



TCNJ THE COLLEGE OF
NEW JERSEY

VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

Leadership Profile



**The College of New Jersey (TCNJ),
one of the nation's preeminent public institutions,
seeks an innovative and entrepreneurial leader and experienced
administrator with a strong record of effective leadership
for the position of vice president and chief financial officer.**

TCNJ'S MISSION AND VISION

The College of New Jersey, a nationally recognized public institution founded in 1855 as the New Jersey State Normal School, is a primarily undergraduate and residential college, with targeted graduate programs. Grounded in the liberal arts, TCNJ's personalized, collaborative, and rigorous education engages students at the highest level within and beyond the classroom. TCNJ believes in the transformative power of education to develop critical thinkers, responsible citizens, and lifelong learners and leaders. The college empowers its diverse students, staff, and faculty to sustain and enhance their communities both locally and globally.

TCNJ will offer an unparalleled education in a vibrant, collaborative, and inclusive community of learners who will make a distinct mark on the world. By following our values, we will serve as a national exemplar of public higher education, and we will do this while being committed to accessibility and affordability.



ABOUT THE COLLEGE

The College of New Jersey has an annual operating budget of approximately \$290 million dollars and is a selective institution that is consistently recognized as one of the top comprehensive colleges in the nation. TCNJ offers academically talented students an engaging living-learning undergraduate education and a rewarding residential experience, small classes, and a prestigious faculty. Students benefit from a 13-to-1 student-to-faculty ratio and an average class size of 23 students, which has contributed to TCNJ attaining an average first-year to sophomore retention rate of 89 percent (No. 1 in the region among public institutions), a 4-year graduation rate of 75 percent (No. 1 in New Jersey and No. 9 in the U.S. for public institutions), and an average 6-year graduation rate of 86 percent (among the highest in the country).

TCNJ also offers a growing number of distinctive graduate programs and a new School of Graduate, Global, and Online Education. A strong liberal learning core forms the foundation for a wealth of degree programs offered through TCNJ's seven undergraduate schools: the Arts and Communication; Business; Education; Engineering; Humanities and Social Sciences; Nursing and Health Sciences; and Science. An additional host of nearly 20 centers and institutes fosters interdisciplinary work, engagement with the local community, and global outreach. The curriculum is enriched by an award-winning First-Year Experience, first-year orientation programs, and extensive

opportunities for research and creative work, community engagement, and study abroad.

TCNJ has a strong commitment to inclusive excellence in its community and to supporting a healthy work-life balance for faculty and staff. TCNJ has been recognized by *The Chronicle of Higher Education* on its honor roll of "Great Colleges to Work For," citing its tenure and promotion processes among other criteria.

TCNJ enrolls approximately 8,141 students. Its 7,435 undergraduate students are enrolled in majors in more than 50 liberal arts and professional programs. Approximately 706 graduate students are enrolled in roughly 50 targeted master's-level degree and certificate programs. The college's 362 full-time faculty members are dedicated teacher-scholars, with 93 percent having earned the highest degree in their respective fields. Evidencing a diverse and inclusive environment, 14 percent of full-time instructional faculty members are from underrepresented groups, as are 34 percent of TCNJ's undergraduate and graduate students.

The college employs 1,067 diverse, full-time employees who work within eight divisions: academic affairs, advancement, enrollment management, general counsel, inclusive excellence, operations, student affairs, and the vice president and chief financial officer.

ABOUT THE COLLEGE (continued)

Recognizing its intrinsic role in a holistic educational mission, the college has consistently incorporated undergraduate research, scholarship, and creative activity into the student experience at TCNJ, and students and faculty have the opportunity to co-create, co-publish, and co-present regularly at conferences and other academic fora. In-depth, field-based experiential learning is encouraged through research projects, internships, independent study, and international assignments.

