



Juniata College

PENNSYLVANIA

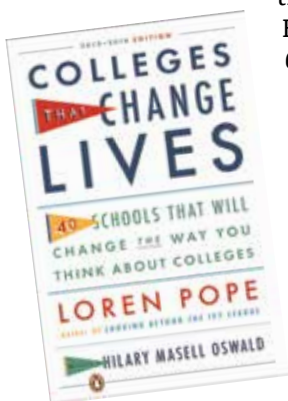
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VICE PRESIDENT  
FOR FINANCE AND  
ADMINISTRATION



**J**uniata College invites nominations for the position of Vice President for Finance and Administration. Reporting to the president, the Vice President for Finance and Administration is the chief financial officer responsible for leadership of the business and fiscal affairs of the College in support of the College's mission to empower students to lead lives of service and ethical leadership in a global community. The new vice president will serve a dynamic liberal arts college recognized for its commitment to experiential education, strong sense of community, and high-achieving students. Juniata is a member of the Pennsylvania Consortium of Liberal Arts, founded in 2013 and funded by the Andrew W. Mellon Foundation. The Consortium comprises the following institutions:

Bryn Mawr College, Dickinson College, Franklin & Marshall College, Gettysburg College, Haverford College, Juniata College, Lafayette College, Muhlenberg College, Swarthmore College, Ursinus College, and Washington & Jefferson College.



Juniata is a nationally prominent, independent, co-educational college of the liberal arts and sciences enrolling 1,600 students. It occupies a very attractive 110-acre main campus located in Huntingdon, Pennsylvania, amidst the scenic ridge-and-valley Allegheny Mountains of the south central portion of the state. Adjacent to the main campus is the College's 315-acre Baker-Henry Nature Preserve, and located on nearby Raystown Lake is the 365-acre Raystown Field Station.

With the guidance of two advisers, Juniata students are able to shape their own academic paths, termed Programs of Emphasis and described further elsewhere in this document, from courses offered in 23 academic departments and programs. The College offers online courses, as well as Master's degrees in Accounting and Nonprofit Leadership.

Additional information about the College is available at [www.juniata.edu](http://www.juniata.edu) and the College's prospective student microsite is at [think.juniata.edu](http://think.juniata.edu).

## THE COLLEGE

***Institutional Background.*** Juniata College was founded originally in 1876 by members of the Church of the Brethren, and Brethren values of peace, community, simplicity, and service continue to anchor and animate institutional culture. The College has been and is governed by an independent Board of Trustees. Classified by the Carnegie Foundation as a Baccalaureate College—Arts and Sciences, Juniata today is consistently acknowledged as one of the top 100 such colleges in the nation and is one of 40 colleges featured in Loren Pope’s influential book, *Colleges That Change Lives*. It is recognized particularly for its distinctive academic climate and the achievements of its students. Juniata has earned recognition each year in the Chronicle of Higher Education’s survey identifying “Great Colleges to Work For,” and in 2012 was one of just five colleges and universities to win the Senator Paul Simon Award for Comprehensive Internationalization.

Juniata is located in the county seat of Huntingdon, Pa., along the Juniata River in the heart of south central Pennsylvania, a half-hour drive from State College to the north and Altoona to the west, and halfway between Interstate 80 and the Pennsylvania Turnpike. On the Baker-Henry Nature Preserve is the Baker Peace Chapel, designed by renowned architect Maya Lin. The Raystown Field Station provides one of the most distinctive opportunities in the nation to study environmental science. On campus, many impressive redbrick buildings surround a broad, open mall and quadrangle. Juniata students, faculty, and staff enjoy the beauty and functionality of a quintessential small college campus and the strong sense of community that characterizes the College.



