

In Pursuit of a CFO Job: Examining Fit and Mapping Out Your Career Path CODE TBD

*Larry Goldstein, President
Campus Strategies, LLC*

Session Agenda

- Part A
 - Presentation describing the role of a chief business / financial officer
 - Survey to assess participants' career aspirations
- Part B
 - Activity focused on “career mapping”
 - Following presentation of a sample career map, participants will be provided the opportunity to develop and share their own career map



Part A—The Role of a CFO



Number One Role

Facilitator!

How CFOs Are Perceived

No!

Characteristics

- Competent
- Flexible
- Decisive
- Cooperative
- Collaborative
- Trusting
- Fiscally Responsible
- Challenging
- Functionally Responsive
- Optimistic
- Opportunistic
- Entrepreneurial
- Worthy of others' trust

Others' Perceptions

- Lack empathy / understanding
- Inflexible
- Indecisive
- Inconsistent
- Questioning
- Close to the chest
- Tight-fisted
- Pessimistic
- Unresponsive
- Excessively independent

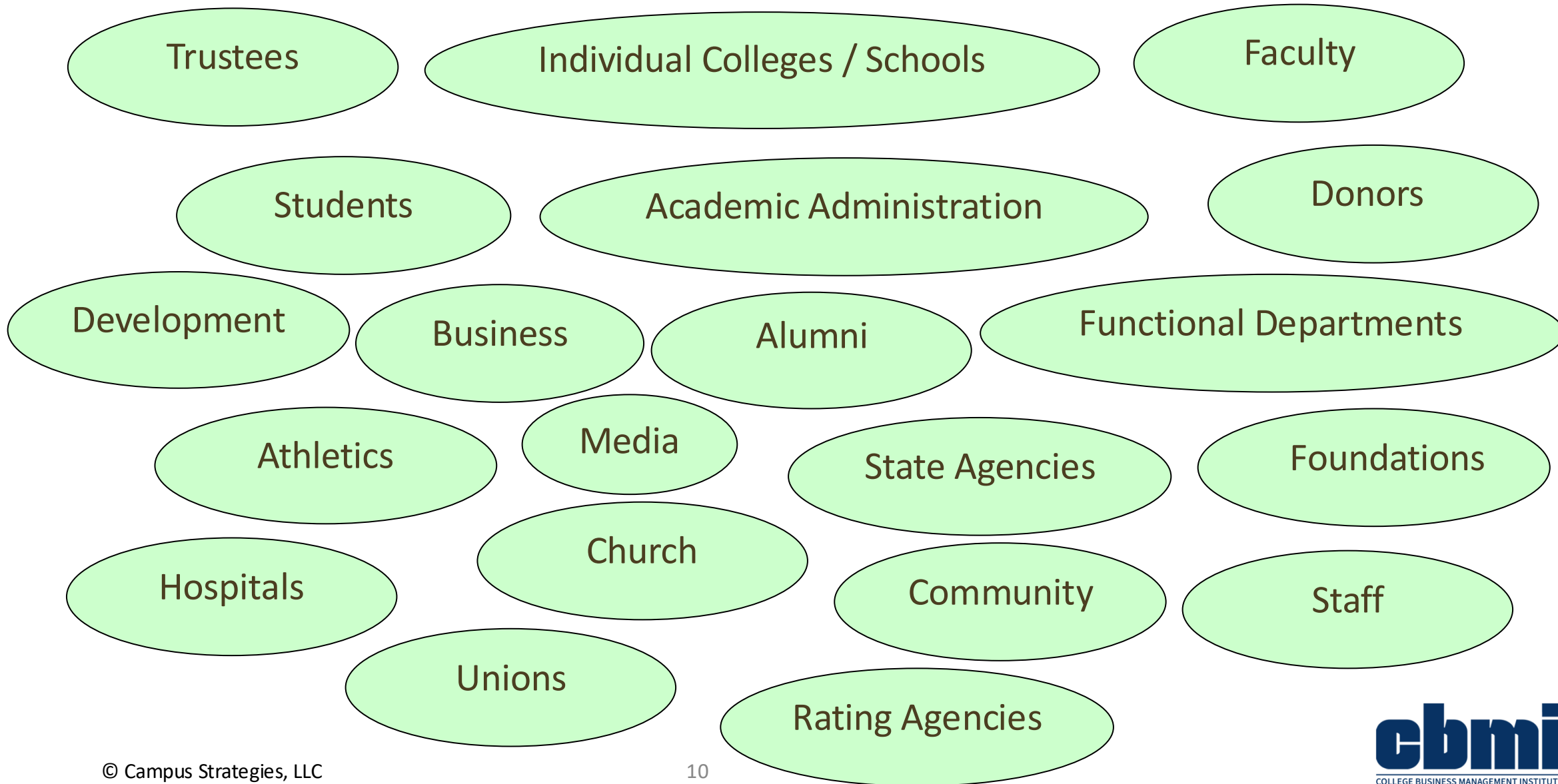
Typical Portfolio *(cont'd)*

- Finance
 - Accounting
 - Budget
 - Treasury
- Auxiliary Enterprises (e.g., dining, bookstore, residence halls)
- Facilities
- Human Resources...

Typical Portfolio *(cont'd)*

- Information Technology
- Planning
- Procurement
- Public Safety
- Risk Management

Routine Interactions





Questions?

