

# Position and Candidate Specification



National Association of College and University Business Officers

## President and Chief Executive Officer

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Since 1962, the National Association of College and University Business Officers (NACUBO) has been an indispensable source of clear, trusted knowledge for campus leaders. As the nation's premier association for higher education business leaders, NACUBO is dedicated to supporting business officers and their essential—and expanding—role in the sector. NACUBO provides a bold voice, collaboration, and resources to tackle higher education's evolving challenges, and it has been viewed as a valued and critical thought partner as institutions face a range of new challenges including pandemic planning, demographic shifts, and evolving business models, among others.

## NACUBO's Guiding Principles

### Vision

Higher education is valued as an outstanding investment.

### Mission

To advance the economic vitality, business practices, and support of higher education institutions in pursuit of their missions.

### Value Proposition

NACUBO convenes those influencing and advancing higher education, is a catalyst of unmatched knowledge, and is a leading advocate for colleges and universities.

## Strategic Priorities

NACUBO's updated Strategic Blueprint anticipate a dynamic world in which higher education business officers are critical in all future-oriented conversations on their campuses and in their systems.

- Priority 1: Transformations  
Engage higher education institutions in undertaking necessary transformations to strategically position themselves in the dynamic higher education environment.
- Priority 2: Strategic Leadership  
Strengthen the strategic leadership capabilities of business officers and their teams.
- Priority 3: Advocacy and Engagement  
NACUBO is intentionally investing to ensure the association is recognized as a national thought leader that drives policymaking affecting higher education.

## Core Programs and Initiatives

- Professional Development
  - o Business officers can share insights with peers and sharpen their skills and knowledge through expert instruction at live programs.
  - o Members additionally have access to a variety of interactive web-based professional development opportunities, including live and on-demand webcasts, podcasts, virtual events, and self-study courses.
- Advocacy
  - o NACUBO's advocacy team works with legislators and policymakers at the national level to ensure the economic vitality, business practices, and support of higher learning institutions.

- In addition, the federal affairs team follows legislation and policies under consideration in the nation's capital that impact higher education institutions and college students and that are of particular concern to business officers. NACUBO's policy team also advocates on behalf of colleges and universities with the White House and federal agencies.
- Publications and News
  - *Current* is a weekly e-newsletter sent to more than 34,000 individuals at member organizations that contains news, updates and resources from NACUBO, as well as the federal government, policy groups, and institutions of higher education.
  - NACUBO books and reports cover a wide range of areas relevant to higher education finance and administration.
  - Other subscription services and e-newsletters are available to members and provide the latest insights and resources in the field.
- Benchmarking and Research
  - NACUBO's research team works with the association's policy, advocacy, and professional development staff to produce well-informed and data-driven solutions for NACUBO members. NACUBO members and higher education stakeholders rely on data collected by NACUBO for benchmarking and other analyses to better inform campus decisions.
  - In addition to full-length reports, NACUBO's research team also provides summaries and further analysis of the organization's research through a wide variety of podcasts and webcasts. They are also regular contributors to other policy analysis and NACUBO professional development offerings.
- Networking
  - The NACUBO Annual Meeting is the organization's largest event, offered each summer.
  - The NACUBO Online Community is a space for members to access a variety of resources, explore trending topics, and participate in in-depth discussions.
- Consulting
  - NACUBO Consulting offers expertise, experience, and leadership abilities in service areas including financial and operational assessments, resource optimization and growing net revenue, models and budget forecasting, and support and coaching.

## **FURTHER INFORMATION**

NACUBO is headquartered in Washington, DC, with a \$17 million budget and 40 full-time staff. For more information, please visit <https://www.nacubo.org/>

The President and Chief Executive Officer of NACUBO works with the Board of Directors to execute the organization's strategic priorities and advance programs and activities based on these priorities. The President and CEO is responsible for the leadership, direction, and management of the organization and its resources, including the recruitment, development, and guidance of a high-performing staff.

