

Position and Candidate Specification



Cranbrook Educational Community

Chief Operating Officer

PREPARED BY:

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The Chief Operating Officer (COO) serves as a critical strategic partner, thought-leader, and trusted adviser to Cranbrook Educational Community's ("Cranbrook") President, senior leadership team, and Board of Trustees. The COO is responsible for ensuring that Cranbrook maintains its financial strength and operating efficiencies by providing the leadership, management, and vision necessary to make certain that Cranbrook has the proper operational controls, administrative and reporting procedures, and systems in place to effectively further its vision, mission, and goals. This individual will stand-in for the President, when necessary, and will oversee all administrative services (including purchasing, legal, and risk mitigation), capital projects, finance, audit and accounting, human resources, information technology, physical plant, and campus security.

As a key institutional leader, the COO will encourage bold thinking, bring wise counsel, and display an unwavering commitment to fulfilling Cranbrook's mission to "provide extraordinary education, encourage creativity and innovation, and value learners of all ages and backgrounds...to develop people who will live with purpose and integrity, create with passion, explore with curiosity, and strive for excellence."

KEY RELATIONSHIPS

Reports to President, Aime Claire Roche

Direct reports Jeff Bolton, Chief Financial Officer
Beth Beadle, Director of Human Resources
Jacob Klein, Director of Information Technology
Calvin Vincent, Director of Operations

Other key relationships Board of Trustees (including subcommittees)
Administrative Leadership
Faculty
Staff

KEY RESPONSIBILITIES AND ASPIRATIONS

- Plan, develop, direct, and administer the operational activities supporting Cranbrook's program areas; review and assess existing and proposed initiatives.
- Work closely with the President to develop the next iteration of Cranbrook's strategic plan and vision for the future, implementing operational steps that ensure strategic financial planning, goal setting, metrics, and plan implementation.
- Provide cooperation, advice, and support to the President and Board of Trustees, supporting the policies and objectives set forth by the Board of Trustees and the President.
- Provide strategic financial input and leadership on decision-making issues affecting Cranbrook, including but not limited to, the evaluation of investments; technical financial advice and knowledge; and the timely and accurate analysis of budgets, financial reports, and financial trends in order to assist the President, the Board of Trustees, and other senior executives in performing their responsibilities.

- Steward the endowment and assets to enable inter-generational growth and equity in benefit of the Cranbrook community.
- Provide leadership and management for continual improvement of the budgeting process through education of department managers on financial issues impacting their budgets.
- Provide skilled oversight of the continued development of the Human Resources function and its critical impact on Cranbrook's continued growth in furtherance of its mission.
- Provide close oversight of the Cranbrook Renewal Project and related capital expenditure programs.
- Provide leadership and direction to operational strategic planning, both in terms of formulation and execution, to ensure appropriate levels of growth and success and the development and implementation of short- and long-range plans.
- Lead the coordination and implementation of community-wide information technology , including the integrated management information system.
- Interact constructively with all constituents of the community in order to effectively communicate Cranbrook's vision, mission, values, and programs.

IDEAL EXPERIENCE

Senior Finance and Operational Experience

Over 15 years of experience providing strategic financial and operational leadership in a complex nonprofit, private, or governmental organization; experience in the areas of planning, IT, investment, budgeting, human relations, and working with a volunteer board is preferred.

Strategic Partnership

A strong strategic orientation coupled with the ability to effectively collaborate and communicate with the President, other senior administrative leaders, and the Board of Trustees.

Commitment to Inclusion, Diversity, Equity, and Access (IDEA)

Commitment to, track record of, and demonstrated impact in the area of IDEA. Experience building and leading in an inclusive environment.

Technical and Analytical Acumen

Strong analytical skills and technical capability, including expertise with enterprise-wide systems.

Organizational Leadership in Leading a Talented Team

Experience serving as an organizational thought-leader, and a champion of institutional excellence and cultural transformation in a complex organization. Experience as an effective manager with the confidence to delegate, empower, and mentor a talented team, including providing best-in-class professional development opportunities for staff.

