

THE SEARCH FOR

# CHIEF FINANCIAL OFFICER & VICE PRESIDENT OF FINANCE



UNIVERSITY OF  
**Redlands**

# THE SEARCH

The University of Redlands welcomes applications and nominations for the position of Chief Financial Officer & Vice President of Finance (CFO/VPF).

Reporting to the University President, the CFO/VPF will bring sharp financial acumen and strategic vision to stabilize and strengthen the university's financial position. This leader must combine analytical rigor with transparent, collaborative leadership—identifying risks and opportunities early, making judicious decisions, and building confidence across the institution.



## AT-A-GLANCE

<b>1907</b>	YEAR FOUNDED	<b>21</b>	NCAA DIVISION III ATHLETICS TEAMS IN THE SCIAC
<b>84%</b>	STUDENT RETENTION RATE	<b>\$132M</b>	OPERATING BUDGET
<b>3,800</b>	STUDENTS	<b>\$273M</b>	ENDOWMENT
<b>3</b>	CAMPUSES	<b>28</b>	FULBRIGHT STUDENTS SINCE 2008



# UNIVERSITY OVERVIEW

The University of Redlands is a private, nonprofit university committed to preparing students for lives of meaning, impact, and joy through immersive, personalized, and professional education.

Nationally recognized for academic excellence, innovation, and a strong commitment to student success, the University of Redlands offers more than 60 undergraduate and 40 graduate programs that blend liberal arts and professional study, applied and theoretical learning, and traditional majors with self-designed curricula. The University serves approximately 3,800 undergraduate and graduate students, 48 percent of whom are first-generation college students, supported by more than 265 full-time faculty, over 445 adjunct or part-time faculty, and approximately 350 staff across all campuses.

The University's main campus is located in Redlands, California, at the foot of the San Bernardino Mountains, within easy reach of the beach, desert, and Los Angeles. Redlands also operates graduate and certificate programs at its Marin campus in the hills of San Anselmo near San Francisco, and recently acquired Woodbury University, a 22-acre campus in Burbank. The Woodbury campus

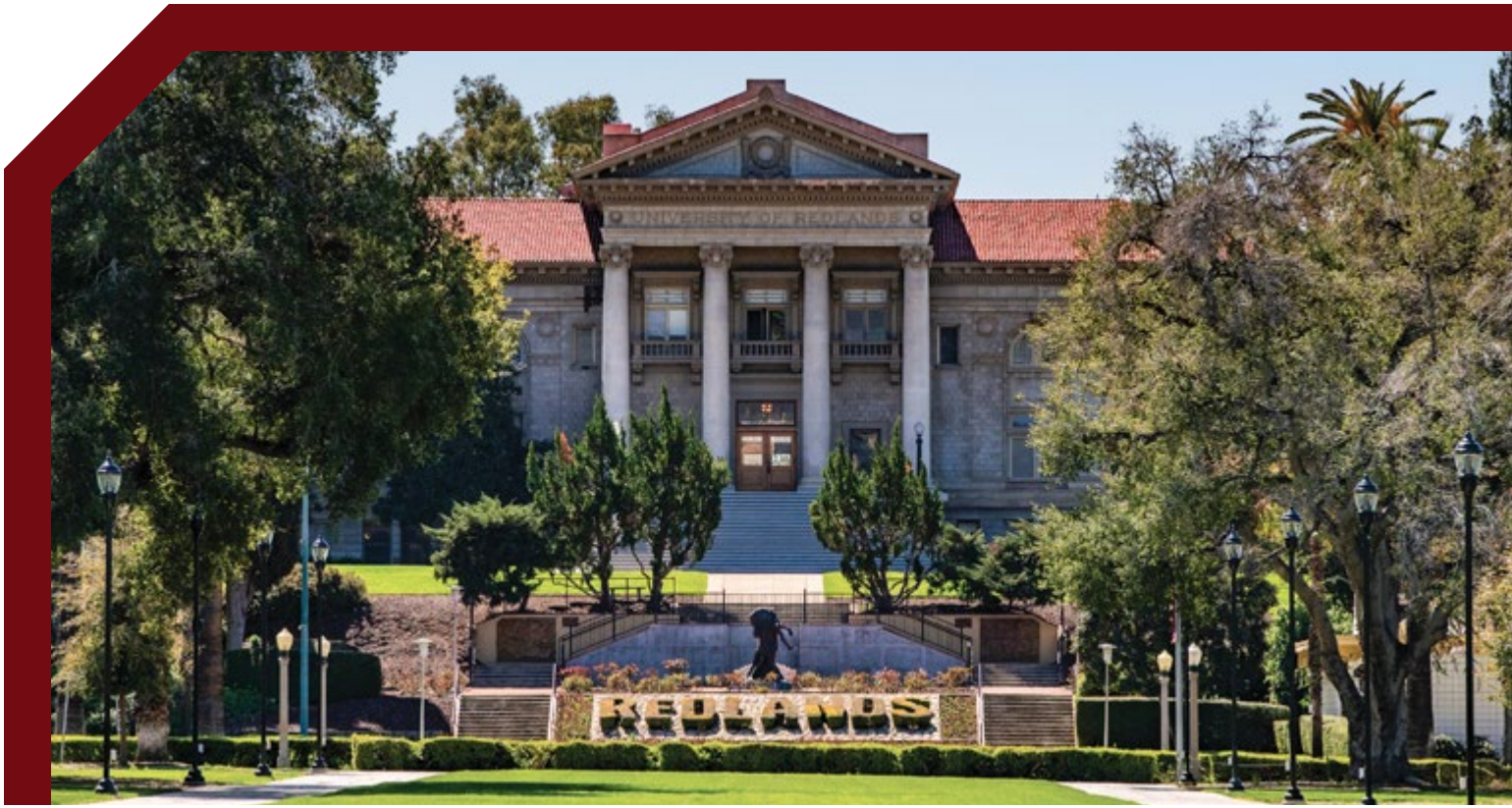
expands the University's presence in Southern California and offers highly personalized, practice-based undergraduate and graduate programs in close proximity to the entertainment industry and other innovative sectors.