Quick Survey

1. Have you thought about what you want to do when you're ready to leave your current position?

If no, skip the rest of the survey

2. Do you want a promotion with your current employer?

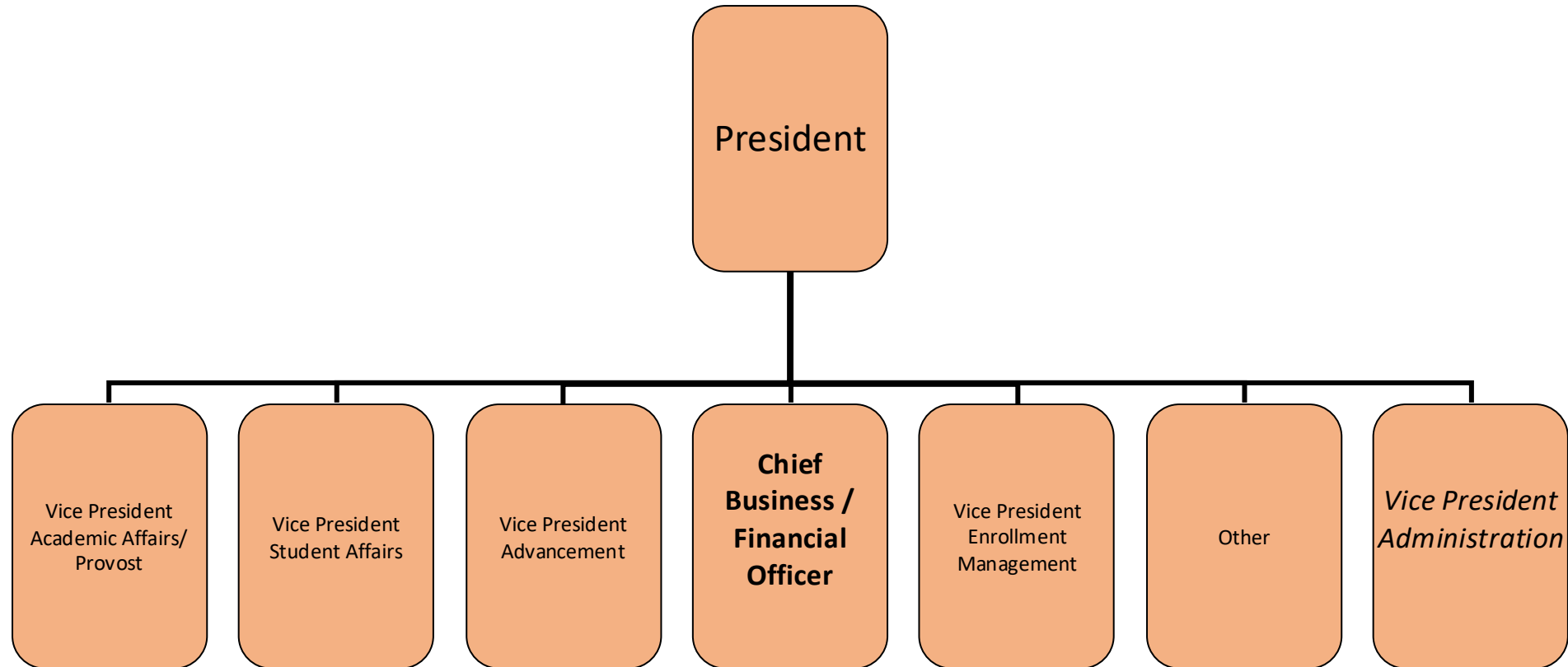
OR

3. Do you expect to leave for a job with a different employer?

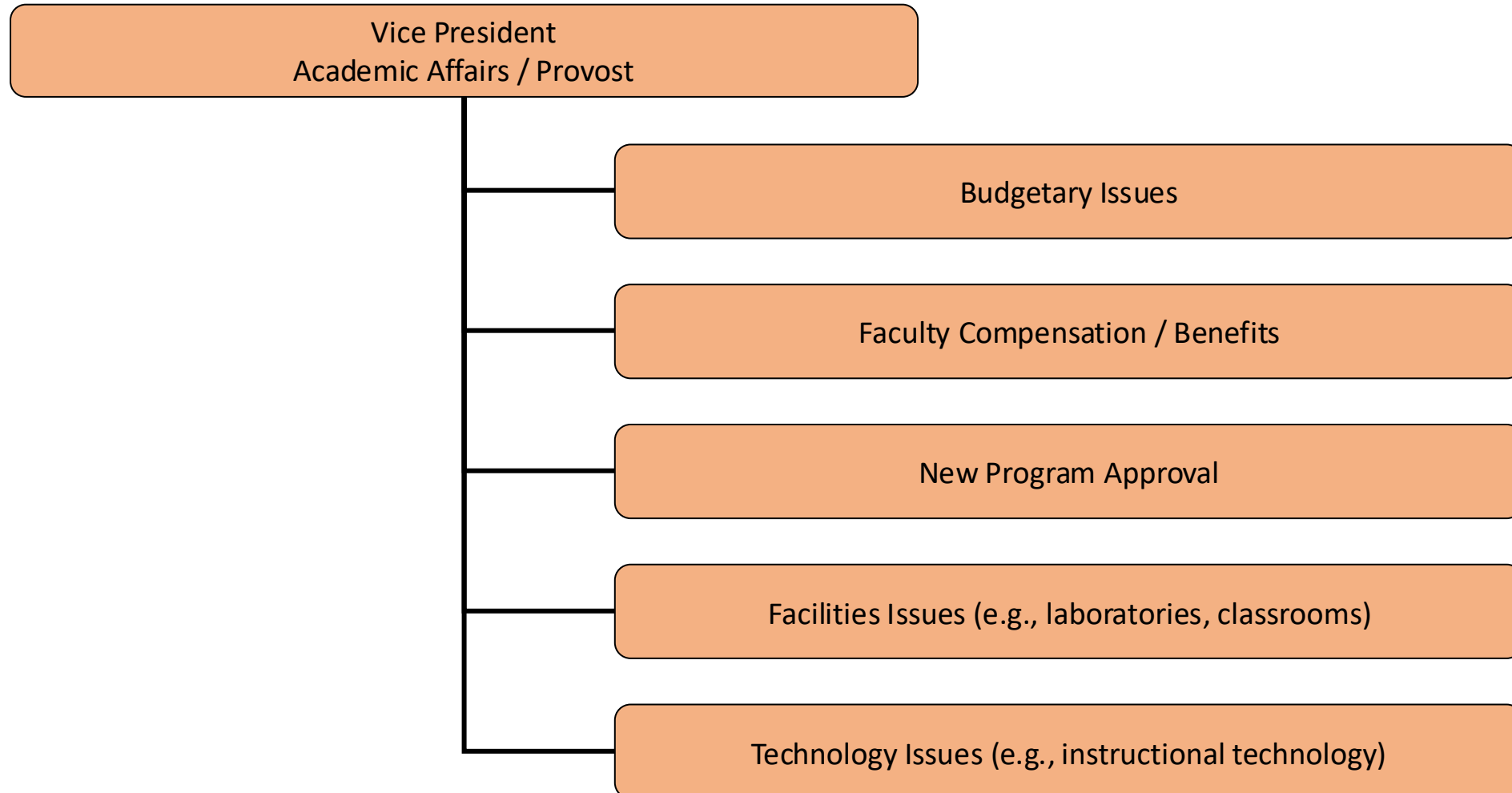
4. Do you aspire to being a CFO in the future?

