

# Menlo College

## Chief Financial Officer

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LOCATION

Atherton, CA

START DATE

Fall 2022

POST DATE

July 15, 2022

PRIORITY REVIEW DEADLINE

August 15, 2022

*(Applying by the priority deadline is encouraged, but late submissions will be accepted until the position is filled.)*



# Summary



Tucked away on 40 serene acres in Atherton, California, Menlo College is strategically positioned right in the heart of Silicon Valley, less than two miles from Palo Alto. Founded in 1927, this four-year, private, undergraduate, AACSB-accredited college currently serves over 800 students, the majority of whom are students of color. On that note, Menlo is proud to be one of only a handful of colleges designated as both an HSI (Hispanic-Serving Institution) and AANAPISI (Asian American Native American Pacific Islander-Serving Institution).

The academic program at Menlo focuses on business and psychology education while providing a comprehensive liberal arts base. The vast majority of Menlo graduates have gainful employment opportunities immediately upon graduation. Meanwhile, the athletics program at Menlo is robust: 18 varsity teams and 3 club sports allow the majority of students to participate in competitive, collegiate athletics. With over 30 countries represented, dozens of staff families living in apartments, and a majority of students on financial aid, this small community provides a warm, welcoming, diverse, and inclusive feel to anyone who steps on campus.

These are exciting, critical, and pivotal times at Menlo. Like many institutions, the College had to reset priorities during the pandemic. Menlo would like to grow to a student population of about 1,100, which feels

attainable but will require careful strategic planning and execution. One key foundational element is already underway: the construction of a new residence hall, which will provide accommodations for an additional 288 students – part of a strategic growth plan for the College. Menlo is proud to proclaim that the costs for this new building, which is the first new structure in many decades, have been completely paid for through donor contributions – a tribute to the school's prudent financial strategy of balanced budgets and minimal debt.

Menlo seeks a CFO to help the College not only maintain the course of financial sustainability, but also collaborate on designing and implementing a vision for crucial growth. The CFO will find a highly respected and engaged college president, who held the CFO role for several years before becoming president in 2017. The next CFO will oversee three mission-critical functional units – the business office, HR, and IT – each of which is led by a director-level position. The current director of business and finance, who is serving as acting CFO, looks forward to returning to her primary role in the fall and helping to onboard the next CFO. In the first year, there will be an opportunity to hire one or more positions, including the role of director of HR, which came open this summer. The priority deadline for this exciting opportunity is August 15, 2022 – though late applications will be accepted until this mission-critical position is filled.



## Vision

Menlo College's vision is to redefine undergraduate business education to be dynamically adaptive, innovative, and relevant so that students can recognize opportunities and apply 21st century skills to make a positive impact on the world.

## Mission

At Menlo College, we ignite potential and educate students to make meaningful contributions in the innovation economy.



## Our students thrive...

...in an environment that values: small class sizes, experiential learning, engaged and student-centered faculty, holistic advising, exceptional student success resources, robust athletics programs and student leadership activities, and opportunities to engage in the Silicon Valley environment. Our graduates are able to learn throughout their lives and to think analytically, creatively, and responsibly in order to drive positive change in organizations and communities. Our faculty members mentor students by identifying potential, cultivating students' individual talents, and helping them build a roadmap to support their success. We support our faculty in producing research that informs teaching, theory development, and professional practice.

*Photos courtesy of Menlo College Magazine*



## Core Values

At Menlo College, we:

Value diverse ideas and celebrate our differences

Treat all people with fairness and equity

Develop the full potential in each person

Support a range of teaching and learning styles

Continually improve the educational process

Consider one's responsibilities to others

Act with integrity



## Portrait of a Graduate

Menlo College is in the business of transforming lives. Through our strong educational programs, residential setting, and extensive co-curricular and experiential engagement, we produce graduates who are well-prepared to compete effectively across the world.

The Menlo College graduate can be identified by the following attributes:

Writes and communicates verbally in a clear, compelling, and concise manner

Thinks critically, collaboratively, and creatively

Uses quantitative reasoning and demonstrates information literacy

Demonstrates empathy and embraces diversity

Understands different perspectives and motivations

Treats all people with fairness and equity

Considers one's responsibilities to others and the community

Demonstrates an understanding of the role of innovation in the workplace, start-ups and mature organizations alike

Exercises ethical strength in decisions and actions





## A Closer Look

Menlo College is a tight-knit community of exceptional, involved people. Faculty members teach and mentor from their perspectives as scholars, entrepreneurs, managers, and community leaders. Menlo College attracts students from all over the world — young adults who are committed to learning, playing intercollegiate sports, starting and leading organizations, and volunteering in the community. The campus is located 30 miles south of San Francisco in Silicon Valley — one of the world’s most entrepreneurial and innovative locations. Silicon Valley is renowned as an innovation incubator with many opportunities for experience-based learning.

