

PURDUE UNIVERSITY® FORT WAYNE

Vice Chancellor for Financial and Administrative Affairs
Purdue University Fort Wayne
Fort Wayne, IN

THE SEARCH

Purdue University Fort Wayne (PFW), one of seven institutions and entities comprising the Purdue University public system in Indiana, seeks a visionary, collaborative, and forward-thinking leader to serve as its next Vice Chancellor for Financial and Administrative Affairs (VCFAA). Reporting to the Chancellor of Purdue Fort Wayne and serving as a key member of the university's senior leadership team and Chancellor's staff, the VCFAA plays a primary role in budget development and management, financial planning for the institution, and strategic planning and implementation as the senior fiscal steward of resources for PFW.

The VCFAA will oversee a broad portfolio, providing leadership and direction for the units, programs, and services in the Office of Financial and Administrative Affairs, which may include accounting services, administrative business services, budget and planning, the bursar and student finance, NCAA Division 1 athletics, facilities management, human resources, purchasing and support services, and the university police department. An innovator, builder, and entrepreneur, the VCFAA also represents Purdue Fort Wayne to a wide range of external constituents who interact with the institution, as well as the primary connection to Purdue University's main campus in West Lafayette regarding issues of policy and finance. Purdue University Fort Wayne's FY 2023-2024 annual expenditures totaled \$150 million, and the university has an endowment of approximately \$84 million.

The VCFAA will address a set of key opportunities and challenges to help ensure the university's ongoing success, including leading and managing the Office of Financial and Administrative Affairs with transparency, forward-thinking, and open communication; reviewing and revising the budgeting process to ensure greater participation and communication; implementing state-of-the-art systems and business solutions utilizing metrics and data to drive decision-making and promote proactive financial management; managing effectively the unique relationship between Purdue University Fort Wayne and Purdue University in West Lafayette; applying creative revenue generation and cost management best practices to establish substantial financial and strategic reserves and help achieve strategic planning goals; establishing an effective, trusting working connection with the faculty and faculty senate to provide good feedback, timely communication and transparency; and maintaining external relationships with important constituents at the state level, in financial industries, and other potential partners. The successful

candidate will adopt a transparent, straightforward, and inclusive decision-making style, with the ability to explain financial policy clearly and understandably.

Purdue University Fort Wayne has retained the services of Isaacson, Miller—a national executive search firm—to assist in conducting this important search and to help identify outstanding candidates. All confidential inquiries, nominations/referrals, and resumes with cover letters should be directed to the search firm as indicated at the end of the document.

PURDUE UNIVERSITY FORT WAYNE

Purdue University Fort Wayne, designated with the status of a Metropolitan Campus by the state legislature, offers a traditional campus experience within a thriving metropolitan setting. Comprising almost 600 beautiful acres on the banks of the St. Joseph River, the university conveys a significant presence in the region. It boasts a modern campus that includes well-equipped classrooms, impressive research labs, first-rate student housing, popular restaurants and retail, and inviting gathering spaces. The campus serves as an epicenter of culture and entertainment and presents thousands of lectures, musical performances, theatrical productions, art exhibitions, and sporting events annually. PFW is uniquely positioned to serve the region as a crossroads of intellectual, social, economic, and cultural advancement.

Purdue University continues to have authority and responsibility for managing and operating the Fort Wayne campus, offering students the quality academic experience behind the Purdue name while at the same time stressing community partnership and commitment to make a positive impact on Fort Wayne and northeast Indiana.

History and Context

After many years of offering courses at separate locations in Fort Wayne, Indiana University and Purdue University opened the combined campus of Indiana University-Purdue University Fort Wayne in 1964. The 1970s were a time of rapid growth, accompanied by the formal merger of the campus administration in 1975. A regional campus of both Indiana University and Purdue University, the campus was managed by Purdue University under the terms of a management agreement that was renewed every five years. In the 1980s, an academic structure was created to emphasize relationships among departments rather than relationships of departments to Indiana or Purdue mission assignments.

