

NEW DIRECTIONS FOR HIGHER EDUCATION



# Roles and Responsibilities of the Chief Financial Officer

Lucie Lapovsky, Mary P. McKeown-Moak  
EDITORS

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# **Roles And Responsibilities Of The Chief Financial Officer No 107 New Directions For Higher Education**

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## **Roles And Responsibilities Of The Chief Financial Officer No 107 New Directions For Higher Education:**

Roles and Responsibilities of the Chief Financial Officer Lucie Lapovsky, Mary P. McKeown-Moak, 2010-01-28 With demands for improved quality increasing competition for state and federal funds and the challenges of integrating technology into the curriculum higher education faces greater economic uncertainties than ever before The chief financial officer CFO of any higher education institution stands squarely in the middle of this maelstrom This issue of New Directions for Higher Education offers CFOs proven strategies for balancing the operating and capital budgets maximizing net enrollment revenues containing costs planning for the resource needs of technology identifying and managing risks and investing the endowment wisely The contributors discuss how CFOs can build positive relationships with key players in the campus financial planning and budget including admissions and financial aid staff state legislatures and the board investment committee This is the 107th issue of the quarterly journal New Directions for Higher Education

Leadership through Collaboration Ann S. Ferren, Wilbur W. Stanton, 2004-02-28 This book is organized around 11 topics including the skills and personal qualities needed to provide effective academic leadership strengthening the infrastructure for academic affairs through strategic planning facilities planning and technology integration the importance of developing new resources and linking them to academic priorities academic entrepreneurship assessing academic quality and improving programs and services continuous improvement the central importance of investing in the faculty and improving academic decisions The chief academic officer must be the voice for the campus academic purposes and a source of energy in supporting the activities of others Collaboration with colleagues across the institution is key to Ferren and Stanton's approach Their experiences in administrative roles ranging from department chair to provost have provided them with the ability to conduct and utilize many studies including budget adequacy modeling and salary equity studies These are issues for which the authors have been responsible for implementation and decision making allowing them to understand that collaborative processes and partnerships such as chairs with deans deans with vice presidents faculty with administrators or the CAO with members of the president's cabinet are as important as informed decision making Because CAOs are less likely to read what business officers and vice presidents for administration read this book attempts to integrate differing institutional perspectives and explain processes and criteria CAOs can tailor their decisions to institution circumstances and solve problems with greater insight

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managing risks and investing the endowment wisely The contributors discuss how CFOs can build positive relationships with key players in the campus s financial planning and budget including admissions and financial aid staff state legislatures and the board investment committee This is the 107th issue of the quarterly journal New Directions for Higher Education

**The New Balancing Act in the Business of Higher Education** R. Clark, 2006-01-01 the stature of the authors who include prominent university presidents and chancellors as well as leading researchers on the business of higher education makes this a worthwhile read Not to be missed are the chapters on how three Virginia universities are redefining what it means to be a public university and an interesting and provocative look at the looming financial crisis in higher education and how it can best be addressed Highly recommended F Galloway Choice The New Balancing Act in the Business of Higher Education is a must read for higher education leaders It captures the major challenges of balancing enhancement of revenues to sustain mission and core values with containing costs to keep tuition for students affordable At the same time given the changing nature of the faculty colleges and universities must respond by developing more flexibility within faculty careers And presidents must lead their institutions through transformative changes that require trust and credibility among the stakeholders Now is the time for strong collaborative and decisive leadership Claire Van Ummersen Vice President and Director American Council on Education US This volume is an important read for those responsible for working through an environment in which change is the one true constant Richard D Legon President State Higher Education Executive Officers US The New Balancing Act in the Business of Higher Education clearly indicates the world s finest system of higher education as we have so long claimed is undergoing an identity crisis Stan Ikenberry begins by pointing with alarm to an eroding social compact the once well understood reciprocal responsibilities between higher education and society Then other leaders in a series of thoughtful essays outline the dimensions of our situation They warn of the risks of pursuing new revenues without a firm grasp on core values and explore the challenges of rebuilding trust the centrality and growing marginalization of faculty academic leadership the pernicious effects of inertia the urgency of innovation and change and the evidence of successful leadership and adaptation Global forces have made success in higher education indispensable to almost all of the American people Without compromising on quality the nation needs substantially more widespread educational attainment We are in a crisis business as usual is entirely unacceptable The New Balancing Act in the Business of Higher Education is a step beyond denial toward essential change Paul E Lingenfelter State Higher Education Executive Officers US The nation s leadership in higher education is on the line and colleges and universities need tools and insights to remain competitive The New Balancing Act in the Business of Higher Education should be part of their toolkit Travis Reindl Director of State Policy Analysis and Assistant to the President American Association of State Colleges and Universities US In The New Balancing Act in the Business of Higher Education senior insiders and noted scholars assess the economic conditions facing America s universities and colleges in the 21st century The picture they paint is not bright In forthright and

