



VICE PRESIDENT OF FINANCE OPPORTUNITY GUIDE

**eliminating racism
empowering women**

ywca

Kalamazoo

www.ywcakalamazoo.org

ABOUT YWCA KALAMAZOO

YWCA Kalamazoo is an anti-racist organization on a mission to eliminate racism, empower women, stand up for social justice, help families, and strengthen communities. As a member association of the YWCA USA, one of the oldest and largest women's organizations in the nation serving over 2 million women, girls, and their families, YWCA Kalamazoo is the oldest association in Michigan, founded in 1885. Originally established to provide residential services to young women, today YWCA Kalamazoo serves as a primary resource for economic, gender, and racial justice for all women and girls in Kalamazoo.

YWCA has been at the forefront of the most pressing social movements for more than 150 years — from voting rights to civil rights, affordable housing to pay equity, violence prevention to health care reform. Today, they combine programming and advocacy in order to generate institutional change in three key areas: racial justice and civil rights, empowerment and economic advancement of women and girls, and health and safety of women and girls.

YWCA Kalamazoo works towards eliminating racism and empowering women through:

- **Advocacy & Systems Change:**

Achieve policy and system change that promotes safety, security, and equality for women and girls, people of color, and the most vulnerable in our community.

- **Caring for Victims of Abuse:**

Survivors of domestic violence, human trafficking, and sexual assault are able to lead lives free of violence and have access to services when needed.

- **Improving the Lives of Children:**

Provide the most vulnerable children and families in our community with access to higher-quality childcare, early learning, and other supportive services that meet their emotional and educational needs.

- **Promoting Maternal and Child Health:**

Every mother has a healthy pregnancy and recovery, and every child reaches their third birthday meeting key developmental milestones.

Key metrics in 2020 that showcase the depth and impact of the programs of YWCA Kalamazoo include:

- 14,821 nights of transitional supportive housing provided to 20 survivors of domestic violence and their 44 children
- 15,506 nights of crisis shelter provided to 308 victims of domestic violence and 370 children
- 1,775 hours of therapeutic services were provided to 226 survivors of domestic violence, sexual assault, and human trafficking
- 946 crisis calls made to the crisis line seeking services, information, and referrals.
- 133 sexual assault forensic exams conducted on-site at YWCA Kalamazoo.

These outcomes are achieved with a staff team of 140 and a budget of nearly \$13M. The past 36 months have brought tremendous growth for YWCA Kalamazoo, primarily through the opening of a second early childhood learning center that includes 1st, 2nd, and 3rd shift care and 24-hour drop-in services, guaranteeing a safe environment for children 24/7. The center offers comprehensive, high-quality early learning ensuring academic readiness in the formative years.

Since 2014, YWCA Kalamazoo has been led by Dr. Grace Lubwama (CEO). Under Dr. Lubwama's leadership, YWCA Kalamazoo has significantly expanded offerings and funding over the past 7+ years and is at the forefront of change in western Michigan. While pursuing YWCA's vision, Dr. Lubwama has created multiple leadership roles to ensure the work of YWCA is efficient and effective; these positions have been added to both meet current needs and position the organization for growth:

- 2019: VP of Operations/Finance & VP of Development (philanthropy) added
- 2020: VP of Programs added
- 2021: VP of Finance expanded into a singular role

