



Vice President and Chief Financial Officer Position Profile

Claremont Graduate University (CGU) invites applications and nominations for the newly created position of **Vice President and Chief Financial Officer (VP & CFO)**. CGU seeks an experienced, forward-thinking, and strategic leader who will be responsible for the fiscal leadership of Claremont Graduate University.

Claremont Graduate University

Founded in 1925, CGU combines the attributes of a small liberal arts college with research university faculty and graduate-level degree offerings and has an operating budget of approximately \$50 million and an endowment of about \$200 million. As the only research-intensive institution in the nation devoted entirely to graduate-level liberal arts education, CGU is home to more than 133 faculty supporting over 2,000 students pursuing advanced degrees in seven schools in a setting that is intimate, interdisciplinary, and engaged with the world.

CGU thrives on a mission and tradition of inquiry and research across disciplines to address significant social issues with academic rigor. Recognizing that many contemporary problems require contributions across multiple disciplines, CGU was an early adopter of transdisciplinary education and research and fosters an environment in which students and faculty closely engage in scholarship and research on a level that encourages broad-ranging conversation and collaboration. At CGU, “transdisciplinarity” is defined as working around a complex problem important to society, inclusion of diverse stakeholders working together, bringing together multiple disciplines, and re-framing a resolution of that problem. The University pursues this goal with a human-centered approach in an intimate, student-focused environment that highlights both theoretical and applied learning, research, and other creative achievement. This pursuit and these tactics are essential to the institution’s goal of preparing a diverse group of outstanding individuals to assume leadership roles through research, teaching, and practice in select fields and to address some of humanity’s thorniest problems.

Research and scholarly activity at CGU are high, with the University generating a prodigious intellectual footprint relative to its size. Members of the CGU faculty produce and apply knowledge across all of the scholarly disciplines represented in its schools and departments, collaborate with colleagues around the globe, and actively mentor students on research, creative projects, studio work, and artistic performance. External funding such as federal research grants, foundation grants, and public and private contracts supports much of this work. Over the last decade, CGU has averaged \$8 million per year in sponsored research—from the Department of Education, National Institutes of Health, National Science Foundation, National Cancer Institute, and more. For more information about CGU, please visit <https://www.cgu.edu/>.

New Leadership

In 2018, the Board of Trustees appointed Dr. Len Jessup, an ambitious and entrepreneurial leader, to define a new and compelling vision for the future of Claremont Graduate University. His history as a transformational leader and an innovative educator has already yielded positive results for the CGU community. Under his leadership, the University is rapidly becoming an institution that is highly nimble and uniquely positioned to address market trends, students’ needs, and employers’ desires. Recent successes in enrollment growth and fundraising efforts are a clear indication that CGU’s future is bright.

Prior to joining CGU, President Jessup served as President of the University of Nevada, Las Vegas, where he led a 10-year strategic plan to reinvent the University as an R1 powerhouse and effected growth across the university's many departments and disciplines. Prior to UNLV, as Dean of the University of Arizona's Eller College of Management, President Jessup oversaw that college's rise in undergraduate and graduate rankings and led the drive for more partnerships, online opportunities, and new programming resulting in Eller's transformation into a more self-sustained business school. To learn more about President Jessup, please visit <https://www.cgu.edu/people/len-jessup/>.

The Claremont Colleges

The Claremont Colleges consortium is modeled after Oxford and Cambridge and is comprised of seven world-class member institutions that form one unique community of learning. The group includes five highly-ranked undergraduate liberal arts colleges and two pathbreaking graduate-level institutions, all with shared institutional support provided by The Claremont Colleges Services (TCCS). The undergraduate colleges include Claremont McKenna College, Harvey Mudd College, Pitzer College, Pomona College, and Scripps College. The graduate institutions include Claremont Graduate University and Keck Graduate Institute. Each academic institution has its own campus, students, faculty, administration, and distinctive mission. Undergraduate students can register for courses throughout the consortium, with more than 2,000 courses offered each year. Six of the seven campuses are contiguous, with the seventh being only a short distance from the others.

The seven institutions feature rigorous curricula, small classes, distinguished professors, and personalized instruction; the residential college community provides intensive interaction between students and faculty. With 7,700 students and 3,600 faculty and staff located on more than 560 acres of land, the consortium supports a wide variety of intellectual, cultural, and social activities. For more information about The Claremont Colleges, please visit <http://www.claremont.edu/>.

