Academic Excellence

KALAMAZOO COLLEGE

Vice President for Business and Finance
Welcome

Kalamazoo College (K) invites nominations and applications for the position of vice president for business and finance. The next vice president will serve as the chief financial officer of the College and will work to create a culture of responsible stewardship of institutional resources as the College moves forward with implementation of its strategic plan. The next vice president will succeed James Prince, who will be leaving Kalamazoo College after a decade of service to become the vice president for finance and business at The College of Wooster.
Overview

Founded in 1833 as The Michigan and Huron Institute, Kalamazoo College today is a premier liberal arts institution and one of the nation’s 100 oldest colleges and universities.

The College’s mission is to prepare its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world.

Kalamazoo College stands for the liberal arts and sciences and for life-changing experiential education, believing that a liberal arts undergraduate learning experience is the best preparation for a life of service and fulfillment—a life with the highest possible standard of being. Excellence in the liberal arts requires innovation and the courage to change. The K curriculum combines rigorous academics with study abroad, career preparation opportunities, civic engagement, social justice leadership and a capstone research or creative project in the senior year. These integrated elements foster incredible gains in the ability to think critically, reason analytically, write well, and solve problems, and K has the data (the Collegiate Learning Assessment) to prove it. K does more in four years, so students can do more in a lifetime.
KALAMAZOO COLLEGE
FOUNDED 1833
Kalamazoo College is a selective, nationally renowned and internationally oriented four-year college of arts and sciences best known for the **K-Plan**, the curriculum it created and introduced in the 1960s.

**K-Plan Highlights:**

- **71%** of students participate in Center for Career and Professional Development programs and services.
- Approximately **70%** of students participate in a meaningful, immersive international and intercultural study abroad experience through **56** programs in **28** countries. Some students participate in domestic study away programs that include an urban internship experience at the Philadelphia Center, the Washington Center, the New York Arts program, and the Border Studies program.
- **67%** of K students participate in course-based or co-curricular service-learning projects through Kalamazoo College’s nationally renowned centers, the Arcus Center for Social Justice Leadership and the Mary Jane Underwood Stryker Center for Civic Engagement (CCE).
- **100%** of students engage in a Senior Individualized Project, an in-depth research or creative project done in the senior year.
Curriculum
Kalamazoo College offers 30 majors, 22 minors, five special programs and 13 concentrations. Every K student will complete a major, demonstrate proficiency in a foreign language, take three Shared Passages Seminar courses, complete a Senior Individualized Project, and fulfill a health and wellness unit. Outside these few requirements, students design their own elective coursework with support from their academic advisor to take full advantage of the liberal arts and sciences curriculum.

Faculty
The College’s faculty of nationally and internationally respected scholars is dedicated to developing the strengths of every student, preparing them for lifelong learning, career readiness, intercultural understanding, social responsibility and leadership.

K has 100 full-time faculty members with 96 percent holding a Ph.D. or its equivalent, and of that number, 79 percent are tenured or tenure-track. The ratio of students to faculty is 13:1, and the average class size is 18 students. Faculty are highly engaged with students, working together on research projects, College committees and community projects.

Students
The College enrolls 1,467 students from 39 states and 28 countries. Thirty-three percent of students identify themselves as domestic students of color; about eight percent are international students;
18 percent are the first in their families to attend college; and one in four comes from a family of modest income. The College continues the work to make the K-Plan equitable and accessible to the increasingly diverse group of students choosing K for their undergraduate education.

**Accolades**

Kalamazoo College is consistently ranked as one of the top 100 liberal arts colleges in the nation, and it was named one of *40 Colleges That Change Lives* by Loren Pope, higher education expert and former *New York Times* education editor, describing a group of dynamic colleges that excel at developing potential, values and initiative, providing the foundation for success beyond college. Kalamazoo College ranks in the top two percent among all U.S. colleges and universities surveyed for students ultimately earning a doctorate, according to the National Science Foundation.

**Accreditation**

Kalamazoo College is fully accredited by the Higher Learning Commission. In April of 2013, the College received formal notification from the Higher Learning Commission that its accreditation had been continued. The reaccreditation came with no conditions or follow-up on the Commission’s part. The next reaffirmation of accreditation will occur in the academic year 2022-2023.

K is an institutional member of the American Council on Education, the Great Lakes Colleges Association, the National Association of Independent Colleges and Universities, and the Association of American Colleges and Universities.
Campus and Facilities

*Travel + Leisure* Magazine named Kalamazoo College the most beautiful campus among colleges and universities in Michigan, and it’s easy to see why, with its rolling hills and stately brick buildings.