TCNJ students are among the country's strongest. Nearly half of entering undergraduates come from the top 20 percent of their high school classes. Enriched by their collegiate experience, graduates have garnered top honors that include Goldwater, Boren, and Fulbright scholarships as well as National Science Foundation Graduate Research, Soros, and Pickering

fellowships. A survey of 2021 graduates indicates that 97 percent of TCNJ alumni are successfully employed and/or enrolled in graduate programs within a year of commencement. Recent TCNJ alumni have garnered acceptances to some of the nation's most competitive programs, including those at Harvard, Princeton, New York University, the University of Pennsylvania, Columbia University, and Carnegie Mellon.

Graduate education thrives at TCNJ, with master's degree programs offered in the areas of business, counseling, education, English, integrative STEM, nursing, public health, and public policy. A growing number of graduate certificate programs across the college, including accounting, business management, education, nursing, public health, public policy, and Spanish, complement the master's degree programs.

A TRADITION OF EXCELLENCE

TCNJ has earned national recognition for its commitment to excellence. While the college has held the top spot in its region among public colleges since 1991, *U.S. News & World Report* in 2025 [elevated the college to No. 1 overall — among both public and private institutions](#) — in the Best Regional Universities (North) category.

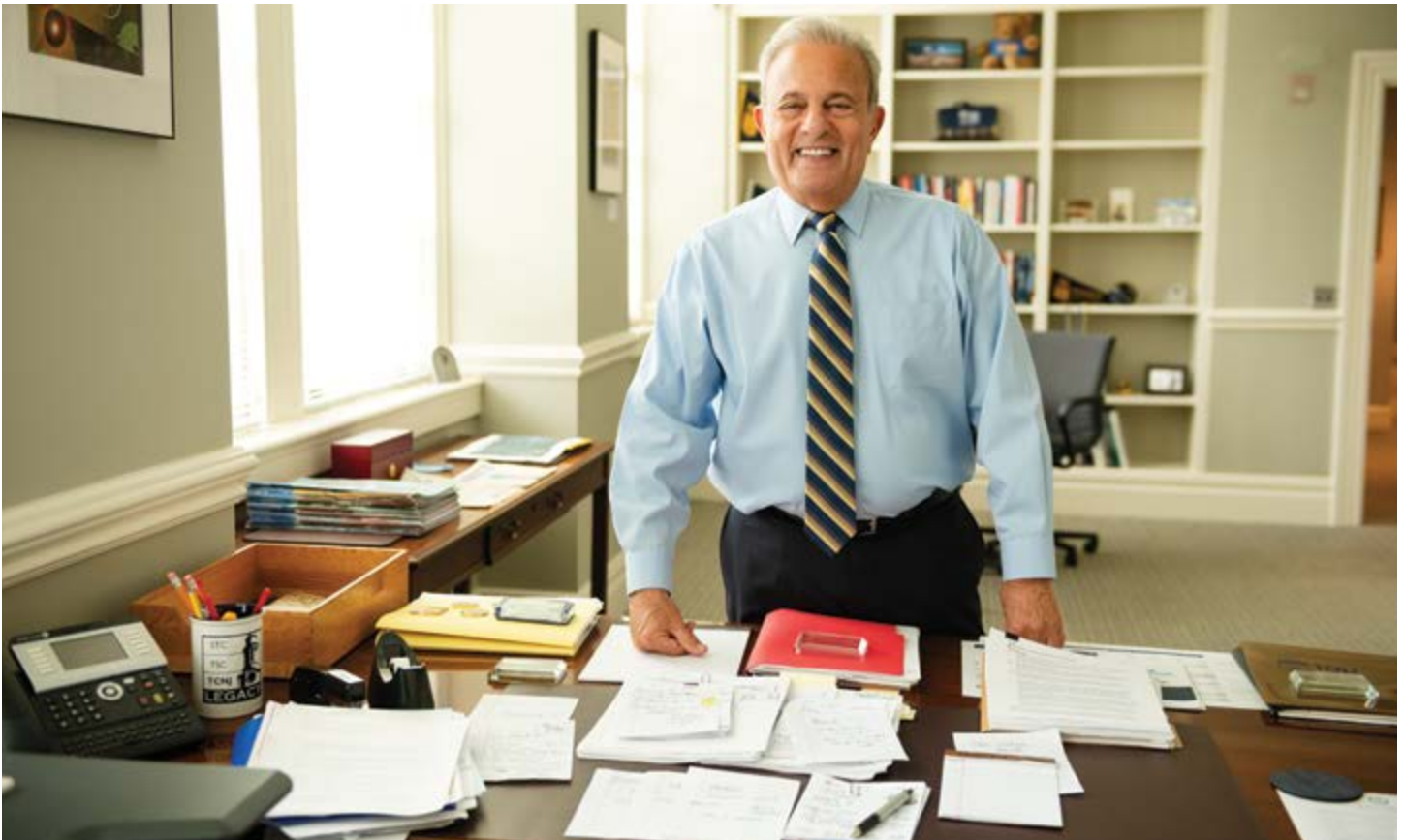
TCNJ was [awarded a Phi Beta Kappa chapter in 2006](#), an honor shared with fewer than 10 percent of colleges and universities nationally. Some additional recent accolades include:

Money magazine [named TCNJ to its Best Colleges in America 2024 list](#), writing “The College of New Jersey is a public school that could easily be confused for a private one. ... [Its] outcomes are top-notch.”

In 2025, *The Wall Street Journal*/College Pulse [ranked TCNJ among the top 20 percent of all colleges and universities — and as the No. 1 public college in New Jersey](#) — on its list of the Best Colleges in the U.S.

The Princeton Review [named TCNJ one of the best 390 colleges in the nation for 2025](#), based on student evaluations. TCNJ remains a top contender in the search for affordable education, once again ranking among Princeton Review's [Best Value Colleges](#). The Princeton Review also recognizes TCNJ as [one of the most academically outstanding colleges in the Northeast for 2025](#) — a designation shared with Princeton, Yale, and Dartmouth. TCNJ is featured in the publication's “[Guide to Green Colleges: 2025 Edition](#),” which rewards colleges for their outstanding commitment to environmental sustainability.

Washington Monthly [ranks TCNJ 10th among all master's-level colleges and universities nationwide](#). The magazine's unique rankings are based on three key criteria: social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and PhDs), and promoting public service (encouraging students to give something back to their communities). The publication also [includes TCNJ among the top 20 percent of America's Best Bang for the Buck Colleges: Northeast](#) for 2024 based on “how well [it helps] non-wealthy students attain marketable degrees at affordable prices.”



LEADERSHIP AND GOVERNANCE

MICHAEL A. BERNSTEIN joined The College of New Jersey on July 1, 2023, as interim president. He was appointed the 17th president of TCNJ on June 6, 2024.

Since arriving on campus in July 2023, Bernstein has championed the college's mission, developing creative ways to build on the exceptional quality of a TCNJ education while stewarding the institution toward a financially sustainable future. With a commitment to transparency, he has engaged stakeholder groups and shared governance to develop innovative initiatives that signal an exciting new chapter for the college.

TCNJ is a learning community with a rich tradition of shared governance and inclusive decision-making, which has been

recognized by the American Association of University Professors (AAUP) with its Ralph S. Brown Award for Shared Governance. The college maintains an active Faculty Senate, Staff Senate, and Student Government. Students, faculty, and staff are represented on all key committees, councils, and task forces. Transparency is deeply valued on the campus, as is broadly based participation. A strong network of collective bargaining units represents several constituent groups within TCNJ. Senior leadership, faculty leadership, and the local union have a history of working together effectively to advance the college. A clear set of policies, procedures, and agreements enables contract negotiations and other related matters to be widely understood.