*The Cloister residence hall*

***The Mission of Juniata College.*** In 2008, Juniata College adopted the following mission statement:

*Juniata’s mission is to provide an engaging personalized educational experience empowering our students to develop the skills, knowledge and values that lead to a fulfilling life of service and ethical leadership in the global community.*

In addition, the Juniata student government developed, proposed, and had accepted a set of nine principles of a liberal arts lifestyle, based on the adopted statement:

*As a community, Juniata is dedicated to providing an academically rigorous and personally enriching liberal arts education. Students have a responsibility to expand and fulfill their lifestyles to embrace the opportunities that lead to well-rounded citizenship.*

***Courage to Act: The Plan for Juniata College.***

In April 2015, the Board of Trustees adopted a new strategic plan, “Courage to Act.” The five pillars of the plan include scholarship, community, distinctiveness, resources, and presence. The plan positions the College to undertake key initiatives in the next five years including an articulation of the essential attributes of a Juniata graduate, a re-examination of the general education curriculum, a branding study, and a comprehensive campaign. The entirety of the plan can be found here:

[www.juniata.edu/strategicplan](http://www.juniata.edu/strategicplan)

***Governance.*** Juniata College is governed by a Board of Trustees presently consisting of 37 voting members (of a possible 40) filling renewable three-year terms. Each year, the Board holds three full board meetings and one executive committee meeting. It conducts its work largely through seven committees. The President serves as an ex officio member (without vote) on all board committees and plays an active role, together with trustee leadership, in setting goals and direction for the College and the board. The Vice President for Finance and Administration is an ex officio member of the Audit, Investment and Business Affairs committees.

## FINANCE AND ADMINISTRATION

**Facilities.** Juniata’s physical plant includes 55 buildings on the main campus. In the last 15 years, more than \$93 million has been invested in major capital projects to benefit the student academic experience. Notable projects include the recently renovated and LEED–Gold Certified Founders Hall; LEED Certified Shuster Hall and two student residences supporting the environmental sciences program at Raystown Lake; the 88,000 square-foot von Liebig Center for Science; the Sill Business Incubator; Carnegie Hall, home of the Shoemaker and Malloy Galleries; and the Halbritter Center for the Performing Arts. Nathan Hall, a residence hall comprised of 77 single occupancy rooms, was opened in 2014 and in its design and construction demonstrates the College’s commitment to accessibility, sustainability and community. In addition to being completely accessible, the building also includes various communal spaces and incorporates various “green” technologies including geothermal heating and energy-efficient lighting.

During this past summer, the College began an aggressive capital project plan to address several priorities on campus. The Winton Hill Athletic Complex, home to the College’s tennis, soccer and lacrosse programs was completed this past fall. The complex includes an artificial turf soccer/lacrosse stadium with field lighting, six tennis courts with lighting, a locker room facility and a press box. In addition, three entrance improvement projects were started this fall. Construction on the new Integrated Media and Studio Arts began this fall and is expected to wrap up this summer.

Facilities Services is comprised of 45 facilities services employees, who are members of the International Brotherhood of Electrical Workers bargaining unit, along with a management staff of six.

**Finances.** The College’s operating budget for 2016–17 is \$47 million, and the market value of the endowment as of May 31, 2016 was \$107.4 million. Tuition, room and board, and fees for the 2016–17 academic year come to \$53,740. There are currently 475 full and part-time employees. In May 2016, Standard and Poor’s Ratings Services gave Juniata College an BBB+ stable bond rating.



*Baker Refectory*

Juniata College raised \$8.5 million in gifts in 2015–16, with an alumni participation rate of 24 percent. Major fund-raising successes include the seven-year \$103 million “Uncommon Outcomes” Campaign that concluded in 2005 and the \$4.5 million “Restoring the Heart of Juniata” campaign in 2009 that renovated and expanded Founders Hall for the departments of English and history. “Changing Lives to Change the World,” an endowment-building initiative that concluded in 2013, raised more than \$40 million in cash and planned gifts to push the endowment’s market value to more than \$100 million. Juniata is in the quiet phase of a comprehensive campaign to raise \$100 million by 2021, and has secured more than \$32 million in gifts toward that effort.

**Human Resources.** Juniata strives to offer a range of services to faculty and staff, all in support of achieving an effective and high quality workforce. Promotion of initiatives to enhance the quality of work life balance as well as the health and safety of the campus community is a priority at the College. HR oversees the administration of College benefit plans, classification and compensation, new employee orientation and mentoring, the performance review process, recruitment and retention, College safety, liability, and risk management, employee and labor relations, and wellness programming.