Position Summary

The VP & CFO position has been established to create a strategic partner in long-term financial planning for the university. The VP & CFO will work closely with the President, Board of Trustees, and senior leadership to identify additional revenue opportunities through partnerships and new lines of business, create financial models, and track measurable results. The VP & CFO will work with campus leaders to develop and drive an effective financial strategy and sustainable funding model through financial forecasting, financial planning, and financial management that is transparent and will enable CGU to achieve its strategic vision and goals.

Reporting to the President, the VP & CFO will serve as a key partner and trusted advisor to the President and other Cabinet members in shaping financial and operational strategies that will support CGU's academic mission. The VP & CFO will be responsible for the implementation of all fiscal policies and regulations and for ensuring ethics and compliance within their areas of responsibility. These areas of responsibility include:

- Providing oversight of the University's finances and investments to the Board of Trustees.
- Bringing vision and long-term strategic thinking to the financial forecasting, financial planning and financial management of a complex institution.
- Partner with campus leadership to look for alternative revenue streams, including exploring economic development opportunities and public/private partnerships relevant to the university's mission and strengths.

- Developing fiscal models upon which to base budget planning.
- Identifying additional investments to add new streams of revenue by leveraging University assets.
- Working with the Provost and academic units on licensing, partnership agreements, and impact investing opportunities.
- Determining financing of capital projects and improvements.
- Managing treasury functions; including providing cash flow reporting.
- Managing all banking relationships and finding cost savings and efficiency opportunities.
- Staffing the Investments and the Business and Finance Committees of the Board of Trustees.
- Providing analysis on debt structure and refinance bonds as needed.
- Working with legal counsel to create additional non-profit entities under CGU as needed.
- Developing long-term financial and capital models.

In addition, the VP & CFO will work closely with the [Vice President and Chief Operating Officer](#) who will oversee the University's Human Resources, Facilities and Operations, Information Technology, and Risk Management functions.

The VP & CFO will play a major leadership role in defining resource allocation, developing priorities and strategies, and implementing campus-wide budget processes. As a member of the President's Cabinet, the VP & CFO will play a key role on CGU's leadership team in the development of University policy and will work closely with the [Executive Vice President and Provost](#), Vice President and Chief Operating Officer, and [Vice President for Academic Innovation, Student Success, and Strategic Initiatives](#) in guiding campus initiatives.

Opportunities and Challenges

The new VP & CFO will engage with a wide range of stakeholders across the University and within the Claremont Colleges Consortium to serve as a champion and active participant in facilitating the success of the CGU's faculty, staff, and students through highly-engaged partnerships that promote and guide operational excellence. Furthermore, the new VP & CFO will be well-positioned to address the following opportunities and challenges:

- **Working with a Dynamic Leadership Group** – The new VP & CFO must be a creative problem-solver who is genuinely enthusiastic about joining an environment that promotes forward-thinking and innovation. CGU's senior leadership team is a strong, dynamic, and collaborative group of administrators who are dedicated to the success of the University's myriad stakeholders in a highly collaborative research-intensive university environment focused on transdisciplinarity. In this leadership group, the VP & CFO will find others seeking to break through silos, wisely allocate resources, and identify new opportunities for success.
- **Developing a New Vision for the Organization** – CGU foresees tremendous potential for future growth and opportunity over the next decade and the VP & CFO will have the unique opportunity to create a new vision for an organization that is ready to embrace an enhanced and more visible role within the Claremont community. In partnership with the President, Provost, and other senior University leaders, the VP & CFO will identify new strategies to engage campus constituents, improve organizational effectiveness and efficiency, and maximize the use of resources in support of the University's mission, vision, and organizational culture.

