

Ottawa  
University

## Vice President & CFO



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# Ottawa University

## Vice President & Chief Financial Officer

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### THE OPPORTUNITY

Ottawa University invites applications from, and nominations of, dynamic and inspiring leaders for the position of Vice President & Chief Financial Officer. This leader is the senior business and finance officer of the University responsible for accounting, budget management, fiscal operations, financial aid administration and information technology. This position is expected to facilitate business process improvement, oversee contract negotiations, develop strategic financial plans and advise the President & CEO regarding organization and investment opportunities. The CFO is a member of the President's Cabinet (reports to the President & CEO) and works collaboratively with the other senior officers. She or he will also work closely with, and act as a staff liaison to, the Board Budget and Finance, and Audit committees. The CFO manages finance, accounting, receivables, payables, payroll, tax, treasury, banking, financial aid, and IT departments on behalf of the entire university system. S/he interfaces heavily with compliance and HR as well as each of the operating and enrollment units.

[Ottawa University](#) is an institution with a proud 157 year heritage of educating adults and students of traditional ages for lifetimes of faith, service, leadership and significance. From its founding in 1865 in Ottawa, Kansas, the university has grown to an institution today that serves nearly 5,000 students through its residential campuses, adult and graduate studies campuses, and online. Ottawa University offers exceptional breadth and depth in its curriculum at the undergraduate and graduate levels which is constantly being updated and enhanced to make the greatest possible impact on the lives of its students.

# OTTAWA UNIVERSITY EXECUTIVE OVERVIEW

- Ottawa University is a comprehensive, private, non-profit University, headquartered in Ottawa, Kansas. The University was founded in 1865 through a collaboration with the Ottawa Indian Tribe and the American Baptist Churches, USA.
- The Ottawa, Kansas residential campus is in its 157<sup>th</sup> year of service.
- The University is a pioneer in adult higher education, with over 47 years of serving the unique needs of adult learners in Phoenix, Kansas City, and Milwaukee, as well as through a robust online education division.
- Ottawa opened its highly successful Surprise, Arizona residential campus in 2017, setting new records for enrollment growth and immediate sustainability.
- The University has been continuously accredited since 1914 by the Higher Learning Commission (HLC), and is one of the oldest continuously accredited higher educational systems in America.
- The University operates with 786 full and part-time faculty, including adjunct faculty. Approximately 71% of the full-time teaching faculty at Ottawa University hold a doctorate and the remaining 29% have a minimum of a master's degree as the highest degree earned.
- The University benefits from its Flex-Term academic schedule, designed to meet the demands of the particular course and related student learning patterns.
- Ottawa is a highly successful member of the NAIA, the Kansas Collegiate Athletic Conference, the Sooner Conference, the Golden State Athletic Conference, and the National Christian College Athletics Association. OU offers 31 varsity sports at its Kansas campus and 26 varsity sports at its Arizona campus, and enrolls more NAIA varsity athletes at its two residential campuses than any college in America.



- The University has produced a track record of organic growth from within a solid and respected 157 year old higher educational institution by growing its gross revenues and net tuition revenues by 86% and 69%, respectively since 2016.
- Ottawa has been successful in its fundraising activities since 2008 and has enjoyed outstanding results in its capital campaigns with strong support from the board and friends of the institution.
- Ottawa benefits from an unusually well-diversified strategic business model with three lines of business operating nationally and internationally, and is strongly positioned to sustain its growth and success well into the future.
- The new Arizona residential campus located in Surprise has achieved critical mass in just four years. OUAZ benefits from its location in the 5<sup>th</sup> largest and fastest growing state in the United States and in the fastest growing county (Maricopa) in the United States--a market with very little private higher education.
- The school has been built on the foundation of its resurgent historical campus in Kansas which is enjoying its highest enrollment in thirty-five years.
- Augmenting the two residential campuses is a powerful and profitable online and adult site distribution model with adult campuses in Phoenix, Kansas City & Milwaukee.
- The leadership team has demonstrated aggressive, sensitive, effective management through the current COVID-19 pandemic and actually managed to achieve its enrollment targets at all sites for the fall 2020, opening terms.
- A commitment to the development of the whole person is deeply embedded in the University's cultural and operational DNA.

