



Search for the VICE PRESIDENT FOR FINANCIAL PLANNING AND ANALYTICS—CHIEF BUDGET OFFICER
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
NEW BRUNSWICK, NJ

THE SEARCH

Rutgers, the State University of New Jersey, seeks a visionary and strategic leader for the Vice President for Financial Planning and Analytics—Chief Budget Officer (VPFPA-CBO). This position will be pivotal in shaping the University's financial future and integral to guiding long-term strategic planning. The VPFPA-CBO will play a key role in developing financial plans, evaluating the impact of long-range planning, and driving new enterprise-wide initiatives while fostering business analytics and ensuring data integrity across Rutgers. The University recently adopted a policy to guide and develop a holistic, highly analytical, and forward-looking approach to budgeting, financial management, and resource planning and allocation. The VPFPA-CBO will significantly advance this policy, transform and modernize Rutgers' financial and analytical functions, shape culture, and guide critical decisions that impact long-term planning for the University.

As a leading research institution, Rutgers is the premier public University and the flagship institution of New Jersey. The University champions teaching excellence, cutting-edge research, and innovative, best-in-class services, solutions, and clinical care. Rutgers is home to 8,700 faculty, 14,900 staff, and over 69,000 undergraduate and graduate students across campuses in New Brunswick, Newark, and Camden, and a significant academic and clinical health sciences presence that spans the State. Rutgers' Division of University Finance and Administration (UFA) advances the University's strategic priorities by managing all central financial, administrative, and student information systems and processes.

Reporting directly to the Executive Vice President (EVP) – Chief Financial Officer and University Treasurer, and serving on the UFA leadership team, the VPFPA-CBO will develop and implement comprehensive financial strategies that support Rutgers' mission, strategic goals, and core educational and administrative objectives. The VPFPA-CBO will provide university-wide leadership and strategic oversight in financial planning, budgeting, and data analytics. As a senior advisor to the EVP, the VPFPA-CBO will represent the EVP as needed and appropriate.

Rutgers has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search and identifying outstanding candidates. As indicated at the end of this document, all inquiries, applications, and nominations for this opportunity should be directed to the search firm.

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

Rutgers, the State University of New Jersey, is a premier national research university and the State's land-grant institution. It is recognized as New Jersey's preeminent, comprehensive public institution of higher education. As one of the nation's oldest and largest higher education institutions, the University comprises 29 schools and colleges operating across three geographic centers and is present in the State's 21 counties.

Rutgers University-New Brunswick, an R-1 institution, is a member of the Association of American Universities and the Big Ten Academic Alliance. Rutgers University—Camden is a prominent R-2, community-engaged Minority Serving Institution (AANAPISI), offering a world-class academic experience just steps from Philadelphia. Rutgers University—Newark, situated outside New York City, is a diverse urban institution designated as an R-2 and Minority Serving Institution (AANAPISI & HSI) and a committed and active anchor institution in its home city.

Three of Rutgers' chancellor units – Camden, Newark, and New Brunswick – are ranked among the top 50 public universities by U.S. News & World Report. Rutgers Health serves as a statewide academic healthcare provider, encompassing eight of the University's schools and a variety of centers and institutes dedicated to biomedical, clinical, and translational research. Over 1,300 health professionals affiliated with Rutgers see more than 2.8 million patients annually. Recognized as one of New Jersey's largest employers, Rutgers consistently earns accolades as one of the best places to work.

University Finances

For [fiscal year 2024](#), the University's net position increased by \$217.9 million, totaling \$2.914 billion, while operating revenue increased by \$106.6 million, totaling \$3.42 billion. For fiscal year 2025, the University's budget is approximately \$5.6 billion. On September 30, 2024, Rutgers' endowment was \$2.09 billion. Annual appropriations from the State of New Jersey are vital to the University's funding. In fiscal year 2024, state appropriations (including operating aid and fringe benefits paid by the State on behalf of Rutgers) increased by \$83.6 million, an 8.1% increase from fiscal 2023.

In 2022, S&P Global Ratings affirmed its 'A+' long-term rating for Rutgers, and Moody's Investor Services affirmed its "AA3 Stable" rating, reflecting the University's strong position as a flagship university, one of the more prominent public universities in the country, a moderate debt burden, and reasonably healthy financial performance. While Rutgers enjoys a relatively strong position, the University has not been immune to external pressures, namely impacts from the COVID pandemic. To ensure the institution's long-term financial health and take a multi-year approach to eliminating the structural deficit, the University has recently adopted a policy of [financial sustainability](#).

University Finance and Administration (UFA)

The University Finance and Administration (UFA) division is integral to advancing Rutgers' strategic priorities by effectively managing central financial, administrative, and student information systems and processes. This division provides essential guidance, services, tools, and information that empower the University's financial community to make informed decisions, bolstering Rutgers' reputation as an academic, health, and research powerhouse. Committed to principles of support, collaboration, understanding, trust, strategic alignment, and accountability, UFA plays a critical role in fostering long-term strategic growth across the University.