5. Do you have written goals supporting your plan?

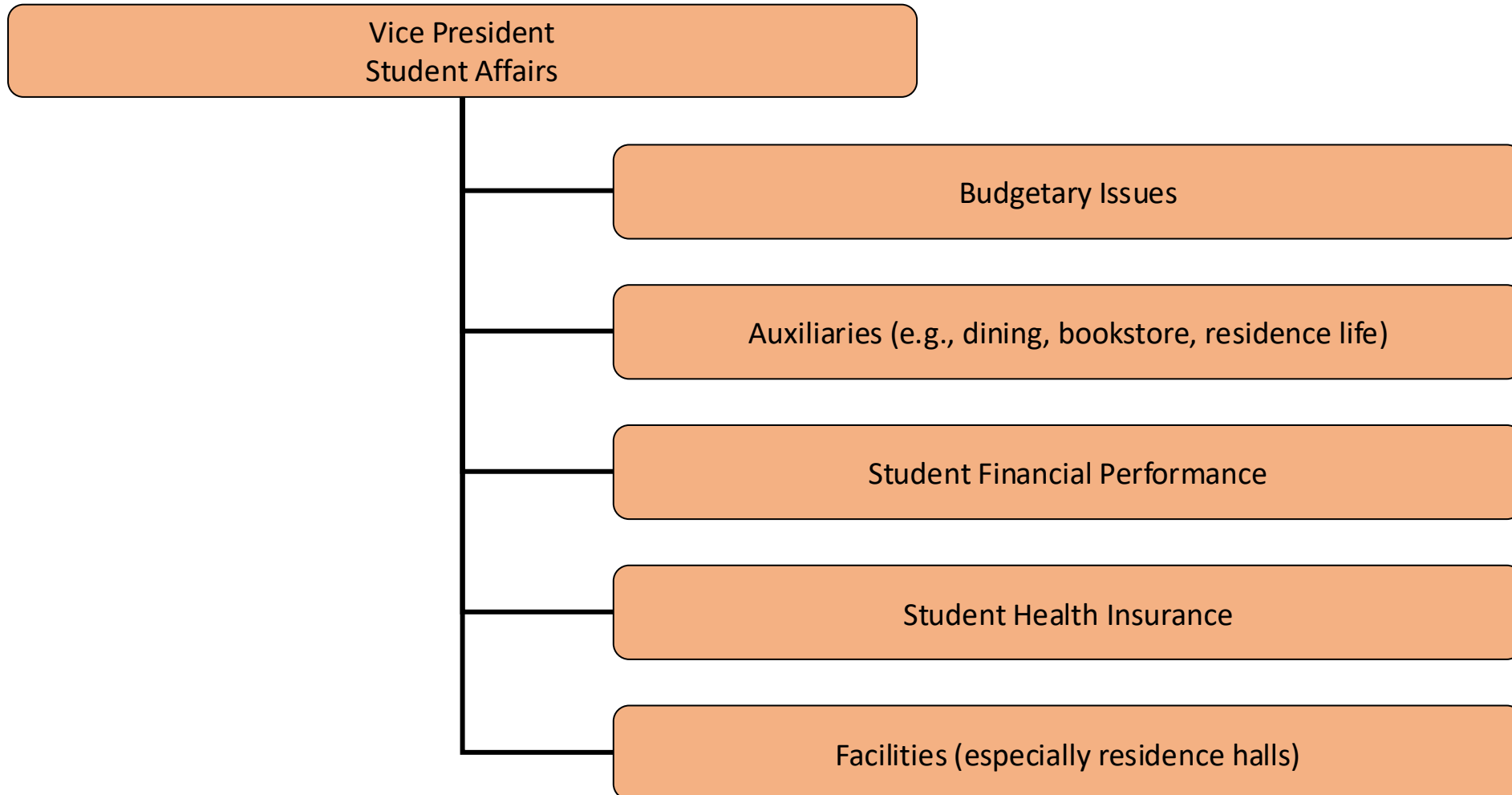
Typical Organization Chart