Indiana University-Purdue University Fort Wayne proactively grew its facilities to handle the swelling ranks of students, which totaled more than 10,500 by 2000. The Crescent Avenue Bridge, which was dedicated in the fall of 2003, connected the main campus to the new Waterfield Campus across Crescent Avenue. Student Housing on the Waterfield Campus opened in the fall of 2004, giving students their first opportunity to live and learn at the University. Student Housing expanded when two more buildings opened in the fall of 2007.

Campus expansion continued, including the opening of the PFW Music Center in the fall of 2007. The Holiday Inn and the Coliseum joined the campus family in 2008. Additions included the Ron Venderly Family Bridge (2009) over the Saint Joseph River and the Indiana University Medical Education Building (2009). Phase 3 of Student Housing, which added four more buildings with new floor plans tailored to student requests, plus a new clubhouse building, opened in the fall of 2010. The Keith Busse Steel Dynamics Alumni Center and the Student Services Complex opened in 2011.

On July 1, 2018, the campus officially split into two campuses, Purdue University Fort Wayne and Indiana University Fort Wayne. IU Fort Wayne took charge of the health sciences, and the majority of academic offerings became part of Purdue University Fort Wayne. On August 13, 2018, history was made with the dedication of the Purdue University Sweetwater Music Center, located on the Sweetwater Sound campus in Fort Wayne.

Subsequent development included the Cole Parker Bridge over Coliseum Boulevard, a pedestrian bridge spanning Coliseum Boulevard that connects the campuses of Purdue University Fort Wayne and Ivy Tech Community College Fort Wayne, which opened in 2020. More recently, the university has begun construction on the Surack-Sweetwater Music Industry building and a new 600-bed student housing complex called Trace, both of which will open in the fall of 2026.

Purdue University Fort Wayne Leadership

Ronald L. Elsenbaumer, Chancellor

Ronald L. Elsenbaumer became the inaugural chancellor of Purdue University Fort Wayne in the fall of 2017. An accomplished educator and researcher, Chancellor Elsenbaumer has four decades of wide-ranging leadership experience, spanning both academia and the private sector. Previously, Chancellor Elsenbaumer served in senior leadership positions at the University of Texas at Arlington, including provost and vice president for academic affairs, vice president for research and federal relations, and senior advisor to the president for entrepreneurship and economic development. Elsenbaumer played a significant role in strengthening UT Arlington's academic and research profile. Under his leadership, the university's overall enrollment, student success, and research expenditures increased dramatically. He helped secure more than \$18 million to enhance academic programs, created endowed faculty positions, and elevated the university's Carnegie Classification from R2 to R1.

Prior to joining UT Arlington, Chancellor Elsenbaumer held positions in corporate research and management at Allied-Signal Inc., a multinational corporation with headquarters in Morristown, New Jersey. While there, he developed important laboratory discoveries into commercial products and effectively bridged multiple teams to develop and launch commercial products.

During his early years at Purdue Fort Wayne, Chancellor Elsenbaumer focused on strategic planning, enrollment growth, campus master planning, and fundraising. Elsenbaumer is passionate about providing a first-rate education for undergraduate and graduate students, connecting students with career opportunities, fueling economic development and growth, and strengthening the university's ties throughout the region and the state of Indiana.

Chancellor Elsenbaumer earned a B.S. in chemistry from Purdue University and a Ph.D. from Stanford University. He has authored or co-authored more than 110 publications and holds more than 35 U.S. patents. He has lectured at numerous conferences and universities around the world, is a member of Phi Kappa Phi and Phi Beta Kappa, and was inducted into the National Academy of Inventors in 2013.

Fort Wayne

Founded over 220 years ago at the spot where three rivers join together, Fort Wayne grew from a frontier trading fort into the second-largest city in Indiana. With a population of over 272,000, Fort Wayne is considered the hub of Northeast Indiana, located in Allen County, the largest county east of the Mississippi River. Fort Wayne is also acknowledged as one of the best places to live in the state, offering a small-city/big-town appeal. With its low cost of living and quiet neighborhoods, Fort Wayne is an excellent place to buy a house, start a career, or launch a business. With a burgeoning downtown area that embraces the future of urban design, it's an art-filled, nature-forward, food-diverse example of savvy redevelopment.