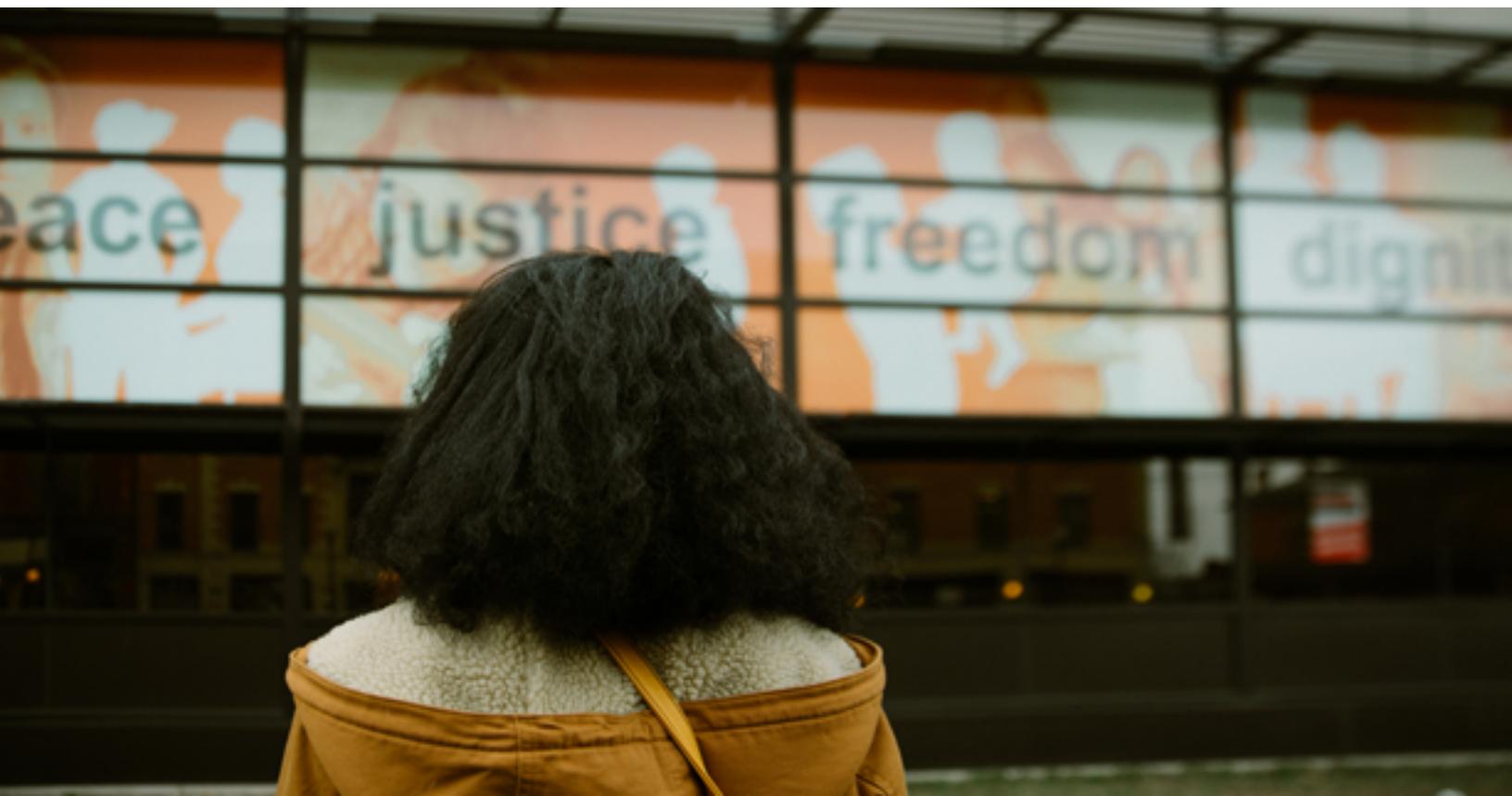
THE OPPORTUNITY: VICE PRESIDENT OF FINANCE

YWCA Kalamazoo seeks a highly experienced and progressive finance professional to serve as the agency's first Vice President of Finance (the VP). The VP reports directly to the Chief Executive Officer (CEO) and will serve as an integral advisor to the Board of Directors and finance-related committees. The Vice President will oversee a team of 5 finance staff including 1 direct report (Director of Finance) and 4 indirect (Sr. Accountant, Staff Accountants (2), and Accounts Payable) team members.

