POSITION AND CANDIDATE SPECIFICATION

BATES COLLEGE

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION, AND TREASURER

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POSITION SPECIFICATION

The Opportunity

With a relatively new President who is defining her senior team, Bates is entering a new era for small, residential liberal arts colleges where relevance, affordability, and the benefits of an intimate and engaged learning environment must be ever more convincingly articulated. Bates seeks a Vice President for Finance and Administration, and Treasurer (VPFA) with an optimistic and expansive view of the liberal arts; a clear-thinking and wise leader who will be an effective partner in this shared enterprise.

The Vice President for Finance and Administration, and Treasurer is the chief administrative, business, financial, and human resource officer of the College. The VPFA is a trusted adviser to the President and to the Board of Trustees and works to ensure strong, consistent collaboration and communication across the institution. The VPFA supervises the offices of central budgeting, financial operations, controller, and auditing; oversees all capital facilities, planning, construction, and building maintenance; directs all real estate activities; supervises investment and risk management and banking relationships; and oversees human resources and the department of dining, conferences and campus events.

The VPFA is a critical member of the President’s leadership team and plays a vital role in supporting the collaborative, innovative academic and administrative culture of the College. An institution-minded leader, the VPFA develops partnerships with all constituencies across the organization as well as in the community.

The VPFA attends all meetings of the Board of Trustees and provides leadership for the Board’s Committees on: Audit and Legal Affairs; Budget and Finance; College Infrastructure and Investment.

About Bates College

The Bates mission statement, newly articulated in 2010, captures the relationship of the College’s history to its current values and aspirations:

“Since 1855, Bates College has been dedicated to the emancipating potential of the liberal arts. Bates educates the whole person through creative and rigorous scholarship in a collaborative, residential community. With ardor and devotion - Amore ac Studio - we engage the transformative power of our differences, cultivating intellectual discovery and informed civic action. Preparing leaders sustained by a love of learning and a commitment to responsible stewardship of the wider world, Bates is a College for coming times.”
Bates College’s commitment to academic excellence, intellectual exploration, and engaged citizenship define the College’s character. Founded in 1855 by abolitionist Freewill Baptist, Bates has always admitted students without regard to race, ethnicity, or religious beliefs. Today, Bates continues to be guided by the principles of the founders as it embraces the intellectual, economic, social, and technological challenges facing higher education in the 21st century.

Located in Lewiston, Maine, Bates enrolls approximately 2,000 students who hail from 45 states and 53 countries, including 250-300 students participating in off-campus study programs. Students are taught by a dedicated, talented faculty, and the student-faculty ratio is 10:1.

Bates’ financial position is strong and, like all institutions, Bates is focused on developing a sustainable long-term financial model that allows the College to continue to thrive. The financial model of a top-notch liberal arts college – with its significant investment in high-quality faculty and staff, increasing demand for financial aid, and extensive facilities – challenges the management and Board to seek new revenue sources as well as increased efficiencies.

In the 2013 fiscal year, Bates’ operating budget reflected revenues of $100.2 million and expenses of $99.2 million, resulting in an operating surplus of $106,000. Its endowment is currently valued at approximately $250 million, and the average endowment spending rate is 4.9 percent.

Clayton Spencer became the eighth President of Bates College in July, 2012. A Phi Beta Kappa graduate of Williams College, followed by a bachelor’s degree in theology from Oxford, a master’s in religion from Harvard and a law degree from Yale, Spencer came to Bates following 15 years at Harvard University where she most recently served as Vice President for Policy. Earlier in her career Spencer served as an Assistant U.S. Attorney in Boston until becoming Chief Education Counsel to the U.S. Senate Committee on Labor and Human Resources under U.S. Senator Edward Kennedy’s chairmanship.

For additional information about Bates, please visit [http://www.bates.edu](http://www.bates.edu).
CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The Vice President for Finance and Administration, and Treasurer will be a broadly skilled, sophisticated financial and operational leader. The successful candidate will have extensive experience leading financial and administrative functions; delivering positive, sustained impact in a college, university, or other complex, decentralized environment where partnerships, engagement, and effective communication are critical to success. The successful candidate will be a creative thinker who moves fluidly between being a strategic adviser and thought partner to the senior leadership, and focusing on the detail-oriented work of financial operations and administration. In addition, he/she will have a track record that includes:

- Having at least 10 years of experience providing strategic financial and operational leadership at an academic or other complex organization;
- Working closely with faculty and other academic leaders in considering the strategic priorities of the institution and anticipating the consequences (expected and unexpected) of decisions;
- Managing and leading a range of financial operations and having significant experience in administrative areas including human resources, facilities, and auxiliary operations;
- Recruiting, developing, and retaining a high-performing team characterized by open communication, collaboration, and accountability;
- Developing decision support analytics and systems to support planning activities;
- Having superior knowledge of finance, planning, audit, reporting, budgeting, financial business operations, and internal controls;
- Developing and implementing business process improvements and systems that enable high-quality service delivery in a range of different operations;
- Developing effective communication processes and building relationships at all levels of an organization; and,
- Strong educational credentials including an advanced degree in finance, business administration or a related field.
Critical Competencies for Success

**Financial and Strategic Leadership:** At an elite college where fiscal and operational constraints will continue to exist, work collaboratively with the President to develop a long-range financial and business model that supports the strategic priorities of the institution as well as its resources. Develop sophisticated financial and performance management tools to enable better decision making and planning. Provide leadership that explores innovative solutions for major issues facing the College, including endowment spending, deferred maintenance, financial aid, benefits, etc. Work closely with the President to develop collaborative, transparent processes for prioritizing activities, allocating resources, and communicating to the community.

**Operational Leadership:** In an organization with significant operational needs and a careful watch of resources, oversee a range of operational units with a focus on efficiency and effectiveness. Assess key operational decisions and processes rigorously, and be bold and strategic in considering multiple ways to meet objectives. Consult broadly, question assumptions, and create an environment where continuous improvement, process assessment, and change are expected. Establish business practices and implement systems to support, measure, and reinforce service performance. Create a proactive, customer-focused culture.

**Leadership and Collaboration Skills:** As the most senior finance and administrative leader in an institution with a strong history of shared governance, develop the relationships across the institution essential to leadership. Be accessible and responsive. Relate well with all levels of constituents, both internally and externally. Listen carefully, communicate honestly, and demonstrate a commitment to being a collaborative, solutions-oriented individual who can help lead change. Within the division, be a model, coach, and mentor; attract, develop, and retain excellent financial and operational talent. Set high standards, assess performance, and establish a high bar of excellence. Model personal integrity and high ethical standards at all times.

Bates College is an equal opportunity employer and strongly encourages individuals of all backgrounds and cultures to consider this leadership position. The College’s commitment to inclusivity encompasses, but is not limited to, diversity in nationality, ethnicity, race, religion, gender, sexual orientation, age and disability.

**Expressions of interest should be sent via e-mail to the following address:**

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