

# SEARCH PROSPECTUS

## VICE PRESIDENT for FINANCE AND ADMINISTRATION/CFO



TEXAS A&M  
**INTERNATIONAL**  
UNIVERSITY

## KEY ATTRACTORS TO THE ROLE

Texas A&M International University (TAMIU) offers a remarkable leadership opportunity at the intersection of global commerce, international policy, and higher education. Located in Laredo, Texas—the nation’s largest inland port and a vital gateway to Mexico and Latin America—TAMIU is uniquely positioned to lead research in cross-border trade and logistics, commerce, public policy, bilingual education, and global community engagement.

TAMIU seeks a dynamic, effective, and forward-thinking leader to join its senior leadership team as its next Vice President of Finance and Administration/Chief Financial Officer (VPFA/CFO). Reporting directly to the President, [Chris Maynard](#), the next VPFA/CFO will play a transformative role in shaping the University’s future—aligning resources with its mission and strategic plan by expanding the University’s capacity to serve South Texas and supporting initiatives that define TAMIU’s next chapter.

For an ambitious, globally-minded leader, TAMIU presents unmatched opportunities:

- Exceptionally Strong Financial Position within an AAA-Rated System
- Distinctive International and Binational Mission at the Gateway to Mexico: Laredo is the #1 inland port in the Western Hemisphere, handling more than \$300 billion in annual trade.
- Momentum in Enrollment, Persistence, and Student Success
- High-Value, Affordable Institution with Strong External Rankings
- Rising University with Room to Build and Innovate
- Prestige and Support of The Texas A&M University System
- Deep Community Engagement and Binational Partnerships
- Expanding Research and Influence: TAMIU is on a path to R2 research status, presenting opportunities for external funding and academic excellence.
- Unmatched International Impact: Positioned to be a cross-border relations, economic research, and global trade policy leader.

Laredo is a culturally rich, safe, and vibrant city known for its cultural heritage and economic strength.

### University Accolades

TAMIU is a top-ranked institution of higher education committed to being Accessible, Affordable and Exceptional. Recent accolades affirm the University’s shared mission and support for its students. Additional information may be found [here](#).

- TAMIU has been ranked **#3** in the nation among the Best Four-Year, Hispanic-Serving Colleges by *Washington Monthly Magazine’s 2025 College Guide*. The Guide also awarded TAMIU a **#2** ranking for Lowest Net Price in the South, **#4** for Affordability, and **#5** for Lowest Student Loan Debt.
- WalletHub recently ranked TAMIU **#8** among Texas’s Top Ten Universities in its 2025 College & University Rankings. TAMIU was the only A&M System regional campus to crack the Top Ten.

- Niche, a Pittsburgh-based company that annually ranks colleges, awarded TAMU an overall grade of **A-**. Other Niche TAMU rankings included being recognized as the **#4** Best Value in Texas, **#7** Top Public Universities in Texas, and the **#11** Best College in Texas.
- A total of **23** TAMU programs were ranked among the top nationwide in Intelligent.com's 2025 rankings.



## OPPORTUNITIES FOR THE NEXT VICE PRESIDENT

### Shape the Financial Strategy of a Growing, Ambitious University

TAMU is on an upward trajectory—in enrollment, facilities, programming, and reputation. The next VPFA/CFO will have a rare opportunity to build financial systems that support expansion, modernization, and long-term sustainability.

### Lead Major Capital Projects and Campus Expansion

With new buildings, renovations, and long-term physical plant planning underway, the VPFA/CFO will directly influence:

- Capital strategy
- Financial modeling
- Space allocation
- Future campus footprint

### Align Budgeting with a New Presidential Vision

A new president brings renewed momentum around:

- Student success
- Community engagement
- Enrollment growth
- Academic innovation



This VPFA/CFO role will be central to operationalizing that vision through strategic resource allocation and management.

### **Strengthen Transparency and Campus Trust in Financial Processes**

The University desires clearer communication around budgets, allocations, financial health, and priorities. The VPFA/CFO can elevate institutional trust by creating a culture of transparency, clarity, and shared understanding.

### **Modernize HR and Strengthen Organizational Culture**

Hiring a strong HR Director and addressing HR culture will be a significant early leadership win. The VPFA/CFO can help set expectations for customer service, compliance, employee support, and professional development.