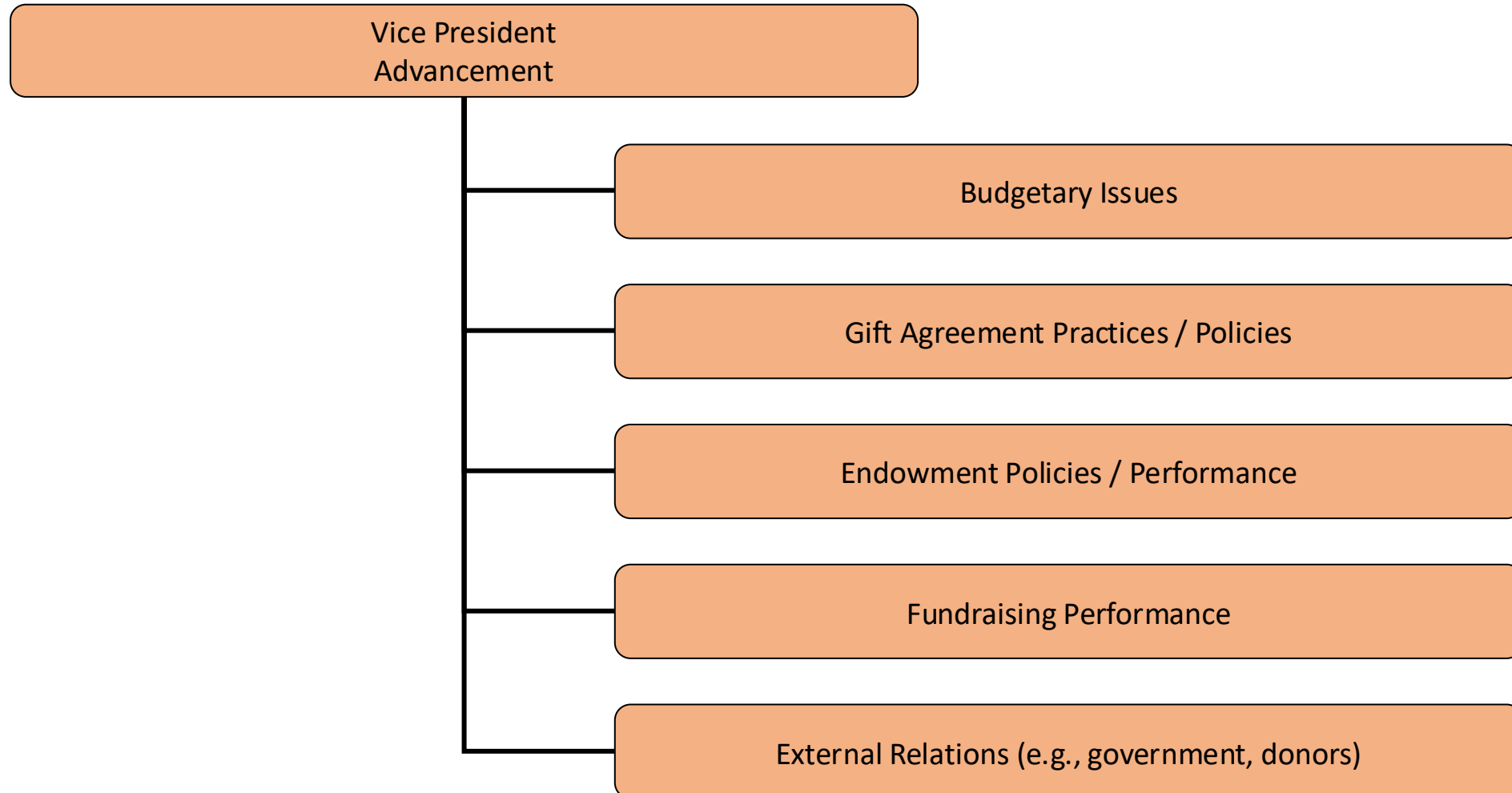
Topics of Interest



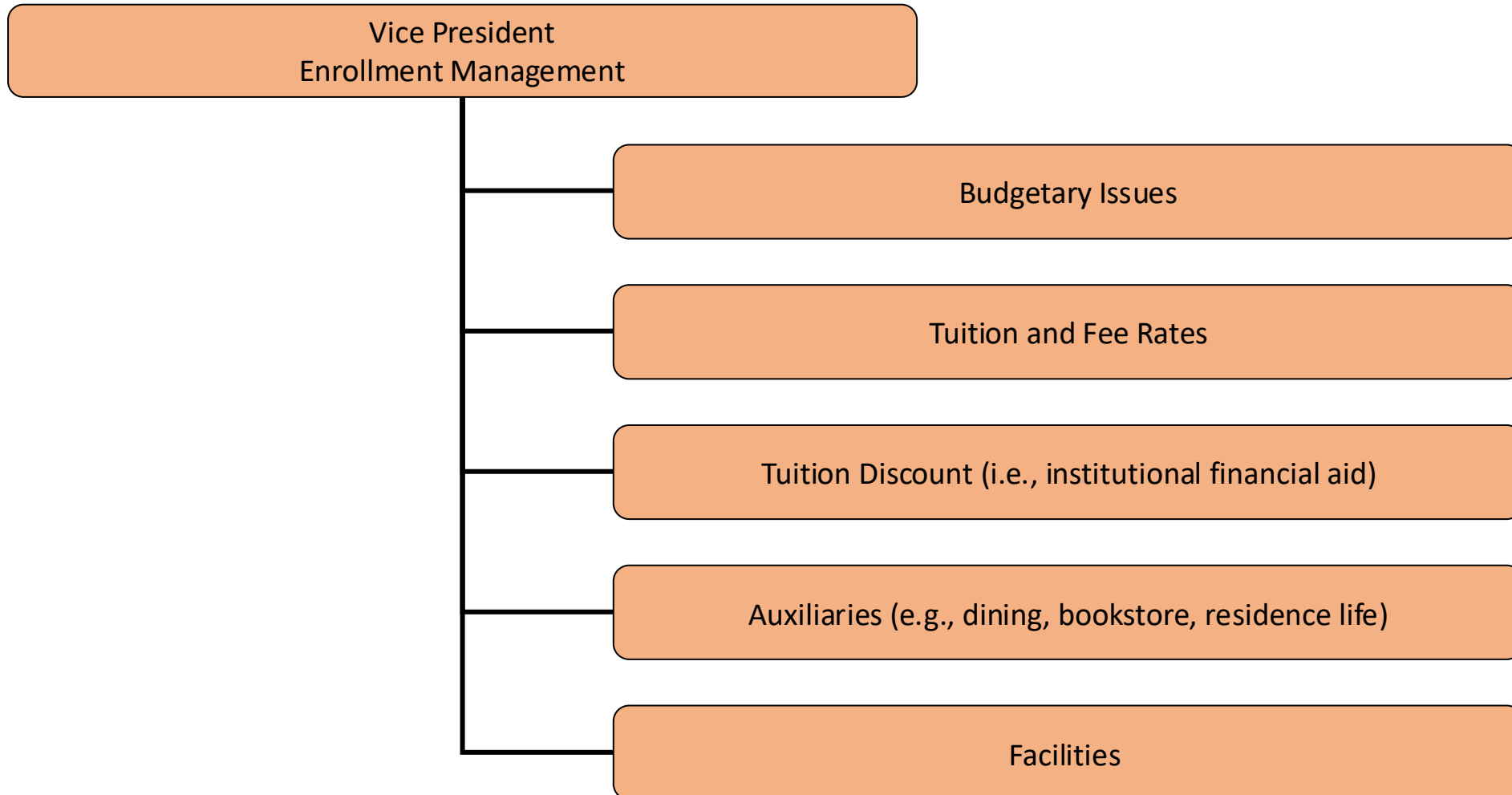