Academic and administrative buildings range from the charmingly historic (Olds-Upton, built in 1928) to contemporary (Arcus Center for Social Justice Leadership). Many buildings have had extensions and renovations over the years, including the Upjohn Library Commons, which had a complete renovation in 2006, and Stetson Chapel, a focal point on the quad, with its impressive bell tower and eight English tower bells. The Arcus Center for Social Justice Leadership was completed in 2014 and was the first in the world dedicated solely to social justice leadership; it’s received international acclaim for its distinctive design.

Sixty percent of Kalamazoo College students live on campus. These students live in one of the six residence halls or one of the Living Learning Housing Units. Three of the residence halls were built between 1925 and 1947, and three were built in the 1960s; developing a plan to modernize these facilities is a goal of the College’s strategic plan. The president’s house is also part of campus, and is known as Hodge House.
The “heart and hearth” of the campus is the Weimer K. Hicks Center, which holds the counseling center, the health center, Student Development, the bookstore, a full-service mail center, Campus Security, a quick-serve café, and many areas for student organizations and recreation. Welles Hall, connected to Hicks, serves as K’s sole formal dining hall.

K’s athletic facilities include Anderson Athletic Center, which was built in 1980 and renovated in 2004, and the Athletic Field Complex, which was rebuilt in 2012 and is home to the field house and varsity/intermural athletic fields. K’s impressive tennis facilities include The Thomas S. Markin Racquet Center, which has four indoor tennis courts, and Stowe Stadium, which includes 11 outdoor tennis courts and stands for spectators. In addition to being the home to Kalamazoo College tennis teams, Stowe Stadium hosts the United States Tennis Association Boys’ 18s and 16s National Championships every summer.

The Fitness and Wellness center was opened in 2016. The center is a two-level, 30,000-square-foot building including a dance studio and a very open and state-of-the-art cardio and fitness area. This building was designed and built considering the sustainability criteria that informs LEED certification (Leadership in Energy and Environmental Design). The Hicks and Arcus Centers were also built with LEED certification in mind, earning a silver certification.

Finally, in addition to its many on-campus features, the College owns the 135-acre Lillian Anderson Arboretum, which includes forest, meadows and wetland located about seven miles west of campus.
Kalamazoo Community

Kalamazoo is a diverse and progressive city, with a metropolitan population of more than 325,000 in scenic southwest Michigan. K’s picturesque campus sits on a hilltop overlooking the downtown area.

The city’s downtown district is within easy walking distance from the campus, and other shopping malls, movie theaters and restaurants are a short bike or bus ride away. Western Michigan University is only a few blocks from the campus. Kalamazoo is just 35 miles from Lake Michigan and approximately 140 miles from both Detroit and Chicago on Interstate 94. Kalamazoo/Battle Creek International Airport is served by several major airlines and Amtrak service is available several times a day.

The College maintains close and active involvement with the Kalamazoo community, which supports, among other cultural activities, a symphony, a chamber music society, an art institute, professional baseball and hockey teams, a nature center and several
theatres. Year-round festivals, a monthly gallery-to-gallery “Art Hop,” and a wide variety of restaurants bring additional diversity to the city. The *New Yorker* magazine has dubbed Kalamazoo “a little Athens” because of the variety and vitality of cultural activities found in the city. For outdoor lovers, the Kalamazoo River Valley Trail offers 22 miles of non-motorized paved-asphalt trail for walkers, runners and bikers. It connects to the 33-mile Kal-Haven trail, which traverses through small towns and scenic countryside from Kalamazoo to the lakeshore town of South Haven. The cultural offerings of the College, the city and other colleges in the area, together with the natural beauty of southwest Michigan’s lakes and rolling hills, give Kalamazoo residents an enviable quality of life.
Jorge G. Gonzalez joined the K community as President in July 2016.

Previously, he served as Occidental College’s vice president for academic affairs and dean of the college from 2010 until 2016 and, prior to that, was a member of the Trinity University faculty for 21 years (1989-2010).

A graduate of the Monterrey Institute of Technology in Monterrey, Mexico, Gonzalez earned his master’s degree and Ph.D. in economics from Michigan State University. He is currently the President of the Board of the F.W. and Elsie L. Heyl Science Scholarship Fund and serves on the boards of the Council of Independent Colleges, Bronson Healthcare Group, Kalamazoo Community Foundation, W.E. Upjohn Institute for Employment Research and Southwest Michigan First.

The Kalamazoo College Board of Trustees is composed of 33 members, including the president. The Board, which represents the major sectors
of society, is national in composition and has strong representation from the Kalamazoo community and from alumni. Additionally, 25 individuals hold the status of Trustee Emerita/us. The President and Vice President of the Alumni Association Engagement Board serve as ex-officio members of the Board.

