

**Hebrew Union College-Jewish Institute of Religion**  
**Vice President for Finance and Administration /**  
**Chief Financial Officer**

Position Profile

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## **Vice President for Finance and Administration / Chief Financial Officer**

Hebrew Union College-Jewish Institute of Religion – the academic, spiritual, and professional leadership development center of Reform Judaism – is beginning a national search for a Vice President of Finance and Administration and Chief Financial Officer (VPFA/CFO). With an endowment of approximately \$250 million, significant real estate, an expense budget of \$45M, and centers of learning in New York, Cincinnati, Los Angeles, and Jerusalem, the new VPFA/CFO can be located anywhere in the U.S., although they must be willing to be on the NY campus regularly and periodically be on the other campuses. During the year, the VPFA/CFO will need to travel to all campuses. As one of the key members of the President's senior team, this position will report directly to the President and will be responsible for the College's finances, human resources, IT, legal, financial aid, and facilities. The VPFA/CFO will support various Board committees, including Finance, Investment, Audit, Pension and Benefits, and Building and Grounds.

### **ABOUT HEBREW UNION COLLEGE-JEWISH INSTITUTE OF RELIGION**

HUC-JIR educates leaders for service to American and world Jewry as rabbis, cantors, educators, and Jewish nonprofit management professionals, and offers graduate degree programs to scholars and clergy. The College enrolls 350 graduate students and teaches 800 undergraduates in collaboration with the University of Southern California (USC) and Xavier University. The College has 30 tenured faculty and 4,000 alums. Its alumni are the primary clergy leadership of the 850 Reform Jewish congregations in North America. With centers of learning in Jerusalem, Cincinnati, Los Angeles, and New York, HUC-JIR's scholarly resources comprise renowned library, archive, and museum collections, biblical archaeology excavations, and academic publications. HUC-JIR invites the community to an array of cultural and educational programs that illuminate Jewish identity, history, and contemporary creativity, and foster interfaith and multiethnic understanding.

Now in its 149th academic year, HUC-JIR has expanded from a seminary to become the largest graduate and professional school for Jewish professional leadership in the world. It is the premier Jewish seminary in North America and the academic, spiritual, and professional leadership development center of Reform Judaism. HUC-JIR drives ideas and builds leaders for the Jewish public sphere -- the communal ecosystem that forms the canvas upon which our lives are lived, our values are articulated, and our collective problems are solved. Our students and alumni shape increasingly diverse and changing Jewish communities and foster the three keys to the Jewish future: education, engagement, and identity.

HUC-JIR is the center of innovation for Jewish life and learning – preparing professional leadership to apply their knowledge, commitment, vision, and expertise to strengthen and transform the Jewish community and larger world. Students and alumni are leading a Jewish renaissance in North America, Israel, and around the globe as leaders in synagogues, schools, Hillels, hospitals, camps, the military, and Jewish organizations worldwide. Our faculty are internationally recognized for their teaching, research,

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and mentorship. Our Klau Library, American Jewish Archives, museums, and scholarly publications preserve and disseminate our heritage and serve as centers of cutting-edge scholarship.

## MISSION

HUC-JIR is North America's premier institution of Jewish higher education and the center for professional leadership development of Reform Judaism. A multi-campus academic and spiritual learning community, HUC-JIR builds vibrant progressive Judaism in North America, Israel and around the globe by:

- Studying the great issues of Jewish life, history and thought with an open, egalitarian, inclusive and pluralistic spirit;
- Educating innovative, visionary clergy and professionals who embody the sustaining values, responsibilities, practices, and texts of Jewish tradition to inspire future generations; and
- Advancing the critical study of Judaism and Jewish culture in accordance with the highest standards of modern academic scholarship.



## LEADERSHIP

[Andrew Rehfeld](#) is the 10th President of HUC-JIR. A leading political scientist and distinguished Jewish communal leader, Dr. Rehfeld's career has bridged both the academic and professional worlds as Associate Professor of Political Science at Washington University (2001 to 2019) and as President and CEO of the Jewish Federation of St. Louis (2012 to 2019). Elected on December 18, 2018, by the HUC-JIR Board of Governors after a national search, he began his tenure on April 1, 2019. As HUC-JIR President,

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Dr. Rehfeld holds a tenured faculty position as Professor of Political Thought. He succeeds Rabbi Aaron Panken, Ph.D., z"l, HUC-JIR's previous President (2014-2018).

HUC-JIR is guided by the dedication, wisdom, and generosity of a 45-member Board of Governors as well as Boards of Advisors, which are comprised of distinguished civic and communal leaders from throughout North America and Israel and devoted alumni. Their support advances HUC-JIR's mission of preparing leaders for the Reform Movement and the Jewish people worldwide.