Business and psychology are the primary programs of study at Menlo. In support of experiential learning, all business majors are required to complete a 6-unit internship prior to graduation, and psychology majors are strongly encouraged to complete a for-credit internship. The Menlo College Internship Program is designed to help students apply the knowledge and skills they gain in the classroom to professional settings.

Menlo College is consistently included in lists of America’s best colleges, including citations by the Princeton Review. AffordableCollegesOnline.org (AC Online) brought additional recognition to the quality of the Menlo College experience when the organization named Menlo as one of the 4-year colleges in California with the best lifetime return on investment (ROI). The diversity of Menlo students is reflected in two federal designations: as a Hispanic-Serving Institution and as an Asian American, Native American and Pacific Islander-Serving Institution (a dual designation earned by only 1% of all colleges and universities in the U.S.). Menlo is also one of the safest campuses anywhere; Universities.com ranks Menlo first in California, and fourth in the nation as the “safest college campus in America.” For more about Menlo College, please visit [www.menlo.edu](http://www.menlo.edu).



# Key Statistics

Founded in  
**1927**



## Origins of the land

Menlo College is located within lands traditionally stewarded by the Puichon tribe, one of more than 50 original Indigenous groups of the San Francisco Bay Area.

[Menlo College Land Acknowledgement](#)



**826**

total student population

**17:1**

student to Faculty Ratio

**52%**

students of color

**32**

countries represented on campus

**99%**

of students receive financial aid

**18**

men's and women's varsity teams

**3**

club sports



## Key Statistics

400+

alumni currently work in the C-suite (CEO, CFO, COO, CMO) and/or are founders of a company.

100%

new grad job placement for accounting majors

500+

internship partners in Silicon Valley

## Rankings

#2

safest campus in California  
*stateuniversity.com*

#3

best college for jobs in California  
*Zippia*

#11

in U.S. for top undergraduate business programs  
*Money Magazine*

#16

most diverse campus in America  
*Niche*



## Student Profile

# Thea C.

class of '23

**SPORT:** Weightlifting

**MAJOR:** Marketing

**ACTIVITIES:** Podcast host, Grow Love Collective member, Mentor

**HOMETOWN:** Folsom, CA



## Road to Menlo

"I was a sophomore in high school and the Menlo College weightlifting team was in Vegas at the same competition [as me]. I met with Carl, the weightlifting coach, and that's how I started my journey to Menlo. I'm here because I love lifting and the size of the school. It's nice to pretty much know everybody."

## Strength off the Mat

"Over the pandemic, I was diagnosed with epilepsy [even though doctors] were really certain for a long time that it was a tumor. The disability center at Menlo was amazing, working with my doctor's notes and getting the accommodations that I needed. The professors especially are really willing to work with me and take the time to know my story. It shows the Menlo community: we care about each other."

## Dreams for the Future

"Eventually I want to do marketing for a children's hospital just because of what I've gone through. But being an athlete, I also have a love for sports so maybe sports marketing is another option for me. I'm looking for an internship right now. I've been looking forward to finding one since I came to Menlo — I think it gives students a view of what life is going to be like after, which is really exciting."





## Student Profile

# Kaua H.

class of '23

**MAJORS:** Marketing and Human Resources

**ACTIVITIES:** Rowing, Pacific Islander Club, Resident Assistant, Entrepreneur

**HOMETOWN:** Kilauea, HI



## The Place to Be

"After visiting many different colleges, Menlo was the only place I could picture myself. Everyone was so welcoming and I got to talk to students and other people from Hawai'i. I found out Menlo has a big [Pacific Islander] population. Scholarships are also one of the biggest reasons I came to Menlo."

## Entrepreneurial Spirit

"I'm majoring in marketing and HR because I've started a few businesses and I've always done social media marketing or digital marketing for friends, family, and small businesses. I opened a summer camp and did all the marketing for that. And then I opened an ice cream truck and did marketing for that. I definitely used what I learned at Menlo and applied it to these businesses."

