



TEXAS WOMAN'S
UNIVERSITY™



THE OPPORTUNITY

Texas Woman's University — America's largest public university primarily for women — invites nominations and applications for the position of Vice President for Finance and Administration. This historic university seeks an experienced financial leader who is strategic, entrepreneurial, and collaborative to provide a solid contribution to overall institutional strategy and management for this statewide university that has campuses in Denton, Dallas and Houston. Reporting directly to a dynamic Chancellor and President, this position is responsible for supporting the mission and programs of the university with the highest quality financial and administrative leadership.

In order to apply for this position, please see the section called **Nomination and Application Process** on **page 11** of this document.

With the leadership of this position, Texas Woman's University will undertake an important campus expansion and modernization program as part of a master planning process that has just begun. In the next few years, the main Denton campus will expand existing square footage of facilities (2.86 million square feet) by about 11 percent, with renovations occurring in about 5 percent of existing buildings.

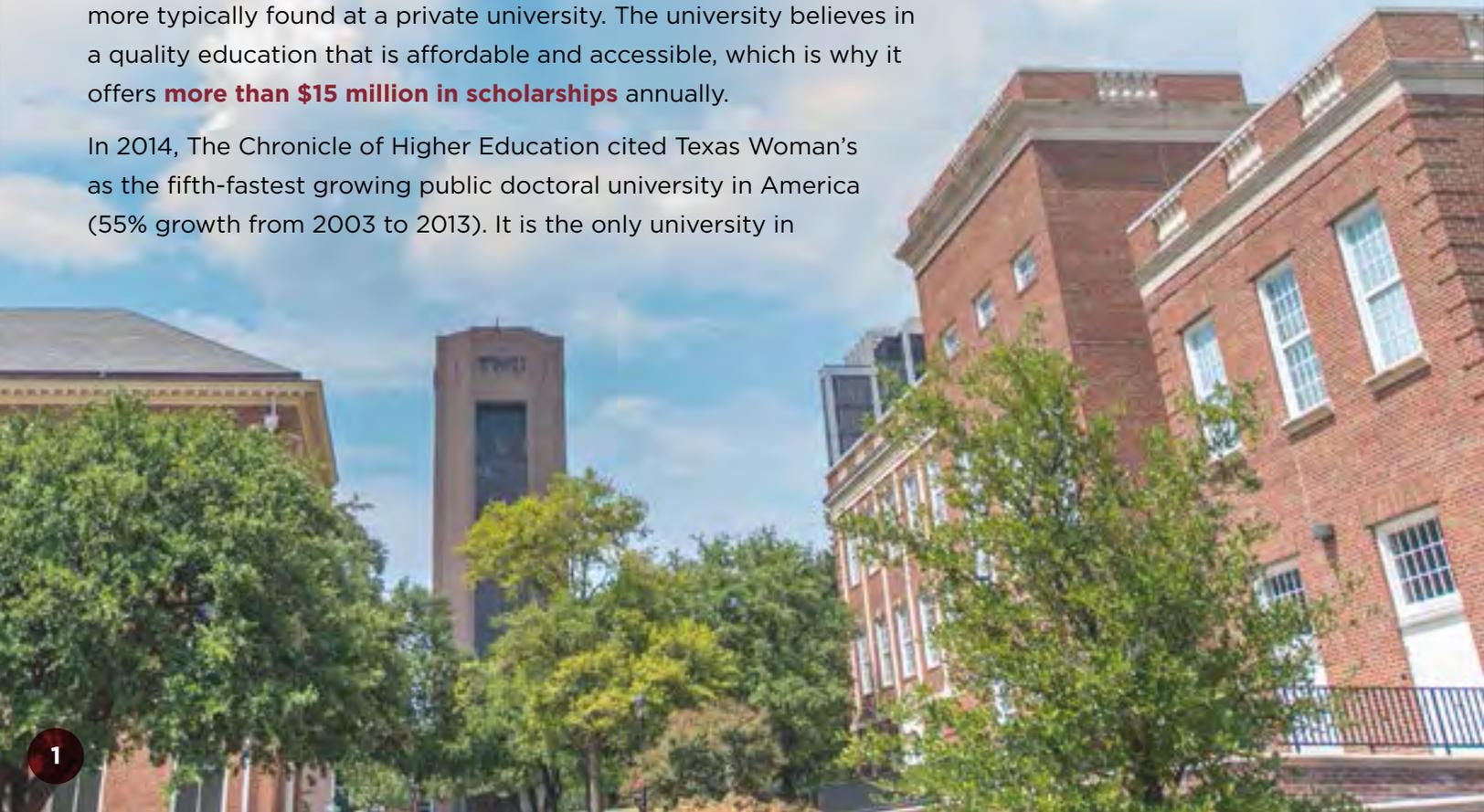
Construction is already under way on the university's first parking garage, with student and administrative space, and will soon commence construction on a new student union, a science and technology and learning center, and a public-private partnership for new student housing and dining. Renovations are also slated for a student health services facility as well as music rehearsal and art studio space.