The U.S. Department of Education has designated the University of Redlands as a Hispanic Serving Institution (HSI), recognizing our ongoing commitment to serving Hispanic/Latinx Americans among the University's student populations.

The University of Redlands continues to grow through transformative projects like the planned University Village, a multi-use neighborhood where members of the Bulldog community can live, shop, and work. This development will connect to the Arrow Rail Line and nearby Metrolink stations, offering convenient access throughout Southern California.

Over 120,000 alumni call Redlands their alma mater, and surveys show that generations have found the University prepared them well for career success and lifelong learning. Most recently, a survey of College of Arts and Sciences alumni one year following graduation showed that 92 percent are satisfied or very satisfied with their overall Redlands experience.





# MISSION, VISION, AND VALUES

## MISSION

We welcome, educate, and empower a diverse community of learners for lives of meaning, impact, and joy.

## VISION

By 2032, we will lead California in providing a student-focused, personalized education that drives student success.

## VALUES

**Excellence:** We strive to do our best in all that we pursue while empowering our students through scholarship and the skills needed to develop professional, civic, and interpersonal expertise.

**Exploration:** We pursue a better understanding and appreciation of ourselves and the world through academic inquiry, research, experiential learning, and collegial discourse.

**Inclusivity:** We seek the different perspectives, experiences, cultures, backgrounds, abilities, talents, and contributions that comprise a global society and we work to build a strong multi-dimensional, and sustainable community.

**Justice:** We promote fairness, integrity, liberty, and equity in our thoughts, service, and actions to lead our local communities and the world.

**Kindness:** We foster a community that is friendly, considerate, respectful, and empathetic as we care for and shape citizens who understand that their actions and words impact others.

**Service:** Through selfless acts, we contribute to the health and wellness of others as we strive to create a better society and world.