### **Prepare the Institution for External Funding and Policy Shifts**

The next VPFA/CFO will guide the University through:

- Decreases in federal and state student aid
- Legislative changes affecting public higher education
- Advocacy through data analysis

This is a central opportunity to position TAMIU for resilience amid a shifting landscape.

### **Enhance Data-Informed Decision-Making Across Divisions**

The VPFA/CFO can expand a data-savvy culture that drives:

- Resource allocation
- Program evaluation
- Operational decisions
- Student success investments

This is a high-impact leadership opportunity.

### **Strengthen Cross-Border and Global Engagement Through Financial Strategy**

TAMIU's binational identity creates opportunities for:

- Global partnerships
- International recruitment
- Cross-border student experiences

The VPFA/CFO can help capitalize on TAMIU's unique global location.



## **Become a Visible, Trusted Leader Across Campus and the Community**

Because TAMIU is deeply woven into the Laredo community, the VPFA/CFO can elevate relationships across:

- Regional partners
- Local industry
- Community stakeholders

This is a chance to strengthen town-gown alignment and raise TAMIU's regional impact.

## **Help Shape the Future of a Young, Flexible, Aspirational Institution**

Unlike long-established universities with rigid traditions, TAMIU is young, dynamic, and still building its long-term structures. The new VPFA/CFO will have a once-in-a-career chance to leave a mark on:

- Administrative excellence
- Culture
- Financial strategy
- Policies
- Systems
- Talent

## **Support and Strengthen a Top-Tier Police/Public Safety Department**

With an accredited, respected police department that balances compliance with student development, the VPFA/CFO can:

- Support safety initiatives
- Enhance community policing
- Elevate student trust and engagement

## **Build on an Already Strong Financial Foundation**

TAMIU is financially one of the strongest universities in the A&M System. The VPFA/CFO inherits a stable, healthy foundation—creating room to innovate rather than repair.

# **THE UNIVERSITY**

A Member of The Texas A&M University System, Texas A&M International University (TAMIU) is a primarily Hispanic-serving, public university founded in 1970. Its 300-acre campus is in northeast Laredo on former ranchland donated to secure higher education in South Texas.

The campus enjoys a broad-based enrollment of over 9,000 students from 31 countries and 28 US states. TAMIU offers transformative undergraduate, graduate, and doctoral degrees in the arts and sciences, business, education, and nursing. As its name affirms, the University focuses on developing an



international academic agenda for the State of Texas. The University's 40,000+ graduates lead lives of change and impact worldwide.

Like the communities it serves, the University continues its dynamic growth with the dedication of the City of Laredo Tennis Complex at TAMIU, the current construction of the Health Sciences Education and Research Center and, Western Hemispheric Trade Center's expansion, which is valued at more than \$72 million and projected to open Spring 2026.

The University has secured strong, broad community support that feeds scholarships, programs, faculty, and campus improvements. This support is a source of tremendous pride for Laredo as the University is perceived as a catalyst for continued community and regional development.

TAMIU's ability to dramatically impact its graduates' socioeconomic mobility has been praised by Stanford University's Equality of Opportunity Project, the American Council on Education, and CollegeNet. Degree and program development is researched and relevant to community and regional needs and predicated on driving social mobility.

TAMIU students are bold, hard-working, inquisitive, and eager to lead and advance their lives and those of their communities. TAMIU faculty are gifted, deeply committed to their students' success and research opportunities, and engaged in campus life.

## **Mission**

Texas A&M International University nurtures its students' academic and social development through instruction, research, and service to be responsible and productive members of our global society.



## Academics

TAMU offers many transformative undergraduate, graduate, and doctoral degrees. Click [here](#) to review a complete list. More insights may also be found in TAMU's Strategic plan. Please refer to this [link](#).

## Student Life



Student Life at TAMU is vibrant and deeply connected to the University's mission of preparing students for leadership and service in an increasingly complex world. With over 100 student organizations, dynamic leadership programs, cultural celebrations, and a thriving campus community, TAMU offers students countless opportunities to engage in a robust campus experience, build lifelong friendships, and develop personally and professionally. From campus events and intramural sports to service learning and global initiatives, student life at TAMU enriches the college experience and fosters a strong sense of belonging and Dustdevil pride.

## Unique Academy and Early College High School at TAMU

The Julieta & Frank Staggs Academy of International and STEM Studies is an innovative, University-level academy on the Texas A&M International University campus for highly gifted and motivated high school juniors and seniors. Staggs Academy students earn early college credit while in high school and are part of the extended TAMU community. Find out more at [Julieta & Frank Staggs Academy of International and STEM Studies](#).

