



## **Vice President for Business Affairs Position Profile**

The University of Texas at San Antonio (UTSA) invites nominations, expressions of interest, and applications for the position of Vice President of Business Affairs (VPBA). UTSA seeks a seasoned leader with demonstrated experience aligning university processes, procedures, and resources in a manner that helps the institution fulfill its mission and achieve its vision. The next Vice President is expected to possess strong communication skills, a commitment to transparency, a collaborative approach, and a willingness to find creative solutions for short- and long-term issues.

### **President Taylor Eighmy**

Appointed in 2017, Dr. Taylor Eighmy is the 6<sup>th</sup> president of The University of Texas at San Antonio. Dr. Eighmy serves as a strong advocate for urban-serving public higher education and is passionate about UTSA's role in developing San Antonio's knowledge economy. President Eighmy brings a strong track record of advancing top research universities through strategic government collaborations, public-private partnerships and community engagement. His experiences as an administrative leader, researcher, inventor and professor have influenced his perspective as a champion of student success, particularly regarding the impact of experiential learning and undergraduate research programs. President Eighmy has recently unveiled a vision to make UTSA San Antonio's research university of the future and an institution that produces graduates who can tackle today's challenges.

### **The University of Texas at San Antonio**

As the third largest of nine academic universities and six health institutions within The University of Texas System, UTSA is a leading public Hispanic- and urban-serving university specializing in cybersecurity/computing, health, advanced materials/energy, and human/social development. With nearly 30,000 students supported by 1,350 faculty and 5,050 staff and student employees, both benefits- and non-benefits eligible, it is the largest university in the San Antonio metropolitan region. As a Hispanic Serving Institution (HSI) of learning and discovery, UTSA embraces multicultural traditions and is highly focused on student success and meeting the educational needs of many first-generation, transfer, DACA, Veteran and international students. UTSA prides itself on its diverse student population. More than 60% of UTSA students are from underrepresented groups. Nearly 45 percent of UTSA undergraduates are first-generation college students whose parents or guardians have not earned a four-year degree. Additionally, transfer students comprise about 38% of UTSA's total undergraduate population. Further enhancing an already diverse student population is UTSA's military community, which makes up approximately 13% of total students. This includes active duty military members, veterans, reserves/guard, and their spouses and dependents.

UTSA delivers high quality academic programs, impactful research activity and community engagement at two primary locations —

- The 600-acre *Main Campus* is the hub of UTSA and home to students nearly every hour of the day and night. It includes the College of Business, College of Engineering, Honors College, College of Liberal and Fine Arts, College of Sciences, University College and part of the College of Education and Human Development. It is also home to the Student Union, the Convocation Center, more than 350 student organizations, residence halls, two libraries and research laboratories and core facilities. The adjoining Park West Athletics Complex sits on 125 acres near the Main Campus and features a soccer stadium and a track and field complex.
- The *Downtown Campus*, located in the heart of San Antonio’s business, social and cultural scenes, offers undergraduate and graduate degree programs in the College of Architecture, Construction and Planning, the College of Public Policy and the College of Education and Human Development. More than one-third of UTSA’s graduate students take classes at the Downtown Campus. Many of the university’s community outreach programs and extended education offerings are located at this urban campus, which serves as a convenient location for community-wide events.

UTSA also is proud of our Institute of Texan Cultures, located on Hemisfair Park, that produces exhibits, cultural programs, and community events, as well as hosts field trips and teacher training, which examines and celebrate culture in Texas. As a Smithsonian Affiliate, the Institute hosts exclusive artifacts and educational programs from the Smithsonian Institution for the benefit of the people of Texas.

UTSA advances knowledge through research and discovery, teaching and learning, community engagement and public service. It serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation and the world. As part of President Taylor Eighmy’s vision to make UTSA San Antonio’s university of the future, the university is defining and executing strategies leading to National Research University Fund (NRUF) eligibility and an R1 (highest research activity) classification from the Carnegie Commission.