## OTTAWA UNIVERSITY LEADERSHIP



*Kevin Eichner, MBA, LLD*  
*Chancellor Emeritus*

Chancellor Kevin C. Eichner was named as the 21st president of Ottawa University in March 2008. Dr. Eichner was a member of the OU Board of Trustees since 1982 and led it as Chairman for five of those years. Since his inauguration, he and his leadership team engaged the University in a major transformational strategy known as Vision 2020, designed to position the institution for significant growth and exceptional student outcomes. A former public company CEO (Enterprise Bank and Trust) and successful business leader, Eichner led the institution to new growth horizons, built three new schools in business, arts & sciences and education, oversaw the largest capital campaign in the University's history, and opened an entirely new residential campus in Surprise, Arizona, achieving record revenue and enrollment growth there since its opening in 2017. Online educational programs



dramatically expanded; innovative new models for supporting student success were implemented; and the University renewed its historical relationships with the Ottawa Tribe and American Baptists.

As part of a carefully orchestrated succession plan, Chancellor Eichner and the Board of Trustees successfully conducted a nationwide search a full year before Eichner's retirement. The goal was to ensure that the new university President would benefit from Eichner's years of experience, relationships, and continued engagement in ongoing strategic initiatives. Dr. William M. (Bill) Tsutsui was selected to serve as University President and Chief Executive Officer (CEO), effective July 1, 2021. Dr. Tsutsui succeeded Chancellor Eichner, who will continue to serve the university as Chancellor Emeritus through June 30, 2022. It is anticipated that Dr. Tsutsui will assume the title of University Chancellor at the completion of Dr. Eichner's term. Accordingly, the new VP and CFO will report directly to President Tsutsui but also have the benefit of Chancellor Eichner's deep financial and OU-related experience to facilitate transition.



***William M. (Bill) Tsutsui, PhD  
President & CEO***

Bill Tsutsui joined the Ottawa University family as President & CEO on July 1, 2021 and has hit the ground running. He will be convening a broadly based comprehensive strategic planning process at Ottawa this fall. Bill is an award-winning historian, a passionate classroom teacher, and a seasoned academic leader with a record of innovation. Born in New York City and raised in Texas, he holds degrees from Harvard, Oxford, and Princeton.

Bill began his academic career at the University of Kansas, where over 17 years he held a range of administrative positions, including chair of the Department of History and associate dean in the College of Liberal Arts & Sciences. From 2010 to 2014, he was dean of Dedman College of Humanities and Sciences at Southern Methodist University in Dallas. From June 2014 through December 2019, Bill served as president of Hendrix College, a top-tier national liberal arts college founded in 1876, where he stressed accessibility and affordability, diversity and inclusion, a commitment to the core values of a liberal arts education, and connecting with the college's Arkansas heritage. Most recently, Bill served as the Edwin O. Reischauer Distinguished Visiting Professor at Harvard University. A former member of the NCAA D-III Presidents Council, he is currently on the boards of the Association for Asian Studies and the US-Japan Council, and was appointed in 2020 to the Japan-US Friendship Commission.

## WHY WE SERVE

Since its inception in 1865, Ottawa University has sought to live out its mission in some unique and powerful ways. It began with the collaboration between two American Baptist missionaries, Jotham and Eleanor Meeker, and the Ottawa Indian Tribe of Kansas



to promote education and peace in a rapidly changing world. Out of this relationship, Ottawa University was born. Ever mindful of the University's original commitments, treaties and agreements were refreshed and strengthened in 2008 by then President & CEO Eichner and the Board of Trustees, allowing all Ottawa Indians to attend the University at any of its locations free of charge. Since 2008, more than 350 tribal members have enrolled and over 150 have graduated, far more than in the 143 prior years put together. In recognition of this esteemed relationship, the Ottawa Tribe made a major donation in the form of a beautiful fire-and-water feature that is the signature element of the University's Gangwish Library and Gibson Student Center. The Tribe and the University continue to enjoy harmonious collaboration in pursuit of mutual aims.