The Hector J. Garcia Early College High School is an award-winning campus of the Laredo Independent School District located on the TAMU campus. Selected students are dual-enrolled in high school and University classes and earn University credit.

# THE TEXAS A&M SYSTEM



The Texas A&M University System is one of the largest and most impactful higher education systems in the country, with an annual budget of \$8.1 billion. Its statewide network includes 12 universities, a comprehensive health science center, eight state agencies, Texas A&M–Fort Worth and the Texas A&M–RELLIS. The Texas A&M System serves approximately 175,000 students and reaches millions more through service, research and outreach programs each year. With nearly \$1.6 billion in annual research expenditures, the A&M System fuels innovation, supports communities and drives Texas' economy forward.

Each of the A&M System members has its own unique mission, history and goals. Together, they provide research, educational programs and community enhancement services that improve the lives of people in Texas and around the world. A&M System universities make more than 21 million additional educational contacts through service and outreach programs each year.

With more than 28,000 faculty and staff positions, the A&M System has a physical presence in 250 of the state's 254 counties and a programmatic presence in every county. The A&M System has property holdings totaling more than 62,000 surface acres and 65,000 mineral acres. System-wide, externally funded research expenditures exceed \$1.5 billion and are a driving force in the state's economy. The A&M System is a beneficiary of the Permanent University Fund, a public endowment established in the Texas Constitution of 1876.

The A&M System, with a total operating budget of \$8.1 billion, is governed by a nine-member Board of Regents (all gubernatorial appointees). The Board includes a non-voting student member, which was added in 2006. The Regents appoint the Chancellor, who serves as chief executive officer and oversees the direction and operation of the A&M System. The A&M System's role is governed by the state's education code, Title 3, chiefly Ch. 51, Sec. 51.353 and Ch. 85, Sec. 85.17.



For an in-depth brochure on The Texas A&M University System, please refer to [this link](#).

## THE UNIVERSITY'S LOCAL COMMUNITY

Located deep in the heart of South Texas and founded on the banks of the Rio Grande, Laredo is the beginning of the Lone Star State. Laredo is American, Texan, and Mexican all in one. It is located at an enviable crossroads of international business and culture, and its rich history is hallmarked by seven sovereign flags. The location lends itself to a perfect blend of ambiance, culture, culinary influences and language that can only be found deep in the heart of South Texas.

The historic downtown boasts numerous landmarks, such as the San Agustin Plaza, the Republic of the Rio Grande Museum, and the San Agustin Cathedral. A downtown revitalization project is currently underway, and major commercial development projects are committed. In February 2023, The Port of Laredo went from the No. 1 inland port in the U.S. to the country's No. 1 international trade port overall. International trade fuels the city's growth and impacts multiple business and quality of life indicators.

The City has an aggressive commitment to health promotion, and a vast network of city parks and recreational facilities undergird wellness initiatives. Laredo is home to two hospitals: the centrally located Laredo Medical Center, a 326-bed licensed acute care facility, and Doctors Hospital, a 183-bed acute care facility located near the TAMU campus. Two school districts, Laredo Independent School District and United Independent School District, represent 81 campuses.

### **Climate & Environment:**

Laredo's colorful environment and tropical climate offer a pleasant lifestyle for all. Year-round sunshine and warm weather create the perfect ambiance for family, fun, and relaxation. Your tastebuds will tell you that delicious is Laredo with Mexican, Tex-Mex, and other cuisines celebrated.

Birding in Laredo has attracted people from across North America. Bird-rich trails range in difficulty from leisurely to moderate. Enjoy a scenic walk viewing native plants and flowers common to South Texas or view the splendor of rare birds in their natural habitat.

### **Access:**

Getting to Laredo is the easiest part... it is served by numerous major highways and the Laredo International Airport with daily flights.

### **Growth:**

As one of the fastest-growing cities in the state, Laredo boasts a strong sense of community, a low cost of living, and a thriving binational economy rooted in international trade and logistics. The campus area is home to explosive housing growth and continues to attract entertainment, restaurants, and shopping opportunities.

Whether exploring the outdoors, enjoying local festivals, or participating in cross-border cultural exchanges, Laredo offers a welcoming environment to live, work, and thrive.

# THE POSITION

The VPFA/CFO serves as the institution's chief financial and business officer, reporting directly to the President and as a member of the senior leadership team. The position provides strategic leadership, operational oversight, and visionary stewardship of financial, administrative, and business functions to support the institution's mission, strategic goals, long-term sustainability, and operational effectiveness.