UFA Leadership

J. Michael Gower is the Executive Vice President – Chief Financial Officer & University Treasurer at Rutgers, The State University of New Jersey. Gower is responsible for financial management, planning, procurement, strategic administrative systems initiatives, enterprise risk management, university enrollment and student finance operations, and ethics and compliance. He oversees human resources and information technology through the respective senior vice presidents.

Before Rutgers, Gower was Vice President for Business Affairs and Chief Financial Officer at Yeshiva University, Vice president for Finance and Administration and University Treasurer at the University of Vermont, and a higher education management consultant for PricewaterhouseCoopers. He held earlier accounting and financial management roles at Cornell University and Duke University.

Gower is a past Chair of the Board of Directors for EACUBO, serving in numerous other roles over the past 25 years. He was the former chair of the Research Universities Council for NACUBO, was a member of NACUBO's Board of Directors, and chaired its Committee on the Effective Use of Analytics. He received NACUBO's Professional Development Award in 2008, EACUBO's Distinguished Service Award in 2019, and NACUBO's Distinguished Business Officer Award in 2024. He was a member of TIAA's Advisory Council and is currently a member of the Scholar Rescue Fund Selection Committee of the Institute for International Education.

THE ROLE: VICE PRESIDENT FOR FINANCIAL PLANNING AND ANALYTICS — CHIEF BUDGET OFFICER

The VPFPA-CBO leads the development and execution of comprehensive financial planning strategies, including long-range planning and multi-year projections. This role involves partnering with Chief Business Officers from Chancellor Units to craft and implement short-term and long-term economic and business plans for their respective units. The VPFPA-CBO drives financial business planning competence across the University by designing and delivering training programs that equip university leaders to develop strategic, operational, and capital budgets aligned with institutional goals.

The VPFA-CBO reports to the EVP-CFO and oversees the Financial Planning, Analysis, and Budget and the UFA Data Analytics and Reporting departments. This role includes supervising the Assistant Vice President for Financial Planning and Budgeting and the newly created Assistant Vice President and Chief Data Officer position.

As a vital member of a highly effective leadership team, the VPFA-CBO will be a crucial contributor and provide business sponsorship as needed in support of the transformation of administrative and student information systems (also referred to as the "[Cornerstone initiative](#)"), working closely with the EVP-CFO and VP UFA Operations and Project Executive. These initiatives will support senior leadership in decision-making and strengthen internal and external reporting capabilities. The role will develop the tools, processes, and methodologies for a robust strategic financial modeling program to support short-term and long-term planning.

KEY OPPORTUNITIES + CHALLENGES

The successful candidate will be a collaborative, creative leader who can provide a fresh perspective and analytical rigor to Rutgers' budgeting and financial planning while serving as a trusted strategic thought partner to the University's financial leaders. Specifically, the VPFA-CBO will be expected to address the following opportunities and challenges:

Lead Budget and Financial Planning

The VPFA-CBO leads the development and execution of comprehensive budgeting and financial planning strategies, including long-range planning and multi-year projections for the University and its cost centers. In partnership with Chief Business Officers from Chancellor Units, the VPFA-CBO will craft and implement budgets, business plans, and long-term economic plans for their respective campuses. The VPFA-CBO oversees the budget and planning process, ensuring alignment with the University's strategic mission and goals, primarily through the Responsibility-Center Management (RCM) budget tool. Rutgers is a large and very decentralized institution. The VPFA-CBO will manage the highly complex budgetary issues across the University, analyzing critical decisions' short-term and long-term financial impacts and working with unit leaders to help them understand how decisions in one part of the University affect and influence others.

Serve as a Resident Expert, Educator, and Thought Partner to the Rutgers Community

The VPFA-CBO will represent the financial division by presenting budget plans, capital forecasting, and other critical topics to the Board of Governors and Trustees. To ensure the VPFA-CBO keeps abreast of industry best practices, the VPFA-CBO will attend conferences, workshops, and educational programs, sharing knowledge within the higher education community through presentations at industry events. They will share knowledge and drive financial business planning competence across the University by

designing and delivering training programs that equip university leaders to develop strategic, operational, and capital budgets aligned with institutional goals.

The VPFPFA-CBO will provide data, tools, and in-depth financial and business analysis to support executive decision-making, strategy formulation, growth planning, and significant initiatives. The units overseen by the VPFPFA-CBO prepare interim forecasts, performance metrics, and ad hoc financial analyses to the EVP-CFO and other campus leaders to ensure informed decision-making and to provide templates and documents that support consistency and uniformity across budgets, reports, and planning.