Ottawa University has grown from its origins on the banks of the Marais des Cygnes River in Kansas to a comprehensive, not-for-profit, educational institution, which serves students of traditional age and adult learners worldwide. Thoroughly grounded in its mission, Ottawa University carries out its educational purposes through its liberal arts and professional studies programs at both the undergraduate and graduate levels. Ottawa University guides learners to integrate faith, learning, and life, to gain the abilities they need to succeed and prosper, and to do so with an increased sense of the knowledge, compassion, respect, and service our world requires. Interested candidates are encouraged to review the University's Mission Documents, which include the Mission and Vision Statements reproduced below as well as the University's Diversity Policy, Hallmarks of Distinction, Guiding Principles, Statement of Strategic Intent, Statement of Educational Purposes, and Code of Conduct, all of which are available on the University's website, [www.ottawa.edu/About-Us](http://www.ottawa.edu/About-Us).

## MISSION

Building on its foundation as a Christ-inspired community of grace and open inquiry, Ottawa University prepares professional and liberal arts graduates for lifetimes of personal significance, vocational fulfillment, and service to God and humanity.

## VISION

By 2020, Ottawa University will be positioned as a rapidly expanding institution known for its innovative educational models, exceptional value, and special ability to prepare diverse student populations for lives of enlightened faith, exemplary service, inspired leadership and personal significance. The new leader will help the institution to define and achieve its next vision and plans.

## CAMPUS LOCATIONS



The University's Ottawa, Kansas residential campus is located on sixty-four acres. This campus has sixteen major buildings, including three residence halls, seven academic and administrative buildings, four athletic facilities, a student-dining center, and a

library/conference center.

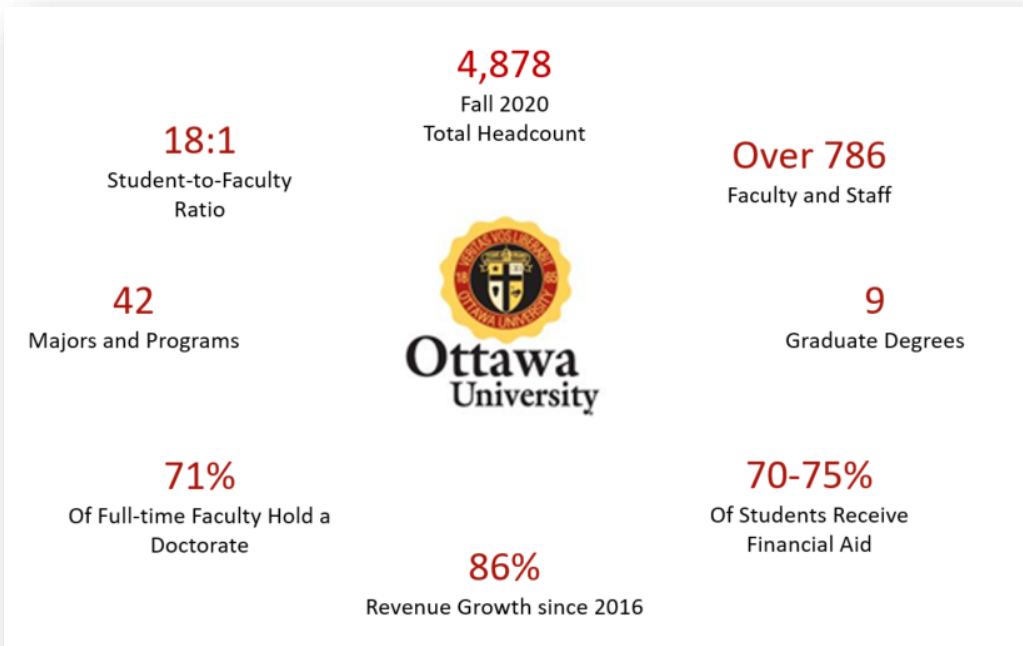
The University's Surprise, Arizona campus currently sits on 13 acres. This campus has planned access to an additional 20 acres immediately south of its current campus, which will be developed over time to include additional academic, administrative, housing, and athletic facilities as enrollments increase.