## OUR CAMPUSES

HUC-JIR is an international institution with campuses in [Cincinnati](#), [Jerusalem](#), [Los Angeles](#), and [New York](#), and a global outreach capacity through distance education programs. The College-Institute is strategically situated to maximize student recruitment, expand student and faculty service to congregations and communities, enrich educational outreach, and sustain support.

The Cincinnati campus, established in 1875 as the historic birthplace of HUC-JIR by Rabbi Isaac Mayer Wise, founder of American Reform Judaism, is a vital center of learning, scholarship, and community engagement. Historically, students from around the world have pursued their studies in the [Rabbinical School](#) and [Pines School of Graduate Studies](#). Today, this campus is shifting focus to its internationally renowned resources of the [Klau Library](#), [Jacob Rader Marcus Center of the American Jewish Archives](#), and the [Skirball Museum](#).

The Taube Family Campus in Jerusalem, founded in 1963 as a biblical archaeology center, has grown since 1970 as home of the U.S. [Year-In-Israel Program](#), [Israel Rabbinical Program](#), [Rikma - Jewish Education Program](#), [Blaustein Center for Pastoral Counseling](#), and the Israel Progressive Movement. The [Glueck School of Biblical Archaeology](#), [Abramov Library](#), [Skirball Museum](#), and the Murstein Synagogue offer cultural, educational, and spiritual programs welcoming the community and international visitors.

The Jack H. Skirball campus in Los Angeles, created in 1954 to serve the country's second largest Jewish community, is situated adjacent to the USC campus. The campus currently offers the [School of Rabbinical Studies](#), [Rhea Hirsch School of Education](#), [Zelikow School of Jewish Nonprofit Management](#), and [Louchheim School for Judaic Studies](#) for USC undergraduates. Students utilize the [Frances-Henry Library](#), and the [Kalsman Institute on Judaism and Health](#) offers a broad range of community public programs.

The New York campus builds on the legacy of social activist Rabbi Stephen S. Wise, who established a pluralistic institution of higher Jewish learning in 1922. The New York campus currently offers the [Rabbinical School](#), [Debbie Friedman School of Sacred Music](#), and [Interfaith Doctor of Ministry](#)

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Program. Students access the Klau Library, Dr. Bernard Heller Museum, the Blaustein Center for Pastoral Counseling, and participate in the Soup Kitchen and Spirituality Initiative among other programs.

Together, HUC-JIR's four campuses:

- Provide geographic proximity to Reform congregations in the U.S. and Israel;
- Foster field work and mentorship opportunities throughout North America to enhance students' practical skills training;
- Facilitate student internship placements in student pulpits, religious schools, college Hillels, hospital chaplaincies, and Jewish communal agencies;
- Encourage recruitment of students who seek to study close to their home communities; and
- Broaden the base of HUC-JIR supporters.

The growth of HUC-JIR's four campuses has created a College distinguished for its depth and breadth of offerings. By utilizing these extensive resources and facilities, HUC-JIR is uniquely able to train transformational leaders and create innovative programs for the Reform Movement, the Jewish people, and the larger world.

## OUR FINANCES

As of June 30, 2023, the College had assets of \$326.9 million, including an endowment of \$243M. The FY 2024 operating budget is \$43.6M which was slightly less than the FY 2023 operating budget. The FY 2024 budget projects an operating deficit of \$6.5M. HUC-JIR is heavily dependent on contributions and endowment income. Its spending policy is 5% of the average endowment portfolio balance over the prior 20 quarters.

The FY 2024 budget includes \$6.0M in gross tuition and fees, netting to \$1.3M after scholarship expenditures of \$4.7M. Tuition and fees have been declining due to enrollment declines and increases in scholarship expenditures. Dues collected from Reform congregations by the Union for Reform Judaism (URJ) and then passed through to HUC-JIR are expected to total \$5.1M in FY 2024; these dues have also been declining over time as congregational membership has. The College needs to develop a path to a balanced operating budget over the next few years. Work on this path is substantially underway and will be a primary focal point of the incoming VPFA/CFO.

## THE OFFICE OF VICE PRESIDENT FOR FINANCE AND ADMINISTRATION/CFO

The Office of the Vice President for Finance and Administration/CFO is comprised of 26 full-time staff throughout HUC-JIR's four campuses in the U.S. and Israel. Reporting to the VPFA/CFO are the Assistant VP of Finance & Controller, Global Director of Human Resources, Director of Information Technology, and an Executive Assistant. Most of the business staff is located in Cincinnati, with the Assistant VP of Finance & Controller and Global Director of Human Resources in Cincinnati, and the Director of IT in Los

Angeles. The VPFA/CFO is responsible for overseeing the College's budgeting and forecasting, financial planning and analysis, finances, accounting, treasury and endowment, and financial aid and student accounts. The VPFA/CFO will lead contract negotiations as well as real estate transactions, will collaborate with the campus deans on operation and maintenance of the physical plant, and will also be responsible for legal compliance of the College.