DIVERSITY, EQUITY, INCLUSION, AND RACIAL JUSTICE

TCNJ has always placed great emphasis on diversity, equity, and inclusion. In recent years, the college has implemented programs to ensure that this framework remains a central priority. These efforts include the creation of a Division of Inclusive Excellence; the adoption by both the campus and the Board of Trustees of

an Inclusive Excellence Framework and [We Are TCNJ: A Strategy for Inclusive Excellence](#); the formation of a Bias Education and Support Team; the development of an Intercultural Center led by students; and the implementation of an array of curricular, education, and advocacy programs.

STRATEGIC PLAN: TCNJ 2027: Extending Our Excellence

The transformative power of education to develop critical thinkers, responsible citizens, and lifelong learners and leaders is central to The College of New Jersey's mission. Through an academic transformation in the early 2000s, TCNJ realized this across its undergraduate programs and limited number of graduate programs. TCNJ now has an opportunity to further its public mission by preserving the distinctive educational quality and outcomes long associated with TCNJ and extending such excellence to new audiences. This vision is expressed in a new strategy for the college, [TCNJ 2027: Extending Our Excellence](#), which is summarized below.

Distinguish ourselves:

- We will double down on excellence, making our undergraduate program even stronger and more relevant.
- We will bolster the impact of the strategy in the capital region, across New Jersey, and beyond.
- A TCNJ education is already filled with high-impact practices that correlate with student success. We are focused on overhauling our curriculum and extracurricular opportunities to pack in even more of these experiences.
- We are actively assessing community needs in partnership with community and government leaders to identify those that pair well with our institutional strengths.

Diversify ourselves:

- We will create new graduate, pre-college, and continuing education programs to serve new audiences of learners.
- We will cultivate a diverse, equitable, and inclusive campus community.
- We are focused on ensuring that we reflect the diversity of the state, closing gaps in achievement, and reforming our policies and practices through an equity lens.
- We are introducing new graduate degrees and certificates to meet growing demand.

Sustain ourselves:

- We will manage to the bottom line, ensuring long-term financial sustainability.
- This plan carefully balances investment and revenue generation. By setting priorities, operating strategically, and acting with an eye toward the future, we will fulfill our mission in exciting new ways, maintain our residential campus commitment, and position the institution for financial sustainability.
- We will maximize community-engaged learning.

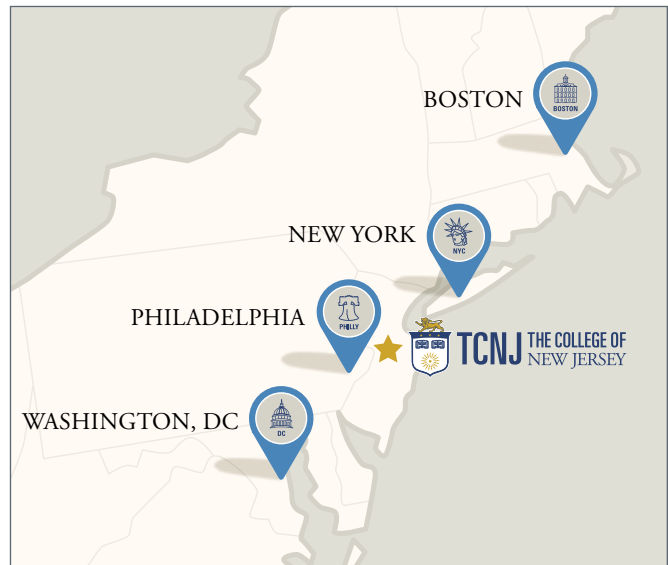


THE CAMPUS

TCNJ's picturesque Georgian colonial campus is located on 289 tree-lined acres in suburban Ewing, New Jersey. Ewing is approximately five miles from Trenton, the state capital; 10 miles from Princeton; 45 minutes from Philadelphia; and 75 minutes from New York City. The college benefits greatly from a beautiful and safe campus environment as well as its proximity by car and railway to the region's unparalleled cultural, recreational, and professional opportunities.

