

College and Position Profile

Vice President for Administration & Finance



The College at
BROCKPORT
STATE UNIVERSITY OF NEW YORK

THE INVITATION

The College at Brockport, located in Brockport, NY, invites applications and nominations for the position of Vice President for Administration and Finance (VPAF). The VPAF reports to the President, serves as the senior administrative and financial officer, and has primary responsibility for leadership, management, strategic direction, policy development, and administrative oversight for the Administration and Finance division.

The College at Brockport is part of the State University of New York system (SUNY) and is one of the most engaged college campuses in the country. The College is a selective, nationally recognized and accredited public institution that is committed to student success, with a focus on educating the whole student by providing rigorous classroom learning, faculty-student engagement in educationally purposeful activities outside of the classroom as well as exceptional co-curricular programs and support services. Brockport is dedicated to preparing graduates to lead lives of contribution and meaning.

HISTORY

The completion of the Erie Canal in 1835 helped to create a thriving center for agriculture and commerce in what would become the Village of Brockport. With a donation of cash and land from Heil Brockway, the largest landowner in the area, the village leaders partnered with the New York Baptists to build the first institution of education west of Colgate University. Brockport Collegiate Institute welcomed its first students in its founding year, 1835. In 1866, the institution was renamed Brockport State Normal School. The last Normal School class graduated in 1942 and the school officially became a college. State University of New York (SUNY) Brockport remained a small institution and in 1944 the entire campus consisted of what is now called Hartwell Hall. There were a few hundred students and the faculty and staff numbered under 50 people. By 1964, there were several thousand students and several hundred faculty and staff members. The campus had expanded, adding residence halls and a college union. It evolved into a liberal arts college with a number of master's degree programs, with the first graduate degree awarded in January of 1950.

Today, Dr. Heidi Macpherson leads The College at Brockport, State University of New York, as its seventh president.

COLLEGE OVERVIEW

The College's main campus consists of 464-acres with 74 buildings and structures that, along with athletic playing fields, occupy about one-quarter of the campus. The remaining area is gently rolling open or wooded land. The College mall, which stretches from traditional Hartwell Hall to contemporary high-rise residence halls, is bordered by trees, lawns and modern architecture. Near the midpoint of the mall is Seymour College Union, the center of campus life. In warm weather, the mall itself becomes the hub of activities for students.

The College is committed to playing a significant role in the Greater Rochester region. The College has operations in downtown Rochester, where a significant number of the College's graduate programs are offered. The College is a leading partner with the [Visual Studies Workshop](#), also in Rochester, providing an MFA in Visual Studies. The College also has a growing portfolio of online programs, including those at the graduate level.



The College at Brockport is an inclusive learning community that inspires excellence through growth, engagement, and transformation. The College enrolls over 8,200 students including more than 7,100 undergraduate and 1,100 graduate students. Brockport offers nearly 50 undergraduate majors and more than 50 masters' programs, teacher certification programs and advanced graduate certificates. Programs are offered through three schools, the Schools of [Arts & Sciences](#), [Business & Management](#), and [Education, Health & Human Services](#). The College is accredited by the Middle States Commission on Higher Education.

The instructional faculty and professional staff of over 750 members demonstrate remarkable achievements in teaching, scholarship and service. Committed to a strong liberal arts and professional education, The College at Brockport takes pride in the quality of its faculty, students, and instruction as well as its accessibility and exceptional value. The undergraduate student to faculty ratio is 17:1.

Over 80 percent of students receive financial aid and over 40 percent of matriculated undergraduate students received Federal Pell Grants. In addition, in 2017 New York State created the Excelsior Scholarship, providing free tuition to qualified in-state students. Faculty and staff encourage students to succeed and grow and act as mentors ready to help them define and achieve their goals. Opportunities extend beyond the walls of the classrooms and laboratories with students taking advantage of internships and study abroad programs. Each year, The College at Brockport awards approximately 25% of all bachelor degrees in the Rochester area, with many alumni staying in the Brockport and Rochester areas to work or attend graduate school. Brockport alumni serve in leadership roles in business, government, public safety, health care, the arts, sciences and education.