The VPFA/CFO collaborates with individuals across the University with budget responsibility—helping them understand financial systems, align departmental budgets with institutional priorities, and make sound, data-informed decisions that advance the University's mission.

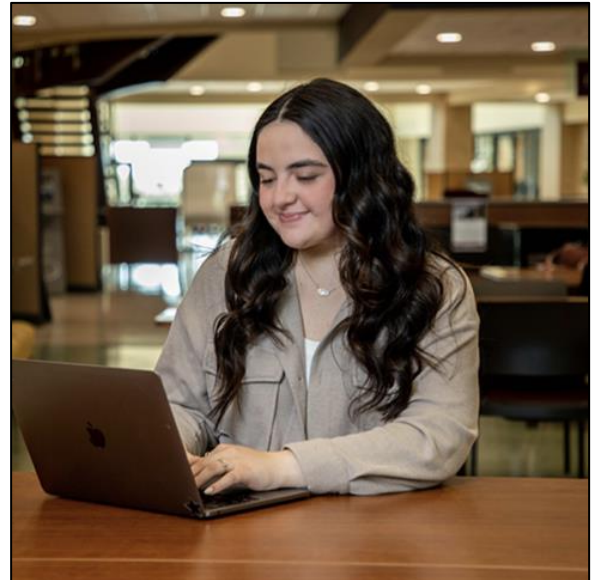
The VPFA/CFO oversees business operations: budget/finance, purchasing and contracts, facilities, campus planning, university police, HR, central plant / physical plant, grants and contracts, IT (through CIO), environmental health and safety, bursar, etc.

## Responsibilities

Key responsibilities of the position include:

- Lead the development, implementation, and monitoring of the institution's operating and capital budgets, including long-range financial modelling, scenario planning, cash flow projections, forecasts, and "walk forward" budgets.
- Oversee all financial operations: accounting, treasury, investments (including endowment where applicable), debt/borrowing, asset management, risk management, and compliance with financial regulations and standards (GAAP/GASB/FASB as applicable).
- Serve as strategic advisor to the President and senior leadership team on financial, business, operational, administrative, and strategic matters; prepare and present to the Board of Regents or its committees (e.g., Audit, Finance, Investment) on financial health, metrics, and resource allocation.
- Lead the administrative functions of finance and business operations: payroll, accounts payable/receivable, purchasing/procurement, contract management, grants and auxiliaries oversight, business office, and other support services.
- Oversee institutional risk management (insurance, liability, business continuity, enterprise risk), internal controls, audit coordination (internal and external), and compliance with government, regulatory, and accrediting bodies.
- Manage and optimize the use of physical and financial assets: real estate, facilities, capital planning and construction, infrastructure, information technology (where included), and other support services.
- Lead and foster a culture of financial stewardship and accountability across the institution: partnering with academic and administrative leaders, providing timely and understandable financial information to non-financial stakeholders, and explaining complex financial issues in accessible ways.
- Partner with academic deans, department chairs, and administrative unit leaders who hold budget responsibility to strengthen financial literacy across campus. Provide training, guidance, and individualized support to help them understand their budgets, how those budgets connect to the overall institutional budget, and how to develop and manage departmental budgets effectively.

- Promote a culture of data-informed decision-making by ensuring that accurate, timely, and accessible financial and operational data are available to leaders at all levels. Use financial analytics, dashboards, and forecasting tools to inform strategic planning, resource allocation, and performance evaluation.
- Support and engage in strategic planning, institutional initiatives, and change management—aligning financial and administrative operations with institutional strategic goals, growth, and sustainability.
- Supervise, mentor and develop finance/administrative staff; lead the division's organizational structure, workforce development, succession planning and performance metrics.
- Liaise with external partners, including banks, rating agencies, auditors, underwriters, regulators, government entities, foundation/endowment offices, and vendor/service providers.



## Required Qualifications

- Bachelor's degree in accounting, finance, business administration or related field.
- A minimum of 7–10 years of progressively responsible financial management, budgeting and leadership experience in a large, complex organization (higher education experience preferred).
- Demonstrated experience in budgeting, financial planning, capital and operating budget processes, and strategic financial modelling.
- Strong technical knowledge of accounting, financial reporting, internal controls, audit processes, regulatory compliance and risk management.
- Excellent communication, collaboration and interpersonal skills—able to present complex financial information to diverse stakeholders.
- Demonstrated ability to lead teams, manage change, develop staff, and build effective partnerships across academic and administrative units.