## ACADEMICS

**The Academic Program.** In awarding the undergraduate degrees Bachelor of Arts and Bachelor of Science, Juniata offers a flexible, individualized curriculum grounded in the liberal arts. In the 1970s, Juniata transformed its traditional curriculum of conventional majors and distribution courses into one combining a core curriculum within student-designed programs. The Program of Emphasis (POE) asks students to shape their own program of emphasis with the assistance of two faculty advisers. Given the enduring interest in specific fields for which standard preparation exists, Juniata offers 60 designated POEs, yet 25 percent of Juniata students use the flexible program to personalize their education.

Juniata College is accredited by the Commission on Higher Education of the Middle States Association of Colleges. The College completed its self-study in 2012 and the College was reaccredited in 2013. Juniata also holds accreditation for programs in chemistry, education, and social work and is a member of numerous national and regional organizations of higher education, including the Annapolis Group, the Council on Undergraduate Research, the Association of Independent Colleges and Universities of Pennsylvania, and the Council of Independent Colleges.

The most popular areas of study are biology and pre-health, accounting and business, environmental science, psychology, chemistry, and communication. Recent programmatic additions include professional writing, entrepreneurship, integrated media arts, and wildlife conservation. The academic calendar is the early-semester plan, with two 15-week terms. The College also offers master's degrees in Accounting and Nonprofit Leadership.

Nearly 95 percent of each graduating class have earned their degrees within four years. Over the past three years, more than 90 percent of graduates report either employment within six months of graduation or enrollment in graduate or professional school. In the most recent year for which data is available, 97 percent of graduating Juniata students who applied to medical or other health science schools were granted admission. In the same year, law schools nationwide accepted 80 percent of Juniata graduating seniors, compared to the national rate of 67 percent. Success is in part attributed to the two-faculty adviser system, which ensures students own their academic experience.

Experiential learning is one of the hallmark features of a Juniata education. The programmatic opportunities supplemental to explicit degree requirements include global engagement, study away, and undergraduate research.

**Faculty.** Juniata seeks the very best teacher-scholars for its faculty. Its success is evident in the high marks regularly awarded the College by national college guides for the quality of teaching and mentoring. Distinctive at Juniata is the Lakso Center for the Scholarship of Teaching and Learning. In 2016-2017, the full-time Juniata faculty consists of 105 persons. Of the full-time faculty, 93 percent have terminal degrees to their field, and 90 percent are tenured or on the tenure track. An additional 61 persons serve as part-time instructors, bringing the full-time equivalent faculty size to 129. Of the full-time faculty, 8.5 percent are persons of color, and 47.5 percent are women. The full-time equivalent student/faculty ratio is 13:1.

**Technology.** Juniata provides modern information technology to students, faculty, and administration, including wireless Internet access in all academic buildings, laboratories, residence halls, and houses. Public and departmental computer laboratories are spread throughout campus to help support the computing needs of students. Classrooms are equipped with flexible presentation technology, faculty are equipped with mobile computing technology, and all students are required to have access to a laptop for classes. In the spring of 2017, students connected an average of 2.5 devices per student to our campus network. They often carry multiple mobile devices with them to various campus buildings consuming large quantities of video and media content.

**Library and Information Services.** Juniata’s Beeghly Library collection makes a full range of information services available to the College community. Its automated catalog and circulation systems provide access to holdings of more than 420,000 books and government documents, 10,000 serial subscriptions, and 14 commercial on-line services. The Library also supplies access to materials in more than 21 libraries through its membership in the Associated College Libraries of Central Pennsylvania, and is an important community resource through its archives of local newspapers and other historical and genealogical records.

## STUDENT LIFE

**Students and Student Life.** Juniata College’s students form a talented, ambitious, and involved community. The enrollment trajectory generally has been rising, and 2,650 students applied for the 425 spaces in the entering class of 2017. The current student population represents 37 states and 44 countries, is 57 percent women, 11 percent domestic ethnic minority, and 11 percent international. The College’s current first-year retention rate is 87.8 percent, with a graduation rate of 75 percent in six years. The College was awarded the HEED award by Insight into Diversity magazine in 2015, recognizing the College’s “level of achievement and intensity of commitment in regard to broadening diversity and inclusion on campus.”