On any given day, the city hosts lively activities, including sporting events, art shows, and theatrical productions. Residents can enjoy baseball with the TinCaps, hockey with the Komets, or walk the phenomenal trail network that connects 86 local parks covering 2,805 acres. Fort Wayne also has numerous family-friendly attractions, including the Fort Wayne Zoo and Science Central.

Purdue University Fort Wayne Mission and Vision

Purdue University Fort Wayne distinguishes itself as northeast Indiana's comprehensive metropolitan public university. Its mission is to educate and engage students and communities with purpose by cultivating learning, discovery, and innovation in an inclusive environment. With core values of Students First, Excellence, Innovation, and Engagement, the university seeks to empower every person, every day, to improve the world. Purdue University Fort Wayne is committed to creating an environment that enhances learning by recognizing the inherent worth of all individuals.

Academics

Purdue University Fort Wayne is accredited by the Higher Learning Commission. The university has six colleges and schools: *The College of Liberal Arts, the College of Science, the College of Engineering,*

Technology, and Computer Science, the College of Visual and Performing Arts, the School of Education, and the Richard T. Doermer School of Business. These colleges and schools offer more than 200 degree and certificate programs, from accounting to women’s studies, from elementary education to gerontology, with the *College of Engineering, Technology, and Computer Science* being the largest (30% of degree-seeking students), followed by the *College of Science* (18%). The university is also home to 14 Centers of Excellence, including the Center for Applied Mathematics and Statistics, the Center of Excellence in Systems Engineering, and the Environmental Resources Center. There are 330 full-time faculty and 250 part-time lecturers currently on the faculty. A full description of PFW’s academic schools and offerings can be found here: <https://www.pfw.edu/academics/>.

Students and Student Life

With more than 7,500 students on campus, PFW is sized to offer small classes and individualized attention, yet large enough to have the attributes of a major research university. Students have the opportunity to work alongside faculty to tackle real-world challenges through groundbreaking research, to create exciting new scholarship, and to explore new facets of creative expression. A diverse mix of students, including 1,200 who live in contemporary on-campus apartments and another 382 living in university-contracted third-party apartments, engage in more than 90 student organizations and clubs and volunteer in various meaningful community initiatives and service projects. The PFW campus is also home to several academic programs hosted by Indiana University Fort Wayne, including nursing, dental education, medical imaging, and social work, as well as housing one of Indiana University’s medical schools.

The Purdue Fort Wayne Mastodons athletics program—a member of the Horizon League—helps fuel campus spirit, engagement, and pride through 14 NCAA Division I teams. Student-athletes represent the university as they compete in baseball, softball, basketball, volleyball, track, soccer, cross-country, and golf. Purdue Fort Wayne is the only university in the country with a mastodon as its mascot.

Finance and Budget

Purdue University Fort Wayne’s annual expenditures for 2023-2024 were \$150 million, and the university has an endowment of approximately \$84 million. In FY 2024, the university received \$3.6 million in gifts and \$13.8 million in grants and contracts. The current in-state tuition and fees at Purdue Fort Wayne total \$9,532, and out-of-state tuition and fees are \$22,887. Eighty-six percent (86%) of students at PFW are receiving financial aid.

Strategic Plan

In April 2020, Purdue University Fort Wayne issued a strategic plan—the culmination of a collaborative planning process that brought together faculty, staff, and students from across the university to build the plan and set a collective vision for the future of the university. The Purdue University Fort Wayne Strategic

Plan 2020-2025 outlines objectives that follow the institution's primary aspirations: Champion Student Success, Enhance Quality of Place, and Promote Engagement with our Communities. A description of the strategic plan can be found here: <https://www.pfw.edu/strategic-plan/documents/purdue-fort-wayne-strategic-plan.pdf>.