After undergoing a significant growth spurt the past three years, it became apparent that to ensure future growth and stability, a distinct leadership role of Vice President of Finance was needed. This newly created position is a direct result of organizational expansion and will ensure the financial systems efficiently support the larger,

more complex operation and that it is stable to support future/additional growth. The VP will be responsible for implementing and ensuring effective financial policies and procedures to match the organization's significant growth. In the past year alone, the annual budget has increased from \$6M to \$8.7M. The projected budget for FY22 is expected to reach \$12M+. The successful candidate will be a visionary financial strategist with the accounting expertise to manage and steward complex and ever-changing funding streams to ensure the continued success of YWCA Kalamazoo.

To accommodate in the interim, the CEO will be retaining temporary financial consulting services throughout the first quarter of 2022 or until the new VP is hired.



PERFORMANCE OBJECTIVES

LEADERSHIP AND MANAGEMENT

- Maintain accountability for the financial operations of YWCA Kalamazoo.
- Act as an advisor to the CEO on all matters of the organization's financial budgeting and strategic goals.
- Monitor internal and external trends to support forecasting and strategic development of financial operations in support of the mission.
- Collaborate with other department Vice Presidents and Sr. Directors to develop and implement measurable objectives, strategies, budgets, funding strategies, and timelines individualized to each department.
- Lead, develop, motivate, grow, and maintain a finance team with limited professional/technical expertise in managing organizational budgets greater than \$10M that have complex revenue streams.
- Manage staff and motivate the team through lens of flexibility, openness to suggestions, and the ability to resolve/mitigate conflict.
- Implement funding-specific strategies to ensure proper oversight and reporting of all grants, contracts, and donor-specific funding.
- Provide oversight and leadership for capital campaign initiatives.
- Ensure the mission and best interest of YWCA is at the forefront of all decisions.
- Make space for their staff, and themselves, to actively engage in the training, workshops and staff engagement opportunities related to racial justice and analysis development.

BOARD RELATIONS AND EXTERNAL ACCOUNTABILITY

- Serve as the primary point of contact for the Board and finance-related committees on all organizational financial matters. Communicate effectively and promptly with the Board of Directors.
- Maintain strong lines of communication, keeping the Board, CEO, and other key stakeholders informed of all critical issues.
- Provide oversight of the development of reports and communicate financial summaries in a valid but easily understood format for non-financial managers and members of the Board/Committees.
- Meet regularly with the Board Finance, Audit, and Endowment and Investment Committees. Prepare accurate and understandable reports as needed.
- Oversee audit-prep work and coordinate all audit-related activities for the Audit Committee and Independent Auditor to ensure a smooth and efficient audit process.
- Provide collaborative leadership in maintaining a positive and productive working relationship among the Board of Directors, membership, partner organizations, and volunteers.



PERFORMANCE OBJECTIVES

FINANCIAL MANAGEMENT AND ACCOUNTING

- Evaluate and enhance existing accounting procedures to ensure compliance with Generally Accepted Accounting Principles, FASB requirements, and YWCA Kalamazoo policy to ensure accuracy, validity, and consistency of accounting practices.
- Provide oversight and strategy related to financial aspects of funding proposals and awards.
- Develop and recommend appropriate fiscal operating changes as needed and provide account analysis and maintenance procedures in accordance with stated policies, procedures, and compliance requirements of funding sources.
- Create and implement a plan for a consistent reporting and budget reconciliation process, ensuring timely and accurate information is provided to all department heads.
- Develop, maintain, and administer organization's accounting systems and controls. Responsible for the integrity of system outputs and monitoring all internal control mechanisms.
- Coordinate and lead the annual audit process. Serve as liaison with the external auditors and the audit committee of the Board of Directors.
- Establish and monitor new financial performance and policies based on organizational growth. Track results, establish priorities, and keep the organization informed of progress and lessons learned.
- Provide oversight and final ownership of the annual operating budget and ensure that the organization operates within budget guidelines. Regularly monitor performance, present for approvals, and provide forecasting.
- Collaborate with the CEO to develop strategies for additional revenue sources.
- Ensure a highly effective finance team is in place, trained, and fully optimized to meet the current needs and evolve into the future as YWCA continues its growth pattern.