This historic North Texas campus is fortunate to have a golf course—about half the size of the total Denton campus footprint--that will be considered for additional expansion of strategic facilities and green space, pending key decisions and funding requirements outlined in the master plan.

THE UNIVERSITY

Created in 1901 by the 27th Texas State Legislature, TWU has become known for its contributions and leadership in the fields of education, nutrition, business, the arts and sciences, and especially in the nursing and health care professions. The University offers the student support, class sizes and campus esthetics more typically found at a private university. The university believes in a quality education that is affordable and accessible, which is why it offers **more than \$15 million in scholarships** annually.

In 2014, The Chronicle of Higher Education cited Texas Woman's as the fifth-fastest growing public doctoral university in America (55% growth from 2003 to 2013). It is the only university in





the Lone Star State to offer doctoral degrees in occupational therapy, physical therapy, dance and women's studies. About 10% of the university's nearly 16,000 students are men, who have been admitted to the University's graduate programs since 1972 and undergraduate programs since 1994.

TWU prides itself on providing students with a well-rounded educational experience focused on service, integrity, and health and well-being. Respect for diversity in all dimensions (*U.S. News & World Report* ranks the university in the **top 20 in the nation for diversity**) and a safe campus environment (Texas Woman's is **among the safest campuses in the nation**) are among the hallmarks of a TWU education.



TWU's main campus is in the booming North Texas college town of Denton, just 40 miles from the Dallas-Fort Worth Metroplex and consistently named one of Texas' and the nation's **best college towns**. It also has health sciences centers in Dallas' prestigious **Southwestern Medical District** and the world's largest medical center (**Texas Medical Center**). An e-learning campus offering innovative online degree programs in business, education and general studies joins its three campuses.

The University offers **more than 60 programs** of study with a total of 110 undergraduate and graduate degrees (bachelor's: 43, master's: 47 and doctoral: 20) in traditional, online and hybrid formats. Nearly 60% of Texas Woman's University students take at least one online course, and one-fourth of its graduate students take only online courses.



TWU faculty and staff are passionate defenders of a "learn by doing" experiential learning environment where they provide students with opportunities to engage in campus, workplace and community activities that can help shape their sense of purpose, their appreciation for the importance of building quality personal and professional relationships, and their ability to address life's challenges. This holistic, mentoring approach to developing students as engaged, productive citizens in the complex world of the 21st Century encompasses understanding of the balance of health, spiritual and mental well-being.

TWU serves the citizens of Texas in many ways, including:

- Graduating more new health care professionals than any other university in Texas;
- Easing the teacher shortage by placing highly qualified professionals in the classroom;
- Offering a liberal arts-based curriculum that prepares students for success in a global society; and
- Conducting research that impacts the prevention and treatment of childhood obesity, osteoporosis, stroke and diabetes.

POINTS OF PRIDE

The Dallas Business Journal this year ranked TWU No. 1 in the DFW area for the best graduates' earnings vs. cost of their education. In addition, The Economist magazine ranks Texas Woman's University No. 45 in the nation and No. 2 in Texas, out of 1,275 universities, for maximizing students' earning potential.

In its more than 115 years, the University has achieved national acclaim in a number of academic programs, from nursing and nutrition to physical therapy, occupational therapy, and library and information studies.

After creating the state's first home economics labs in the early 1900s, University nutrition faculty led bone density research with NASA during the first space missions and, more recently, created publicly available food safety training and informational videos and materials in English and Spanish designed to help reduce food-borne and allergy illness as part of a national grant from the U.S. Department of Agriculture. TWU also is the **first university in Texas to offer a Culinology®** degree program, which provides students an opportunity to combine both culinary arts and food science training. This certification program provides the food industry with product development employees.

