theology. Most graduate programs are offered either online or in a hybrid format. Several new programs have been added in the last few years and additional ones are planned.

STUDENT LIFE

A sense of community and deep-seated values are the core to the Saint Joseph experience. The College participates in the NCAA Division III and supports twenty-one varsity sports. The College has almost 550 hundred students in residence on its campus who live in a variety of residence halls and participate in a vibrant campus life.

In addition to residence hall programs, students enjoy activities sponsored by Student Engagement including concerts, trivia, bingo, pool and ping pong tournaments, off-campus excursions, various performers, and so forth. Students also enjoy recreational offerings sponsored by one of the over 30 student organizations. Some of the student clubs include: Active Minds, Mindful Monks, EcoReps, Esports, Gay-Straight Transgender Alliance+, and Outdoor Adventure Club among others.

THE CAMPUS AND ITS FACILITIES

The College has a 474 acre campus which sits on the eastern shore of the Sebago Lake and is in view of Mount Washington and the Presidential Range of the White Mountains. The campus has 19 buildings, including 9 residence halls. The total square footage of campus facilities is 459,868. A recent study identified \$9.5 million of deferred maintenance.

Over the past decade, the College has invested nearly \$15 million in facility upgrades and enhancements, resulting in a new lighted turf field and track complex, upgraded science labs, upgraded campus paths and lighting, and new student engagement space among other projects.

The College is currently renovating space in Mercy Hall for a new \$3.6 million suite of simulation labs to support its nursing and other health care programs. This project is fully funded with support from private donors, foundations, and a \$810,000 Congressionally Directed Spending appropriation in the FY22 Federal budget. The simulation labs will be available for use during the spring of 2023.

FINANCES

In FY2021 the College had revenues of \$36.4 million and expenditures of \$33.4 million generating a net surplus of \$3 million. The major source of revenue was students with \$15.3 million from on-campus enrollment, \$7.1 million from on-line enrollment and \$7.8 million from residence halls and dining income. The College also received \$4.6 million from contributions and grants much of this was from the Federal CARES act and other Federal funding related to COVID. The College has \$15 million in outstanding debt. The College was fortunate to receive significant federal funding related to COVID

which resulted in its surplus; without the CARES support, the College would have run a deficit. The College has a structural deficit which it is working to eliminate primarily through revenue growth.

FUNDRAISING AND ENDOWMENT

The College has an endowment of \$18.5 million of which \$14.8 million is donor restricted. The College's spending policy is 4% of the principal of the average of the prior three years. The endowment assets are invested in a well-diversified portfolio, which includes equity and fixed income with the goal of providing an inflation protected rate of return.

The College expects to raise \$1million in unrestricted giving in FY 2022 and has received a \$1.4 million endowment grant for scholarships.

ENROLLMENT AND FINANCIAL AID

The college has about 1,200 undergraduate and 600 graduate students. Among its undergraduates, 700 are full-time and 550 live on campus. The College accepted 81% of its undergraduate applicants in fall 2021 and 19% enrolled. Tuition and fees is about \$40,000 and room and board is \$15,000. The College provides financial aid to all of its full-time undergraduate students. Twenty-six percent of its first-time full-time undergraduates were Pell recipients. The average institutional award to its undergraduates is \$21,961.

ROLE OF SENIOR VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Senior Vice President for Finance and Administration (SVPFA) 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 SVPFA serves as a principal advisor to the President and is responsible for preparing financial analysis and budgetary reports for the President and Board of Trustees.

The SVP 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 SVPFA will be responsible for the offices of finance, facilities, and conferences and events. The SVPFA will work closely and collaboratively with the vice president's of enrollment and development to ensure the attainment of the revenue required to balance the College's budget. The SVPFA will be a creative leader who will identify and develop new sources of revenue for the College. The SVPFA will also serve as liaison to all relevant board committees. The SVPFA'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
- Oversight of all activities of the finance office including preparation of the audit, the endowment, management of the debt, etc.
- Development of the College's budget
- Identification of operational efficiencies throughout the College
- Management and maintenance of all campus facilities
- Oversight of all campus renovations and construction

- Management of all campus conferences and events
- Management and strategy related to the campus's land

CHALLENGES AND OPPORTUNITIES

Develop a Balanced Budget

Saint Joseph's, as most other small liberal arts colleges, has been fiscally challenged during the last several years with COVID further exacerbating its situation. It currently operates with a structural deficit which it must overcome in the next few years. The SVP must lead the development of a financial plan that will solve this situation through working closely with the President, his/her senior colleagues, and the board.

Develop New Sources of Revenue and Increase Existing Revenue

The SVPFA needs to have an entrepreneurial spirit. The College has many assets which need to be fully developed in order to produce additional revenue. S/he needs to provide the appropriate incentives and infrastructure for faculty and staff to develop new programs which can provide the College with additional revenue. The SVPFA should work to increase the net revenue provided by events, summer programs, food service and other activities. In addition, this position needs to maximize the revenue that can be generated from the College's land as well as look for new revenue sources.

Maintain Efficient, Cost-Effective Operation of the College

The SVPFA should review all operations and systems in his/her portfolio to ensure that they are efficient and effective and appropriately taking advantage of technological solutions. The new SVP needs to ensure that the college has the appropriate policies in place to operate efficiently and fairly and that the policies and processes are not more cumbersome than necessary and are as paperless as possible.

Provide Leadership to all Direct Reports and Create an Effective Team

The SVPFA must have excellent management skills to lead the areas that are in his/her division. The SVP needs to mentor and develop the staff, inspire them to do their best work and ensure that they continue as a high performing team. The SVP needs to have a collegial style and be able to effectively communicate with all members of the division. S/he needs to be able to ensure that a high level of customer service is sustained, while reviewing the division's policies and procedures.

Gain Trust and Communicate Effectively with the Campus about the College's Finances

The SVPFA must be able to gain the trust of the campus and communicate clearly and effectively with all constituencies about finance and facility issues. S/he 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.

APPLICANT QUALITIES AND 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. S/he will be an exceptional financial and administrative leader with superior analytical and management skills as well as experience in the use of financial management systems 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. S/he will understand the higher education landscape, shared governance, and the challenges that higher education is currently facing. S/he 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 SVPFA will be knowledgeable about the critical areas in the portfolio and will have experience working with boards of trustees. S/he will have at least ten years of progressively increasing experience in the finance area, managing a large staff with diverse responsibilities. Higher Education experience is highly 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 August 19, 2022 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 Saint Joseph's College of Maine in this search. For nominations, questions, or additional information, please contact:

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EEO STATEMENT

Saint Joseph's College of Maine is an EEO employer. The College recognizes the importance of diversity in creating a better world and stronger work environment. We are an equal opportunity employer, considering all qualified applicants and employees for hiring, placement, and advancement, without regard to a person's race, color, religion, national origin, age, genetic information, military status, gender, sexual orientation, gender identity or expression, disability, or protected veteran status.