unflinching but far from despondent language the authors consider many important issues that must be addressed even as they are often wishfully overlooked stagnating college enrollment rates the need for cost containment and systemic reorganization institutional inertia contingent and contract faculty and the decline in state funding This volume is full of useful insights and clear interpretations to aid policymakers and scholars in shaping a more optimistic future for higher education in the US Clive R Belfield Queens College City University of New York US This volume part of the TIAA CREF Institute Series on Higher Education is based on a national conference The New Balancing Act in the Business of Hig

**Current Index to Journals in Education** ,2000-04      **American Higher Education in the Twenty-First Century**

Michael N. Bastedo, Philip G. Altbach, Patricia J. Gumport, 2023-01-31 Now in its fifth edition An indispensable reference for anyone concerned with the future of American colleges and universities Whether it is advances in information technology organized social movements or racial inequality and social class stratification higher education serves as a lens for examining significant issues within American society First published in 1998 American Higher Education in the Twenty First Century offers a comprehensive introduction to the complex realities of American higher education including its history financing governance and relationship with the states and federal government This thoroughly revised edition brings the classic volume completely up to date Each chapter has been rewritten to address major recent issues in higher education including the COVID 19 pandemic the movement for racial justice and turmoil in the for profit sector Three entirely new chapters cover broad access colleges race and racism and organized social movements Reflecting on the implications of ethnic and socioeconomic diversity within higher education the book also grapples with growing concerns about the responsiveness and future of the academy No other book covers such wide ranging issues under the broader theme of higher education s relationship to society Highly acclaimed and incorporating cutting edge research American Higher Education in the Twenty First Century is now more useful and engaging than ever Contributors Michael N Bastedo Philip G Altbach Patricia J Gumport Peter Riley Bahr Joy Blanchard Julia Brickfield Michael Brown Katherine S Cho Daniela Conde Charles H F Davis III Hans de Wit Peter D Eckel Martin Finkelstein Denisa G ndara Liliana M Garces Roger L Geiger Leslie D Gonzales Jillian Leigh Gross Jessica Harris Nicholas Hillman Julia Rose Karpicz Robert Kelchen Adrianna Kezar Lisa R Lattuca Demetri Morgan Rebecca Natow Anna Neumann Audrey Peek Laura W Perna Gary Rhoades Tykeia N Robinson Roman Ruiz Wonson Ryu Lauren T Schudde Jeffrey C Sun David A Tandberg      **Privatization and Public Universities** Douglas M. Priest, Edward P. St. John, 2006 A timely book on an important subject for the future of higher education in America

**Resources in Education** ,1997      *Roles and Responsibilities of the Chief Financial Officer* Lucie Lapovsky, Mary P.

McKeown-Moak, 2010 With demands for improved quality increasing competition for state and federal funds and the challenges of integrating technology into the curriculum higher education faces greater economic uncertainties than ever before The chief financial officer CFO of any higher education institution stands squarely in the middle of this maelstrom This

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Bibliographic Guide to Education ,1985      *Congressional Record* United States. Congress,2001      *Research in Education* ,1974      □□□□ ,2006      **Federal Register** ,2007-11      Challenge--coordination and Governance in the '80s Education Commission of the States,1980      "The" Athenaeum ,1895      School ,1927      *Commonwealth Of Australia Gazette* Australia,1973      **The Athenaeum** James Silk Buckingham,John Sterling,Frederick Denison Maurice,Henry Stebbing,Charles Wentworth Dilke,Thomas Kibble Hervey,William Hepworth Dixon,Norman Maccoll,Vernon Horace Rendall,John Middleton Murry,1895      **Daily Graphic** J.K. Addo-Twum,1978-09-11

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