Strong Credentials

Strong academic credentials are required, including a preference for an M.B.A. or a related graduate degree.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Leadership

In an educational institution with a tradition of excellence, significant resources, and high ambitions, the COO will partner closely with the President, senior leaders, and Board of Trustees to identify and support Cranbrook's strategic priorities by:

- Bringing analytical rigor, creativity, and transparency to setting priorities and making investments, maximizing Cranbrook's financial, intellectual, cultural, and physical assets.
- Demonstrating sound business judgement, balancing mission objectives with long-term financial and operational sustainability.
- Applying leadership, long-term strategic thinking, and a best-in-class approach to Cranbrook's fundraising and development initiatives to think more broadly around growth opportunities.
- Developing and mentoring a diverse team of talented finance and operational leaders; setting high standards; and modeling a culture of service, integrity, and demonstrated commitment to equity and inclusion.
- Establishing best-in-class practices in leading campus operations in a manner that promotes long-term environmental sustainability, including the continued reduction of environmental harm while promoting just and sustainable systems.
- Being a problem solver, engaging constructively with a focus on identifying solutions and clearing obstacles.

- Leading and investing in the professional development of all employees within the COO division.

Operational and Financial Acumen

As the COO of a highly complex, multi-layered educational institution, the candidate will provide strong fiscal and operational stewardship to ensure that Cranbrook optimizes all of its assets in support of its mission by:

- Shepherding and shaping the financial structure to ensure investment in mission critical priorities while ensuring the intergenerational equity of Cranbrook's assets.
- Bringing strong conceptual thinking, financial and operational analysis, and clear data orientation to evaluating opportunities and driving well-considered decisions.
- In collaboration with other key members of the senior leadership team, ensuring the continued work on a comprehensive plan for critical capital upgrades.
- Keeping an eye focused on the evolving needs of the broad Cranbrook community by developing, assessing, and improving operational systems.
- Meeting needs efficiently and effectively with a focus on continuous improvement and institutional evolution.
- Incorporating principles of IDEA into the work of all departments.

Collaborative Partnerships

In an institution defined by relationships, the COO will forge a strong partnership with the President, other senior leadership, and the Board of Trustees; invest in highly productive relationships with members of the Cranbrook community; be an ambassador of Cranbrook within the broader community; and raise the effectiveness of Cranbrook by:

- Listening and being a visible and accessible leader who builds coalitions, solicits a diverse set of views, and implements strategies that clearly support Cranbrook's priorities.
- Serving as a compassionate, approachable, and visible leader who fosters a deep sense of community and togetherness.
- Promoting and fostering an inclusive community with high standards and demonstrated commitment to IDEA, collegiality, and professionalism.
- Nurturing productive, collaborative relationships with a wide range of internal and external constituencies, being both empathetic and motivating.
- Communicating complex information to a range of audiences, including the Board of Trustees, ensuring clarity around financial and programmatic practices, priorities, and tradeoffs.

THE SEARCH PROCESS

Cranbrook has retained Spencer Stuart to support the search. If you wish to submit your own application materials or nominate someone to serve as the next Chief Operating Officer for Cranbrook, please send an e-mail message with supporting materials to CranbrookCOO@SpencerStuart.com.

Cranbrook is committed to Equal Employment Opportunity (EEO) and nondiscrimination in all aspects of employment. As an EEO employer, Cranbrook's policy is that employment-related decisions shall be made without regard to an applicant's or employee's race, color, national origin, religion, creed, sex, height, weight, marital status, disability, veteran status, age, sexual orientation, gender identity, genetic information, or any other basis prohibited by local, state, or federal law.

One of the world's leading centers of education, science, and art, Cranbrook Educational Community was founded in 1904 by newspaper publishers and philanthropists George Gough Booth and Ellen Scripps Booth. Located on a 319-acre campus in Bloomfield Hills, Michigan—a suburb of Detroit that is about twenty-five miles northwest of the city center, and as described in more detail below—Cranbrook Educational Community is comprised of five Program Areas (listed by size of budget): [Cranbrook Schools](#) (private independent pre-K through 12 college preparatory schools), [Cranbrook Academy of Art](#) (graduate art school), [Cranbrook Institute of Science](#) (public earth sciences and natural history museum), [Cranbrook Art Museum](#) (public contemporary art museum), and [Cranbrook Center for Collections and Research](#) (public house museums and history programs). In addition to these five Program Areas, the community includes [Cranbrook Horizons - Upward Bound](#) (outreach program affiliated with Cranbrook Schools) and [Cranbrook House & Gardens](#) (public access program focused on the founders' estate). Cranbrook's National Historic Landmark campus is graced by architecturally significant buildings, outdoor sculpture, and natural and tended landscapes. The Cranbrook community receives more than 300,000 people annually, engaging learners of all ages and interests in educational programs and experiences.