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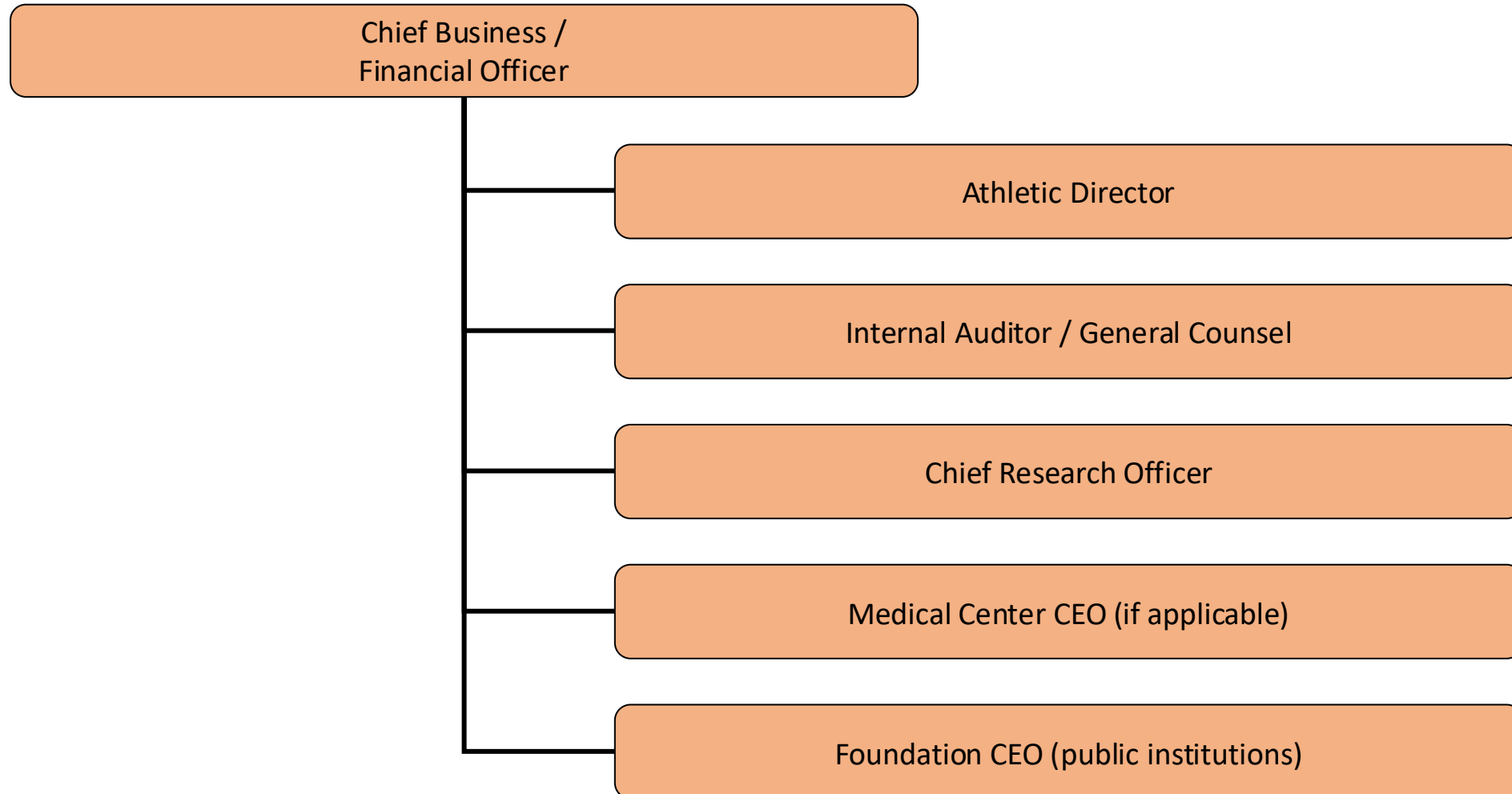
