

# SEARCH PROFILE:

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION



COE COLLEGE®

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## ABOUT COE COLLEGE

Coe College is a national, residential liberal arts college offering a broad array of programs in the arts, sciences and professions. The campus encompasses nearly 70 acres in the heart of Iowa's second largest city, Cedar Rapids, and is adjacent to the MedQuarter Regional Medical District. A member of the Associated Colleges of the Midwest (ACM), Coe enrolls 1,200 students and has approximately 421 full- and part-time employees. This includes 126 full-time faculty members and 194 full-time staff members. The college offers over 60 areas of study with a 4-4-1 academic calendar with an optional May Term, and

new online summer term. Nearly all students live on campus all four years and 90 percent of students are involved in one or more co-curricular activities. Producing 32 scholars in the last ten years, Coe has been named a top producer of U.S. Fulbright students, and Coe students have also earned Truman, Goldwater, Gilman and National Science Foundation postgraduate scholarships in recent years. The college provides a highly personalized educational approach with an average class size of 16 students and a student-faculty ratio of 11:1. Coe is ranked among the top 20 percent of all colleges and universities.

## HISTORY

Coe was founded in 1851 by Rev. Williston Jones. As an early display of its commitment to equity, the college has been a co-educational institution since 1853. In 1907 Coe earned accreditation from the North Central Association of Colleges and Universities. As the college's reputation grew, Coe was granted a Phi Beta Kappa chapter, a distinction reserved for fewer than 10 percent of all American colleges and universities.

Over the past 30 years Coe has nearly doubled in size with the addition of the east campus which includes Clark Racquet Center and athletic fields, Clark Alumni House, Nassif Admission House, McCabe Hall and four student apartment buildings. The completion of the Athletic & Recreation Complex created a comprehensive 200,000 square foot facility for intercollegiate, intramural and recreational activities and in 2022, Coe opened its most recent addition, the \$2.6 million Center for Health & Society.



## MISSION STATEMENT

“Our mission is to prepare students for meaningful lives and fulfilling careers in a diverse, interconnected world. Coe’s success will be judged by the success of our graduates.”

Coe College admits students without regard to sex, race, creed, color, handicap, sexual orientation, national or ethnic origin. All students have equal access to the facilities, financial aid and programs of the College.

## DIVERSITY & INCLUSION

Coe commits to creating meaningful opportunities to learn, providing welcoming spaces to live and socialize, and offering thoughtful and informed support and guidance when needed. Specific areas of focus include racial/ethnic diversity, religious and spiritual life, LGBTQIA+ inclusion and internationalism. The institution also has implemented hiring practices aimed at increasing diversity on campus. The active Committee on Diversity works on these diversity related initiatives and informs campus practices. Recently, Diverse Issues in Higher Education recognized Coe as the only college to receive a “B” or above in its four diversity pillars. In addition, in 2023 Coe was named one of only three higher education institutions to receive the inaugural Diverse Organizational Impact and Transformation (DOIT) certification.

Fall 2022’s entering class represented one of the most diverse classes in the college’s history. Students arrived to Coe from 26 different states and 35 percent of the class came from underrepresented backgrounds. Coe continues to expand its diversity initiatives through admission efforts and scholarships, with special attention to increasing international student diversity. The most recent class brought the second-largest group of international students in the past 15 years.

Nearly 30 percent of all Coe students consider themselves to be racially or ethnically diverse.





## ACADEMICS

Coe College awards Bachelor of Arts (B.A.), Bachelor of Music (B.M.) and Bachelor of Science in Nursing (B.S.N.) degrees. The college offers more than 60 areas of study and provides the option for students to create their own major under the guidance of faculty members. More than 40 percent of Coe students double major. The liberal arts education provided at Coe allows students to discover what their real talents and interests are, and develops in them the skills, abilities and habits of mind that will make possible a successful career in any field of endeavor, including ones that do not yet exist.