The College at Brockport is a NCAA Division III college with 23 varsity sports. Men's sports include baseball, basketball, cross country, football, ice hockey, lacrosse, soccer, swimming and diving, track and field and wrestling. Women's teams compete in basketball, cross country, field hockey, gymnastics, lacrosse, soccer, softball, swimming and diving, tennis, track and field and volleyball. Varsity sports teams have advanced to NCAA Tournament competition more than 50 times and the athletic teams have won more than 65 SUNYAC Championships in 14 different sports.

Vision

Building meaningful lives and vibrant communities

Values

Community • Engagement • Excellence • Transformation

The Brockport Promise

The College at Brockport promises to engage our students each day in cultivating their capacity for intellectual, physical, and creative accomplishment.



Strategic Plan

The College at Brockport, Building a Better Brockport, A Strategic Plan for the Future 2017-2022 sets the framework for four ambitious goals.

Goal 1: To be a Great College at which Learn

A great college at which to learn is an institution that provides an excellent educational experience to both graduate and undergraduate students that is relevant and rigorous. This requires faculty and staff who act as role models, establish high expectations, demonstrate care for their students, and employ evidenced-based teaching practices, such as assessment of student achievement. Our goal is to be a place that champions full inclusivity for all students, as well as the knowledge and skills gained from a diverse student, faculty and staff body, and a diverse set of perspectives and cultural knowledge.

Goal 2: To be a College engaged with its Community

Community engagement offers the opportunity to contribute to the public good by combining the resources of the College with those of the public and private sectors. To be a college engaged with its community requires that we promote, support, recognize, and celebrate the service and engagement of faculty, staff, students, and alumni in local, regional, national, and international communities, demonstrating our commitment to leadership, civic engagement, and global awareness.

Goal 3: To be a Sustainable Institution for the 21st Century

The College at Brockport sees sustainability, long linked with environmental concerns, as also encompassing our fiscal health and viability. Environmental sustainability requires a focus on the health and safety of the environment of our campuses as well as the quality of place and accessibility. To ensure the fiscal sustainability of our College our resource allocation methodologies and budget processes will serve as a roadmap that governs how resources flow on campus to increase transparency, simplification, and incentives.

Goal 4: To be a Great College at which to Work

A great college at which to work has a healthy campus climate and a culture of excellence where its employees have pride, enjoy working, and have trust in the institution and each other. At Brockport, our goal is to have this characterized by honesty, credibility, respect, fairness, pride, camaraderie, and an appreciation of equity, diversity, and inclusion as underpinning principles for all that we do.

Each goal within the strategic plan includes measures that will be tracked, reviewed, and assessed.

Economic Impact

The College at Brockport has a \$585.4 million total impact on the Brockport and Rochester areas and a direct impact of \$266.1 million. The College has over 1,800 employees and over 8,200 students, all who contribute to the local economy.

The College at Brockport has more than 90,000 alumni living across the globe with nearly 34,000 alumni living in the Rochester area.



THE VILLAGE OF BROCKPORT AND THE GREATER ROCHESTER AREA

The Village of Brockport, with its historic Victorian architecture, quaint shops, restaurants, a movie theater and other conveniences, offers a high quality of life. Malls, professional sporting events, concerts, festivals and museums are nearby. Brockport is a small college town of 8,100 residents.

Adding to the village's sense of history is the Erie Canal, which runs alongside the campus through the village. It provides opportunities for hiking, running/jogging, fishing, dog walking, biking, boating, or cross-country skiing. The campus is also 12 miles away from a 1200-acre state park and swimming beach bordering on Lake Ontario.

The Greater Rochester area is home to over one-million residents. Rochester is also host to over a dozen institutions of higher education and the largest category of employment in Rochester is education and health services. Serving as the region's cultural hub, there are numerous opportunities to enjoy Rochester's fine arts events, sporting teams, shopping and dining. Rochester is also well-known for its International Jazz Festival, the Lilac Festival and The Strong Museum of Play.