In December of 2020, the University completed a highly successful \$38 million public bond offering, allowing it to own all of its Arizona properties and to do so at materially lower costs over time. Because of its track record of growth and its unique business strategy and model, the investment banking firm of Ziegler and Company noted that Ottawa achieved the most favorable pricing for its bonds of any non-rated higher education credit in the entire preceding year.

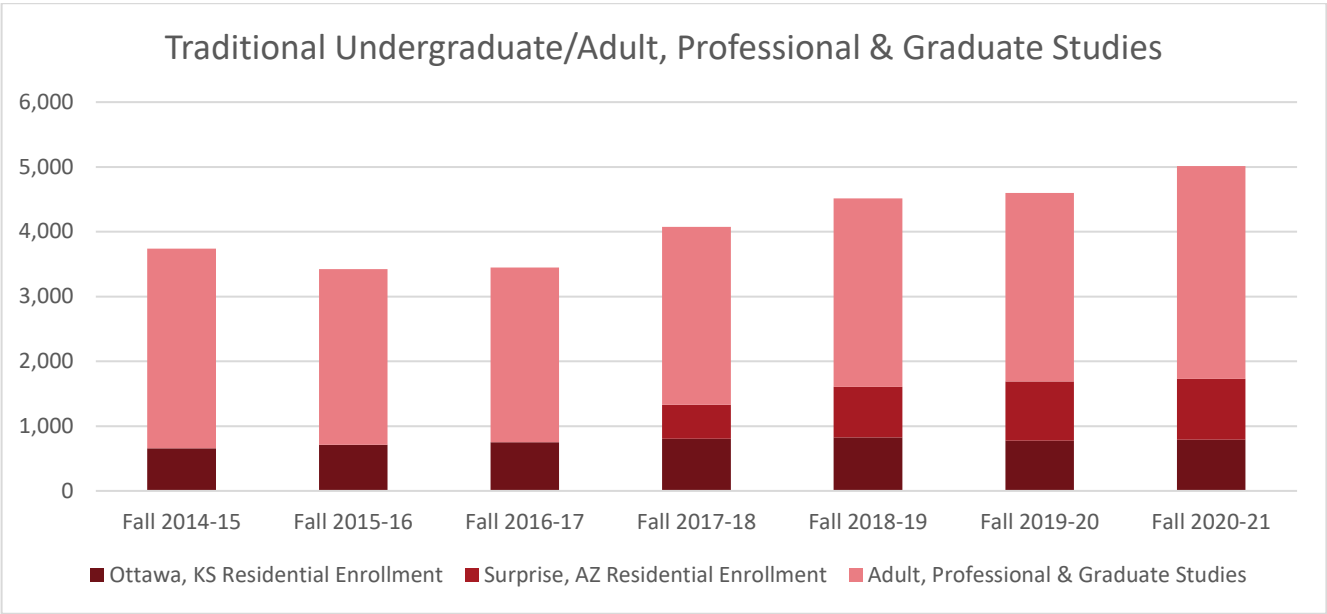


In addition to the two residential campuses, Ottawa operates adult sites in Phoenix, Kansas City, Milwaukee, & Online.

# OTTAWA UNIVERSITY BY THE NUMBERS



# ENROLLMENT GROWTH AND SUCCESSES



- Enrollment has reached over 930 students on the Surprise campus since its opening only three years ago.