TWU faculty also developed the treatment model now taught globally in occupational therapy. Texas Woman's is the only university in the state with Adapted Physical Education master's and doctoral degree specializations. In addition, the University is home of Texas' first TeachLive™ lab, where teacher candidates practice their skills on student avatars.

In 2015, the University established two new centers that are already gaining important traction. TWU's new **center for women in business** is focused on helping Texas achieve its goal of being No. 1 in the United States for women-owned businesses. In addition, the university's new **Woodcock Institute for the Advancement of Neurocognitive Research and Applied Practice** is pursuing interdisciplinary research into the cognitive profiles of individuals with diagnosed exceptionalities (learning disabilities, neuropsychological conditions, behavioral and psychiatric disorders and giftedness).

The university's Center for Women's Leadership, Politics and Public Policy will leverage TWU's collections of women's history — including its designation as the home of the Texas Women's Hall of Fame, the national repository and research center for the Women's Air Service Pilots (WASP) archives, and the Texas First Ladies Historic Costume Collection — and will serve as the repository and archive for Texas women who have served in elected office. The Center will support scholarship and research, and will enable more effective leadership by Texas women serving in public office. It also will encourage and develop the next generation of Texas women leaders.

Texas Woman's also is one of only 18 **Reading Recovery** university training centers in the U.S. Reading Recovery is the world's most widely researched intervention for young children having extreme difficulty with early literacy learning. TWU's Reading Recovery faculty have contributed to communities in six states by training more than



35,000 Reading Recovery teachers, teaching nearly 300,000 Reading Recovery students, and more than 17,000 Descubriendo la Lectura (the Spanish version of Reading Recovery) students.

TWU's [music therapy](#) program is the oldest ongoing program in Texas and one of the first programs of its kind in the U.S. Promising external national research suggests that music therapy may have a role to play in minimizing the effects of stroke and helping to improve stroke patients' quality of life. Texas Woman's Dallas campus also is home to The Stroke Center, which offers innovative brain-based treatments for aphasia following stroke.

TWU also established Texas' first department of music in 1915, and a century later, TWU's music students perform at locations across the U.S., including the Kennedy Center and Carnegie Hall.

Eight women who taught visual arts at the university from the Roaring '20s through the '70s are considered the "[Pioneers of Modernism Art](#)" in Texas. Today, TWU visual arts faculty and students continue to receive [national recognition](#) for their work.

TWU faculty research, often conducted with students, affects the lives of Texans and others. Whether it's developing programs to reduce violence against women around the world, working with veterans and their families, expanding access for children with autism or identifying more effective ways to treat cancer cells, faculty are working to improve lives and make a difference.

ACADEMIC PROGRAMS

The College of Arts and Sciences, with more than 5,000 students, is the largest and most diverse college at TWU. It offers most of its programs on the Denton Campus. The areas of studies include arts, humanities, social sciences, natural sciences, mathematics, and computer science. The College of Health Sciences offers programs in Denton, Dallas and Houston as well as online and in hybrid settings. The Health Sciences academic programs include the School of Occupational Therapy, the School of Physical Therapy, and programs in Communication Sciences & Disorders, Dental Hygiene, Health Studies, Kinesiology, Nutrition and Food Sciences. The College of Nursing offers programs on all three campuses, including undergraduate, master's and doctoral programs. The College of Professional Education includes programs in library and information sciences, family sciences, teacher education, Master of Arts in Teaching, reading and Reading Recovery. The College of Business offers programs in accounting, business administration, finance, management, human resource management and marketing.

ENROLLMENT

On the three campuses of TWU undergraduate enrollment represents 66% of all enrollment, master's enrollment is 27% and doctoral enrollment is 7% of total enrollment.

THE THREE CAMPUSES

The Denton Campus

The Denton Campus is the main campus for TWU and is a bustling college campus in a lively college town. The 260-acre campus in Denton is safe, beautiful, smoke-free and home to almost 13,000 students. Students often describe this campus as having a private-school “feel” at a public education price. There are a variety of housing options, from traditional residence halls to family housing and campus apartments, and nine distinct on-campus dining experiences.

