



Leadership Profile

Vice President for Finance and Administration
and Chief Financial Officer
Bowling Green State University

BGSU A PUBLIC UNIVERSITY
FOR THE PUBLIC GOOD.
BOWLING GREEN STATE UNIVERSITY



The Search

Bowling Green State University (BGSU) has launched a national search to place its next vice president for finance and administration and chief financial officer. Partnering with AGB Search, the University invites applications and nominations for this critical leadership position.

Founded in 1910 by the state of Ohio, BGSU was established as a teacher training institution, but today, it has grown to a comprehensive, high-research, public university with undergraduate and graduate enrollments that total nearly 20,000 students. Located in a true college town, BGSU has a student population that represents all 88 counties of Ohio, all 50 states and countries across the world. The University has more than 200,000 living alumni who are leaders in business, technology, entertainment, education, scientific research and healthcare, making positive change in their communities.

There is unprecedented momentum at Bowling Green State University. With record enrollments, student success rates, fundraising results, research expenditures and national rankings, the BGSU experience is unlike any other.

**This is not a
traditional
financial officer
search, and
*we invite you
to learn why.***





The Opportunity, The Momentum

As a public university for the public good, BGSU, a tier-one university named by U.S. News and World Report, is uniquely positioned to leverage innovation and a growth mindset to prove its value and to serve the public.

Rooted in a strong, financially healthy position and in the face of unprecedented cynicism about higher education, BGSU welcomes the opportunity to demonstrate the impact of its undergraduate and graduate degrees, to adapt and innovate to stand out in an increasingly competitive landscape and to expand its reach in the state of Ohio and beyond.

The University's new vice president for finance and administration and chief financial officer, a student-first, forward-thinking business leader, will engage a variety of external and internal stakeholders to shape the University's business portfolio, advance and marshal the resources to propel the academic, research and outreach agendas and enhance the student experience.

This career opportunity is for a financial leader who can facilitate a proactive budget model and financial management structure that empowers the University to respond to the marketplace, grow and diversify revenue and steward resources. This position will also shape the University's strategy around its investments and treasury functions, along with construction, capital planning and information technology efforts, including significant leadership of Master Plan 2024.

FORWARD.

Our Shared Plan to *Create Public Good*

In 2021, BGSU launched a revised strategic plan, Forward., which focuses on four key objectives:

I.

ENROLLMENT

Driving Public Good Through Redefining Student Success

- Initiative 1:** Relevant and sustainable programs for the 21st century
- Initiative 2:** Intensive focus on student success outcomes
- Initiative 3:** Differentiate the undergraduate experience
- Initiative 4:** Serve new student populations

II.

RELEVANCE, IMPACT AND ALTERNATIVE REVENUE

Creating Public Good Through Research, Creative Activities, Partnerships and Engagement

- Initiative 5:** Relevant and meaningful research and creative activities
- Initiative 6:** Partnerships that enhance resources
- Initiative 7:** Advocacy that enhances resources
- Initiative 8:** Telling our story

III.

PEOPLE

Powering Public Good Through Our People and Community

- Initiative 9:** Culture of inclusion, respect and curiosity
- Initiative 10:** Community well-being
- Initiative 11:** Achieving excellence in our work
- Initiative 12:** Culture of embracing technology

IV.

EFFICIENCY AND EFFECTIVENESS

Supporting Public Good Through Efficient and Effective Processes, Structures and Technologies

- Initiative 13:** Increasing the value-add of a BGSU degree
- Initiative 14:** Accountable operational efficiency
- Initiative 15:** Technology and physical plant alignment
- Initiative 16:** Monetize underutilized assets

There is steadfast commitment across the BGSU community to realizing this strategic plan, from the Board of Trustees, the president, Cabinet-level leaders, deans, faculty, staff, and students.

VISIT [BGSU.EDU/FORWARD](https://www.bgsu.edu/forward)
TO LEARN MORE ABOUT
OUR STRATEGIC PLAN





About the *University*

Bowling Green State University was founded in 1910 by the state of Ohio as a normal school to serve northern Ohio and train a new generation of teachers.