UTSA is ranked among the top four young universities in the United States and among the top 68 young universities in the world under 50 years old, according to Times Higher Education’s prestigious [Young University Rankings](#). UTSA has been recognized as the #1 Hispanic Serving Institution in the nation by Bloomberg, Businessweek, and has the #1 cybersecurity program in the nation according to a survey by Ponemon Institute. Hispanic Network Magazine also includes UTSA amongst its “Best of the Best” rankings of U.S. universities. It is among an elite group of U.S. universities to earn the Carnegie Foundation’s Community Engagement Classification. For more information about UTSA, please visit <http://www.utsa.edu/>.

### **Position Summary**

Reporting to the President, the VPBA serves as the chief financial officer of the institution and provides leadership, oversight, vision, and stewardship for all aspects of the University’s financial resources while ensuring absolute institutional integrity on fiscal and human resource matters. In leading the Division of Business Affairs, the VPBA is responsible for guiding an organization deeply committed to successfully supporting the academic and student mission of the University. The Division serves as an important partner in the effort to enrich and improve institutional processes and policies as the University pursues its goals of enhancing the

academic profile of its students while increasing research productivity, graduate admissions, and its national and international reputation.

The VPBA will play a significant role in the development of a strategic vision for the Division of Business Affairs and identifying and deploying the resources necessary for campus-wide priorities to be successfully achieved. In doing so, the VPBA will engage the larger campus community in addressing needs and issues across the organization while ensuring that the seasoned leadership team in Business Affairs maintains a significant commitment to customer service and mission support—building upon UTSA’s core values of integrity, excellence, inclusiveness, respect, collaboration, and innovation. In working toward the University’s strategic goals, the VPBA will have the opportunity to create and leverage new avenues of communication to outline institutional resource needs, constraints, and priorities with a level of transparency that will enable the campus community to understand the financial status and projections of the University.

The University is an important partner with the City of San Antonio, the surrounding Bexar County and the larger region; and, the VPBA is a critical member of the campus team committed to accomplishing the institutional, regional and state-wide vision of the campus and the UT System. As a strategic advisor to the President and Provost, the VPBA makes recommendations regarding financial and administrative objectives, programs, policies, and practices to ensure both sound financial structure and physical environment for the University.

In order to achieve President Eighmy’s ambitious vision for UTSA’s future, the next VPBA will be a creative, solution-oriented entrepreneurial and forward-thinking individual whose personal mission resonates with UTSA’s values and aspirations. The University will require effective and efficient solutions to resource utilization and infrastructure management as it integrates innovative approaches and best practices to that ensure operational processes align with and achieve goals. The VPBA will lead an organization that demonstrates nimbleness and flexibility, requiring the pursuit of new revenue streams, the adoption of performance-based budget models, the monetization of the university’s real estate assets, and the exploration of ways to reduce the financial debt burden on students.

### **Duties and Responsibilities**

The Vice President for Business Affairs (VPBA) manages the University’s \$545 million annual budget in concert with the President and senior leadership team in order to support the institutional mission and vision, while maintaining accountability and the public trust. In their role, the VPBA is responsible for the management of financial matters, risk management and compliance with audit, legal, and donor requirements, IRS, federal and state regulations, and financial aid regulations. Working in close partnership with the President and the Provost, the VPBA is responsible for operating and capital budget planning, proactively managing the University’s fiscal resources, and for developing a long-term sustainable economic model that ensures the viability of the University. In addition to managing financial matters, the VPBA is also responsible for the University’s expansive facilities, human resources, and public safety functions. To successfully address UTSA’s wide ranging needs, the VPBA will work closely with the Division’s leadership team to ensure that best practices are implemented in each of these areas with a keen focus on customer support, satisfaction, and safety. It is expected that the VPBA will establish a culture that embraces strategic risk-taking, entrepreneurship, and proactive approach to problem solving.