The most popular majors at Coe include the sciences (biology, chemistry, physics and pre-health areas) and nursing, business, psychology and education. Our new social and criminal justice program is one of

the fastest growing on campus. Coe is one of only a few small schools to serve as a host institution for the National Science Foundation Research Experiences for Undergraduates program.

Coe is accredited by the [Higher Learning Commission](#), the [American Chemical Society](#), the [National Association of Schools of Music](#) and the [Iowa Department of Education](#). The bachelor's degree in nursing at Coe College is accredited by the [Commission on Collegiate Nursing Education](#). Coe has 126 full-time faculty members with 95 percent holding a terminal degree. Coe's faculty are dedicated to teaching, mentoring and working with students in the liberal arts tradition, giving students solid preparation for professional opportunities and top-rated graduate programs.

## INTERNSHIPS

For the fifth consecutive year, Coe College is included in The Princeton Review's Top 25 Best Schools for Internships. Coe has held the No. 10 ranking the past two years. This ranking puts Coe College in the top four percent of all postsecondary schools in the nation for internships. Coe's C3: Creativity, Career, Community center (C3) serves

as a catalyst for this prestigious ranking. C3 connects Kohawks with Coe's business partners and successful alumni located throughout the Cedar Rapids corridor and beyond. Google, NASA, Corning Incorporated, Mayo Clinic, FOX Sports and the Chicago Board of Trade are just a few of the businesses reserving internships for Kohawks.



## COE STUDENTS AND STUDENT LIFE

At Coe, the student experience is vital to academic and social success. Ninety percent of students participate in extracurricular activities and 35 percent of students compete in a varsity sport. The college has over 100 student organizations, clubs and athletic teams and nearly 100 percent of the student body is involved in at least one or more clubs or organizations. Coe hosts an active, nationally recognized Greek system with nine sororities and fraternities providing student

leadership opportunities. More than 50 percent of Coe students come from out of state, with many hailing from Illinois, Colorado, Arizona, Minnesota, Texas and Wisconsin.

For more than a decade nearly 100 percent of reporting graduates have been employed or in graduate school within nine months of graduation. The college's four-year graduation rate is 59% with a first to second year retention rate of 70% (most recent year).

## ATHLETICS AND RECREATION

Coe is a member of the American Rivers Conference, one of the most competitive NCAA Division III conferences in the country. The school offers the following varsity women's sports: basketball, bowling, cross country, golf, soccer, softball, swimming & diving, tennis, track & field, triathlon and volleyball. Men's varsity sports include baseball, basketball, bowling, cross country, football, golf, soccer, swimming and diving, tennis, track & field and wrestling. In addition, the school offers the following coed varsity sports: archery, cheer,

dance, clay target and esports. Current sports clubs at the college include boxing, dance, rock climbing, esports, lacrosse and ultimate frisbee. The athletic and recreation department, additionally, offers a variety of intramural sports and recreational activities throughout the school year.

Over the past decade Kohawk athletics generated 65+ All-Americans, 17 Academic All-Americans, 35+ team qualifiers for the NCAA tournament, one team national championship and four individual national champions.



## STRATEGIC PLANNING

In the fall of 2022, Coe began a strategic planning process which calls us to define together what a sustainable future looks like for Coe and develop initiatives that seize and create opportunities for success. This collaboration incorporates a wide range of perspectives and voices from Board members, faculty, staff and students. The importance of this visioning process is impressed upon all those involved as we recall how powerful ideas became tangible and transformative aspects of Coe College during our most recent strategic planning process, A Bolder Coe. From that, innovative initiatives originated such as the David and Janice McNally Center for Health & Society (CHS) and our nationally ranked C3: Creativity, Careers, Community.

As we outline Coe's next chapter, we will build upon the foundation and spirit of the college while envisioning its bright, accomplished and



reimagined future. Formal strategic planning meetings commenced in December and concluded in February. Our conversations center on how to strategically position our institution while addressing the current disruption within higher education. A key focus on financial health, student experience and academic programming remain at the heart of our planning process. The plan will also strengthen the existing connections between Coe and Cedar Rapids as we look to be a pillar and an influential resource within our community.