While it still produces the largest number of teachers in the state, BGSU now has nine academic colleges and more than 160 academic programs. Recent additions to that portfolio include expanded offerings in healthcare, applied STEM fields and engineering, each of which meets critical workforce needs.

In addition to its primary residential campus in Bowling Green, which has more than 5.4 million square feet of teaching, research, auxiliary, athletics and administrative spaces, the University has additional Ohio locations in Huron, Sandusky and Perrysburg and international sites in Salzburg, Austria, and Alcalá, Spain. BGSU students can pursue degree programs in person, online or both.

This fall, BGSU also achieved record-breaking enrollments, welcoming the University's largest and highest achieving freshman class in history, with first-time student enrollment up 14% over fall 2023 and up 20% compared to fall 2022, according to 15th day census reporting.

Academic Colleges:

- College of Arts and Sciences
- Allen W. and Carol M. Schmidthorst College of Business
- College of Education and Human Development
- College of Engineering and Innovation
- Firelands College
- Graduate College
- College of Health and Human Services
- Honors College
- College of Musical Arts

GROUNDBREAKING, RELEVANT RESEARCH

With increasing research expenditures, now totaling more than \$20.7 million in FY23, the University continues to focus on its research enterprise to ensure a thriving R2 research university. World-class and innovative faculty conduct groundbreaking, relevant research with significant award funding in areas such as:

- Photochemical Sciences
- Water quality
- Forensics
- Social demography

Our Impact

Bowling Green State University is an economic engine of Ohio. **BGSU created a \$3.1 billion economic impact in Ohio during FY 2021-22**, according to an economic impact and investment study by Lightcast.

Read the
Lightcast
Executive
Summary



Our Vision

With a spirit of innovation, Bowling Green State University is a premier, inclusive learning community that develops, transforms and impacts individuals and communities through learning, collaboration and discovery. As a public university, BGSU focuses on contributing to the public good and embraces its role as a national model in addressing the educational, economic and social vitality of our region, the state of Ohio, the nation and the world.

Our Mission

Bowling Green State University provides holistic and comprehensive educational experiences that enhance the lives of our students, stakeholders and the many publics we serve. Our graduates are prepared for lifelong personal and career growth and for engaged citizenship and leadership in a global society. Through our excellence in teaching, research and outreach, BGSU builds a collaborative, diverse and inclusive community where creative ideas, new knowledge and entrepreneurial achievements can benefit others in our region, the state of Ohio, the nation and the world.

Our Core Values

- Intellectual and personal growth
- Creativity, innovation and entrepreneurship
- Inclusion and belonging
- Collaboration with each other and our partners
- Excellence in all we do





The Role of the Vice President for Finance and Administration and Chief Financial Officer

Reporting to the President, the VPFA and CFO is the chief fiscal officer, charged with the fiduciary integrity of the University, and this position is responsible for the leadership of all financial and physical resources.

This position must embrace a growth mindset to lead the development of a budget model and financial enterprise that not only results in innovation and sustainability of the University but ensures it can thrive in a competitive marketplace. This will require a skillset that embraces adaptability and creativity and someone who is collaborative and willing to work in an ever-changing higher education landscape.

The vice president leads the Division of Finance and Administration, which includes a broad portfolio of functions and offices including budget and resource planning, investments, treasury, real estate, safety and risk management, business operations, controller, purchasing, auditing, dining, housing, information technology, capital planning, construction, campus operations and public safety. This position will also provide the leadership of Master Plan 2024, a significant endeavor to strategically renovate, construct demolish and provide a focus on our facilities and physical plant. Oversight of the final organizational portfolio could see some growth or adjustments depending on the experience of the successful candidate.

Staff across the University are deeply committed to student success. This leader needs to be comfortable functioning in a less rigid structure where team members connect with colleagues across the organization and are empowered to collaborate and contribute from their unique perspectives.

The vice president also leads the development and implementation of the strategies regarding the University's operating and capital budgets from multiple sources of funding, including general and auxiliary funds, private donations, external debt and state funds. They will oversee the development, implementation and integration of related institutional policies and compliance, as well as applicable state and federal laws. This position will also work closely with the leadership of the BGSU Foundation Inc. on related financial strategies.

