TEXAS A&M UNIVERSITY - CORPUS CHRISTI

Corpus Christi, Texas

POSITION SPECIFICATION

EXECUTIVE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

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This Position Assessment is intended to provide information about Texas A&M University – Corpus Christi and the position of Executive Vice President for Finance and Administration. It is designed to assist qualified individuals in assessing their interest in this position.
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I. INTRODUCTION

Witt/Kieffer has been retained by Texas A&M University – Corpus Christi in Corpus Christi, Texas to assist with the recruitment and selection of its new Executive Vice President for Finance and Administration (EVPFA).

This report represents the results of our discussions during our on-site visit. These discussions allow us to:

- Gain a full knowledge and understanding of the organization, the community and the position of EVPFA, as well as the organization’s expectations of the goals and objectives to be achieved by the EVPFA;
- Prepare the specifications of the background, experience and type of person ideally suited for the position of EVPFA;
- Identify key issues and challenges involving the role and/or search for the EVPFA.

The following individuals were interviewed by Witt/Kieffer in preparation of the EVPFA Assessment:

- Dr. Anantha Babbili – Provost and Vice President for Academic Affairs
- Kathy Funk-Baxter – Associate Vice President for Finance and Administration
- Dr. Eliot Chenaux – Vice President for Student Affairs
- Mr. Laurence Fischbach – Director of the Physical Plant
- Dr. Mary Jane Hamilton – Dean of the College of Nursing and Health Sciences
- Dr. Flavius Killebrew – President and Chief Executive Officer
- Dr. Paul Orser – Associate Vice President for Planning and Institutional Effectiveness and Search Committee Chair
- Ms. Karen Selim – Assistant Vice President for Development
- Mr. Ben Soto – Manager of Microcomputer and IT Services
- Mr. Brian Teter – Athletic Director
- Dr. A. N. M. Waheeduzzaman – College of Business
- Ms. Kem Wedgeworth – Director of Budgets
II. THE OPPORTUNITY

Texas A&M University – Corpus Christi (TAMUCC), a member of The Texas A&M University System headquartered in College Station, announces its search for an executive vice president for finance and administration (EVPFA). TAMUCC is a doctoral-granting university with an enrollment of approximately 8,600 students, 1,600 of whom are graduate students, and it employs approximately 2,625 faculty and staff. Founded in 1947, the university has experienced a period of sustained growth and is one of the fastest growing institutions in Texas. The university is located on a 240-acre island just eight miles from downtown Corpus Christi, and its modern facilities include over $120 million in new construction in the past five years with an additional $90 million of facilities currently in design or under construction. TAMUCC has annual revenue of over $135 million with annual operating expenses approaching $120 million.

Reporting to the president and chief executive officer, the EVPFA serves as the chief financial officer for the university and as a member of the president’s cabinet. The EVPFA is responsible for providing leadership, oversight and management of the financial affairs and administrative operations of the university including Equal Opportunity and Employee Relations, Human Resources, Budget, Finance, Business Services, Physical Plant, Campus Police, Environmental Health and Safety, Auxiliary Campus Services, Training and Development, and Information Technology Services. This position is also the president’s cabinet liaison to the staff advisory council. The EVPFA has direct responsibility for a $34.1 million operating budget and an overall staff of 278 with seven direct reports.

TAMUCC seeks an experienced financial professional with superior analytical, communication and management skills who will enthusiastically support the university’s mission and goal of becoming a premier Hispanic serving urban institution known for its academic excellence, student engagement, and focused research. The EVPFA must think strategically and possess a broad institutional perspective. This position requires excellent organizational and interpersonal skills and a collaborative style of leadership. The ideal candidate will possess an advanced degree and have senior management experience in a complex institutional setting in higher education or a similar not-for-profit organization.