## Feeling Grateful

"I am super happy, stoked, excited — all of the above — to be back on campus. Since I've been back, I've gotten back into rowing, become an RA, hosted campus activities, reconnected with people, and met new people who I've only seen on camera — including my professors! I am also on the Pacific Islander Club board, so we've been practicing for the lu'au and getting things ready because we really want to host it this year. We have our fingers crossed that we'll have it again in March. Overall, it's feelings of happiness and gratitude."

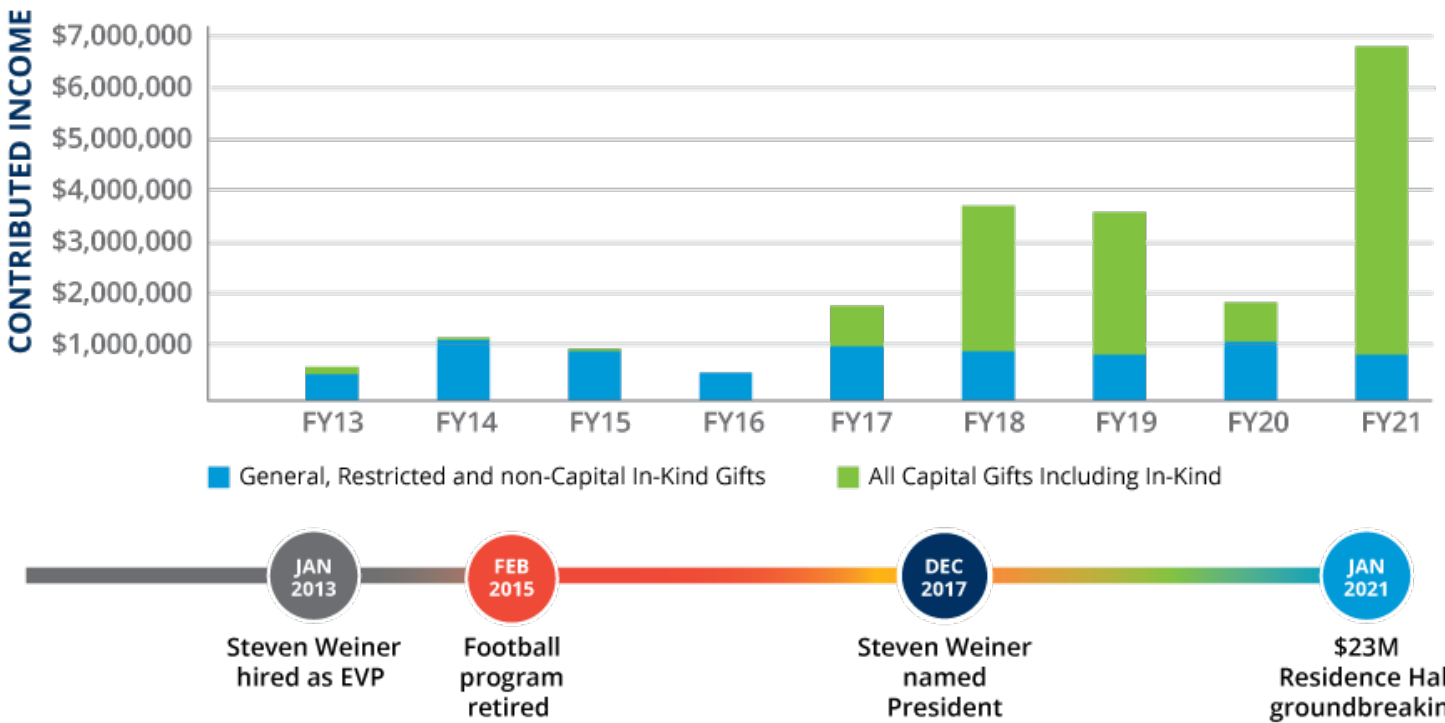




# Contributed Revenue 2012-2022

Largely driven by capital gifts, total donations to Menlo College increased significantly in the year ending June 30, 2021. In that same period, the Office of Alumni Engagement and Development assumed responsibility for the College’s marketing and communications functions. All of this took place during a pandemic.