TWU T. Boone Pickens Institute of Health Sciences – Dallas Center

The TWU T. Boone Pickens Institute of Health Sciences-Dallas Center opened in February 2011, combining the university's Parkland and Presbyterian sites into an eight-story, 190,000-square-foot building in the heart of the [Southwestern Medical District](#).

The Dallas Center houses the [Houston J. and Florence A. Doswell College of Nursing](#), the [TWU Stroke Center-Dallas](#) and the university's [physical therapy, occupational therapy](#) and [health systems management](#) programs. Total enrollment in Dallas is more than 1,400 students.

TWU Institute of Health Sciences – Houston Center

The TWU Institute of Health Sciences – Houston Center is situated in the heart of the largest medical center in the world, the [Texas Medical Center](#), and offers advanced degrees in several health science programs. Texas Woman's University has had a presence in Houston since 1960. The programs offered in Houston include Business Administration, Health Care Administration, Nursing, Nutrition & Food Sciences, Occupational Therapy and Physical Therapy. There are more than 1,300 students in six academic programs on this campus; 72% of them are graduate students with juniors and seniors in nursing.

TWU STRATEGIC PLAN

In 2015, Chancellor Feyten commissioned a university-wide team to craft a new strategic plan for Texas Woman's that would be student-centered and highly inclusive. The Strategic Planning Steering Committee and the Strategic Planning Teams, including more than 80 members of the faculty, staff, and student bodies, delved deeply into components of the plan. Input from more than 100 listening, sharing, and feedback sessions with students, faculty, staff, alumni, and community stakeholders as well as consideration of the Texas 60x30 plan helped guide the development of this strategic plan. Texas Woman's commitment to continuous improvement will lead the University to adapt the plan as new insights develop. TWU's new strategic plan can be found at twu.edu/strategic-plan. This strategic planning process identified Texas Woman's University's purpose as “educate a woman, empower the world,” and four areas of distinction: Women and leadership; Health; Experiential Learning; and Veterans.

LEADERSHIP

The Board of Regents

The Texas Woman's University Board of Regents is composed of nine persons, at least four of whom shall be women, appointed by the governor with the advice and consent of the Senate. The governor also appoints a tenth non-voting student regent.

The regents hold office for staggered terms of six years, with the terms of three members expiring February 1 of odd-numbered years. The student regent serves a term of one year. The Board meets quarterly. The Board biennially elects a chair/presiding officer and a vice chair/assistant presiding officer.



The President and Chancellor

Carine M. Feyten became the eleventh president and second chancellor of Texas Woman's University in July 2014. Dr. Feyten provides strategic leadership over a university with an annual operating budget that exceeds \$212 million, serves approximately 16,000 students on campuses in Denton, Dallas and Houston, and has an annual economic impact of more than \$721 million.

Working with the university's Board of Regents, she is certain TWU will advance to even greater heights and not only continue to meet the needs of Texas but globally as well.

A native of Belgium, Dr. Feyten holds a Ph.D. in Interdisciplinary Education, Second Language Acquisition from the University of South Florida, and an M.A. in English, Dutch, Education and a B.A. in Germanic Philology, both from the Université Catholique de Louvain in Belgium. An internationally recognized consultant, speaker and scholar in the field of language learning, teaching methodologies and the integration of technology in education, Dr. Feyten has authored or co-authored more than 100 journal articles, conference papers and book chapters. She served as dean of the College of Education, Health and Society at Miami University in Oxford, Ohio, from 2006 until 2014. From 2002 to 2006, she was associate dean for Academic Affairs in the College of Education at the University of South Florida.

Student Life at TWU

The Denton Campus is the main campus and offers opportunities for students to serve in student government, to volunteer for a good cause, to become active in athletics or to participate in the Greek system.

Since the Dallas Center is in the heart of the Southwestern Medical District surrounded by four hospitals, students are able to connect easily with practitioners in their field as they become health care professionals.

Likewise on the Houston Center, in the world's biggest medical center, students and faculty can easily build professional connections and pursue collaborative opportunities. This accessibility to networking opportunities helps students pursue career opportunities and develop leadership skills as health care professionals.

All three campuses offer fitness and recreational facilities as well as over 125 chartered and University-sanctioned student organizations. Fitness options include exercise classes, intramural sports (basketball, volleyball, soccer, flag football), open recreation, outdoor adventure programs, personal training, and spirit teams. Facilities include a fitness and recreation center, a 30-foot climbing wall, indoor and outdoor basketball courts and an indoor swimming pool.