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III. THE ORGANIZATION

Mission Statement

Texas A&M University-Corpus Christi is an expanding, doctoral-granting, Hispanic-serving institution dedicated to excellence in teaching, research, creative activity and service. The university’s location on the Gulf of Mexico and on the cultural border with Latin America shapes its focus and provides the foundation for gaining national prominence. Engaging undergraduate and graduate students in a challenging educational experience within a supportive environment is the hallmark of its commitment to closing historical educational gaps and preparing graduates for lifelong learning and responsible citizenship in the global community.

Organizational Background

Founded in 1947, Texas A&M University – Corpus Christi (TAMUCC) is a doctoral-granting university with an enrollment of approximately 8,600 students, 1,600 of whom are graduate students. The university’s location on the Gulf of Mexico and the cultural border with Latin America shapes its mission and distinctive programs. Connecting its place-driven expertise with national and international concerns provides the foundation for the achievement of national prominence. The university is determined to become a premier urban institution known for its academic excellence, student engagement, and focused research.

The university is located on a 240-acre island just eight miles from downtown Corpus Christi. One of the fastest growing institutions in Texas, A&M-Corpus Christi’s modern facilities include over $120 million in new construction in the past five years with an additional $90 million of facilities currently in design or under construction. Plazas, semi-tropical landscaping, and outdoor sculptures combine with the university’s physical location to produce a campus of extraordinary beauty.

Academic programs are offered in five colleges: Business; Education; Liberal Arts; Nursing and Health Sciences; and Science and Technology. The university is dedicated to providing challenging undergraduate and graduate education in a supportive environment for students, especially those who have been historically underrepresented in Texas higher education, and has received recognition for many of its academic programs and student support services. The university currently operates 13 research and/or service-related centers and institutes, most notably the endowed Harte Research Institute for Gulf of Mexico Studies and the Conrad Blucher Institute for Surveying and Science.

The President

TAMUCC is led by Dr. Flavius C. Killebrew. Dr. Killebrew became the 10th president of Texas A&M University-Corpus Christi in January 2005. A&M-Corpus Christi has twice earned the Texas Higher Education Coordinating Board’s STAR award for success in providing access to

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higher education for all. Nationally, the University is recognized for its groundbreaking first-year learning program.

Dr. Killebrew served from 1994 to 2004 as provost and vice president for academic affairs at West Texas A&M University (WTAMU). He was responsible for the administration of all academic and research programs, including the colleges, library, continuing education, enrollment management, planning and analysis, and grants and special projects.

He also served WTAMU in several other administrative posts, including director of the Graduate School, dean of the Graduate School and Research, and one year as interim provost and vice president for academic affairs before being named to the permanent position in June 1995.

After earning undergraduate and master’s degrees in biology from WTAMU in 1971 and 1972, respectively, he earned a doctorate in zoology from the University of Arkansas in 1976. He then returned to begin his career at WTAMU in 1976 as an assistant professor of biology.

His research focused on the systematic ecology of vertebrates, and he is an expert on Cagle’s map turtle (Graptemys caglei). Based largely on his research, it has been recommended for listing as threatened.

**Governance**

The Texas A&M University System is governed by the Texas A&M University System Board of Regents. The Board of Regents is appointed by the Governor of Texas and appoints the president of TAMUCC.

For additional information on Texas A&M University – Corpus Christi, visit the following websites

www.tamucc.edu

http://falcon.tamucc.edu/~budget/

http://pie.tamucc.edu

http://www.tamus.edu/offices/budgets-acct/budget/operating/index.html
IV. THE POSITION

The executive vice president for finance and administration reports directly to the president and chief executive officer, and is a member of the president’s cabinet. The EVPFA serves as the university’s chief financial officer, and is responsible for providing leadership, oversight and management of the financial affairs and administrative operations of the university including Equal Opportunity and Employee Relations, Human Resources, Budget, Finance, Business Services, Physical Plant, Campus Police, Environmental Health and Safety, Auxiliary Campus Services, Training and Development, and Information Technology Services. This position is also the president’s cabinet liaison to the staff advisory council.

The EVPFA provides leadership for developing and implementing university policies in administrative matters, is responsible for the fiscal integrity of the university, oversees large-scale campus construction projects, and represents Texas A&M University-Corpus Christi on relevant issues with State government, the Texas A&M University System and Board of Regents, and in the Corpus Christi community and Coastal Bend region.