The strategic planning process will conclude in the summer of 2023 and will lead to the successful implementation of innovative initiatives that will propel Coe forward in the higher education landscape.

## GOVERNANCE & LEADERSHIP

### BOARD OF TRUSTEES

Coe is fortunate to have diverse professional talent represented among the 30+ members serving on its Board of Trustees. From successful attorneys and physicians to business executives and educators, a wide variety of expertise is possessed by board members and readily shared for the benefit of all. The Board meets a minimum of three times each year. A number of standing committees regularly review different aspects of the college, with a focus on future opportunities for success including the comprehensive management of the college's endowment. While supporting every aspect of college success, the Trustees are most interested in maintaining a high-quality liberal arts educational environment for Coe students to fulfill the mission of the college.

### EXECUTIVE COMMITTEE OF THE FACULTY

The Executive Committee of the Faculty consists of five faculty members and one student. The purpose of the committee is to assist the president on high level issues affecting the educational program of the college and to advise the president in appointing members of other faculty committees.

### LEADERSHIP COUNCIL

Coe is always looking for opportunities to provide professional development and leadership opportunities for staff. Once a month, a group of future campus leaders meet to learn more about the college and collaborate on ways to improve the campus and student experience.

### EMERGING LEADERS

New staff are invited to take part in a year-long series of workshops. Designed to build pride in the Coe culture and also establish a breadth of college knowledge, the new leaders come from departments across campus to learn, grow and establish relationships that might not otherwise quickly develop. This employee resource group is in its first year of existence.

### STUDENT SENATE

Coe's Student Senate consists of 30 students from across campus to help bridge the gap between faculty, staff and students. They allocate student fees funding, upwards of \$300,000 annually, to more than 75 clubs and organizations, address living environment concerns, and overall, work to mold aspects of the student experience.





## FINANCIALS AND PHILANTHROPY

As of the most recent audit, Coe College's endowment was \$86.9 million. The college's yearly operating budget is \$38.6 million. Coe has successfully completed capital project campaigns related to the establishment of the Learning Commons and campus beautification. In addition, Coe's Make Your Move Campaign secured nearly \$15 million of external support enabling a renovation and expansion of the college's athletic facilities and humanities building.

Fundraising for the Center for Health & Society (CHS), a cornerstone initiative of the A Bolder Coe strategic plan, raised approximately \$2.0 million of a \$2.1 million goal. The CHS held its first classes in the spring of 2023. Currently private donations are being sought to update and renovate Sinclair Auditorium and Dows Fine Arts Center, another component of the A Bolder Coe strategic plan. Planning is well underway for Coe's next fundraising campaign which is projected to commence in 2023.

## RANKINGS

- The Princeton Review Best Colleges for nearly 20 years
- The Princeton Review Top 20 for Internships, Most Accessible Professors, Career Services and Alumni Network
- *Wall Street Journal/The Times* Higher Education Top U.S. College
- *U.S. News & World Report* National Liberal Arts College and Top Performer on Social Mobility
- *Washington Monthly* Top College based on contributions to the public good
- *Money* Best Colleges for Your Money





## THE CAMPUS

Coe's nearly 70-acre campus hosts 40 buildings and serves as an Urban Field Station offering students and faculty opportunities to research and study interaction of the city with the environment. An extension of the campus includes 120 acres of land in the Boundary Waters of Minnesota, Coe's Wilderness Field Station.

Coe has invested more than \$40 million in capital improvement projects in recent years.

Improvements include the renovation and expansion of Coe's athletic facilities, renovation of Hickok Hall, the Center for Health & Society addition to Peterson Hall of Science and renovation of Stewart Memorial Library to create the Learning Commons. In the spring of 2023 Coe will begin a \$4.1M renovation to two of its residence halls. Murray Hall will be complete by fall of 2023 and Greene Hall will be complete by fall of 2024. This will greatly improve the living environment on campus.