The college has 39 major buildings, including a state-of-the-art library and an award-winning student center. Numerous academic computer laboratories, a music building with a 300-seat concert hall, a full range of laboratories, and a collegiate recreation and athletic facilities complex support the living-learning community. TCNJ houses 3,500 students in 14 residence halls and student apartment complexes and boasts an award-winning student dining facility.

In the last 20 years, the college has invested more than \$450 million in its physical plant. Enhancements include eight academic buildings, housing for an additional 400 students, and the acquisition of 103 acres of property to add to the central campus. Campus additions include a new STEM building, an



addition to the chemistry building, a renovation of the Brower Student Center, and the development of Campus Town, the college's first public/private partnership that created "The Shoppes at 31 & Main," which includes retail stores, professional services, restaurants for both the college and local communities, and housing for more than 600 students.



CAMPUS LIFE

TCNJ encourages students to expand their talents and skills through more than 200 organizations. These groups include performing ensembles, professional and honor societies, student publications, Greek organizations, and intramural and club sports. The college also offers numerous leadership opportunities through the Student Finance Board, Student Government, Residence Hall Association, and other organizations. TCNJ's students, faculty, and staff routinely contribute more than 20,000 hours of service to the community annually.

TCNJ offers 20 varsity intercollegiate sports and competes in the New Jersey Athletic Conference. The college's high achievement in the classroom has been mirrored by the success of TCNJ's varsity student-athletes, known as the Lions. Since 1979, TCNJ has amassed a total of 39 Division III crowns in six different sports. The college is consistently ranked among the best NCAA Division III programs in the nation. In addition to the team championships, TCNJ has produced 54 Division III CoSIDA Academic All-Americans. As impressive as the overall athletic record is, TCNJ's accomplishment as a leader in women's sports is even greater. Since NCAA Championships were initiated



for women in 1981, only TCNJ has won 32 Division III team championships. **Sharon Pfluger '82**, TCNJ's women's field hockey and women's lacrosse coach, recently won her 1,200th combined victory, becoming the first coach in NCAA history to reach that milestone coaching two different sports.



THE OFFICE OF THE VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

The Office of the Vice President and Chief Financial Officer interacts with every department, employee, and student on the campus, as well as with three of our volunteer boards: the TCNJ Board of Trustees, the TCNJ Foundation Board of Directors, and the Trenton State College Corporation. In addition, the vice president and chief financial officer and team monitor the college's investment portfolios and debt load. Critical interactions with rating agencies and outside financial audit professionals are each coordinated and managed by the vice president and chief financial officer. Transparency is key to community understanding of the college's financial status and of the role each member plays in the collective stewardship of institutional resources. This work is accomplished through the departments of finance and business services, human resources, and payroll.

Finance and Business Services

Led by the associate vice president for finance and budget planning, the finance and business services team is dedicated to providing exemplary financial and support services to academic and administrative departments, as well as to external constituencies, in the areas of general accounting, purchasing, travel, accounts payable, financial reporting, and budget monitoring.

Over the last decade, the college has introduced several new systems as a part of our Oracle Cloud implementation, guided by goals to modernize and optimize systems while creating sustainability in our work. [Learn more about finance and business services.](#)

Human Resources

The executive director of human resources leads a team responsible for a wide range of services that include recruiting and hiring, compensation, benefits, wellness, performance management, and student employment. [Learn more about human resources.](#)

Payroll

Led by the director of payroll, this team manages all aspects of the payroll process for faculty, staff, and student employees, including biweekly payroll cycles, tax information, and related forms. This department works closely with human resources and is supported by Oracle Cloud and ADP systems. [Learn more about payroll services.](#)

Recent Financial Planning

Like institutions of its type throughout the region and country, The College of New Jersey is focused on the sustainability and stabilization of our operating budget. To this end, we are taking proactive and transparent steps to engage the community and make decisions consistent with that effort. During FY24, under the leadership of President Bernstein, the campus engaged in the work of a "LIONS Plan," establishing shared governance groups to identify and pursue strategic budget and operational efficiencies and initiatives. This work continues in FY25 as newly formed Coordinated Action Teams (CATs) develop and execute plans to realize short- and long-term budgetary targets. These teams are analyzing such areas as campus housing operations, faculty workload and productivity, library operations, and facility and building services use practices, among others. Simultaneously, the college, through its robust shared governance structure, is updating its [strategic plan](#) with the LIONS Plan initiatives.

