



Leadership Statement for the position of Chief Financial Officer & Executive Vice Chancellor for Finance

The University of Kansas invites applications for the position of Chief Financial Officer & Executive Vice Chancellor for Finance.

The University

The University of Kansas is a major public research and teaching institution of nearly 28,000 students, 2,600 faculty and 3,400 staff across five campuses, including KU Medical Center. KU comprises 13 schools, including the state's only schools of pharmacy and medicine, and offers more than 370 degree programs. The university's diverse community of students and faculty are united by KU's mission to educate leaders, build healthy communities, and make discoveries that change the world.

KU is a longstanding member of the Association of American Universities, and the National Science Foundation and the Carnegie Foundation both classify KU as a top research university. KU consistently earns high rankings for its academic offerings, including its 46 nationally ranked graduate programs. KU researchers conducted more than \$249 million in federally sponsored research last year, with strengths ranging from pharmacy and pharmaceutical sciences to special education.

In the past decade, the university has invested more than \$800 million in new and renovated facilities to enhance teaching and research. Notable new construction includes the Earth, Energy & Environment Center and Capitol Federal Hall, as well as the Integrated Science Building, which comprises 280,000 square feet of space for teaching, learning and interdisciplinary research in chemistry, medicinal chemistry, physics, molecular biosciences and related fields.

There are 38 active startup companies created from KU discoveries, and the university has 130 license agreements for commercial use of KU technologies. The university has an on-campus incubator that houses more than 40 corporate tenants ranging from KU spinouts to established companies like Garmin and Archer Daniels Midland.

KU benefits significantly from KU Endowment, which serves as the official fundraising foundation for KU by partnering with donors to provide philanthropic support to the university. The university's most recent campaign, which concluded in 2016, netted \$1.67 billion for scholarships, faculty support, facilities and other initiatives.

The Position

The Chief Financial Officer & Executive Vice Chancellor for Finance is the University of Kansas' university-wide chief finance officer. The CFO reports directly to and serves at the pleasure of the Chancellor and is the trusted, strategic advisor to the Chancellor on all finance and business matters. As a key member of the Chancellor's leadership team, the CFO has broad responsibility for the finance and business dimensions of the university. The CFO works in

coordination with the Chancellor and the Executive Vice Chancellors (EVCs) of the KU Lawrence and KU Medical Center campuses and their respective Vice Provost/Vice Chancellor for Finance (VPF/VCF).

The CFO plays an important role working with the campus VPF and VCF in developing and driving an effective financial strategy and sustainable funding model that is transparent and that will enable KU to achieve the strategic vision and goals of the university and its individual campuses.

The CFO leads a highly skilled and client-focused finance division that includes the following units: Financial policy, analysis, and reporting; business and capital financial planning and management; institutional budget planning and development; and global operations and security. The CFO chairs the University's Enterprise Risk Management Committee, and works closely with the lead financial positions of the university campuses and controlled affiliate organizations, and the campus VPF and VCF have a "dotted line" reporting relationship to the CFO. This dotted line relationship is reinforced through the CFO's participation with campus EVCs in the annual performance reviews of the VPF KU for Lawrence and the VCF for KU Medical Center and in the determination of merit increases in salary.

The CFO will provide leadership and execute on key strategic and operational priorities that include:

- Developing transparency into the finances of the university and its campuses;
- Bringing vision and long-term strategic thinking to the financial forecasting, financial planning and financial management of a complex institution;
- Working with the campuses to translate university-wide strategic priorities into actionable financial plans;
- Ensuring there is consistency and coherence of financial and administrative policies and operations across the university campuses as appropriate.
- Guiding a university-wide Enterprise Risk Management committee that strives to identify risks to achieving the university's mission and vision, analyze the impact of those risks, and take steps to mitigate the risks;
- Embracing the university's established system of shared governance;
- Empowering and supporting a talented and diverse staff;
- Effectively communicating financial priorities to external stakeholders, and developing meaningful relationships broadly; and
- Championing diversity, equity, and inclusion and ensure demonstrable positive impact.

Responsibilities:

- Provide strategic financial and business leadership for the university through broad knowledge about the university, sound management of the university's financial resources, and data driven decision making.
- Provide oversight to campus financial performance such that each campus is operating within its resource base and using resources strategically to support the academic, research and service missions.
- Oversee university-wide revenue/expense and asset/liability forecasting & strategic financial planning.
- Lead the university's bond issuance and management.

- Partner with KU-Lawrence and KU Medical Center leaders to develop State budget submissions, including operating and capital improvements budgets.
- Develop and oversee campus and university financial and business performance metrics.
- Partner with the campus VP/VC for Finance to develop and implement strategies that will strengthen the financial status of the university and position the institution for the future.
- Identify opportunities to streamline business processes and leverage resources across the university campuses and lead the required change.
- Partner with the campus VP/VC to look for alternative revenue streams, including exploring economic development opportunities and public/private partnerships relevant to the university's mission and strengths.
- Ensure timely and accurate financial reporting, coordinate the preparation of the annual legislative budget request and campus operating budget, and ensure that all business-related activities conform to Kansas Board of Regents, state and federal requirements.
- Participate in the governance process with the Kansas Board of Regents as the university's representative at the Fiscal Affairs and Audit Committee meetings and on the Council of Business Officers.
- Provide operational oversight of internal audit.
- Serve as University representative to the Johnson County Educational Research Triangle Authority.
- Provide institutional oversight and serve on the board of several affiliated corporations including Kansas Athletics, Inc.; KU Center for Research; and the KU Medical Center Research Institute.
- Serve as Liaison to KU Endowment Association for matters dealing with property, leasing, financing and scholarship funding.

Required Qualifications:

- An MBA or equivalent degree preferred with at least ten years of progressive experience in finance, budget, and administration, with five years at the senior level at a major research university, university system, or other large organization.
- Demonstrated record of supervisory oversight coordinating large and diverse units with numerous employees and enterprise-wide impact.
- Experience with the process of change management and demonstrated success at developing buy-in.
- Is committed to the highest ethical and professional standards.
- Is a strong communicator, including demonstrated experience in analyzing and sharing how data-informed decisions are being made.

Preferred Qualifications:

- Be an experienced, innovative financial leader with extensive experience in a large, decentralized, complex organization, preferably with academic and academic healthcare experience.
- Is an experienced financial manager who is also a strategic thinker, a collaborative partner, and strongly committed to information transparency.

- Has experience working with a university Chancellor/President/CEO, a board, the state legislature and other internal and external constituencies to provide transparent and accurate data and information.
- Has a deep understanding of financial operations and systems, as well as experience with the development and execution of long-term financial strategy at the enterprise level.
- Has demonstrated ability to work collaboratively and collegially in a diverse academic community.
- Experience with and knowledge of university health systems.