## LIVING IN CEDAR RAPIDS

As Iowa's second-largest city with a metropolitan population of more than 267,000 residents, [Cedar Rapids](#) consistently ranks as one of the nation's top communities to live, work, play and raise a family. [Recent accolades](#) earned by Cedar Rapids and the surrounding communities include being among the best places in America to live, educate children, do business, commute and volunteer. In addition, the Human Rights Campaign awarded Cedar Rapids a perfect score of 100 in its evaluation of LGBTQ inclusivity in 2022.

Cedar Rapids is only hours from several major metropolitan hubs like Chicago, Minneapolis, Omaha and St. Louis, and campus is a 10-minute drive from the [Eastern Iowa Airport](#). The city and surrounding area offer an abundance of internship opportunities for students, leading to [professional careers](#) with corporate headquarters, nonprofits and more.

[Arts and culture](#) are plentiful in [Cedar Rapids and the ICR Corridor](#). With several local performance theaters, multiple museums and semi-professional sports teams, there is always somewhere to go and something to see. Cedar Rapids is a current culinary hotspot with chefs who have competed on The Food Network and are nominated for a James Beard award.

As the demand for health care education grows, Coe continues to build partnerships through the Center for Health & Society with local businesses including two major hospitals and over 500 health care providers of the [Cedar Rapids MedQuarter Regional Medical District](#).



## THE OPPORTUNITY - VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Vice President for Finance and Administration (VPFA) possesses an intellectual vision, collaborative spirit and overall commitment necessary to be a contributing member of the senior leadership team and works in collaboration with college leadership to provide management of all financial, capital and infrastructure of the College. As a critical member of the senior leadership team, the Vice President reports to the President and directly supervises operations related to finance, business affairs, human resources, internal audit & institutional compliance, campus security and safety, risk management, auxiliary services, campus sustainability, institutional contracts such as dining, and co-chairs the campus Finance & Facilities Committee (FFC). The VPFA also works with the President and other senior leaders on policy, long term planning, and strategic budgeting and excels at building external partnerships, particularly local and regional.

### LEADERSHIP AGENDA

#### Direct Reports

The VPFA oversees the following direct reports:

- Controller & CFO
- Director of Physical Plant
- Director of Safety and Security

**The VPFA will be responsible for the following operational and functional areas:**

#### Financial Leadership

- Provide a sophisticated level of expertise and creative thinking regarding financial models and business practices that assist the college in achieving its mission.
- Develop and maintain an effective financial management and reporting process that accurately accounts for all revenues and expenditures of the College through the appropriate audit and oversight methods, and regularly scheduled meetings with the campus Finance & Facilities Committee and the College's Board of Trustees which includes the Audit & Compliance, Finance & Facilities and Investment committees.
- Work in collaboration with college leadership to provide management of all financial, capital and infrastructure of the college.
- Ability to create consensus between various constituencies.
- Ensure the College remains financially compliant with federal and state laws, College policies and guidelines, including but not limited to generally accepted accounting principles (GAAP).
- Oversee treasury operations which include cash management, accounts payable and disbursements for the College.



## THE OPPORTUNITY - VICE PRESIDENT FOR FINANCE AND ADMINISTRATION (CONT.)

### **Budgets, Contracts and Facilities**

- Ensure the timely delivery of reliable and accurate data for reporting and forecasting including the development of multi-year financial and facilities plans.
- Ensure the College has appropriate and effective internal controls, and that they operate properly.
- Oversee the facilitation and management of college contracts with external service providers and vendors in response to the institution's needs as identified through regularly scheduled planning Staff Job Description and review meetings with college leadership, appropriate constituent groups and service recipients.
- Maintain and improve the Physical Plant for the College; monitor and control expenses of the operation and plan/budget annual expenditures.
- Enhance the student lived experience through oversight of campus dining and associated physical spaces.
- Administer all capital construction contracts, renovation work and projects through the Physical Plant department.