- Enrollment at historical Ottawa home campus is at the highest level in 35 years.
- Adult, Professional & Graduate Studies, experiencing growing numbers, currently serving thousands of adult learners.
- All campuses met or exceeded their enrollment targets for fall 2020 despite pandemic.

## ACADEMIC PROGRAMS

- Ottawa University offers degree programs in more than 42 academic disciplines (33 undergraduate and 9 graduate), including healthcare management, mathematics, fine arts, Christian studies, education, business, and the sciences. The University offers well over 100 areas of study (majors, minors, and concentrations). These academic programs are offered in various locations throughout the country including satellite campuses, the traditional residential campuses and online.
- The most popular majors for the fall 2020 term among traditional undergraduate students included Business Administration (19%), Exercise Science (14%), Psychology (11%), Biology (9%), and Sports Studies (9%).
- Excellent graduate programs in Business, Education, Counseling, & fast growing EMBA programs for international students already in country.

## ESSENTIAL DUTIES AND RESPONSIBILITIES

- Oversee every aspect of budget preparation including operating and capital budgets and cash planning ensuring plans are challenging, balanced across units and achievable. Provide accurate and timely information and analysis throughout the year presented in formats that facilitate decision making. Develop long range financial plans, evaluate alternative scenarios, and recommend/implement actions to enhance University operations. Analyze trends, evaluate programs and recommend changes.
- Manage all fiscal operations of the University. Implement sound treasury procedures to facilitate cash planning and liquidity. Utilize long term and short term debt to minimize the University's cash flow expenses and maintain credit flexibility. Support the Board's Investment Committee in its oversight of investment management. Assure that the University has in place effective risk management programs and all appropriate insurance.
- Oversee financial aid administration ensuring that the University meets or exceeds government compliance standards for eligibility for Title IV funds and that the University is able to respond to student needs. Implement strategies to streamline operations and reduce the cost of administration as a percentage of student tuition revenues.

- Develop and enhance programs to educate and monitor compliance with University policies. Assure the internal control and compliance programs are effective. Monitor potential conflict of interest situations to assure fair and sound decision making. Assure all relevant accounting standards and regulatory requirements are met and changes are anticipated to minimize any negative impacts.
- Support the University's strategies through the use of information technology. Assure that appropriate plans and programs are in place to increase the effectiveness of the academic, student services and administrative support systems. Provide operational management that supports the University's processing requirements, minimizes unscheduled disruptions, and provides effective systems security. Assure that technological investments are consistent with strategic priorities while optimizing the use of University's resources.
- Serve as staff support for Board of Trustee Committees including Audit, Budget & Finance, Facilities, Investment, and Compliance. Regularly report to the Executive Committee and the Board regarding the financial health of the University and provide additional support as requested.
- Manage staff in a manner consistent with University personnel policies. Encourage collaboration among staff of supervised departments and with other university staff organizations, provide regular feedback and evaluation, and facilitate developmental opportunities.
- Provide leadership to those with whom you work through appropriate conduct, attitude and professionalism. Represent the University to students, faculty, staff, trustees and external groups in a way that reflects well on OU.

## **DESIRED QUALIFICATIONS & SKILLS**

- Master's Degree required. CPA/MBA preferred.
- Five years or more of top line financial executive experience, preferably in the higher education arena.
- Experience with executive level financial responsibilities in multiple operational areas.
- Experience in strategic planning, new business markets, and financial analysis.
- Proven planning, forecasting, cash management, and budgeting skills.
- Experience and track record of success in dealing with auditors, regulators, and legal firms.
- Proven experience in negotiating and securing financial facilities with banks, bond offerings, and others.
- Interface with and understanding of human resources function desirable.