Juniata is a residential college, and 82 percent of the degree-seeking student body lives in 19 College-owned facilities, which include nine campus residence halls (predominantly traditional style



Students present research at the Liberal Arts Symposium.



Juniata Career Day

residences) and an additional 10 off-campus houses. The College’s residential life program showcases Juniata’s heritage of Brethren values by incorporating peace, service, simplicity, and community into programming requirements.

The College’s commitment to service and to co-curricular learning activities is reflected in the existence of more than 90 student organizations, clubs, committees, and leadership opportunities on and off campus. At the start of the school year, students are encouraged to attend Lobsterfest to peruse opportunities open to them for clubs and organizations, all while enjoying a lobster dinner. The College takes pride in its traditions. From the fall celebration of Mountain Day, on which a day of classes are canceled so students and faculty may enjoy the surrounding area, to Madrigal Dinner served by faculty and staff, students look forward to annual traditions with much enthusiasm. Those traditions have also worked their way into academic life. The annual “Liberal Arts Symposium” features more than 125 students who share their research, creative, and academic work while engaging with their fellow classmates around the presentations. The traditions are one of the more public reflections of the community essence the College values.

Beyond the campus community, Juniata is an integral part of the local and regional community. Along with faculty and staff, students regularly participate in volunteer and internship opportunities, and community members are welcomed to campus for speaker series, athletic events, public interest forums, and other activities.



Construction scene of the Integrated Media and Studio Arts building

Since 2006, the College has frequently been named to the President's Higher Education Community Service Honor Roll, the highest federal recognition a school can achieve for its commitment to service-learning and civic engagement.

Although chartered as an independent college, Juniata has long recognized the importance of a spiritual dimension as a part of individual growth. While service actions are certainly a component, Juniata also has several active denominational and interdenominational religious clubs located in our Unity House, which is also the home of our Diversity and Inclusion office. Juniata's religious programs are guided by the Chaplain, campus ministry staff, and several student leaders.

**Athletics.** Juniata has a strong tradition of athletic excellence including: eight National Championships, 21 Academic All-Americans, and 120 All-Americans. As a Division III member of the NCAA, the athletic program currently sponsors 23 varsity sports. Juniata is a founding member of the Landmark Conference, an affiliate member of the Centennial Conference in football, and a member of the Continental Volleyball Conference in men's volleyball. More than 300 students participate annually in varsity athletics, while more than 500 students participate in a dozen club sport and intramural offerings each year.

**Varsity Sports:**

- Baseball
- Men's and Women's Basketball
- Men's and Women's Cross Country
- Field Hockey
- Football
- Men's and Women's Golf
- Women's Lacrosse
- Men's and Women's Soccer
- Softball
- Men's and Women's Swimming
- Men's and Women's Tennis
- Indoor and Outdoor, Men's and Women's Track & Field
- Men's and Women's Volleyball





## THE OPPORTUNITY

The Vice President for Finance and Administration reports directly to the President and works in collaboration with a dynamic team of professionals in the oversight of general accounting, investment management, budgeting, financial reporting, human resources, facilities services, and auxiliary services. The person in this position serves as the primary liaison with the Board of Trustees committees on Audit, Investment, and Business Affairs. The successful candidate is a member of the Senior Leadership Team and will partner with the other members to imagine and implement a strategic vision of Juniata resources and operations consistent with the strategic plan, “Courage to Act.” The Vice President will be expected to work collaboratively with faculty, staff, and alumni in crafting and executing this vision.

The College is in a period of significant changes in its leadership. The new Vice President for Finance and Administration will join a cohesive and energetic Senior Leadership Team led by James A. Troha, who became president in 2013. Since President Troha’s arrival, new leaders in the roles of Provost, Vice President for Enrollment, and Vice President for Student Life and Dean of Students have been appointed. New members of the Senior Leadership Team are balanced by a Chief Information Officer and Vice President for Advancement and Marketing who have provided consistent leadership for the past decade.