THE POSITION

The vice president and chief financial officer (VPCFO) is expected to provide collegial leadership and effective management to the Office of the Treasurer. Under the guidance of the president, the VPCFO is also responsible for managing the college's finances and providing collegial financial guidance to all of the various offices and departments on campus, including the TCNJ Foundation and the Trenton State College Corporation. In addition, the new VPCFO will be expected to successfully address the following priorities:

1. complete the development and implementation of the LIONS Plan and its incorporation into the strategic plan to ensure the fiscal health of the college and balanced budgets going forward.
2. ensure the integrity, accuracy, and efficiency of the college's financial and human resources data systems.
3. lead the discussion of the future plans for first-year student housing, bringing it to conclusion, developing a plan for implementing what has been decided upon, and overseeing its implementation.
4. partner with the president, the President's Cabinet, the executive staff, the deans, and faculty and staff members in generating and evaluating options for new revenue sources.

QUALIFICATIONS

The ideal candidate will:

- be a seasoned CFO with successful experience working in higher education in an environment of shared governance and collective bargaining.
- have successful financial experience outside of higher education.
- have a mastery of the basic tools of the trade: accounting, financial analysis, making financial projections, financial planning and budgeting, and working with computer systems.
- have a baccalaureate degree; further education in business, finance or accounting; and the ability to learn new processes, methods, and analytic tools.
- have a record of successful innovative and entrepreneurial activity.
- be able to work collaboratively and collegially with a wide range of faculty and staff in a way that is respectful and aware of all that they can contribute to the success of the college.
- practice transparency and be comfortable working in an environment of public scrutiny.
- have experience working with human resources.
- have a strong commitment to the centrality of the student experience and the mission of TCNJ.
- be a person of high integrity with great communication skills and a sense of humor.

APPLICATIONS AND NOMINATIONS

To apply, candidates must send a letter of application in which they address directly the qualifications outlined in this prospectus, a curriculum vitae, and contact information (names, phone numbers, and email addresses) for five references in PDF format to: [The College of New Jersey VPCFO Applications](#)

Should you encounter any difficulties with the application process, please contact: TCNJ-VPCFO24@agbsearch.com.

For fullest consideration, applications should be received by January 27, 2025.

The search is being assisted by AGB Search. Nominations and inquiries should be directed to:

Robert Holyer, PhD
Executive Consultant
AGB Search
robert.holyer@agbsearch.com
804.402.6736 (c)

Candidates are encouraged to contact the consultant before they apply.

For further information about The College of New Jersey, please visit tcnj.edu.

AGB SEARCH

To enrich education through diversity, TCNJ is an Equal Opportunity Employer.

TCNJ has a strong commitment to inclusive excellence; to achieving diversity among faculty, staff, and students; and to creating a climate that is inclusive and respectful to everyone on campus.

We strongly encourage a host of diverse, intersectional populations and cultures to apply, including but not limited to identities based on race, gender identity, gender expression, sexual orientation, disability, national origin, and veteran status. The College of New Jersey does not discriminate on the basis of race, creed, color, national origin, nationality, ancestry, age, sex/gender (including pregnancy), marital status, civil union status, domestic partnership status, familial status, religion, affectional or sexual orientation, gender identity or expression, atypical hereditary cellular or blood trait, genetic information, liability for service in the Armed Forces of the United States, or disability.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from The College of New Jersey documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile are ©The College of New Jersey.