The VPBA will manage a varied and comprehensive organization of departments, programs, services, and initiatives to create a campus environment that enriches living and learning

experiences, promotes academic achievement, and supports the personal development, overall well-being, and success of all UTSA faculty, staff, and students. In overseeing these units, the VPBA provides leadership, innovative services, creative solutions and integrated systems to ensure the success of the University mission. Currently, the VPBA is responsible for proactively managing more than 550 employees across the following departments:

- Business Contracts
- Business Information Services
- Budget and Financial Planning
- Facilities
- Financial Affairs
- Human Resources
- Public Safety
- Purchasing

Reporting directly to the Vice President are the Deputy Officer for Business Affairs; Associate Vice President for Financial Affairs and University Controller; Assistant Vice President for Budget and Financial Planning, Associate Vice President for Public Safety and Chief of Police; Director for Business Information Services; Director of Communications; and Director of Budgets for Business Affairs.

The VPBA is also responsible for the development of agenda materials and supporting documents for The University of Texas (UT) System Board of Regents; campus leadership of facilities planning and construction; budget planning and analysis; contract approval and administration, and appropriate internal control and fiscal compliance. As the chief spokesperson on financial matters for the University, the VPBA partners with the UT System, the Board of Regents, the State Legislature, and various state and federal agencies on financial and administrative issues. The VPBA serves on the President's Leadership Team and participates actively in all aspects of institutional planning and program development in support of UTSA's mission and the strategic plan; works collaboratively with other administrative divisions across the university to identify and advance shared goals and interests; participates on committees and in activities to promote the success of the institution, administration, faculty, staff and students; and participates in professional organizations and community activities to promote the institution locally, statewide, and nationally.

For more information about the Division of Business Affairs, please visit <http://www.utsa.edu/bussvc/>.

### **Opportunities and Challenges**

The Vice President will provide leadership in several critical areas including, but not limited to:

- **Implementing a New Budget Model** – UTSA is currently in the process of developing a hybrid Responsibility-Centered-Management budget model that is intended to provide more efficiency and autonomy in budgetary decisions. The Vice President will play a significant leadership role in refining and implementing this new budget model and educating stakeholders on how it will benefit and facilitate processes within their unit.
- **Financial Planning** – The Vice President will lead the ongoing efforts to develop financial planning and projection tools that better integrate the needs of all aspects of the University.

In doing so, these tools will allow University administrators to make more informed decisions by providing information about current and future needs and challenges.

- **Enhancing Infrastructure** – The VPBA must be a creative leader who is willing to take calculated risks on the path to attaining R1 research university status. The VPBA must understand and support the balance between pursuing R1 status while maintaining a high-quality teaching environment and providing the necessary infrastructure for achieving the University’s strategic goals.
- **Building New Partnerships** – The Vice President will be required to function as an active and visible member of the San Antonio and campus communities and will establish and nurture existing relationships and pursue mutually beneficial alliances. They must be committed to working across all campus units and actively seeking new opportunities for collaboration within the University and with external community partners. Open avenues of communication between these varied stakeholders will assist the VPBA and the University leadership in establishing and leveraging new relationships and partnerships that will further elevate the University’s stature locally and nationally and potentially lead to the creation of new revenue streams.
- **Leading Positive Change** – The University foresees tremendous potential for future growth and opportunity over the next decade, but the processes and internal infrastructure relied on in the past are not adequate to support its heightened aspirations. The Vice President will lead and manage change across all levels within the Division of Business Affairs in an effort to streamline processes and procedures so that they are clear, consistent and efficient. Moreover, the Vice President will introduce new and innovative strategies for enhancing university operations while also ensuring they meet university, system, state, and federal requirements. In order to support progress, it will be necessary to reduce bureaucracy, evaluate organizational structures, increase entrepreneurial initiatives, and develop creative approaches to operations.
- **Managing Existing and Identifying New Resources** – The Vice President will play an important role in identifying new revenue streams by focusing on developing public-private partnerships and other external collaborations. This will include exploring entrepreneurial opportunities for partnerships with major health care, communications, government, and tourism industries in the San Antonio community. The Vice President will also provide guidance in leveraging existing University resources to meet institutional objectives.
- **Developing and Retaining a High-Performing Team** – The Vice President will be responsible for overseeing a wide-range of functional units within the University. This will require an ability to lead and empower staff within the Division. The Vice President will support the professional development of staff and assist them in becoming leaders in their respective fields. Moreover, the Vice President will provide the leadership necessary to create an environment that encourages entrepreneurship, values collegiality, and rewards success.
- **Communication and Transparency** – The Vice President will be expected to create a culture within the Division committed to effectively and proactively communicating with a wide-range of internal and external constituents. Therefore, the Vice President will possess strong listening skills, the ability to engage stakeholders in meaningful discussions, and an openness in providing information about the decision-making process

and how decisions will impact university stakeholders as it strives to fulfill its mission and achieve its goals.