“Courage to Act” provides the strategic foundation for the launch of several initiatives noted in this profile. The increased



Nathan Hall



commitment to strengthen its financial position provides an important opportunity in the life of Juniata for a dynamic senior financial officer to work with the campus in unprecedented ways. Juniata's goal is to ensure accessibility to talented students from challenging financial situations; and diversify our revenue streams. Community engagement is a priority of President Troha's administration; the new Vice President for Finance and Administration will help lead efforts to strengthen community partnerships. In the Juniata community, the position will advocate for an environment that "inspires our students, faculty, staff, and alumni to sustain a healthy and balanced lifestyle." The successful candidate will have the opportunity to lead a seasoned finance and administration leadership team with a combined average 17 years of service. The successful candidate should embrace purposeful change while demonstrating a respect for institutional culture and ethos in ways that inspire others to embrace new directions, take initiative, and imagine alternative ways to engage our campus community while remaining true to our mission.

#### ***Primary Duties and Responsibilities***

- Assist the President in carrying out the mission and strategic goals of the College in the area of finance and administration. Responsible for development and attainment of short and long-range operational plan and goals and objectives for finance and administration in support of the College's strategic plan.
- Assume a strong role in strategic planning to ensure appropriate allocation of resources to support the College's mission and priorities.
- Provide the vision and creative leadership for strengthening the College's mission.
- Provide leadership over all business and financial operations including internal controls, accounting and financial operations, budgeting, plant operations, purchasing, human resources, and auxiliary support services.
- Advise the College president in shaping institutional fiscal policies and planning, management and long-range master planning.
- Participate with the College president and executive staff in planning and policy development for the College.
- Serve as the primary liaison with finance and administration officials with the Board of Trustees committees on Audit, Investment and Business Affairs.

Global Commons



- Ensure compliance with College, state, and federal policies, guidelines, and laws.
- Provide executive leadership for capital projects.
- Serve as a member of the President’s Senior Leadership Team.
- Represent the College at external group meetings on matters related to higher education finance and administration.

**Qualifications and Characteristics**

The Vice President for Finance and Administration will be a bold, creative and energetic individual with a proven record of progressively responsible leadership. A master’s degree as well as a CPA and/or CFA are preferred. Significant experience will also be considered. Other key qualifications include:

- Strong background in business, accounting or financial management.
- Experience with financial systems applications.
- A high energy level and an entrepreneurial approach to problem solving.
- A demonstrated record of commitment to promoting diversity and inclusion.
- An understanding of applicable rules and regulations coupled with an authentic commitment to compliance with governmental directives.
- An understanding of health and wellness programs coupled with experience in supporting programs at the individual, policy and institutional level.
- Decision making ability that is student centered around their needs.
- Ability to work in a shared governance environment.

- Demonstrated record of effective senior management experience in financial systems management, preferably in a higher education environment.
- A collaborative, inclusive and transparent management style.
- A commitment to being highly visible on campus coupled with strong interpersonal skills.
- Demonstrable evidence of innovative and progressive thinking which has effected positive change.
- A record of appointing, mentoring and developing a staff.
- A well-developed sense of humor.

**The Application and Nomination Process**

The Vice President for Finance and Administration search committee will begin reviewing applications in March with the goal of making an appointment in late Spring. Applications will be received and considered until the position is filled. Applications must include a letter of interest, resume and five professional references with email and telephone numbers (references will not be contacted without prior authorization from the applicant). Applications and nominations should be sent electronically (MS Word preferred) to: **juniatafin@agbsearch.com**.

The search is being assisted by:

**Oscar C. Page, Ph.D.**  
**Senior Consultant**  
**AGB Search**  
**ocp@agbsearch.com**  
**903-870-8303**



*Juniata College takes positive steps to enhance diversity in both its community and its curriculum. The College commits to this policy not because of legal obligations but because it fully believes such practices are basic to human dignity.*



Winton Hill Athletics Complex