THE VICE CHANCELLOR FOR FINANCIAL AND ADMINISTRATIVE AFFAIRS

Reporting to the Chancellor of Purdue Fort Wayne, [Ronald L. Elsenbaumer](#), the Vice Chancellor for Financial and Administrative Affairs is the senior fiscal steward of resources for PFW. The VCFAA oversees a broad portfolio, providing leadership and direction for the units, programs, and services in the Office of Financial and Administrative Affairs. These units include accounting services, administrative business services, athletics, budget and planning, the bursar and student finance, facilities management, human resources, purchasing and support services, and the university police department. Direct reports include the Associate Vice Chancellor for Financial and Administrative Affairs, the Associate Vice Chancellor of Human Resources, the Associate Vice Chancellor of Facilities Management, the Chief of Police, the Athletics Director, and a Special Project Manager.

Serving as a member of the university's senior leadership team and the Chancellor's cabinet, the VCFAA plays a primary role in budget development and management at the institution, spearheading a process that involves participation across internal constituents on campus. The Vice Chancellor oversees the university's budget and is responsible for financial planning, which is done through interaction with members of the executive staff, student government leaders, senior leadership, faculty leadership, the community, and legislators. The VCFAA plays an important role in strategic long-range planning and, together with members of the executive staff, is active in policymaking for the campus.

The VCFAA represents Purdue Fort Wayne to a wide range of external constituents who interact with the institution, including current and potential vendors, those in financial industries, and at the state level. Perhaps most importantly, the VCFAA will coordinate and collaborate with Purdue University in West Lafayette in areas of policy and finance, working closely with the Senior Vice President for Business and Finance/Treasurer of the Purdue University Board of Trustees. The VCFAA also serves as the Assistant Treasurer of the Purdue Fort Wayne Foundation.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VCFAA

The Vice Chancellor for Financial and Administrative Affairs will be an experienced, strategic, visionary professional with exceptional collaboration and communication skills dedicated to advancing the goals of Purdue Fort Wayne. The next VCFAA will have an extraordinary opportunity to shape the next stages of the institution's future and contribute to its continuing important mission. To succeed, this individual will be expected to address the following key opportunities and challenges:

Lead and manage the Office of Financial and Administrative Affairs with transparency, forward-thinking, and open communication.

In leading the Office of Financial and Administrative Affairs, the VCFAA will establish strong working relationships and cohesiveness with all departments within the division. The VCFAA will effectively manage a broad scope of supervisory responsibilities given the diversity of units and people in the area, including finance and accounting, facilities, human resources, athletics, and the campus police. This individual must represent the units leading the division and be their voice in matters with the executive cabinet. As an exemplary communicator, the VCFAA will be able to explain complex financial policies in understandable ways to the community, clearly articulating institutional priorities and their impact on the university's budget. This individual will drive the strategic priorities of the university in a planful way, envisioning a campus master plan that looks ten years into the future while building resources to enable it.

Review and revise the budgeting process to ensure greater participation and communication.

The VCFAA will be experienced in budgeting in a complex environment with multiple revenue streams. An important priority for the next VCFAA will be to bring clarity, transparency, and communication regarding the budget process to all stakeholders involved. Recognizing priorities across the academic and administrative areas of the institution and how they affect the budgeting progression will be a key element in the process. To that end, the VCFAA will study and analyze the budgeting process to evaluate priorities and integrate annual and multi-year forecasting with defensible assumptions in alignment with strategic goals. Purdue Fort Wayne follows budgeting parameters that adhere to protocol with Purdue University's main campus in West Lafayette, making coordination an important part of the process.

Implement state-of-the-art systems and business solutions utilizing metrics and data to drive decision-making and promote proactive financial management.

The next VCFAA will bring a deep understanding of state-of-the-art operations and systems that enable Purdue Fort Wayne to apply business solutions and insights driven by metrics and data. Improving efficiency and cost-effectiveness, the VCFAA will lead measures that maximize revenue, monitor costs, and implement revenue projections that predict the university's financial picture in the future. With state appropriations being affected by enrollment and tuition, the VCFAA will seek to increase the ability to project enrollment and apply the complexities of in-state and out-of-state enrollment to financial analysis.