The President and CEO ensures that NACUBO expands a well-served membership base, maintains dues and related revenues by presenting compelling organizational value, and drives the exploration of programs, products, and services that represent new or expanded non-dues revenue streams. The President and CEO oversees the organization's budget and allocation of resources to ensure NACUBO's maximum impact on behalf of its membership.

## KEY RELATIONSHIPS

**Reports to** NACUBO Board of Directors

**Direct reports** Vice President, Consulting and Business Development  
Vice President, Digital Engagement  
Vice President, Finance and Administration  
Vice President, Leadership Development  
Vice President, Policy and Research  
Executive Assistant to the President

**Other key relationships** Current and prospective members  
Related national and regional associations  
Relevant policymakers and government agencies  
Business partners

## DESIRED OUTCOMES

- Maintain NACUBO's reputation as a thought leader in higher education and the leading organization for business and finance professionals in the industry.
- Ensure NACUBO continues to have a powerful public voice and external presence when advocating on behalf of critical policies affecting the future success and sustainability of higher education.
- Continue the organization's momentum on strengthening diversity, equity, and inclusion (DEI) principles in the higher education business community while maintaining a focus on DEI internally.
- Grow NACUBO's consulting arm and work with colleges and universities to help transform the business of higher education.
- Ensure a focus on engagement with, retention of, and growth of member colleges and universities, and identify opportunities for increased partnership and collaboration with other stakeholders, including related associations and business partners.
- Diversify revenue streams with additional programs, products, and services that provide value to members.
- Build and retain a highly motivated, capable team that is dedicated to NACUBO's mission and committed to advancing the association's goals and initiatives.

## IDEAL EXPERIENCE

### Senior executive leadership experience

A track record of delivering strategic, operational and financial results in an organization of significant complexity, ideally in a membership organization context

### Experience serving as a spokesperson for a profession or organization

Effectively and credibly communicates to a range of external stakeholders, including relevant policymakers, the board, members, allied organizations and the media

### Higher education expertise

An understanding of the challenges facing colleges and universities and the unique role that business officers play in addressing those issues

### Experience working with a Board of Directors

Has successfully built relationships with a Board of Directors and driven consensus among them, in collaboration with the Chair

### Strong academic credentials

Undergraduate degree required; advanced degree preferred

## CRITICAL LEADERSHIP CAPABILITIES

### Acting Strategically

- Works with the Board to enhance and promote a vision and strategy to best position NACUBO within the evolving future of higher education.
- Translates vision and strategy into prioritized actions and initiatives that advance the organization's member value proposition.
- Ensures continued positive financial results by expanding revenue opportunities while effectively deploying staff and organizational resources.
- Evaluates and envisions into the future, develops innovative ways to deliver member value, and revises strategy as appropriate in collaboration with the Board.

### Collaborating and Influencing

- Speaks with credibility and passion about the important role of business officers within higher education and serves as a compelling face and voice for the organization to a range of stakeholders, including members, policymakers and regulators, other related associations and societies, and the public.
- Quickly engages and develops trusted relationships with the NACUBO membership.

- Works collaboratively with a range of stakeholders and builds productive partnerships with allied organizations (e.g., regional associations, business partners, etc.).
- Demonstrates excellent listening skills and actively seeks input from a variety of perspectives.

### **Inclusive Leadership**

- Effectively communicates the organization's long-term direction to all relevant stakeholders and collaborates with the team on how to reach it.
- Delegates strategic objectives to the whole team with clear and explicit intent and calls upon team members to contribute to the best of their ability; focuses on the team's growth and development as a group and as individuals.
- Builds a culture of respect and responsibility, and an inclusive workplace and membership environment, that is aligned with a broader organizational equity agenda.
- Engages, inspires, and motivates the team to meet and exceed their commitments and reach their full potential.
- Defines measurable goals and regularly collects data to track where the organization stands on its diversity, equity, and inclusion efforts.

### **APPLICATIONS AND NOMINATIONS**

If you wish to submit application materials or nominate someone to serve as the next President and CEO of NACUBO, please email: [NACUBOCEO@SpencerStuart.com](mailto:NACUBOCEO@SpencerStuart.com).