Just southeast of Brockport is the beautiful Finger Lakes region offering unique dining, arts, and shopping opportunities in a number of quaint villages, over 100 wineries, and a variety of festivals and other reputable musical venues.

THE POSITION

The Vice President for Administration & Finance (VPAF) will be responsible for annual operating expenses of \$167.2 million. Expenditures include \$72.4 million in salaries and wages; \$50.8 million in fringe benefits; \$5.0 million in instruction; \$0.8 million in research and public service; \$2.8 million in academic support; \$1.6 million in student services; \$4.0 million in institutional support; \$8.2 million in operation and maintenance of plant; \$8.4 million in scholarships and fellowships; \$5.8 million in auxiliary enterprises; and \$7.4 million in other expenditures. Capital construction expenditures include \$16.2 million from state capital projects and \$3.1 million from residential capital projects. The value of capital assets is \$470.2 million including land value of \$41.6 million, buildings valued at \$400.2 million and equipment valued at \$28.3 million.

Revenue sources include tuition and fees (\$51M), state appropriations (\$17.6M), and auxiliary activities (\$128.7M). The Brockport foundation manages an endowment of approximately \$13.3M.

The College is committed to providing quality academic programs and keeping the cost of a Brockport education affordable. The College continues to recruit and retain better-prepared students and has been experiencing increased enrollment over the last several years. By adopting fiscally conservative management practices and recent restructuring efforts, the College has moved from a deficit to approximately \$8.5 million in reserves.



The VPAF reports to the President, serves as the senior Administrative and Financial officer, and has primary responsibility for leadership, management, strategic direction, policy development, and administrative oversight for the Administration and Finance division. The Vice President provides critical leadership to ensure high quality service delivery to the college community and the maintenance of a strong internal control, compliance and risk management environment.

The VPAF provides administrative leadership and oversight of a large complex college division which includes the departments of Budgeting, Campus Auxiliary Service, Student Accounts and Accounting, Human Resources, Environmental Health and Safety, Facilities Planning and Construction, Physical Plant Operations and Maintenance, and Research Foundation Grants Administration. The Vice President is responsible for the day-to-day operation of the division, including the many services that students, faculty, and staff rely on that make the college a great place at which to learn and work. The Vice President promotes high quality customer services and efficiencies of operation and is a champion for continuous quality improvement in all aspects of the departments and the college.

The Vice President serves as the college designated Internal Control Officer and Enterprise Risk Manager for the State University of New York (SUNY), the Campus Operations Manager for the SUNY Research Foundation (RF), the campus administrative liaison to, and Board member of, the Brockport Auxiliary Corporation (BASC), and a Director (ex officio) of the Brockport Foundation.

The VPAF also works together with colleagues to create a strong sense of fiscal accountability across campus and to advance the College's mission as an inclusive learning community that inspires excellence through growth, engagement, and transformation.

The Vice President must have a strong commitment to shared governance, including working closely with the College Senate and the local branches of the United University Professions (UUP) and Civil Service Employees Association (CSEA).

The VPAF is also a senior leader of the college, serving on the President's Cabinet and providing assistance to the president in establishing and meeting the strategic direction for the college. As a member of the President's Executive Team, the Vice President develops policy and practice on institutional issues, represents the College in SUNY decision-making and with other external agencies and bodies, and serves as a College officer/ representative on public occasions.

The successful candidate will be a high energy, visionary leader with a track record of success as a senior administrative officer. He/she will have superb interpersonal and communication skills; demonstrated ability to build and lead effective, diverse management teams; proven ability to work effectively in a shared governance and collective bargaining environment; demonstrated skills in strategic and tactical budget and financial planning and policy development, problem solving and risk management; a self-starter and a dedicated professional who has demonstrable commitment to service, support of the academic mission and continued advancement of the College.