Financial Snapshot

Enrollment (Fall 2018) **1,467**
Comprehensive Fee (Fall 2019) **$60,546**
Percent of Students Receiving Financial Assistance **98%**
Annual Operating Budget (2019) **$48.4M**
Balanced budgets **At least 15 years**
Endowment (June 30, 2018) **$241M**
Endowment per Student (June 30, 2018) **$167,823**
Endowment Spending Rate **5.4% of 12 quarter average (July 1)**
Endowment Rate of Return (June 30, 2018) **9.5%**
Endowment Advisor **Cambridge Associates**
Moody’s Rating **A1**
Fundraising—Three Year Average **$14.6M**
Debt (June 30, 2019) **$43.5M**
Assets (June 30, 2018) **$320M**
Number of Buildings on Campus **34**
Number of Staff in Business Office, Facilities **4 direct reports, 67 total staff**
About the Vice President for Business and Finance

Reporting directly to the president, the vice president for business and finance serves as the chief financial officer of the College and works to create a culture of responsible stewardship of institutional resources. The vice president must align financial and administrative procedures with the College’s objectives and establish systems to ensure congruence between the College’s expenditures and student needs. The vice president oversees the Business Office, Human Resources, College Bookstore and Facilities Management. S/he is responsible for assets that total $320 million and an annual operating budget of approximately $48 million. With the advice and counsel of Cambridge Associates, LLC, an investment consultant, the vice president supervises the management of an endowment of approximately $241 million as of June 30, 2018.

The vice president for business and finance is also responsible for financial accounting and reporting, control of financial operations, financial long-range planning and budgeting, and management of assets and liabilities within prescribed policies. In addition, the vice president
consults regularly with the Faculty Planning and Budget Committee.

As a key member of the College leadership team, the vice president for business and finance is expected to contribute in shaping the College’s future direction and its policies. S/he works and communicates effectively with all constituencies, including administration, trustees, faculty, staff and students, and plays a critical role in the development and construction of the campus. Traditionally, the vice president for business and finance has served as the assistant treasurer of the Board of Trustees, and staffs the Finance, Audit, Investment, and Buildings and Grounds committees of the Board.

The Vice President’s Duties and Responsibilities
The vice president oversees the Business Office of the College and directly supervises the director of finance. The Business Office is responsible for the day-to-day operations of accounting, general ledger, cash flow management, the employee retirement investment program, student loans, budget management, property management, endowment investments, tax reporting, payroll, the College bookstore and many other similar functions. The vice president and the director of finance coordinate the annual audit of the College’s financial documents and complete all federal, state and local tax forms.

The vice president has the overall responsibility for the Human Resources department and directly supervises the human resources director. Human Resources is responsible for employee relations, recruitment, hiring, compensation and benefits, staff development, worker’s compensation claims, disability tracking, personnel policy, wage and hour compliance, and performance evaluation.
The associate vice president for facilities management also reports directly to the vice president. This department is responsible for all facilities, including their environmental impact, maintenance, and repair, as well as for custodial services, new construction and renovation on campus, and maintenance of the College’s landscaped areas and athletic fields.

The vice president is responsible for oversight and management of the College’s endowment and works closely with the College’s investment consultant, Cambridge Associates. In addition, s/he has oversight of the College Bookstore and the Mail and Copy Center, and has co-oversight (along with the vice president for student development) for College Dining Services.

**Opportunities for the Next Vice President for Business and Finance:**

The best candidates for this position will bring a collegial, problem-solving approach to the challenges and opportunities described here and will use a collaborative management style that emphasizes creativity and innovation, clear and transparent communication, and a commitment to private, residential, liberal arts education. Primary opportunities for the next vice president include:

Sustaining Kalamazoo College’s long-term financial health while maintaining key priorities. K has become a national leader in providing an outstanding residential, liberal arts education to students from Michigan, across the country and throughout the world. As costs in higher education continue to rise rapidly, the next vice president will be responsible for establishing a strategy to manage costs while maintaining K’s commitment to fostering a diverse, inclusive, accessible community. S/he will work closely with other members of the senior leadership team and the Board
of Trustees to develop plans for successfully connecting strategic priorities with the financial resources required to move them forward in sustainable ways.

**Identifying new opportunities to build resources in support of academic excellence.** The vice president will provide strategic leadership guided by K’s commitment to creating the best possible learning experience for its students. In addition to working with the enrollment management team to ensure continued focus on net tuition revenue growth, s/he will initiate conversations about new potential revenue streams, drawing upon the College’s current assets. The vice president will work closely with academic and other community leaders to understand their needs and develop strategies to match resources with initiatives in support of advancing the academic mission of the College.