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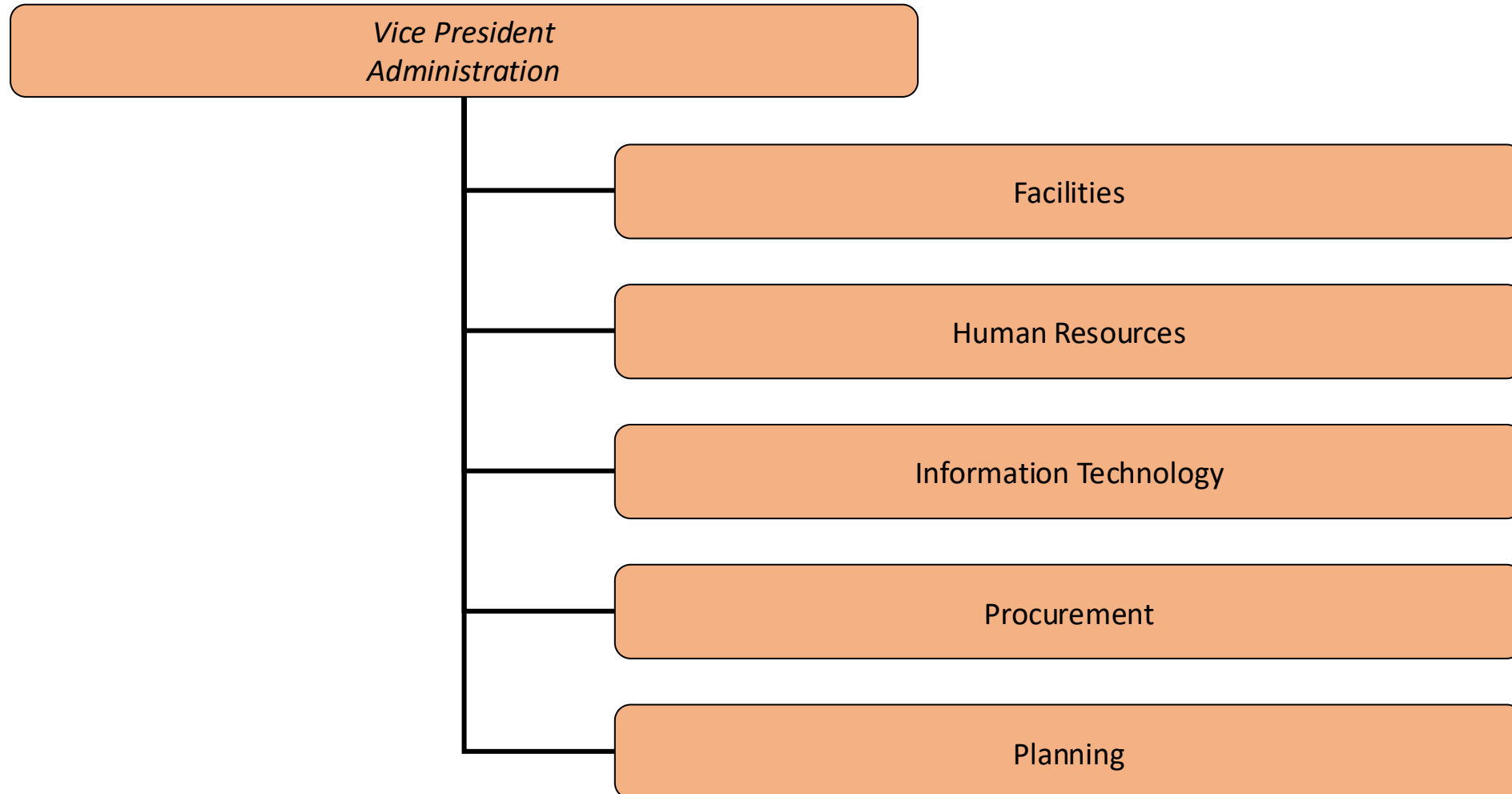
Topics of Interest