Areas of Responsibility

The Vice President will be committed to developing, improving, delivering and monitoring, in a customer-oriented, cost-effective manner, the resources and services of The College at Brockport. The Vice President will lead staff in auxiliary enterprises, budget, procurement, human resources, physical plant, and environmental safety and health. The total number of employees at the College is 1,381. In the Division of Administration and Finance there are 221 employees (excluding the Auxiliary Service areas).

BASC

The Brockport Auxiliary Service Corporation (BASC) is a 501(c)(3) corporation providing ancillary and support services to The College at Brockport. Each campus of the SUNY system has a similar Auxiliary Service Corporation, created to provide its campus with revenue generating opportunities, such as dining and retail services, and to support a wide variety of other campus activities. As a not-for-profit corporation, BASC is governed by a board of directors. The Vice President for Administration and Finance, by position, is a member of this board and its Personnel Committee. In addition to dining and retail services including the campus bookstore, BASC provides to the campus transportation, laundry, real estate, card systems, conference and event coordination, master calendar, cash handling and accounting services. BASC takes the lead for the campus in business development activities. BASC has more than 600 employees, including about 400 students. For additional information about BASC, please see www.basc1.org

ENVIRONMENTAL SAFETY AND HEALTH

The Environmental Health and Safety Office (EHS) at The College at Brockport is responsible for developing, implementing and overseeing environmental health and safety programs that will positively impact working, learning and living conditions on campus. EHS staff function as consultants to all members of the college community, students, faculty, staff and administrators. EHS programs include, but are not limited to: Right-to-Know Law, Lab Safety, Hazardous Waste and Emergency Spill Response, Ergonomics, Bloodborne Pathogens, Biohazards, Asbestos, Fire Safety, Personal Protective Equipment, Confined Spaces, Respiratory Protection, Van Safety and Indoor Air Quality. For additional information on EHS, please visit www.brockport.edu/ehs/

FACILITIES AND PLANNING

The Facilities and Planning office is composed of four areas: Utilities and Energy, Facilities Services, Facilities Planning and Facilities Maintenance. These areas are responsible for maintenance and repair, buildings and grounds, utilities and capital projects, and parking, along with a variety of other services. There is an important relationship to the [State University Construction Fund](#) as the source of capital funding and the organization that manages academic building projects. There is a similar relationship to the Dormitory Authority of the State of New York as the source of capital funding and the organization that manages residential projects. There is an ongoing major emphasis on reducing energy consumption and the development of performance contracts with the New York Power Authority to upgrade facilities and make repayments from the reduction in utilities expenditures. There is also a major effort to support the sustainability program on campus, and all major renovations and new construction are designed at the LEED Silver level. For additional information on facilities and planning, please visit www.brockport.edu/facilities/



With the 2017-2022 Strategic Plan underway, the College will need to revisit their [comprehensive physical master plan](#). The plan will build upon the 2013-2023 facilities master plan to reflect short, mid, and long-term priorities and strategies that align with Building a Better Brockport. In addition, a campus-wide space utilization study is currently underway.

FINANCE AND MANAGEMENT/PROCUREMENT

The Assistant Vice President for Finance & Management is responsible for the Budget Office, Procurement & Payment Services, Research Foundation (Post-award) Office, Student Accounts and Accounting, and the Office of Telecommunications and serves as the Internal Control Coordinator. The Assistant Vice President serves the Division on a number of College-wide committees - Budget and Resource Committee, Enrollment Management Task Force, Facilities Planning Committee, President Advisory Council, Residence Life Strategic Management Team - and participates in the development of external campus partnerships that have financial implications such as the Greater Rochester Collaborative Masters of Social Worker Program with Nazareth College. For additional information on Finance and Management, please visit www.brockport.edu/finmgmt/index.html

The primary role of Procurement & Payment Services is to oversee and process thousands of purchases and payments. The unit's objective is to secure the most appropriate materials, supplies, equipment and services from the most reasonable and responsible source, consistent with quality and delivery needs that will best promote the interests of SUNY and of the College. Purchases using State funds are governed by the appropriate sections of the State of NY finance laws, the Office of the State Comptroller rules and regulations, SUNY policies and procedures, and other applicable requirements. The unit provides expertise and experience to ensure that funds are spent appropriately and within the confines of the requirements. For additional information on Procurement, please visit www.brockport.edu/pps/