**Overseeing future renewals to the campus infrastructure.** The vice president for business and finance will be a key player in updating the master plan for the campus and ensuring that projects are well planned and efficiently executed with minimal disruption to the day-to-day operations of the College. As infrastructure maintenance needs arise, the vice president will oversee the planning, financing and execution of capital improvement projects. S/he will be a strategic leader on the financial and operational dimensions of the final capital project of the current strategic plan, the construction of a new $18 million natatorium scheduled for completion in October of 2020, as well as any future capital projects that arise. The vice president will understand and be able to report clearly to College constituents on the plans, progress and funding for all infrastructure projects.
Management in a transparent environment. The vice president for business and finance must be an excellent communicator who can articulate complex financial information in ways that make it digestible for a wide range of audiences. Working with the senior leadership team, s/he will be instrumental in helping the College make informed and thoughtful financial decisions and will educate community members on the thought process behind these decisions. In addition to traditional responsibilities, the vice president will be expected to sustain the high degree of trust and transparency the community has come to expect through open, respectful dialogue with faculty, administrators, the Board of Trustees, students, staff, alumni, donors and members of the local community.

Contribute to the building of a diverse and inclusive community of shared responsibility and respect. The vice president for business and finance will establish annual goals to promote diversity and inclusion in recruitment, hiring, employee retention, college policy and programs that fall under her/his purview. The vice president will promote consultation with faculty, students, staff and other constituencies in decision-making.

Qualification and Characteristics
Kalamazoo College seeks a vice president for business and finance with a track record of successful and progressively responsible senior leadership in business and finance. The ideal candidate will have outstanding financial, human resources and administrative management skills; experience in real estate development and financing; experience in endowment management; a record of building and leading diverse teams; and a demonstrated commitment to the advancement of an
innovative and increasingly global institution devoted to the liberal arts. The successful candidate will be an effective, balanced and highly collaborative strategic leader who deeply values education and thrives in an entrepreneurial environment. S/he will combine a capacity for strategic vision with technical expertise in financial management. S/he will blend the ability to meet the short-term needs of the College with a solid understanding of long-range strategic budgeting and facilities planning.

Candidates must demonstrate a successful track record of communicating effectively with a range of internal and external constituencies, and a clear enthusiasm to be an active participant in a thriving academic community.

The vice president for business and finance will possess many of the following experiences, capabilities and personal attributes:

• A record of stellar strategic leadership in financial and business management;
• Exceptional oral and written communication skills;
• Outstanding listening skills;
• A strong, experienced and sophisticated manager who can motivate and create and enforce clear management systems, guidelines and policies;
• An ability to provide leadership for capital project budget development and to manage projects successfully within time and resource constraints;
• Superior understanding of financial and administrative operations in institutions of higher education or other organizations of similar size and complexity;
• Proven ability to oversee the preparation and monitoring of budgets and financial projections, both short- and long-term;
• Proven planning skills with a vision toward long-term sustainability;
• A team player with experience building and leading strong organizations;
• A clear commitment to fostering a diverse and inclusive community;
• The ability to work successfully in a highly collaborative organization;
• A track record of successfully developing, managing and mentoring staff, and proven skills in building relationships with faculty, staff, Board members and members of the local community;
• A deep appreciation of and respect for academic values and culture and an understanding of the critical role undergraduate research and scholarship play in the life of the College;
• A thorough commitment to student well-being;
• The political skill to strengthen relationships with community stakeholders in ways that build trust and promote mutual benefit;
• An ability to be strategic, cool-headed and pragmatic;
• Strong analytical and problem-solving skills, an entrepreneurial spirit and a propensity for finding creative solutions to complex challenges;
• A high level of integrity and discretion;
• A strong work ethic, high energy and action orientation; and,
• A commitment to the mission and expectations of a small, highly selective residential, liberal arts college.
A baccalaureate degree is required and an advanced degree and/or comparable years of relevant experience in the field and at an institution of a similar size and mission, are preferred. Experience from other sectors, in addition to higher education, is welcomed.

For best consideration, please send all nominations and applications to:

Shelly Weiss Storbeck, Managing Partner
Ethan Dubow, Principal
Mark Halligan, Associate
Storbeck/Pimentel & Associates, LP

KalamazooVPBF@storbecksearch.com

For more information, please visit Kalamazoo College's home page.

An equal opportunity employer, Kalamazoo College is committed to equal rights, equal opportunities and equal protection under the law. The College administers its programs without regard to race, creed, religion, age, sex, national origin, height, weight, marital status, disability as protected by law, sexual orientation, or gender identity, actual or presumed.