Leadership in this area will ensure the long-term financial vitality of the University and require strategic decision-making with competing priorities. This position will also demand the ability to identify and pursue innovative opportunities that can lead to diverse revenue growth including non-tuition and fees revenue, fundraising, creative use of facilities and appropriate use of debt and other financial tools such as public-private partnerships.



Position *Opportunities*

1. LEADERSHIP

- The University feels a strong sense of momentum from its leadership team, innovative practices, enrollment growth and community. Unlike many public universities, the University has not experienced financial turbulence. Private fundraising has also been highly successful, which has sparked a renaissance in investment at the University.
- The University has the benefit of stable and thriving presidential leadership. Dr. Rodney K. Rogers has served successfully as the 12th president since 2018, previously as provost (2012-18) and as dean of the Schmidhorst College of Business (2006-12).
- The University is welcoming a new provost and senior vice president, Dr. Ravi Krovi, in May 2025.
- This search comes as the incumbent vice president for finance and administration and chief financial officer, Sherideen Stoll, who has served the University in the role since 2007, is retiring.

2. STRATEGIC PLANNING

- The University has established an effective strategic plan, Forward., and has embarked on Master Plan 2024, a comprehensive strategic plan focused on facilities with a 10- to 15-year horizon.
- The senior leadership team is seasoned, entrepreneurial and consistently focused on the student experience through a lens of a growth mindset. Each Cabinet member centers their work around the student and approaches strategy not losing sight of the power of a 21st century public university for the public good.

3. ENROLLMENT AND STUDENT SUCCESS

- The University continues to see growing undergraduate enrollments, based on a relevant and meaningful academic portfolio. The University continues to focus on improving graduate enrollment through a revolutionized approach in recruitment and academic offerings. Graduate, non-degree and online programs have grown modestly and represent an opportunity to grow selectively.
- Rooted in a 21st century approach to student success, the University has seen strong gains in retention and placement rates.

4. RESOURCE OPTIMIZATION

- Leadership on managing the University's budget and financial condition remains the top priority for this position.
- Technology is a key element of the University's infrastructure with many opportunities to further enhance its use for academic and service purposes.
- The University's future should include growing multiple sources of revenue beyond student tuition and fees and state and federal funding, as well as creativity in funding, research opportunities, debt structure, industry partnerships and use of physical assets including partnerships.
- Support for new and growing programs will be coupled with careful assessment of existing programs to assure best use of available and possible resources.

5. DEMONSTRATING VALUE

- The University needs to continue to effectively communicate the value of its education to its various stakeholders. The University also needs to continue to earn the confidence of its constituencies through demonstrating the effective use of resources.

6. OPPORTUNITIES REPRESENTED BY CHANGE

- Changing technology, represented by AI, cybersecurity and online learning needs to be appropriately woven into the University's operations and services.
- The state and federal climates also require a response consistent with the University's mission.
- The changing landscape of intercollegiate athletics nationally will also result in a need to adapt and position BGSU Athletics to thrive in a new world order.

Qualifications and Expectations

THE IDEAL CANDIDATE WILL HAVE:

- Senior level experience providing administrative leadership in higher education. The University is also receptive to leadership experience in an organization that is highly complex with multiple stakeholders.
- A bachelor's degree, along with foundation of training and experience in sound budgeting and financial practices, rooted in strategy and innovation.
- A positive, problem-solving attitude with an openness to entrepreneurial ideas and a balance of risk with opportunity.
- Ability to communicate clearly, effectively and collegially with the many stakeholders who contribute to the success of the University.
- Demonstrated ability to explain complex financial data and analysis to a wide range of audiences, along with the capacity to facilitate change working collaboratively and transparently with multiple stakeholders.
- Experience managing and motivating multiple service operations with clear expectations and accountabilities.
- Commitment to transparency and shared governance that inspires confidence in the financial and business operations of the University to ensure it is well-positioned and responsive to the needs of various stakeholders.
- Understanding of the mission, challenges and governance of public higher education, along with a personal commitment to the mission of the University.
- Knowledge of and experience with facilities and information technology functions.