Relationship-based fundraising, individualized correspondence, and tailored communications will continue to drive results. Continued strategy, planning, and patience will help us overcome historical and inherited challenges. To this end, the College has made significant investments in the Office of Alumni Engagement and Development, which has grown from 1.6 FTEs in 2018 to 8.0 FTEs in 2021. Future resources and staffing can be expected to continue to correlate with the achievement of key strategic milestones.



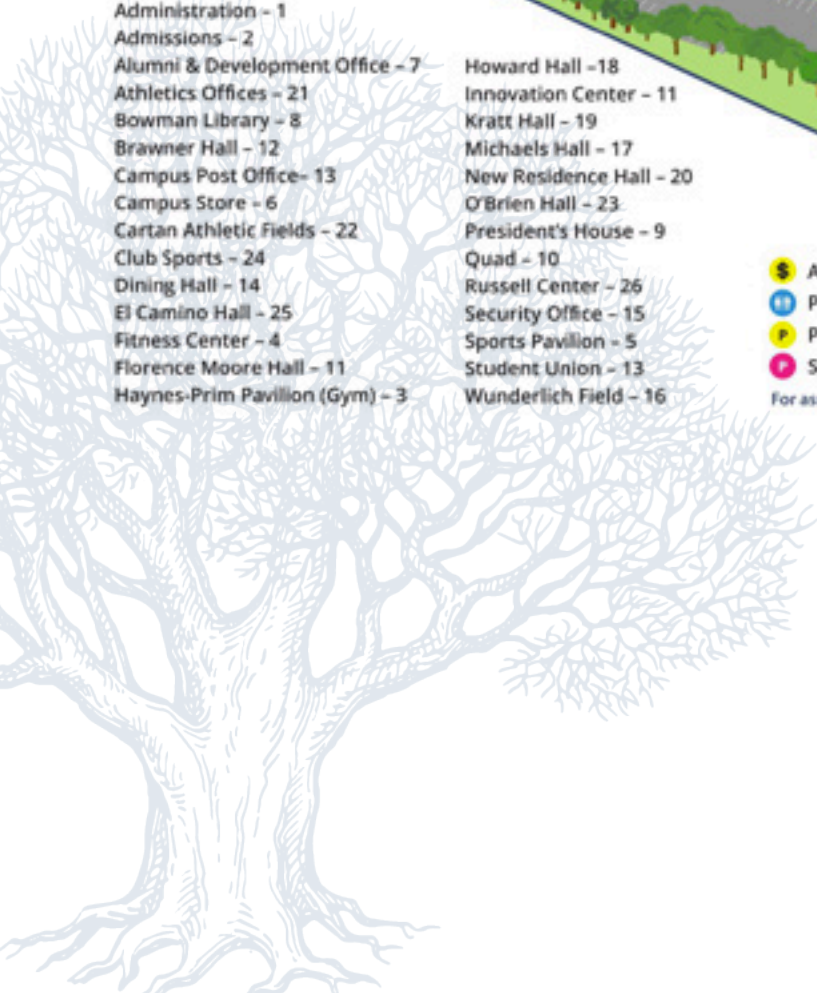


**CAMPUS MAP**

- Administration - 1
- Admissions - 2
- Alumni & Development Office - 7
- Athletics Offices - 21
- Bowman Library - 8
- Brawner Hall - 12
- Campus Post Office - 13
- Campus Store - 6
- Cartan Athletic Fields - 22
- Club Sports - 24
- Dining Hall - 14
- El Camino Hall - 25
- Fitness Center - 4
- Florence Moore Hall - 11
- Haynes-Prim Pavilion (Gym) - 3
- Howard Hall - 18
- Innovation Center - 11
- Kratt Hall - 19
- Michaels Hall - 17
- New Residence Hall - 20
- O'Brien Hall - 23
- President's House - 9
- Quad - 10
- Russell Center - 26
- Security Office - 15
- Sports Pavilion - 5
- Student Union - 13
- Wunderlich Field - 16

- ATM
  - Public Restrooms
  - Parking
  - Special Event Parking Only
- For assistance, call Campus Security @ 650-400-5837

**Menlo College**  
 1000 El Camino Real  
 Atherton, CA 94027  
 800-55-MENLO  
[www.menlo.edu](http://www.menlo.edu)



## A Close Community

Menlo College is like a small village oasis located in the heart of Silicon Valley. Faculty, staff, and students eat in the same dining hall. A stroll across campus on a sunny spring day might lead to students playing volleyball, staff walking their dogs, or faculty playing with their small children on the lawn. Every member of the community is known, seen, and valued.