## THE ROLE OF THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION/CFO

Reporting to the President, the VPFA/CFO is a member of the President's Cabinet and supports the Finance, Investment, Audit, Pension and Benefits, and Building and Grounds Committees of the Board of Governors. The VPFA/CFO is a key partner in developing the College's strategy and working collaboratively with the President and Cabinet, ensuring that the College's resources are deployed responsibly and consistently with the College's priorities.

The Vice President 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 human resources. The VPFA/CFO is a key member of the leadership team, 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 Governors.

The VPFA/CFO will be a partner with Vice Presidents and President's Cabinet to ensure the attainment of the revenue required to balance the College's budget and the strategic management of expenses and capital spending. The VPFA/CFO will be a creative leader who will identify and develop new partnerships and new sources of revenue for the College and will work closely with each of the campus deans and department chairs.

## OPPORTUNITIES AND CHALLENGES

### ***Help the College Dream***

The College has been operating with a scarcity mentality for the last several years. The new VPFA/CFO needs to see the potential that additional investments can bring to improving the long-term financial health of the College. The VPFA/CFO needs to motivate the College and facilitate it to be creative and dream big while assessing the ROI on the various initiatives to make sure that the investments are prudent while also reducing and redeploying resources allocated to areas with minimal returns to areas of highest return.

### ***Move the College to Financial Equilibrium***

While helping the President and administration implement the strategic plan, the new VPFA/CFO must ensure that the College is operating responsibly and managing towards the Board approved budgets. The College has been running budget deficits for many years and is depleting its assets. It needs to work to

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develop a sustainable equilibrium between revenues and expenditures. The VPFA/CFO must lead this effort by developing budget projections and models for various scenarios that will ultimately result in a balanced budget.

***Facilitate the Development of New Revenue Streams and Help to Increase Existing Revenue***

The VPFA/CFO needs to be creative and strategic and explore all avenues to make the College fiscally strong. The VPFA/CFO needs to have an entrepreneurial spirit and explore new partnerships as well as understand the benefits of redeploying resources. They need to be willing to take measured risks and be able to negotiate complex deals. The Vice President needs to assess the ROI on various investment opportunities and advise on the potential returns and risks involved.

***Develop a Budget Process and Balanced Budget***

The new VPFA/CFO needs to develop a budget process that is collaborative and inclusive. The process must be fiscally responsible and allow for investment in areas where there is a positive ROI and which leads to long-term fiscal equilibrium for the College.

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

The VPFA/CFO 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 VPFA/CFO should also work to develop collaborations to enhance the operations of the College and have an understanding of, and openness to, considering outsourcing and co-sourcing.

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

The VPFA/CFO will strengthen, support and build on an experienced team of professionals. The VPFA/CFO will be a strong manager who will provide the vision for a collaborative and collegial environment. A shared vision, good customer service, clear measurable goals, appropriate deployment of regional teams and the use of data and metrics will allow the division and staff to thrive.

***Gain Trust and Communicate Effectively with the Campuses***

The VPFA/CFO must be able to gain the trust of the leadership on each campus and communicate clearly and effectively with all constituencies about finance and administrative 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, supports the College's direction, and gains faculty support for new sources of revenue and/or expense reductions. They must provide regular financial information to the Board and to all budget owners.

## **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will be positive, collaborative, flexible, optimistic, and forward-thinking. The VPFA/CFO will demonstrate unquestioned integrity, be an outstanding listener and communicator, a strategic thinker, and possess strong and effective interpersonal skills that engender trust and cultivate

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collaboration. They will be respectful of others, empathetic, value diversity and inclusion, and work to help their colleagues achieve their goals. They will have strong ethical grounding with a track record of visionary and responsible leadership.

The new VPFA/CFO 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 have an entrepreneurial spirit and be willing to think outside the box and take prudent risks. The new VPFA/CFO will be a skilled negotiator and will work to help the College achieve its goals. They will understand the higher education landscape and the challenges the field is currently facing and provide innovative ideas in approaching a future that will require simultaneous investments while also reducing expenditures in other places. Understanding of the Reform Jewish community, its institutions, and trends, is also desirable but not required. The new VPFA/CFO will be able to understand and negotiate complex financial transactions and have 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/CFO will be knowledgeable about the critical areas in the portfolio and will have experience working with boards of directors. They will have at least ten years of progressively increasing experience in finance and administration and in managing a large staff with diverse responsibilities working virtually. Experience managing staff working virtually is required and in multiple locations will be a plus as well as experience working with multiple campuses. Higher Education experience as well as experience with capital campaigns and endowment stewardship is required; experience in business, nonprofits and/or other sectors is also desirable. A bachelor's degree is required, and an MBA, CPA, 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 May 20, 2024 will be assured full consideration.

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

<http://lapovsky.hiringthing.com>.

Lapovsky Consulting is assisting HUC-JIR in this search. For nominations, questions, or additional information, please contact:

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