Working in close partnership with the president, his senior management team, and other university officials, the EVPFA plays a critical role in all major undertakings at the institution. It is essential that this individual be a person of character, honesty and absolute integrity if s/he is to earn the trust and respect of the community and serve effectively as the university’s chief financial officer in support of its academic mission.

The EVPFA will join the president’s seasoned, stable and very cohesive senior management team dedicated to guiding the university to even greater heights in the years ahead.

The EVPFA has direct responsibility for a $34.1 million operating budget and an overall staff of 278. The EVPFA leads a team of seven direct reports consisting of chief of university police; associate vice president for finance and administration; director of university services; assistant vice president for technology; director physical plant; director equal opportunity employee relations; and director human resources.
V. CANDIDATE COMPETENCIES/QUALIFICATIONS

The following describes the ideal candidate for Executive Vice President for Finance and Administration of Texas A&M University – Corpus Christi. (Not necessarily listed in order of importance.)

The executive vice president for finance and administration will be a consummate finance professional who will embrace a team environment and work with colleagues in a spirit of partnership, transparency and fiscal responsibility. S/he will be a confident, high energy leader with a demonstrable understanding of and ability to articulate the unique teaching, research and public service mission of the university.

With at least ten years of progressively responsible senior management experience, the EVPFA will have executive presence, a track record of success, and leadership in finance and administration as well as proven success developing and attaining strategic goals and objectives, preferably in higher education or a similarly complex not-for-profit environment. He/she will be a superb communicator in both the written and spoken word, with exceptional analytical and interpersonal skills. He or she must also be an exceptional listener and be willing to engage fully with a variety of interested parties. The next EVPFA will be prepared to develop innovative approaches to setting priorities that incorporate responsive customer service and exceptional fiscal leadership while meeting the university’s future capital and operating needs.

A bachelor’s degree in business or a related field is required with a preference for an advanced degree in business administration, finance, or related field preferred. Professional certifications such as a CPA are also preferred. In addition, the EVPFA should demonstrate the following professional and personal qualities and characteristics:

- A strong record as a self-starter with high standards for personal and professional excellence, achievement, honesty and integrity.

- The capacity to understand the complex issues facing higher education and a profound understanding of how to develop financial strategies that will support the institution’s academic and student-centered agenda.

- An open, collaborative and non-competitive leadership style that promotes partnerships, and builds trust and strong relationships across constituents; good listener.

- Experience in budget development and implementation, financial and ratio analysis, debt restructuring and bond issuance, as well as an understanding of facilities management, capital construction and campus master planning.

- The ability to crystallize complex financial information into lay terms and to effectively articulate the university’s financial vision, strengths, goals and requirements to a wide range of audiences.

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• Experience and knowledge of business continuity planning.

• Information technology savvy with a solid understanding of financial systems.

• Experience with contract negotiation and administration.

• The proven capability to juggle multiple priorities; the talent to delegate responsibility and to follow through with implementation.

• Demonstrated knowledge of and commitment to embracing and enhancing diversity, social justice, affirmative action and equal opportunity.

• A calm and approachable demeanor; even keeled; positive attitude; outgoing and a good sense of humor; a team player.
VI. GOALS AND OBJECTIVES

The successful candidate will strive to achieve the following goals within the first 18 to 24 months (not in any particular order):

- **Develop a budgeting process with a high level of accountability.** The new EVPFA will be expected to enhance the budgeting process to provide "bottom up" accountability for developing a budget, as well as instilling a level of "ownership" for the financial well being of the respective departments to the various department heads and auxiliary leadership.

- **Oversee the financial components of the University's capital expansion.** TAMUCC is in the middle of an aggressive capital expansion. They currently have about $70 million in ongoing construction projects, as well as another $25 million committed for future construction projects. The University has also been given 140 acres from the city for future expansion as well. This person will be expected to help monitor and oversee elements of this expansion.