Summary

The next vice president for finance and administration and chief financial officer will arrive at Bowling Green State University during a time of unprecedented momentum. Unlike many of our peers, the University is not in a financial crisis, and instead, is bucking national trends and achieving many successes. With record-breaking enrollments, historic student success rates and fundraising results, increasing research expenditures and various national rankings, BGSU remains focused on its strategic plan, Forward.

While there is certainly much pride in our progress, there is more work to do. This is not a financial rebuild. This is a reaffirmation of our direction, not losing sight of the financial stewardship and the opportunity to lead, plan and execute our master plan. This includes areas of large real estate development, which will likely require a variety of extremely creative public and private partnerships, a potential master developer and other strategies aligned with our academic and athletic programs, senior alumni living, and hospitality and entertainment-related venues.

Higher education is at a crossroads nationally, and BGSU gets to answer the question of how to meet the moment, how to earn the public's trust and how to demonstrate our value. Our stakeholders deserve a University that is always aspiring to be better, and our next vice president needs a growth mindset with a will to embrace new and innovative strategies.

The next vice president for finance and administration and chief financial officer will be uniquely positioned to lead in this transformative era. The Board of Trustees, the president and the University community deeply understand the vision and the path ahead. However, moving BGSU forward requires more innovation, more creativity and more focus on diversifying revenue streams.

The new vice president for finance and administration and chief financial officer will have the opportunity to not just shape the trajectory of the University, but the lives of our current and future students.

About Bowling Green and the Region

Founded in 1833, Bowling Green has a rich Ohio history, and today, it is a thriving college town. With the city and University's commitment to a robust community, Bowling Green is home to many students, faculty and staff.

Sports fans cheer on the BGSU Falcons and the University's 18 Division I teams, along with the Falcon Marching Band, one of the nation's largest marching bands. Bowling Green is also home to the annual Black Swamp Arts Festival, Rally BG, an annual downtown block party to kick off the fall semester, great walking paths such as the Slippery Elm Trail, and is minutes away from the Toledo Metroparks, a network of 19 different metro parks. In town, there is an extensive list of student, family and alumni favorites, but you will for sure hear about the stuffed breadsticks at Campus Pollyeyes.

Bowling Green is Exit 181 on I-75, one of the nation's largest and busiest highways, and the city is connected to the Midwest. Whether it's an hour's drive from one of the nation's most expansive airports, Detroit Metropolitan Airport, which can fly you anywhere in the world, or a less than a four-hour drive to the Windy City, Bowling Green is accessible.

Being part of a special community does not stop in Bowling Green as northwest Ohio is a vibrant place to live and work. You are an hour's drive to Cedar Point, one of America's largest amusement parks, which is also home to the University's resort and attraction management program – a one-of-a-kind bachelor's degree completion program in the nation. Toledo – the Glass City – is in Bowling Green's backyard, and you can enjoy the Toledo Museum of Art and the Toledo Mud Hens and Toledo Walleye, two great semi-professional sports teams.



TOLEDO – 21 miles	CLEVELAND – 123 miles
DETROIT – 73 miles	INDIANAPOLIS – 213 miles
COLUMBUS – 122 miles	CHICAGO – 253 miles





Application and Nomination *Process*

Bowling Green State University is partnering with AGB Search on this national search. To apply for the vice president for finance and administration and chief financial officer position, candidates will submit their materials electronically in PDF format through the AGB Search portal system at: [BGSU VPFA and CFO](#), including 1) a letter of interest stating how the candidate's experiences and qualifications connect with the desired leadership attributes and themes stated in the profile, 2) a resume, and 3) contact information with email addresses and telephone numbers for five references (to be contacted at a later date with the candidate's approval) by **Friday, May 2, 2025**, for best consideration. The search will remain open until an appointment is made.

AGB Search Contact Information

Nominations and expressions of interest are encouraged and should be sent to BGSU-VPFA@agbsearch.com. In addition, please contact our search consultants:

Julie Staggs, EdD, ACC

Executive Search Consultant, AGB Search
julie.staggs@agbsearch.com
(571) 970-7895

Lawrence Ladd

Executive Search Consultant, AGB Search
larry.ladd@agbsearch.com
(508) 274-0910

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