HUMAN RESOURCES

Human Resources provide the College community with consultation and innovative solutions in the areas of Personnel, Payroll, Benefits, Training, and Affirmative Action and assists the College in hiring, retaining, developing and rewarding a highly-qualified workforce. The office handles employee relations and labor relations matters, working pro-actively and collaboratively to create an environment that facilitates successful employees, managers and leaders. The collective bargaining environment is described as collaborative and collegial. The Payroll Office is responsible for the timely and accurate payment of all State employees. The Payroll Office processes all salary transactions, stipends, bonuses, inconvenience pay, pre-shift briefing, overtime, overtime meals, lost time, vacation and salary withholding, tax withholding, direct deposit, SEFA deductions, NYS College Savings Program deductions, ERS loan deductions and SRA deductions. The Benefits team provides each individual with a unique menu of options to choose from based upon a number of variables. The Training department offers new tools, resources and development opportunities for managers and supervisors. The Office of Affirmative Action offers a wide variety of information regarding affirmative action, diversity, discrimination, human rights policies and statutes, and search and screening procedures. It also offers training, educational materials, and resources available to the campus in connection with these areas. For more information about the Human Resources office, please visit: www.brockport.edu/hr/



Job Functions

LEADERSHIP AND PLANNING

The VPAF will provide oversight for the division's strategic planning, policy development, assessment planning, and daily operations, including guidance to the departments and directors within the division for the development and delivery of high quality services to ensure day-to-day operations of Administration and Finance are smoothly and efficiently administered. Additionally, the VPAF will assist the President by leading the strategic and operational activities of the College related to the organization's fiscal management and budget, resource allocation and planning, capital planning and asset strategies; and ensure the maintenance of a strong internal control, compliance and risk management environment:

Fiscal Management and Budget

- Responsible for the development of financial analyses and implementation of the annual campus operating budget and five-year projections.
- Provides leadership to the campus on fiscal policies, controls and accountability structures.
- Oversees management of the campus-wide operating budget, including development of an overall system of budgeting controls policies, procedures, programs, and practices as may be necessary for the effective operation of the system.
- Endeavors to ensure that budget information is available and understood by the campus and that processes are conducted in a timely and transparent manner.
- Assures financial solvency at all times.

Resource Allocation and Planning

- Responsible for the development, implementation, and ongoing coordination of transparent planning, assessment and resource management processes to ensure campus-wide and unit-level planning and resource allocation are interlinked, informed by assessment, and advance the College's strategic priorities for Building a Better Brockport.
- In consultation with the President's Cabinet and the college-wide Joint Planning and Budgeting Committee (JPB), coordinate long-range financial, enrollment, asset management and institutional plans to support Building a Better Brockport. Prepare short- and long-range fiscal strategies in support of these plans.

Capital Planning and Asset Management

- Coordinates college long-range physical master planning, including the development of plans for short- and long-range facilities and infrastructure needs and associated capital financing requirement and developing and maintaining policies related to the campus's physical environment, including space management and utilization.
- Maintains a strong preventative maintenance program to extend life cycle replacement and lower the total cost of ownership.



- Develops capital financing strategies to expand ongoing capital investment in the college's physical plant.

Internal Control, Risk Management and Compliance

- Maintains a strong internal control, compliance, and risk management environment as chair of the campus Enterprise Risk and Management and Policy Management Steering Committees.
- Oversees the development of the campus Risk Register.
- Ensures compliance with the New York State Governmental Accountability, Audit and Internal Control Act of 1987, requiring all State-operated campuses of the State University of New York to establish and maintain a system of internal controls and an ongoing internal control program.