THE QUALIFIED CANDIDATE

YWCA Kalamazoo seeks an entrepreneurial, nonprofit finance professional to round out a passionate team of experts across the agency. A strategic thinker and problem solver with exemplary nonprofit accounting skills, the Vice President will have the keen ability to serve all leadership and staff across the organization with varying levels of fiscal acumen as needed. The successful candidate will understand their role in YWCA's mission to close gaps of disparity in the community and work to create racial and gender equity.

QUALIFICATIONS INCLUDE:

- Has catalyzed their anti-racist journey and understands how their role as an accomplice in the racial justice movement connects to YWCA Kalamazoo's four strategic focus areas.
- Proven experience managing complex revenue streams for midsize-large, and growing, nonprofit organizations. Must be familiar with accounting procedures associated with all types of funding streams: Government, Federal, Private, Endowments, Restricted/Unrestricted, etc.
- Proficient in cost accounting and fund accounting, including net asset classification.
- Track record in financial management, stewardship, and developing strategies to successfully maximize revenue.
- Proven success in mentoring and building strong, productive work teams with a focus on evaluating and filling skill gaps.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to create, implement, and monitor complex plans and then translate those plans into goals and concrete strategies.
- Career track record that shows stability with an organization and capacity to develop and nurture relationships culminating in overall success.
- Demonstrated experience in successfully working with executive leadership, a board of directors, and committees in a nonprofit setting.
- Advanced proficiency in MS Excel and accounting software packages. Proficiency with Blackbaud Financial Edge preferred.
- A minimum of 10+ years nonprofit accounting experience required, with at least 5 years in upper leadership and management roles.
- Bachelor's Degree in Accounting or Business required. Master's Degree in Business preferred. CPA strongly preferred.

HOW TO APPLY



YWCA Kalamazoo is committed to diversity and seeks to foster gender and racial-ethnic equity and inclusion within its faculty and staff. Persons of all gender expressions and/or persons from historically underrepresented cultural groups are especially encouraged to apply.

This position offers a competitive salary with strong benefits. Relocation support is available.

YWCA Kalamazoo is an equal opportunity employer and does not discriminate on the basis of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant criteria.

To assure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE. All candidate submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/background information both in the screening process and for the finalist(s) in a formal background check.

This search is being managed by Heather Eddy, President and CEO, and Katie VanderKlok, Project Manager, of KEES. Questions may be addressed to kvanderklok@kees2success.com.

APPLY HERE

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams and dynamic leaders in the nonprofit and public entity sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit www.kees2success.com.

ABOUT KALAMAZOO, MICHIGAN

Kalamazoo lies approximately halfway between Detroit and Chicago, 40 miles from Lake Michigan, in the southwest region of the state. The city has a total population of 76,200, while the metropolitan area has a population of 326,589. Kalamazoo is home to Western Michigan University, a large public research university; Kalamazoo College, a highly regarded private liberal arts college; Kalamazoo Valley Community College; Davenport University, and Kalamazoo Area Mathematics and Science Center (KAMSC). Kalamazoo College, the oldest institution of higher learning in the state (founded 1833), also houses the new Arcus Center for Social Justice Leadership.

The Kalamazoo Public Schools received wide national attention with the inception of the Kalamazoo Promise, through which every resident graduate of the Kalamazoo Public Schools is provided with a scholarship for 65-100% of tuition and mandatory fee costs for four years at any public university or community college in Michigan, starting with the class of 2006. (See below.)