Champion Financial Sustainability Initiative

Rutgers has recently adopted a [financial sustainability](#) policy to ensure the institution's long-term financial health by charting a strategic, multi-year approach to financial planning. The VPFPFA-CBO will be a strategic partner to the EVP-CFO and the President's Cabinet in developing and implementing initiatives to strengthen financial performance, financial position, and asset management. They will also collaborate closely with the Chief Business Officers of the Chancellor Units to advance efforts to generate and diversify revenue, increase operational efficiency and effectiveness, reduce costs, and comprehensively assess programs. They will leverage strong communication skills to increase transparency, enable the free exchange of ideas and information, and ensure that each unit understands how their actions and decisions impact one another and the University as a whole. To support, guide, and assess the efficacy of this work, the VPFPFA-CBO and their team will also provide stakeholders with the necessary data and analytics.

Support Capital Planning

The VPFPFA-CBO will collaborate closely with the EVP-CFO and the Vice Presidents for Finance and for Planning, Development, and Design to maintain the University's multi-year capital plan. The VPFPFA-CBO will provide essential financial data to assess debt requirements and evaluate the impacts of capital decisions on the balance sheet. They will ensure that the strategic financial model incorporates capital needs and supports the institution's long-term growth objectives.

Lead New UFA Data Team and Promote a Data-Driven Culture

UFA recently created a Data Analytics and Reporting team to support financial systems literacy at Rutgers and produce and provide the financial reports, analytics, models, forecasts, and projections needed by business units across the University. A new Chief Data Officer (CDO) was recently hired to support this work. The VPFPFA-CBO will be expected to create structure and provide direction to this developing team, integrating the group into the UFA division and broader Rutgers ecosystem.

As the leader of data stewardship for UFA, the VPFPFA-CBO will bring a forward-thinking approach and a continuous improvement mindset to data analytics, strategically guiding analytical activities to most effectively enhance financial and strategic planning, budgeting, and executive decision support.

Collaborating with the CDO and the VP for Institutional Research and Decision Support, the VPFPA-CBO will promote sound business analytics and maintain data integrity. To ensure data-driven insights inform resource allocation and strategic decisions, the VPFPA-CBO will advance proposals for IT system enhancements that support and further the University's analytical capacities. To this end, the VPFPA-CBO will partner closely with the Vice President of UFA Operations and Project Executive and the Vice President of Enterprise Applications and Advanced Research Computing to implement and optimize system modifications and upgrades. The VPFPA-CBO will be acutely aware that continuous improvement of processes is vital to support the University's strategic objectives and will always look for ways to adopt new technologies, automate workflows, reduce risk, and enhance the quality of financial information.

Lead, Manage, and Grow a Strong Team

The VPFPA-CBO will provide leadership and supervision to Financial Planning & Analytics, which includes the UFA Financial Planning, Analysis, and Budget team and the UFA Data Analytics and Reporting team. They will be expected to develop and support these teams, utilizing seasoned members' institutional knowledge and expertise while providing mentorship and encouraging professional development for all team members. The VPFPA-CBO will cultivate a culture of flexibility, creativity, mutual respect, integrity, and shared accountability, motivating teams to provide a high level of service across the University. Given Rutgers' strategic goals around financial sustainability and analytics, it will be imperative that the VPFPA-CBO recruit, retain, and build a talented team of budget and finance professionals that can support and sustain institutional needs and priorities.

QUALIFICATIONS

- A bachelor's degree in finance, business, or a related field, with at least 10 years of relevant experience in higher education, non-profit organizations, or corporate environments. Master's degree preferred.
- Demonstrated record of professional achievement with a strong reputation for financial acumen, particularly in budget management, forecasting, and data-driven analytics.
- Exceptional communication skills with the ability to effectively present complex financial information to senior leadership and governing boards.
- Proven success in identifying and implementing organizational improvements, including leveraging technology to drive efficiency and effectiveness.
- Recognized for integrity, high ethical standards, sound judgment, and a creative, enthusiastic approach to leadership.
- Strong collaborative abilities, with a history of working effectively with internal and external stakeholders.
- Extensive managerial experience, including leading and developing high-performing teams.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

Rutgers, The State University of New Jersey, has engaged the firm Isaacson, Miller to manage this search process. All applicants must complete the following two-step process to be considered:

1. Apply via Rutgers' career site: <https://jobs.rutgers.edu/postings/241217>
2. Apply (including resumes and letters of interest responding to the opportunities and challenges outlined above) to the Isaacson, Miller executive search team via the link below.

Dan Rodas, Partner
Amble Ryan, Managing Associate
Nicole Sancilio, Senior Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/open-searches/rutgers-university/vice-president-fpa-cbo>

It is university policy to provide equal employment opportunity to all its employees and applicants for employment regardless of their race, creed, color, national origin, age, ancestry, nationality, marital or domestic partnership or civil union status, sex, pregnancy, gender identity or expression, disability status, liability for military service, protected veteran status, affectional or sexual orientation, atypical cellular or blood trait, genetic information (including the refusal to submit to genetic testing), or any other category protected by law. As an institution, we value diversity of background and opinion and prohibit discrimination or harassment based on any legally protected class. For additional information, see [Rutgers Non-Discrimination Statement](#).