## Preferred Qualifications

- Master's degree (MBA, MPA, or master's in accounting/finance) or equivalent advanced credential.
- Certified Public Accountant (CPA) or equivalent professional certification.
- Prior experience in higher education finance, preferably in a leadership role as CFO, VPFA or equivalent.
- Experience with debt financing, bond issuance, real estate/asset management, endowment oversight and treasury functions.
- Experience with institutional strategic planning, asset management (physical and financial) and infrastructure/facility oversight.



## Desired Leadership Attributes

### Strategic & Innovative Leadership

- Demonstrates a strategic, forward-looking mindset with the ability to anticipate institutional needs.
- Aligns financial strategy with the University's mission, strategic plan, growth objectives, and student success priorities.
- Innovates beyond traditional models and brings creative solutions to guide a growing, evolving institution.
- Connects financial decisions intentionally to strategy, outcomes, and long-term sustainability.

### Global & Binational Awareness

- Appreciates TAMIU's unique global and binational identity (Laredo/Nuevo Laredo/Monterrey, Mexico).
- Understands how financial strategy can enable global programs, partnerships, and student experiences.
- Values the opportunities inherent in cross-border collaboration.

### Deep Higher Education Financial Expertise

- Mastery of public university budgeting, finance, and accounting principles.
- Skilled in navigating changing state and federal aid structures.
- Strong understanding of public vs. private funding models and the regulatory environment.

### Comprehensive Portfolio Understanding

- Broad working knowledge of units reporting to the VPFA/CFO, including:
  - Budget and finance
  - Human resources
  - Information technology
  - Police/public safety
  - Compliance, risk, and cybersecurity
- Brings depth in core finance with the ability to lead and coordinate across diverse administrative functions.

### Policy, Legislative, & Regulatory Acumen

- Interprets and responds to policy shifts effectively and rapidly.
- Provides data, analysis, and insight to support campus leadership in legislative or Board of Regents interactions.
- Ensures institutional resilience in a complex regulatory landscape.



### **Data-Driven, Student-Success Orientation**

- Uses data to guide resource allocation, budgeting, forecasting, and program investment.
- Ensures financial planning supports academic quality and student outcomes.
- Promotes transparency and clarity around how financial choices support the University's mission.

### **Strong Communication & Transparency**

- Communicates financial concepts clearly to varied audiences—faculty, staff, students, regents, and legislators.
- Builds trust through openness, visibility, and transparency in decision-making.
- Bridges generational and cultural differences in the workforce.

### **Emotional Intelligence, Empathy, and Courage**

- Balances compassion with the courage to make difficult, unpopular, or strategic financial decisions.
- Exhibits integrity, ethics, and a people-centered leadership style.
- Understands campus culture and maintains calm, steady leadership during uncertainty or change.

### **Collaborative Partner & Team Integrator**

- Works seamlessly with the President and senior leadership team.
- Provides strong execution behind the scenes while supporting institutional leadership in public engagements.
- Contributes to a cohesive, aligned, collaborative executive team.

### **Cultural Fit & Community Engagement**

- Comfortable being visible, approachable, and engaged with students, faculty, staff, and the Laredo community.
- Understands the bilingual, bicultural nature of the region and embraces its distinctiveness.
- Helps students understand financial decisions that affect them.



## NOMINATIONS & APPLICATIONS

The Search Committee invites letters of interest and nominations to be submitted directly to the search firm Anthem Executive | Anthem Academics. Correspondence should include a curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submit materials to Michael Ballew, Scott Watson, JR Wheless, or Florene Stawowy at:

[VPFACFOTAMIU@AnthemExecutive.com](mailto:VPFACFOTAMIU@AnthemExecutive.com)

While applications and nominations will be accepted until a VPFA/CFO is selected, interested parties are strongly encouraged to submit their materials as soon as possible to assure consideration. Anthem and the University reserve the right to end or extend the application and nomination process at any time. Expressing interest is the first step in receiving consideration and does not make one an applicant for the position.



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[AnthemExecutive.com](http://AnthemExecutive.com) | [AnthemAcademics.com](http://AnthemAcademics.com)

Texas A&M International University shall provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information or veteran status, sexual orientation, or gender identity and shall strive to achieve full and equal employment opportunity for its employees.