The VPAF will execute the powers and duties necessary to conduct Research Foundation business; will administer the StartUP-NY program, including oversight of annual reporting requirements, development of new partners and site locations, and amendments to the Campus StartUP-NY Plan; will lead or serve on teams, committees and task forces as needed to fulfill the goals of the college; and will support and assist the president by providing regular updates and reports as necessary.

DIVISION ADMINISTRATION

Resource Management & Budgeting

- Monitors workloads throughout the division and prioritize staffing needs accordingly.
- Coordinates division's budget in collaboration with AVPs and Directors.
- Reviews financial situation of all units on a quarterly basis and determine plans to correct any abnormalities.

Coordination & Supervision

- Provides regular and timely feedback with each direct report through regularly scheduled meetings.
- Completes annual performance evaluations and performance plans for each direct report and provide guidance and direction for their personal and professional development.
- Facilitates regular divisional and director meetings.

Communication & Collaboration

- Promotes collaboration with all units of the college.
- Utilizes monthly directors' meetings as a communication platform.
- Fosters positive collaborative relationships with campus and community constituents in addressing matters of common concern, including the enhancement of institutional commitment to an inclusive and accessible community of learning.
- Maintains positive, productive, proactive labor relations.



Compliance and Risk Management

- Ensures that all programs and services in the division comply with relevant state and federal laws.
- Provides administrative oversight for compliance audits throughout the division.
- Enhances, assesses, and aids the implementation of a strategy and operational practices for maintaining a safe campus environment.

In addition to internal leadership, the VPAF will should be an external ambassador for the College. The Vice President will contribute to the development of an effective external presence, including articulating a clear and compelling case for support for the College in order to raise the College's visibility in the public eye and mass media, and serving on external boards as appropriate; in supporting the College's philanthropic efforts through the development of strategic partnerships and donor cultivation; through maintaining and enhancing the College's working relationships within SUNY and with external audiences, including working with bodies of influence to formulate and advance strategic opportunities to Build a Better Brockport; and through attending, as a cabinet representative, meetings, town halls, celebrations and dinners.

Qualifications

- A master's degree from an accredited higher education institution in the US or abroad;
- A significant amount of progressively responsible experience in the administrative operations of a large complex organization.
- The ability to take a college-wide perspective on priorities and resources and cultivate a common vision and collaborative culture to achieve institutional goals.
- Demonstrated leadership and management experience in finance and budget, resource planning, and capital planning and budget development.
- A participatory but decisive management style.
- Ability to lead a variety of operational areas through effective communication, influence, and persuasion at all levels of an organization while balancing patience with sense of urgency.
- An innovative and forward thinker in regard to planning, strategy, and implementation.
- Excellent communication skills in a variety of modes and with a variety of constituencies.
- Excellent interpersonal skills, including a transparent and collaborative approach to team building.
- An appreciation for and support of shared governance.
- Demonstrated commitment to diversity, equity and inclusion.
- Experience developing, organizing, and administering budgets.
- Knowledge of applicable federal and state laws, statutes, campus processes, and awareness of law and policy proposals affecting administration and finance operations.



Additional Preferred Qualifications:

- Knowledge of New York State regulations and SUNY governance, organizational structure, and policies and procedures.
- Experience with collective bargaining and union contract administration.

INFORMATION FOR APPLICANTS

The Application Process: Review of applications will begin immediately. Interested applicants should submit a cover letter addressing how they meet the qualifications, a *résumé*, and a list of five references. References will not be contacted without prior approval by the applicant. Background checks will be conducted on all finalists invited to campus. Candidates from underrepresented groups are encouraged to apply. Materials should be submitted electronically to Storbeck/Pimentel & Associates.

All nominations and applications shall be confidential. Requests for information and all written nominations and applications should be directed to:

Steve Leo, Partner
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LP
BrockportVPAF@storbecksearch.com
610-572-4296

The College at Brockport, State University of New York is an AA/EEO/ADA employer. The College actively seeks applications from women, veterans, individuals with a disability, members of underrepresented groups or anyone that would enrich the diversity of the College.