Effectively manage the unique relationship between Purdue Fort Wayne and Purdue University in West Lafayette to promote the interests of the Fort Wayne campus.

A unique relationship exists between Purdue University, the public land-grant research university in West Lafayette, the flagship campus of the Purdue University system, and its regional campuses. Purdue Fort Wayne is a semi-autonomous university with its own state appropriation but is tied to Purdue University

in important and ongoing ways. Managing the relationship with colleagues and adhering to protocols coming from the West Lafayette campus will be a key priority for the VCFAA.

Seek creative revenue generation and cost reduction to establish substantial financial and strategic reserves and help achieve strategic planning goals.

The VCFAA will be tasked to identify additional, creative sources of revenue to undergird the budget and ensure the long-term success of the University. The VCFAA will seek to generate substantial financial and strategic reserves that help the institution implement future priorities and achieve the goals of the strategic plan. Seeking resources through better use of auxiliary enterprises on campus is one option that could be explored to benefit the university.

Establish an effective, trusting working connection with the faculty and Faculty Senate to provide good feedback, timely communication, and transparency.

The VCFAA will establish and maintain healthy working relationships with faculty and the Faculty Senate, striving to explain finances, budget choices, and policy decisions clearly and forthrightly. With an emphasis on coordination, transparency, and communication, an important goal of the VCFAA will be to provide academic leaders with timely information regarding the university's budget. The VCFAA will encourage greater communication and involvement during the budgeting process in an effort to involve faculty and academic departments. Establishing proactive, predictive processes will help secure revenue and monitor expenses with academic programming.

Maintain external relationships with important constituents at the state level, in financial industries, and other potential partners with Purdue Fort Wayne.

Developing vendor relationships to foster public/private partnerships has great potential for the University, and the VCFAA can help foster this. The VCFAA will represent the university as an expert in finance and participate with community boards and local entities. The VCFAA serves as the primary point of contact to the system, state agencies, and other university affiliates on financial and business matters. Building relationships with key players off campus as well as on campus will benefit the institution as it continues to develop.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will be an individual who can demonstrate or has the following personal and professional qualifications:

- A bachelor's degree and at least ten (10) years of professional leadership experience;
- Experience in senior leadership roles in financial/business affairs in a college or university, or other complex organization;

- Experience with responsibility for developing and managing large budgets required;
- Substantial knowledge of the financing of facilities, leasing of facilities and real estate, financial management of complex higher education institutions, and human resources practices/regulations/law;
- Superior skills in supervision and staff development, strategic planning, and budget development and management;
- Strong sense of ethics, ability to work effectively in a highly collaborative leadership team, and focus on supporting the success of students;
- Experience working in multi-campus higher education systems preferred;
- Familiarity with Indiana public higher education, familiarity with Indiana legislative affairs, and experience in interacting with legislators and state higher education advisory/regulatory agencies preferred;
- Adept at facilitating relationships on campus and off;
- Demonstrated strategic leadership experience developing and executing fiscal and operational plans in a complex organization;
- Excellent communication and interpersonal skills;
- A transparent, straightforward, and inclusive decision-making and management style;
- An open and trusting approach to process management;
- An accurate, detail-oriented, data-driven decision-maker;
- An innovator, builder, grower, and entrepreneur.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent electronically via the Isaacson, Miller website at <https://www.imsearch.com/open-searches/purdue-university-fort-wayne/vice-chancellor-financial-and-administrative-affairs>.

Dan Rodas, Partner
Amy Gillespie, Senior Associate
Nicole Sancilio, Senior Search Coordinator
Isaacson, Miller

Purdue Fort Wayne is committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person and fosters tolerance, sensitivity, understanding, and mutual respect. Purdue Fort Wayne is an EEO/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans, are encouraged to apply.