## STRATEGIC PLAN GOALS AND OBJECTIVES



### **1. Meeting students' needs to launch their success**

- a. Foster diversity, inclusion, and social-consciousness
- b. Develop programs aligned with demand responsive to all learners, societal need, and the future of work
- c. Remove barriers, strengthen wellness practices, and deliver an affordable education
- d. Strengthen student-centered advising and high-impact learning practices across divisions



### **2. Enhancing our sustainable educational environment**

- a. Improve faculty/staff wellness, balance, and professional development
- b. Make facilities comfortable, accessible, engaging, and sustainable
- c. Sustain and enhance a distinctive workplace culture that promotes inclusion, collaboration, and community engagement
- d. Ensure financial sustainability for a thriving future



### **3. Building future-focused innovation**

- a. Ensure students develop core liberal arts and experience-based skills that translate into future-focused career and citizenship competencies
- b. Enhance technological capacity for pedagogy, efficiency, and interaction
- c. Develop a workplace culture that embraces and utilizes innovation

# LEADERSHIP



## **PRESIDENT KRISTA L. NEWKIRK, J.D.**

Now in her fifth academic year at the University of Redlands, President Krista Newkirk has transformed the Redlands experience. Under her leadership, Redlands continues to grow its footprint throughout California, solidifying a successful merger

with San Francisco-based Presidio Graduate School, which will become a signature part of the university's School of Business & Society, and the acquisition of Los Angeles-based Woodbury University.

Under her leadership, the university fortified its commitment to accessibility and sustainability by adding a walkway that connects the university to the Arrow Rail Line and Metrolink train station, and launching a two-phase solar energy project set to provide over 30% of the university's energy needs. She continues to lead the transformative University Village project, which will benefit the entire region.

In response to the evolving needs of today's students, Newkirk facilitated the development of market-responsive programs, positioning Redlands as a leader in emerging fields like Geographic Information Systems (GIS). Newkirk has also championed advancements in digital learning environments, adding a competitive Esports team and expanding virtual and augmented reality options to enrich the student experience.

She continues to advance affordability and accessibility through the Redlands Promise campaign and through fundraising efforts. Newkirk successfully completed the University's *Forever Yours* campaign, raising a record \$207.2M for the university.

She serves on several national education boards, including the Public Policy Institute of California's Higher Education Center Advisory Council, the Executive Committee of the Association of Independent California Colleges and Universities (AICCU), where she serves as Second Vice Chair, and the Board and Tax Policy Committee of the National Association of Independent Colleges and Universities (NAICU), where she also chairs the Audit Committee. She frequently presents at conferences nationwide on the dynamic evolution of higher education.

## **BOARD OF TRUSTEES AND SHARED GOVERNANCE**

The 30-member, 2025–26 Board of Trustees has a fiduciary responsibility to the University as a whole. The trustees are responsible for electing the president and approving an annual plan of financial operation. Through the University bylaws, the day-to-day administration of the University is delegated by the trustees to the president.

The President's Cabinet is made up of 14 experienced professionals who advise the president, approve policies, and help direct the day-to-day operations of the University.

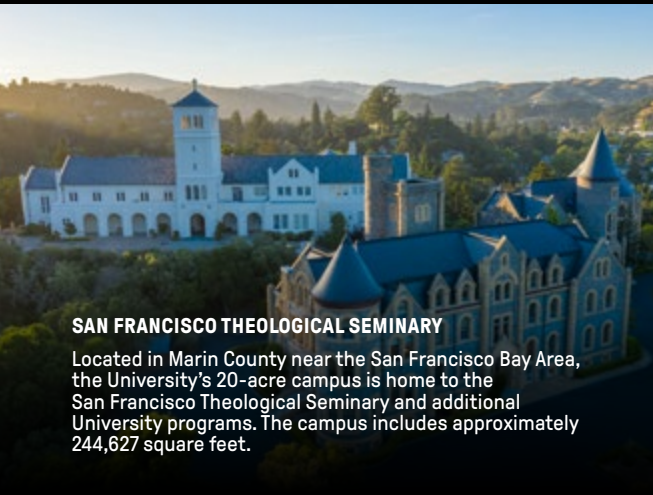
Faculty participate in shared governance through several governing bodies, including the University-wide Faculty Senate (and sub-committees) and the Faculty Assembly. Employees are represented through the University of Redlands Staff Assembly, more commonly known as URSA.





#### UNIVERSITY OF REDLANDS

The University of Redlands' 160-acre main campus is located in Redlands, California, at the base of the San Bernardino Mountains. The campus encompasses approximately 1,169,039 square feet.