Other Relationships



Alternative Structure



Working With the President

- Demonstrate loyalty to the president—but not at the expense of loyalty to institution
- Tell presidents what they need to know, not what they want to hear
- “Only messenger I’ll shoot is one who is late!”
 - Learn how / when it’s best to share bad news

Working With the Board

- Understand what president wants to communicate
- Try to rely on facts / data
- Know when it's okay to give best guess
 - Indicate when you're guessing or sharing your gut instinct
- Manage information sharing—make sure it's worth what it will cost
- Use “I don't know” but always follow up

External Influencers

- Affiliation (e.g., church, state, municipal)
- Donors
- Politicians—local and state
- Vendor community
- Unions
- Bond rating agencies
- Accreditors
 - Regional
 - Program / discipline

The Do's

- Take a stranger to lunch
- Practice self awareness
- Think and communicate at all levels (to to bottom)—
stay connected
- Follow up and follow through
- Listen, seek confirmation, listen some more
- Celebrate and acknowledge
- Absorb blame / share or deflect credit



The Do-Not's

Don't go underground!



Questions?



Part B—Career Mapping

What is a Career Map?

- A bulleted list describing one's professional journey on the way to the current position
- It should include the significant events and milestones during the journey
- Examples include
 - Education
 - Positions held
 - Promotions
 - Transfers
 - Rejections

Larry Goldstein Career Map

- High school bookkeeping class

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- Public accounting

Larry Goldstein Career Map

- High school bookkeeping class
- Public accounting
- University of Chicago

Larry Goldstein Career Map

- High school bookkeeping class
- Public accounting
- University of Chicago
- The School of the Art Institute of Chicago

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- High school bookkeeping class
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- The School of the Art Institute of Chicago
- University of Virginia

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- NACUBO
- Campus Strategies
- Pandemic

Create Your Career Map

- Working individually with the handout on the CBMI mobile app
- Document your career map
 - Stop at the end of the career map
 - *Please do not continue to complete the form*
- Note the number of lines—indicates the level of detail
- Be prepared to explain it within 5 minutes
- Any questions?

Share Your Career Map

- Choose a thought partner
- You're going to share your career maps with each other
 - Be succinct, take just a couple of minutes each
- I'll call time and, if you have not switched already, you'll move to the other person's career map

Complete the Rest of the Form

- Working individually, respond to the following questions
 1. Where do you want to go?
 2. What do you need to do to get there?
 3. What / who can help you along the way?
 4. Identify specific steps you can take with a timeline for beginning them
- Be prepared to explain your answers within 5 minutes
- Any questions?

Share Your Answers

- Work with the same thought partner
- You're going to share your responses to the questions with each other
 - Be succinct, take just a couple of minutes each
- I'll call time and, if you have not switched already, you'll move to the other person's answers

Final Element

- *At your option,*
 - Establish self-accountability by committing to reconnect with your thought partner within one month
 - Schedule a phone call, virtual meeting, or other commitment to help hold yourself accountable

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Questions, Comments, and Reactions



CPE Code:
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