## New Residence Hall

We want our students to experience the whole package of college life by living on-campus, and the new residence hall will make that possible by allowing us to house almost all of our current students, including the almost 300 students who now live off-campus.

The site for the new building is interior to the campus, immediately adjacent to existing residence halls. The T-shaped layout is traditional dormitory-style, with rooms accessed off central hallways. Upper division students will serve as live-in resident assistants to provide on-site supervision and support for the student-residents.

Full funding has already been identified for this new building project. The construction is estimated to be completed by the start of the 2022-2023 school year. Upon its completion, Menlo College will be able to respond to the existing demand for on-site housing, thereby achieving its goal of serving as a primarily residential campus.

### Building Highlights

- Accommodations for 288 students in 147 rooms
- Approximately 36,700 square feet across three stories
- Amenities will include study spaces, lounges, game rooms, kitchens, and laundry rooms





## Silicon Valley as a Concept

Menlo is located geographically in the heart of Silicon Valley, an area known worldwide for its technology, innovation, and new business models. The College is near many leading venture capital firms, incubators, and innovation hubs that have helped launch many of the startups that have, in turn, launched new industries. What we found was a special trait that distinguishes Silicon Valley's firms from ordinary companies: the ability to integrate their innovation strategies with their business strategies.

Being in the middle of one of the world's business hotspots gives the College an opportunity that needs to be utilized to a greater degree than it has in the past. A fundamental opportunity for Menlo College is to be "Silicon Valley" relevant. If we continue to embrace the entrepreneurship concept as the underpinning of everything we do, we will find our graduates have opportunities to exercise the skills and experiences they gain from Menlo in innovative hubs around the world. And the value of our

approach will expand with the geographic reach of our graduates.

We are committed to having Menlo reflect the innovative spirit of our Silicon Valley location, and to continually adapt to prepare students for the dynamic environment in which they will contribute. Menlo College will continue to nurture its unique thought leadership in advancing diversity and ethics as central to enhancing innovation and enabling change.

To get there,  
Menlo will  
continue to:

- Transform the classroom experience — synergizing business and social science theory with practice by stronger integration of course design and teaching methods
- Enhance learning outside of the classroom through high-impact practices such as our award-winning internship program, study abroad, undergraduate research, student leadership opportunities, and community service
- Actively listen and learn from Silicon Valley's shortcomings, and be a thought leader for continuous organizational model changes by showing active and participative development
- Embrace the diversity of our student body — developing the skills of our students to work effectively with others with very different values, experiences and expertise; and providing them with opportunities to showcase their talents and diverse perspectives in the real world





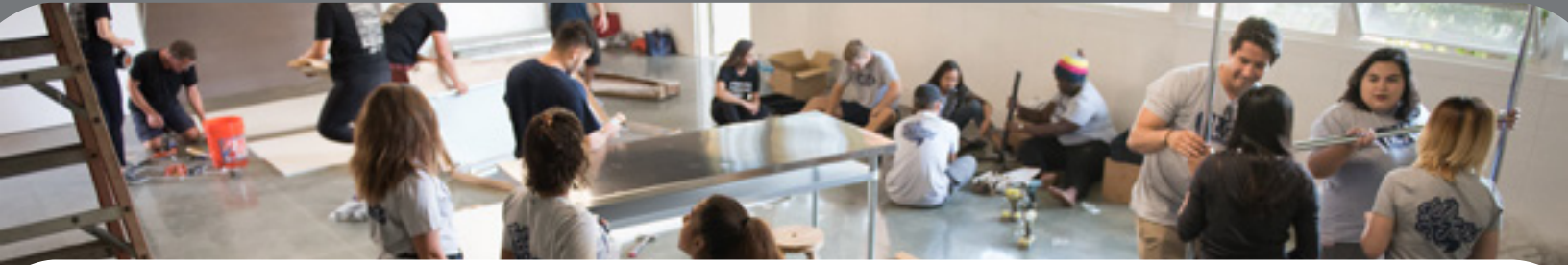
## An Entrepreneurial Mindset

Menlo College is dedicated to helping people understand the world in which we exist, and to develop the insight and confidence to imagine the world of the future. Our students need to be plugged-in to the global economy and understand what skills are needed in the market. No matter what jobs or organizations our graduates choose they will need to be more entrepreneurial throughout their careers. By definition, that requires an entrepreneurial mindset: an ability to approach problem-solving with an embrace of the possibility. If we tackle our challenge effectively, Menlo graduates will not only meet the challenges of the 21st century workplace, they'll solve them.