Financial and Administrative Information

In a 2012 document, Southwest Business Research reported the Economic Impact of Texas Woman's University on the State of Texas. The report estimated that the State of Texas Expenditures of \$529,588,431 represented the three campus's expenditure influence of TWU on the State of Texas for direct spending by the institution, its employees, students and visitors, as well as indirect spending by recipients of original expenditures. The direct and indirect jobs impact numbered 7,391, the direct and indirect household personal income impact totaled \$216,359,983, and \$8,039,937 represented the amount of personal income generally allocated to purchasing durable goods due to TWU-related expenditures.

According to the Financial Statements of TWU for fiscal year 2016, the Net Position of the University increased by \$26 million with net operating and non-operating revenues of \$390,609,757. The increase was due to an approved increase in tuition and fees, an increased student union fee, as well as changes in long-term investment managers. The most significant increase in expenses arose from an increase in salaries, wages and an increased pension expense. As of August 31, 2016, the value of TWU's investments was \$280,248,338. Also as of August 31, 2016, the university owed \$82,405,000 on revenue bonds payable.

Texas Woman's University has sufficient debt capacity to finance planned facilities and other capital improvements. In addition, the State appropriated amounts are sufficient for the reimbursement of debt service on all outstanding and planned Tuition Revenue Bond debt for the FY 2016-2017 biennium. Standard & Poors (S&P) bond rating raised the long-term and underlying rating to A+ from A in 2016. The outlook is stable. Moody's bond rating remained Aa3 stable.

Facilities

Texas Woman's has a presence in Denton, Dallas, and Houston on 264 acres which houses 71 buildings with approximately 2.8 million gross square feet. The campus has ongoing capital projects of over \$150 million in various stages of design and construction and will be opening a 875+ bed P3 residential housing development in Fall 2019. Texas Woman's University capital asset additions from acquisitions, donations, and construction during the 2016 fiscal year totaled \$9.8 million. Texas Woman's issued \$21 million in Revenue financing System bonds in 2016 for the primary purpose of constructing a parking garage on the Denton campus.



THE POSITION

The Vice President for Finance and Administration is the chief financial and administrative officer of Texas Woman's University, reporting directly to the Chancellor and President. The VPFA will join a forward thinking and energetic Chancellor and President and a cohesive senior leadership team eager for a strategic and collaborative colleague.

Among the VPFA's specific responsibilities are institutional accounting and fiscal management; institutional budget preparation, operation, and control; preparation of legislative appropriations requests; property management; investment management; financial analysis and reporting; general human resource administration, payroll and associated reporting; purchasing and contracting administration; HUB Compliance, Affirmative Action and EEOC; facilities management and construction services for Denton, Dallas and Houston (including direction and oversight of major capital projects); Department of Public Safety (including overall operations, security and safety of the University); risk management (including environmental health and safety, emergency management, operations, and insurance negotiations and management).

The VPFA supervises the Executive Director, Public Safety; the Executive Director, Risk Management; the Associate Vice President for Facilities Management and Construction; the Senior Associate Vice President for Human Resources and CHRO; the Associate Vice President, Finance and Budget; the Associate Vice President, Finance, Controller & Treasury; the Assistant Vice President, Procurement and Contract Services/HUB Coordinator; and the Executive Assistant to the Vice President

The VPFA will collaborate with the Board of Regents and the Chancellor and President to plan and manage the financial activities of the University, protect and facilitate the growth of financial and capital assets, and assess institutional opportunities and risks as strategic plans and initiatives evolve.

The VPFA is also specifically responsible for promulgating policies and procedures for all functional areas within the Finance and Administration Division; managing controls and procedures for the receipt, accounting, and disbursement of institutional funds; ensuring compliance with personnel policies and procedures written generally for all employees and specifically for non-faculty employees, and for approving exemptions to said policies and procedures where such exemptions are provided under the policy; planning, directing, managing, and evaluating a complex operation, using all resources available (human, financial, and physical) for the accomplishment of long-term and short-term goals of the institution; and overseeing all aspects of contract administration for the University.