- Awareness of and sensitivity to IT systems, reporting, and compliance requirements in multiple states.
- Experience in the management of significant business process improvement activities as well as compliance and controls.
- Understanding of accounting standards and control/compliance cultures.
- Ability to guide and work closely with CEO and Board of Trustees.
- Ability to work with top line executives in a complex, multi-site system.
- Collaborative and sensitive, yet firm, leadership and management skills. Someone who is able to elicit participation and support from individuals and groups.
- A high level of oral and written communications skills.
- A strategic and creative thinker with strong analytical skills.
- The ability to work collaboratively and collegially with diverse groups of individuals.
- While this position may be based primarily in either Ottawa, KS or Surprise, AZ travel and regular interaction with each residential and all adult campuses is expected.

## SPECIAL THANKS TO J. CLARK RIBORDY



*Mr. J. Clark Ribordy* came to Ottawa University in February of 2009 following a ten year career at Tintera Health Care Services of Kansas City, where he served as the Chief Financial Officer with responsibilities for the financial management of over eighty long term care facilities nationwide. Prior to that appointment, he served eight years as the Vice President of Finance and Controller for Sage Health Services of Evansville, Indiana. He also worked in public accounting for several years prior to Sage Health Services as an audit manager for Sanden, Shambo & Anderson CPA's of Colorado Springs, Colorado, Arthur Andersen of Chicago, Illinois, and McGladrey and Pullen of Champaign, Illinois.

For the past 12 years, Clark has been a steadfast advocate and powerful strategic leader for Ottawa University, working hand in hand with Chancellor Eichner, the Board of Trustees, and his Cabinet peers. During the time of his tenure, the University has grown revenues and surpluses in material ways, with 86% revenue increases in the past five years alone. He has overseen numerous private and public financings, built from the ground up important systems and financial processes, and impacted all facets of university operations and supports enormously. Clark has indicated a willingness and desire to be of counsel to the new CFO during transition, and the board and Dr. Tsutsui are planning accordingly.

# NOMINATION & APPLICATION PROCESS



**EFL Associates** (<https://eflassociates.cbiz.com>), an executive search firm, is assisting **Ottawa University** with its search for this important leadership position. All calls and inquiries should be made through the search firm. Nominations and applications will be held in strict confidence and candidates will remain confidential until the final stage of the search, at which time the express permission of finalists will be obtained before making their candidacy public.

## Application Process

- **STEP 1:** Complete a brief online application (2-3 minutes):  
<https://www.surveymonkey.com/r/OttawaCFO>
- **STEP 2:** Send us your letter of interest and résumé or curriculum vitae:
  - Send in **PDF format** please
  - Send to [alilje@eflassociates.com](mailto:alilje@eflassociates.com)
  - Email subject line should read ***Ottawa CFO Application***

## Please Note

- Application deadline is August 25, 2021
- Semi-Finalist Interviews are tentatively scheduled for September 16-17, 2021
- Campus Interviews are tentatively scheduled for late September 2021
- The desired start date is November 2021, but is negotiable

## Confidential Inquiries

**Steve Waldron, JD**

VP & Managing Director, Higher Education Practice

816-945-5423 (direct)

Email: [swaldron@eflassociates.com](mailto:swaldron@eflassociates.com)

## Nominations & Application Questions

*If you would like to provide a nomination, please email all pertinent information (including an email address and phone number of the nominee) to:*

**Ms. Angela Lilje**

Practice & Project Manager, Higher Education Practice

816-945-5410 (direct)

Email: [alilje@eflassociates.com](mailto:alilje@eflassociates.com)



Ottawa University does not discriminate on the basis of age, color, disability, gender identity, marital status, national or ethnic origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, veteran status, and family and genetic information, in its programs and activities as required by Title IX of the Education Amendments of 1972, the Americans with Disabilities Act of 1990, as amended, Section 504 of the Rehabilitation Act of 1973, Titles VI and VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, and other applicable statutes and University policies. Ottawa University prohibits sexual and gender-based harassment, including sexual assault, and other forms of interpersonal violence.