### **Qualifications**

The successful candidate should possess the following qualifications:

- A bachelor's degree is required, preferably in business administration, accounting, finance, or a related field (an MBA, JD, CPA or other advanced degree/certification is preferred);
- More than 10 years of progressively responsible financial and administrative leadership roles in a large, complex environment (preferably within higher education or a related field);
- Experience working within an environment that has complex rules and regulations, while ensuring compliance;
- A clear record of creative problem solving, team-based solutions implementation, and forward thinking planning;
- An understanding and familiarity with Texas higher education funding, state-based formula- and performance-based funding, and Texas legislative budgeting and appropriations processes;
- A familiarity with decentralized, incentive-based budgeting;
- A track-record of building effective teams, developing and retaining talented staff, and working within a diverse organization;
- Success leading positive change management within an organization that has a diverse set of stakeholders;
- Demonstrated success identifying creative approaches to addressing problems and instilling a service- and solutions-oriented approach throughout an organization;
- A history of working with stakeholders across an organization to ensure processes and procedures are clear, consistent, efficient, effective, and aligned with organizational values and objectives;
- A record of successfully managing existing resources and identifying new revenue streams to advance an organization's goals;
- Success leveraging technology to ensure accurate and timely information is provided to decision-makers;
- A demonstrated ability to lead and work with a wide range of functional units; and
- Experience working with external partners to identify mutually beneficial partnerships.

### **Qualities and Characteristics**

The successful candidates should possess the following qualities and characteristics:

- Creative, solution oriented, optimistic, collaborative;
- Effective verbal, written, and interpersonal communication skills;
- An inclusive, collaborative, and transparent approach to decision-making that engenders trust;
- A desire to listen to stakeholders and understand the mission, vision, values, and history of an organization;
- The ability to thrive in a dynamic, fast-paced environment;
- A positive, proactive, and enthusiastic outlook;

- Impeccable integrity and values that align with those of UTSA;
- A commitment to diversity, equity, and inclusion;
- An ability to enable and encourage innovation while also mitigating risks; and
- A willingness to ask challenging questions that will lead to effective decision-making.

**San Antonio, TX**

San Antonio is the 7<sup>th</sup> largest city in the United States with a thriving economy based on New Energy, Bioscience/Healthcare, Aerospace/Aviation, Military, Financial Services, Information Technology and Cyber, and Tourism. It is recognized worldwide as the home of The Alamo and the Riverwalk. The city is celebrating growth and a rich, forward looking culture, and is a place of inclusiveness. In 2018, San Antonio celebrates the 300<sup>th</sup> anniversary of its founding by Spanish missionaries.

San Antonio provides an environment where professional satisfaction and career achievement are paired with optimal quality of life. It is a city that celebrates its rich heritage yet is progressive in embracing the future. With areas such as the beautiful Pearl and Southtown, revitalized and revamped for urban space, as well as their celebrated historical spaces. This is a city that fosters entrepreneurial growth, co-working spaces, and accelerators/incubators – environments that encourage building foundations for business, and a business-friendly economy. San Antonio residents benefit from no state income tax and access to scenic pathways across the city to museums and art galleries, history, culture, performing arts, theme parks, family fun, dining and nightlife, festivals and events, shopping, sports and year-round outdoor lifestyle.

**Application and Nomination Process**

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. Applicants must submit: a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



Alberto Pimentel, Managing Partner  
 Will Gates, Partner  
 Ryan Crawford, Partner  
 Storbeck/Pimentel & Associates  
 6512 Painter Avenue  
 Whittier, CA 90601

Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
 Refer to code "UTSA-VPBA" in subject line

***UTSA is committed to provide equal employment and educational opportunities for all qualified persons without regard to race, color, national origin, religion, sex, age, veteran status, disability or sexual orientation.***