The city of Kalamazoo is extremely diverse in race, ethnicity, age, and income. Racial segregation still divides the city on several levels, including the geographic. The city's racial demographic composition is as follows:

| | |
|------------------------------------|---|
| White | 68.2% (63.3% non-Hispanic or Latinx) |
| Black | 22.2% |
| Latinx | 7.6% |
| Asian | 2.1% |
| American Indian/ Alaskan Native | 0.0% |
| Two or more races | 6.6% |

Four tribal bands of the Pottawatomi reside in a three-county area surrounding Kalamazoo: the Pokagon, the Nottowaseppi, the Huron, and the Gun Lake.

Kalamazoo's poverty rates are high relative to the rest of Michigan's. The median household income is \$41,774; the per-capita income \$23,619. Some 41% of children enrolled in elementary school live below the poverty line, a striking number that has drawn intense local attention. 28.4% percent of the population lives in poverty. The median home value is \$106,600, and 44.2% of the population owns their homes. Because of the presence of the colleges and university, the median age is around 26, a benefit in making the city vibrant and youth-oriented.

In addition to the University, the largest employers in the area include the Stryker Corporation, a surgical and medical devices manufacturer, and the two hospitals: Bronson Methodist Hospital, and Borgess Medical Center. The Upjohn Company, the pioneering pharmaceutical research and manufacturing firm founded in 1886 in Kalamazoo, is now part of the Pfizer Corporation, which has a research facility in downtown Kalamazoo and a major manufacturing plant in nearby Portage.

The community has also focused resources on incubating start-up companies in the life sciences and new technologies through the efforts of groups such as Southwest Michigan First. Those cooperative efforts have led to the establishment of a Business Technology Park on the campus of Western Michigan University and the Southwest Michigan Innovation Center.

ABOUT KALAMAZOO, MICHIGAN

The arts are a vital part of life in Kalamazoo, thanks to groups like the Arts Council, Black Arts Council, and Hispanic-American Council. The city is home to a thriving symphony and junior symphony, and in alternate years hosts the Gilmore International Keyboard Festival. Theatre Kalamazoo is a consortium of twelve local stages, including those of the University and College. The vibrant Institute of Arts houses a collection of more than 3,600 works with a focus on 20th-century American art. Visiting artists perform at the historic State Theatre, at Miller and Chenery Auditoriums, and at Wings Stadium.

Concerted local effort among groups like Downtown Kalamazoo Inc. has kept downtown Kalamazoo thriving. In addition to restaurants, brewpubs, taverns, music venues, and coffee houses, there is an Art Hop on the first Friday of each month. Festivals of food, wine, art, and culture celebrate and share the diversity of the area's population during the spring, summer, and fall seasons. The Kalamazoo Valley Museum is a treasury of local history and hands-on opportunities for kids. The Kalamazoo Public Library, 2002 National Library of the Year, has four branches in addition to its downtown location. The Gilmore Car Museum, one of the top five in the nation, houses cars familiar from Disney movies, and the Air Zoo displays more than fifty rare and historic aircraft, from biplanes to jets.

THE KALAMAZOO PROMISE

The Kalamazoo Promise is a program started by anonymous local philanthropy. It provides up to 100% post-secondary education tuition for resident high school graduates of the Kalamazoo public school system. The Promise can be applied to cover tuition and mandatory fees at over 60 Michigan institutions; apprenticeships, trade programs, community colleges, universities - public and private, and more.

Since the implementation of the Kalamazoo Promise in November 2005, the program has started a chain reaction to reform education in the region, starting with the improvement of the K-12 system. Additionally, Kalamazoo Public Schools (KPS) revamped Kalamazoo County Head Start, a research-based curriculum that aligns with the KPS curriculum and state benchmarks.

KC Ready 4s is a countywide program established in 2011 to ensure that all children, regardless of economic background, will have the skills they need to start kindergarten. This in turn builds the foundation for the next level of education. More youth are now encouraged to stay in school and do well since they have a real chance of pursuing higher education.

Learn more about the Kalamazoo Promise at
<https://www.kalamazoopromise.com/>.