To assure that Menlo College is a desired college destination, we need to:

- Build an environment where we have a learning and mentoring culture among our faculty and staff that transfers to our students
- Ensure our operations set an example of adapting with as much agility as the business environments our students will seek and lead in the future
- Aggressively develop our curriculum, the faculty (both full and part-time professors), our facilities, marketing approach, and our linkage with co-curricular activities
- Highlight the key areas where Silicon Valley differs, and where it fits, with traditional businesses, in order to make our students adequately prepared to be successful wherever they work after college





## Employer Expectations, Career Readiness, and the Menlo College Education

By creating an environment of innovation, critical thinking, and team building across a diverse student body, Menlo addresses employer expectations for career readiness. Menlo's distinctive focus on business ethics education is integral to the development of the skills needed — including the moral muscle — to address the challenge of achieving social and economic sustainability. The complementary psychology studies offered at Menlo College also strengthen the distinctive education that Menlo provides: a well-rounded general education core, the opportunity to better understand the human mind and behavior, real-world experience through an internship, and business education

that is directly responsive to the need for creative, entrepreneurial approaches to address challenges that cross all sectors and industries.

Menlo College strives to provide students with theoretical foundations and multiple opportunities to apply theories to real world experiences. Studies such as those reported by Hult speak to a complex challenge: how to add new competencies without abandoning traditional strengths. Menlo College's positioning as a well-rounded business-focused undergraduate college has the potential to create new opportunities to grow both the value of our brand and our enrollment.

**The Strategic Plan goals and objectives outlined will require innovative approaches to:**

- Continue to expand enrollment by providing access to underrepresented populations and ensuring their success at Menlo
- Provide a solid financial foundation to support future growth
- Ensure our curriculum prepares our students for effectiveness in a rapidly changing workplace
- Solidify the Menlo brand and build recognition regionally and globally
- Enhance and differentiate the Menlo student experience within the increasingly competitive landscape of higher education
- Ensure the long-term viability of Menlo College through robust alumni engagement and development efforts

The 2022-2025 timeframe of the Menlo College Strategic Plan is a nod to the imperative to continually evaluate, adapt, and lead the College with an entrepreneurial mindset. By achieving the goals outlined below, Menlo College will enter its second century as a thriving, innovative environment for student success.

We invite you to download and read the full document:

[Defining the Future of Menlo College: Strategic Plan 2022-2025](#)





## Background and Opportunities

The Chief Financial Officer (CFO) is the most senior financial professional at the College and is responsible for the fiscal health of the institution. Reporting to the President, the CFO has two main areas of responsibility:

- Oversee the organization's financial activities, including being responsible for the finance and accounting professionals who perform operations functions
- Serve in a strategic advisory role for the President and leadership team



In addition to meeting revenue and earnings goals, the CFO must effectively manage cash flow. Finance chiefs, as they are often called, also advise department heads across the campus, assisting them in maximizing revenues, if they serve in a revenue-generating capacity, and controlling expenses without sacrificing employee satisfaction or the organization's reputation.

The CFO leads business, financial and information technology operations for Menlo College and may help set technology direction and make recommendations on everything from supply chain to marketing based on fiscal insights and industry knowledge. The CFO has an eye toward the future, working closely with top leadership, including the Board of Trustees, and recommends strategic moves. The CFO puts complex data (current, past and predicted financial results) in perspective, and advises the President and Board of Trustees about industry trends while guiding critical decision making. Direct reports include the Director of Business & Financial Affairs, the Chief Information Officer, and the Director of Human Resources.

The CFO provides administrative support for more than 300 people on payroll at any given time (including full-time and part-time faculty, staff, and student employees), 800+ students, and 40 acres of buildings and grounds. The CFO also partners with the other members of the executive team on College-related initiatives.



# Duties

## Strategy

- Coordinate the development of and adherence to College-wide and departmental budgets and long-range financial planning, and guide directors in the allocation of limited budget resources for human capital management to achieve the strategic objectives of each department.
- Maintain a strategic focus on ensuring a high return on investment (ROI).
- Ensure that the financial operations, procedures, and ERP environment not only provide necessary controls and safeguards, but also support the continued growth and strategic visioning of the College.
- Monitor and mitigate risk through a comprehensive risk management program.