### **Risk Management, Partnerships and Investments**

- Manage the investments of the College, which includes retirement and both long and short term debt obligations.
- Supervise the College's policies on risk and insurance management and chair the College's Risk Management Committee.
- Participate in integrative cross-functional leadership in order to link activities and inform problem solving and performance, including embracing the shared governance model of the College to shepherd community input and support of budget priorities and initiatives.
- Demonstrate and develop a culture of transparency, collaboration and open communication, both as a leader and through oversight of human resources, to continuously improve the culture and environment for all College employees.
- Create an all funds approach to be used in multi-year financial planning across the College.
- Grow and sustain auxiliary revenues from alternative sources of income, such as camps, rentals and community partnerships.



## THE OPPORTUNITY - VICE PRESIDENT FOR FINANCE AND ADMINISTRATION (CONT.)

- Provide leadership in partnership with campus and student leaders in setting direction for ongoing efforts related to energy conservation and sustainable practices.
- Interact ethically, professionally and confidentially with diverse groups, faculty, staff and students to develop a deep sense of trust.
- Demonstrate ethical and responsible decision making.
- Ability to maintain the appropriate level of transparency and confidentiality in managing finances and other responsibilities with the highest level of integrity.
- Ability to organize, manage and prioritize multiple responsibilities, deadlines, tasks and projects while dealing with interruptions and an uneven workload.

### QUALIFICATIONS

#### Required Qualifications and Experience:

- Master's degree in accounting, finance, business or a related field.
- Significant level (5-10 years) of progressively successful experience in finance and administration, preferably in higher education.
- Demonstrated knowledge in effective budget administration, accounting, budgetary (capital and operating) preparation and oversight, strategic financial analysis and regulatory compliance on an institutional level.
- Exceptional analytical and critical thinking skills, including the ability to propose and operationalize strategic financial initiatives, creatively and with finite resources.
- Demonstrated understanding of investment strategies, capital planning and project management.



#### Preferred Qualifications and Experience:

- Knowledge of the operations, functions and scope of authority of a college setting or similar environment as related to the handling and disposition of complaints, requests for information and delegated administrative details.
- Experience as a member of the president's or CEO's executive team.
- Demonstrated leadership qualities and an ability to work collaboratively and effectively in a spirit that puts others at ease and works to create a culture of trust and respect that contributes to the success of the college and its faculty, staff, administrators and students.
- Strong sense of service orientation, with a proven ability to effectively communicate decisions and educate in the process.
- Experience with facilities planning, management and maintenance.





## APPLICATIONS, INQUIRIES AND NOMINATIONS

Academic Search is assisting Coe College in this national search. Confidential discussions about this opportunity may be arranged by contacting senior consultant Jerry Israel ([jerry.israel@academicsearch.org](mailto:jerry.israel@academicsearch.org)).

Applications, nominations and expressions of interest can be submitted electronically, and in confidence, to: [CoeVPFA@academicsearch.org](mailto:CoeVPFA@academicsearch.org). The position is open until filled, but only applications received by **May 8, 2023**, can be assured full consideration.

Applications should consist of:

- a detailed letter of interest;
- a complete curriculum vitae (CV);
- the names and contact information (phone and email) of five professional references, none of whom will be contacted without prior notification to the candidate.

*Coe is committed to fostering a multicultural environment and encourages applications from individuals who will help fulfill that goal. We value the input of multiple viewpoints and diverse perspectives and aim to create an academic community that is rich with cultural, social and intellectual diversity. Coe College is an equal opportunity employer.*

# ABOUT ACADEMIC SEARCH

Academic Search is assisting Coe College in this work. For more than four decades, Academic Search has offered executive search services exclusively to higher education institutions, associations, and organizations. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to premier leadership development programs. As the subsidiary of the American Academic Leadership Institute (AALI) and not a privately held organization, we see our mission as providing outstanding executive recruitment, and identifying and cultivating the next generation of higher education leadership. Academic Search provides substantial financial, thought leadership, and personnel support to a number of leadership identification, development, and support programs throughout the academy. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



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