OPPORTUNITIES EXPECTATIONS FOR LEADERSHIP

The new Vice President for Finance and Administration will be asked to address the following critical leadership issues:

- Developing or enhancing a deep understanding of the Texas state higher education financial statutes and processes in order to ensure the financial resources for TWU;



- Strengthening the financial information systems and processes to better support the educational and research priorities of TWU;
- Providing strategic financial information to the chancellor, board and cabinet, using forward-looking predictive models and activity-based financial analyses along with best practice business intelligence tools to provide insight into the university's operations and business processes within the context of Texas financial regulations and practices;
- Providing the strategic support to help university staff to understand and manage the impact of recent explosive growth on the university's financial status and its relations with the state;
- Working in an entrepreneurial fashion with the university's leadership to develop new sources of revenue and to increase the efficiency of current programs and services;
- Providing an active support to strategic planning through probabilistic modeling and scenario development and transformation of administrative practices;
- Working to educate and motivate a dedicated staff in new practices and to manage a change in culture based on national best practices and a commitment to continuous improvement;
- Working to ensure the most up-to-date financial policies and practices.
- Guiding the implementation of a wide range of projects now in the planning stages as part of the university strategic and campus master plans.

QUALIFICATIONS AND PERSONAL QUALITIES

The Vice President for Finance and Administration will be a consummate professional with the highest integrity who embraces a team environment and works with colleagues in a spirit of partnership, openness and fiscal responsibility. He or she will be an entrepreneurial and innovative leader with excellent fiscal credentials focused on best practices and significant managerial experience as well as highly attuned communication skills.

Education

A Bachelor's degree is required. A Master's degree in business administration, economics, or closely related field of study, a CPA certification and/or a doctorate degree are preferred.

Experience

The successful candidate will have a minimum of eight years of professional and administrative experience in finance, investment, management, business education or related work including leadership responsibility. Experience in higher education, specifically Texas higher education, is a plus.





KNOWLEDGE, SKILLS AND ATTRIBUTES

The following are essential:

- Demonstrated strategic leadership abilities in working with individuals across the university
- A collaborative, inclusive and transparent management style
- A proven record of effective change management
- Ability to provide institutional leadership and all constituents with a clear and dispassionate analysis of information related to key issues
- Understanding and use of a wide variety of financing techniques, financial forecasting and ratio analysis, business intelligence, policy analysis, data analysis, program evaluation and cost-benefit analysis.
- Ability to build and maintain a strong team that will be a partner to leadership and faculty of the university in the shared governance environment
- Embody core values of integrity, respect, compassion, service and learning for life
- Knowledge of complex financial and administrative activities in an institution of higher education, business or government, their practices, methods, resources and standards thereof
- Ability to establish and maintain effective work relationships with students, faculty, staff, and the public
- Knowledge of the latest management methods and ability to provide administrative guidance within area of responsibility, providing direct training and supervision as needed
- Ability to apply budgetary and fiscal planning techniques within financial constraints
- Ability to organize work effectively, conceptualize and prioritize objectives and exercise independent judgment based on an understanding of organizational policies and activities
- Ability to integrate resources, policies, and information for the determination of procedures, solutions, and other outcomes
- Ability to communicate effectively - orally and in writing
- Must have the ability to make effective and persuasive presentations on controversial or complex topics to the board and the university community

NOMINATION AND APPLICATION PROCESS

The Vice President for Finance and Administration search committee will begin reviewing applications in early November and will continue until the position is filled. For fullest consideration, applicant materials should be received by December 31, 2017. Candidates should provide a letter of interest, résumé and five professional references with email and telephone numbers (references will not be contacted without prior written authorization from the applicant). Applications and nominations should be sent electronically (PDF or MS Word) to TWUCFO@agbsearch.com.

The search is being supported by:

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Texas Woman's University strives to provide an educational environment that affirms the rights and dignity of each individual, fosters diversity, and encourages a respect for the differences among persons. Discrimination or harassment of any kind is considered inappropriate.

Texas Woman's University is committed to equal opportunity in employment and education and does not discriminate on the basis of race, color, religion, sex, sexual orientation, or ethnic origin, age, veteran's status, or against qualified disabled persons.

All positions at Texas Woman's University are deemed security sensitive; background checks are conducted on applicants considered for employment. TWU is a "Tobacco Free Campus".

TWU - Denton Campus



TWU T. Boone Pickens Institute of Health Sciences-
Dallas Center



TWU Institute of Health Sciences-
Houston Center