## Future planning

- Develop financial forecasts and key performance indicators to predict likely future outcomes, by both analyzing past performance as well as identifying internal and external factors that may affect future revenue and expenses.
- Aggregate departmental-level budget forecasts to create short- and long-term projections for the Board, management team, and other stakeholders.
- Identify areas of deferred maintenance and capital improvement, and develop plans to invest sufficient resources in the maintenance and upkeep of the physical plant.
- In partnership with other members of the management team, identify and explore alternative revenue streams.

## Operations

- Oversee three major operational units and their respective department heads: business office, IT, and HR.
- Coordinate and oversee mandated audits, attest that statements are accurate and complete in accordance with generally accepted accounting principles, oversee risk management, and ensure that financial reports support the needs of various stakeholders.
- Ensure that accounts payable obligations are paid in full, and expenses are controlled so that enough cash is on hand to meet financial obligations.
- Assist with WSCUC and AACSB accreditation-related initiatives, and perform other duties as assigned.

As Menlo embraces a culture of regular assessment, the CFO will be expected to actively promote and directly engage in program assessment activities. The CFO also serves as staff to Board of Trustee committees, and participates in Board committees and meetings. This responsibility includes the preparation of Board agendas and other materials, and the writing of minutes of the Board committee meetings.





## About the Role

The CFO must be a forward-looking leader with excellent strategic and analytical skills, proven success in the areas of ensuring access and maintaining diversity, and an excellent and accomplished manager, mentor, and collaborator. The CFO maintains a broad institutional perspective that supports the College's mission, vision, and goals, while fostering and creating an environment that strives to project and meet student, employee, and business partner needs. The CFO facilitates a shared leadership culture through various functional teams, and is accountable for developing and implementing the means to accomplish the College's financial goals. Through it all, the CFO is invested in the success of the College's primary constituency: a diverse student body, in which each learner is known and valued on this close-knit campus.

## Qualifications

- Multiple years of experience in a senior management role, with demonstrated experience in overseeing accounting and financial services preferably in an educational or not-for-profit institution
- Possession of a bachelor's degree from an accredited college or university in business administration, finance, accounting, or a related field
- An advanced degree, or an equivalent combination of education and experience
- An MBA or CPA welcomed but not required
- Up to date knowledge of current financial and accounting computer applications
- Successful track record of managing, supervising, and mentoring professional staff
- Demonstrated experience in strategic and operational planning, as well as budget development

## Skills / Abilities

- Excellent verbal, analytical, organizational and written communication skills, and a proven ability to effectively articulate organizational objectives and strategic analysis
- Excellent interpersonal skills, empathy, warmth, and collegiality when interacting with diverse groups of individuals
- Organized, systematic, and detail-oriented approach to overseeing mission-critical departments and programs
- Willingness to manage multiple complex projects, work collaboratively, and navigate external pressures and unexpected challenges
- Competency to monitor and control resources
- Outstanding analytical, math, and critical thinking skills
- Ability to anticipate the needs of various constituents and proactively initiate next steps
- A genuine interest and passion for the success of a hard-working student body comprising a large number of first-generation college students, many of whom have compelling and inspiring life stories





## How to Apply

On behalf of Menlo College, 12M Recruiting is accepting nominations and identifying exceptional finance leaders to fill this extraordinary opportunity.

### Applications submitted by August 15 will receive priority review.

All applications must be submitted online: [www.12MRecruiting.com/jobs/menlo](http://www.12MRecruiting.com/jobs/menlo).

An application requires submitting four PDFs:

- Cover letter introducing yourself to the Menlo search committee
- CV or resume
- A list of four references (include each person's name, current organization, title, phone number, email, and past connection to you — though we will not contact any references without obtaining your permission first)
- A response to the following prompt:

*It's your first day on the job, and you are sitting down with the director of business and finance, who just finished serving as acting CFO for the College for the last year until you were hired. At the beginning of this critical transition, what would be the first few topics that you would want to explore with her? For each of those topics, what are a couple of specific questions that would be top of mind for you?*

Menlo College is committed to a firm policy of equal employment opportunity. All prospective Menlo College employees are required to satisfy a background check and have fully completed their COVID-19 vaccinations (including a booster) or have an approved exemption. A negative PCR test will be required prior to employment. All employees that operate a motor vehicle on behalf of Menlo College must be cleared annually using Department of Motor Vehicle records.