- **Building New Partnerships** – The VP & CFO will be required to function as an active and visible member within and outside the campus community and will pursue, establish, and nurture new relationships that will create mutually beneficial alliances. They must be committed to working across all campus units and actively seeking new opportunities for collaboration with external community partners. Open avenues of communication between these varied stakeholders will assist the VP & CFO and CGU leadership in establishing and leveraging new relationships and partnerships that will further elevate the University’s stature locally and nationally and potentially lead to the creation of new revenue streams.
- **Leading Positive Change** – The VP & CFO will capitalize on CGU’s nimble organizational structure and cross-divisional strengths. Moreover, the VP & CFO will introduce new and innovative strategies for leveraging the University’s existing resources to maximize its return on investments and identify new opportunities for revenue growth. In order to support progress, it will be necessary to evaluate organizational structures, increase entrepreneurial initiatives, and develop creative approaches to operations.
- **Communication and Transparency** – The VP & CFO will be expected to create a culture within the Division committed to effectively and proactively communicating with a wide range of internal and external constituents. Therefore, the VP & CFO will possess strong listening skills; the ability to engage stakeholders in meaningful discussions; an openness in providing information about the decision-making process and how decisions will impact university stakeholders as it strives to fulfill its mission and achieve its goals; and a strong ability to communicate effectively to a number of different audiences with different backgrounds.

Qualities and Characteristics

While the new VP & CFO will join a University that possesses a storied history, the successful candidate must be committed to pursuing new opportunities for growth and distinction. CGU is not content to rest on its laurels. The VP & CFO will play a critical role in enhancing CGU’s financial operations and leading the discussion in the strategic allocation and deployment of resources in order to take advantage of its unique strengths. With this in mind, the successful candidate will have the following personal qualifications and characteristics:

- Proven commitment to transparency, integrity, and demonstrated values that align with those of CGU;
- Desire to listen to stakeholders and understand the mission, vision, values, and history of CGU;
- Demonstrated ability to foster a community with a culture of inclusiveness that holds all of its members accountable for creating, supporting, and championing diversity and the expansion of opportunity;
- A commitment to equity;
- Creative, solution-oriented, optimistic, collaborative approaches;
- Effective verbal, written, and interpersonal communication skills; a frank, direct, and inviting communication style that engages internal and external stakeholders and fosters a strong sense of trust and accountability in decision-making;
- The ability to promote organizational cohesiveness and to foster a strong sense of community and esprit-de-corps;
- A successful record of enabling and encouraging innovation while also mitigating risks;
- A collegial and collaborative leadership style that remains bold and goal-oriented;

- The ability to solicit and synthesize stakeholder/constituent feedback and input, coupled with the ability to provide timely solutions to challenging problems;
- A track-record of promoting innovative solutions and creative problem-solving;
- A high tolerance of ambiguity and the ability to adapt to changing fast-changing circumstances;
- A demonstrated track record of success in empowering others; and
- A willingness to ask challenging questions that will lead to effective decision-making.

Qualifications

Candidates for the VP & CFO role at Claremont Graduate University should possess the following qualifications and experience:

- A bachelor's degree is required, preferably in business administration, accounting, finance, or a related field (an MBA, JD, CPA or other advanced degree/certification is preferred);
- More than 10 years of progressively responsible financial and administrative leadership roles in a complex environment (preferably within higher education or a related field);
- Experience working within an environment that has complex rules and regulations, while ensuring compliance;
- A clear record of creative problem solving, team-based solutions implementation, and forward-thinking planning;
- An understanding of and familiarity with higher education funding models;
- A track-record of building effective teams, developing and retaining talented staff, and working within a diverse organization;
- Success leading positive change management within an organization that has a diverse set of stakeholders;
- Success identifying creative approaches to addressing problems and instilling a service- and solutions-oriented approach throughout an organization;
- A history of working with stakeholders across an organization to ensure processes and procedures are clear, consistent, efficient, effective, and aligned with organizational values and objectives;
- A record of successfully managing existing resources and identifying new revenue streams to advance an organization's goals;
- Success leveraging technology to ensure accurate and timely information is provided to decision-makers;
- A demonstrated ability to lead and work with a wide range of functional units; and
- Experience working with external partners to identify mutually beneficial partnerships.

Application Process

The Search Committee will begin reviewing applications on a rolling basis and will continue to accept applications and nominations until the position is filled. Applicants must submit a current CV or resume and a cover letter describing relevant experience and interest in the position. Submission of materials via e-mail is strongly encouraged. Nominations should include the contact information of the nominee. Applications and nominations should be sent to:



Alberto Pimentel, Managing Partner
Salvador Venegas, Principal
 Email: apsearch@spaexec.com
 Refer to code "CGU-VPCFO" in subject line

Claremont Graduate University is committed to providing equal educational and employment opportunity.