#### SAN FRANCISCO THEOLOGICAL SEMINARY

Located in Marin County near the San Francisco Bay Area, the University's 20-acre campus is home to the San Francisco Theological Seminary and additional University programs. The campus includes approximately 244,627 square feet.



#### WOODBURY UNIVERSITY

Woodbury University's 22-acre campus is located in Burbank, California, within the Los Angeles metropolitan area. The suburban campus comprises approximately 222,560 square feet.

# FINANCIAL REPORT

The University has a fiscal year 2025–26 operating budget of \$132 million and manages an endowment of \$273 million. In December 2021, the University successfully completed the *Forever Yours* comprehensive campaign, raising \$207 million, exceeding its goal in the most ambitious fundraising effort in its history, to expand access, enhance the student experience, and support faculty excellence.

In 2023, the University refunded \$10.6 million in existing bonds and issued \$51.3 million in new bonds to support capital priorities, including the major renovation of Anderson Hall, which added air conditioning. The University has also secured nearly \$11 million in federal and state grant funding to support the University Village project, related infrastructure, and a pedestrian walkway connecting the train station to campus.

At a time when higher education broadly faces credit downgrades, the University of Redlands bucked the trend, earning a Baa2 rating with an upgraded “stable” outlook from Moody’s. This reflects strategic actions, including recent mergers and acquisitions that have contributed \$2.6 million, expanded academic offerings, and added more than 800 students to the University community.

Additional investments include campus energy upgrades; residence hall, safety, and accessibility improvements; hybrid classroom expansion; an esports arena; exterior renovations to the Ken and Lynn Hall Welcome Center; a new floor in Currier Gym; and an upgraded virtual reality lab in Armacost Library.

Since taking office in 2021, with the support of the Board of Trustees, President Newkirk has led her senior team and the Redlands community in addressing the structural deficit resulting from changing enrollment patterns, extraordinary pandemic-related expenses, and rising costs. The University has staged a (short-term, medium-term, and long-term) plan to eliminate this deficit.

# LEADERSHIP OPPORTUNITY AND PRIORITIES

Reporting to the President of the University, the Chief Financial Officer & Vice President of Finance (CFO/VPF) oversees the planning, development, implementation, and maintenance of the University's administrative and financial services and departments, supporting and promoting profitable goals and objectives.

The CFO/VPF will play a key role in furthering the University of Redlands mission through leadership and service in the areas of budget formulation and management, compliance, accounting, and financial reporting; procurement and contracts management.

## STRATEGIC IMPACT

- In collaboration with the President, Cabinet colleagues, and the Board of Trustees, create the business informatics and tools needed for informed decisions and effective fiscal planning and resource management in the context of Redlands strategic plan and its commitment to long-term financial sustainability.
- Develop communication practices and tools such as performance dashboards to increase transparency and confidence across University stakeholders.
- Create and finance a strategic investment plan for University facilities while engaging academic and student-life leadership to understand future space needs relative to programs and the student experience.
- Continue to develop and retain a high-performing finance team committed to personal and professional growth at Redlands.
- Engage in regional collaboration efforts with businesses and other higher educational institutions to expand University opportunities and improve financial and operational efficiencies.



# LEADERSHIP AND MANAGEMENT RESPONSIBILITIES

The central areas of responsibility the CFO/VPF upholds include:

- Serve as the main financial liaison to the Board of Trustees and effectively communicate and present critical financial matters to the Board and its committees.
- In collaboration with other executive staff, and skilled and trusted departmental employees, develop, implement, operate, maintain, and control the essential operating systems, information, and financial business of the institution.
- Develop a strategic, long-term proactive approach combined with an honest, transparent, and practical application that engages the community and incentivizes positive outcomes.
- Oversee the financial integration and ongoing management of recent mergers and acquisitions, ensuring realization of projected financial benefits and alignment with institutional priorities.
- Define and implement key performance indicators and strategic objectives for the division and, as appropriate, the entire organization; facilitate measurement of those objectives, reporting results to the executive team.
- Develop and maintain a budget projection model to guide University financial and strategic planning.
- Draft and implement policies and best practices to support the achievement of objectives and required standards.
- Draft business plans for new academic programs, auxiliary services, and markets.
- Monitor cash flow. Oversee investment activities to ensure appropriate supply of cash at highest yield while complying with statutory limitations on types of investments.
- Represent the University to ratings agencies and ensure the optimal credit rating relative to the University's growth strategy.
- Ensure availability of adequate and appropriate equipment, staffing, and systems, and recommend additional staffing and services
- Ensure compliance with federal, state, local, and organizational laws, regulations, guidelines, and best practices, including but not limited to tax laws, generally accepted accounting principles (GAAP), federal acquisition regulations (FAR), and cost accounting standards (CAS).
- Maintain oversight of Risk Management and Property Insurance and collaborate with Human Resources on the financial oversight of other insurance (including health, life, dental).
- Actively recommend and implement improvements to current systems and processes for all reporting departments and campus-wide.
- Review and approve all university contracts, including interaction with insurance and legal counsel, as needed.
- Maintain knowledge of developments and trends in finance, including technological advances.
- Facilitate implementation of new systems and modifications of existing systems to reduce downtime and improve efficiencies.
- Demonstrate a sincere commitment to building a diverse, equitable, and inclusive community by contributing to the realization of the University's Strategic Plan.
- Supervise, plan, direct, and assign work of assigned staff; make hiring and disciplinary decisions; provide feedback on performance and approve timesheets.
- Perform other related duties and special projects as assigned.
- Collaborate with the President, Cabinet, and through shared governance to develop collaborative approaches in decision-making.
- Be a strong and careful steward of the University's endowment, investments, and assets.

# COMPETENCIES AND QUALIFICATIONS

## REQUIRED QUALIFICATIONS

- A bachelor's degree in a field relevant to the role, such as business, finance, or accounting, or a bachelor's degree plus professional experience that has developed relevant subject-matter expertise.
- Demonstrated expertise in strategic financial planning, financial analysis, asset management, debt financing, and accounting.
- 10 years of experience in a leadership role, preferably with both external audit and in-house financial management experience.
- Demonstrated accomplishments in maintaining administrative/financial controls while actively supporting entrepreneurial initiatives is desirable; knowledge of accounting and financial management for higher education institutions is preferred.

## PREFERRED QUALIFICATIONS

- Master's degree in business, accounting, finance, or a related field, and experience in financial management.
- Executive-level higher education leadership and experience overseeing complex financial and organizational operations at a comprehensive institution preferred.
- Certified Public Accountant (CPA).
- Experience with consortia, mergers and acquisitions.

## KNOWLEDGE & SKILLS

- A strong team member and collaborator who is committed to shared governance and appropriate transparency.
- Commitment to the highest ethical standards; ability to maintain confidentiality of sensitive information when appropriated.
- Communicate respectfully and effectively with multiple stakeholders across the institution and within the community.
- Proficiency in accounting/financial management principles, practices, and procedures as they relate to university environments.
- Intellectually curious and abreast of industry and economic trends to best guide long-term planning.
- Excellent technical, analytical, and problem-solving skills.
- Excellent organizational skills.
- Proficiency in Microsoft Office software including Excel, Word, PowerPoint, and Outlook.
- Ability to recommend appropriate courses of action within established guidelines.
- Ability to foster strong, positive relationships and align both internal and external resources to achieve university objectives.
- A strong commitment to diversity, equity, and inclusion with the ability to competently interact with a culturally and ethnically diverse population of students, faculty, and staff.



# APPLICATIONS, INQUIRIES, AND NOMINATIONS

The University of Redlands has retained **Opus Partners** to support this recruitment. **Craig Smith**, Senior Partner, **Kenna Boyd**, Partner, and **Thomas Lapierre**, Senior Associate, are leading the search.

Confidential inquiries, applications, and nominations should be submitted by email to **Thomas Lapierre** at [thomas.lapierre@opuspartners.net](mailto:thomas.lapierre@opuspartners.net). To be considered by the University's search committee, candidates must provide a CV/resume and a letter of introduction that addresses the specific responsibilities, expectations, and qualifications described above. Please consult Opus Partners for more information about the application process.

Additional information about the University of Redlands can be found at [www.redlands.edu](http://www.redlands.edu).