- **Facilitate the development of a culture of sound fiscal management.** TAMUCC is a rapidly growing institution with plans to continue to increase enrollment and add degree plans. This growth will need to be financed through sound fiscal management and developing creative methods to raise funds. The University does not feel that they can increase tuition to fund this growth.

- **Become an active and valuable participant in Texas legislative sessions.** This person will be expected to participate in attending legislative sessions with the president and providing the financial support in the deliberations.

- **Assist in developing a business continuity plan in the event of a natural disaster.** Although the University has not experienced any major damage from the natural weather patterns of the regions, they are on the Gulf Coast of Texas which has constants threats of hurricanes during the appropriate seasons. The EVPFA will be expected to play a leadership role and assist in the development of business continuity plans in the event of a natural disaster.

- **Review and renegotiate the various contracts the University is a party to at this time and in the future.** TAMUCC has numerous contracts with various providers in the area. The EVPFA will be a key participant in contract negotiations and contract administration.

- **Be a strong fiscal steward and provide exemplary services.** The EVPFA will be someone who relishes participating in discussions to outline a vision, oversee development of policies and programs, deliver on implementation and be accountable for the results. He or she will develop a culture of exemplary customer service within their areas of responsibility and lead by example.

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VII. THE COMMUNITY

Corpus Christi, Texas

"Texas with a tropical twist," aptly describes Corpus Christi, a coastal, year-round visitor destination and meeting site. Located on the Gulf of Mexico, Corpus Christi is the second most popular vacation destination in the state of Texas. Nestled behind the barrier islands of Mustang and Padre, Corpus Christi is the gateway to Padre Island National Seashore, a short 15-minute drive from downtown. The Isles of Texas is a popular summer weekend getaway and vacation destination and a sunny haven for Midwesterners and Canadians during the cooler winter months.

With an average temperature of 71.2 degrees, Corpus Christi is a year-round outdoor recreation haven. In addition to fishing (bay and offshore), outdoor tennis, sailing, golf, and windsurfing are popular pastimes. Wintertime temperatures in the 70s and 80s are common in the Isles of Texas, which contributes to the growing number of "Winter Texans" who flock to Corpus Christi during the winter months.

The Isles of Texas is home to several singular attractions including the USS Lexington, and the Texas State Aquarium. Padre Island National Seashore boasts over 130 miles of top-ranked beaches, while Padre Island features Big Shell and Little Shell Beaches which are famous for great shelling and Seagull Park, a perfect site for picnicking families.

For those interested in more cultural pursuits, the South Texas Institute for the Arts, which is affiliated with the University, is located right on Corpus Christi Bay. Changing exhibits are housed in two striking buildings, one designed by noted American architect Philip Johnson, and the other by Mexican architect Ricardo Legoreta. The Corpus Christi Museum of Science and History features a variety of interactive exhibits for children including a Hurricane/Weather Station and the Children's Wharf exhibit which teaches the younger set about Bernoulli's principle. Corpus Christi, with a population of approximately 300,000, is located roughly 130 miles from San Antonio and 200 miles from Austin on I-37 and I-35. Houston is about a three-and-a half hour drive on US-77 and US-59. Corpus Christi to Mexico via Brownsville is approximately 160 miles, and via Laredo about 144 miles. Corpus Christi International Airport serves the area. Air carriers include American Eagle, Continental Express, and Southwest Airlines.

The following Web sites may be accessed for more information:

www.corpuschristichamber.org

www.cctexas.com

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VIII. PROCEDURE FOR CANDIDACY

Send resume or nominations to:

James U. King, III  
c/o Witt/Kieffer  
P.O. Box 251  
Savage, Minnesota 55378  
Telephone: 952-402-0315  
Facsimile: 952-402-0366

Mike Lindsay  
c/o Witt/Kieffer  
-OR-  
10375 Richmond Ave – Suite 1625  
Houston, Texas 77042  
Telephone: 713-266-6779  
Facsimile: 713-266-8133

Please send electronic communications to:

TAMUCC-EVPFA@wittkieffer.com