CRANBROOK SCHOOLS

Cranbrook Schools is a pre-K through 12 independent school where students as young as three years old are enrolled in full- or half-day preschool and in all, a child might spend as many as 15 years of their young lives on the campus, culminating in graduation in the 12th grade year (Cranbrook Schools does not offer any post-graduate programming at this time). Currently, the student body is comprised of approximately 1,670 students: 500 of whom attend either the Vlastic Early Childhood Center or Brookside Elementary School (pre-K through Grade Five); 300 of whom are enrolled in one of the Cranbrook's Schools' two single-sex middle schools (Grades Six through Eight); and 820 of whom attend the Cranbrook Kingswood Upper School (Grades Nine through 12), the only unit of Cranbrook Schools that is both day and boarding. The Schools' 1,411 day students represent 70 municipalities across Southeast Michigan and its 262 upper school boarding students hail from 23 different countries and 21 states, including the District of Columbia.

Cranbrook Schools currently employ approximately 214 faculty and roughly 80 additional administrative staff members across its five separate and distinct schoolhouses (each a micro-campus in its own right). About 70 of these teachers and administrators live on campus in housing provided by the institution, which includes a combination of apartments located in the student dormitories, apartments in free-standing buildings, and single-family homes. In some form or another, all of these on-campus faculty serve the 24/7 needs of the residential community of upper school boarding students.

CRANBROOK ACADEMY OF ART

Cranbrook Academy of Art is one of the country's top-ranked, graduate-only programs in architecture, design, and fine art. Each year, 130 first and second year students study and live on the Academy's Saarinen-designed campus, which features private studios, state-of-the-art workshops, and a renowned art museum, all a short drive from Detroit. The focus of the Master's Degree-granting program is on studio practice in one of 11 disciplines: Architecture, 2D, 3D, and 4D Design, Ceramics, Fiber, Metalsmithing, Painting, Photography, Print

Media, and Sculpture. The program is anchored by celebrated Artists- and Designers-in-Residence, one for each discipline, all of whom live and practice on campus alongside the Academy's students.

CRANBROOK INSITUTE OF SCIENCE

Cranbrook Institute of Science is a science and natural history museum with one of the top-three mineral and earth science collections in the country, and home to a research quality observatory and the top botany, anthropology, and related life-sciences collections in the Midwest. The Institute continues to play a significant role in building a scientifically literate public and helps more than 150,000 visitors annually realize that heightened science literacy is vital to all aspects of our lives, and that meaningful discoveries are the natural outgrowth of a curious, questioning mind. Extraordinary, transformational experiences in STEM education are the Institute's primary focus. The Institute serves more than 100,000 diverse pre-K through 12 learners each year, the majority of whom live in Southeastern Michigan. The Institute is an established external STEM science provider for Detroit Public Schools Community District, Southfield Public Schools, and the Pontiac School District. The Institute also provides STEM programming to students of all ages and backgrounds in more than 100 Michigan public school districts annually.

CRANBROOK ART MUSEUM

Cranbrook Art Museum is a leading venue for the presentation of twentieth- and twenty-first-century art, craft, architecture, and design. Dating from 1930, the Art Museum is among the first museums of contemporary art in the United States. Today, the Art Museum serves a broad community across the Detroit metropolitan area and Southeastern Michigan with a robust program of rotating temporary exhibitions and displays of works from its permanent collection. Since 2015, the Art Museum has organized annual engagements at a variety of scales with cultural and community partners in Detroit. The museum's collection of more than 7,500 works contains a special focus on the significant achievements of the graduates and faculty of the Academy and of the work of Detroit-based artists. Since 2011, the collections are housed in a unique, state-of-the-art handling and storage facility—the Collections Wing—which contains curated displays and is available for guided public tours.

CRANBROOK CENTER FOR COLLECTIONS AND RESEARCH

Cranbrook Center for Collections and Research ("Center") centralizes Cranbrook's 119-year story and offers intellectual engagement with its legacy. Launched in 2012, the Center encompasses the management and curatorial leadership of Cranbrook's campus-wide collection of cultural properties, archives, historic architecture (most notably Cranbrook House, Saarinen House, and the Frank Lloyd Wright-designed Smith House), cultural heritage areas, and cultural landscapes, including the 1915 Cranbrook Japanese Garden. By preserving and interpreting the community's unparalleled landscape, architecture, collections, and archives, the Center provides memorable educational experiences and meaningful research opportunities for internal and external audiences. The Center's offices are housed within both Cranbrook House and Cranbrook Art Museum, where the Center takes advantage of the state-of-the-art Collections wing. The public operation of Cranbrook Archives, which is a key component of the Center, is located within the Collections wing of the Art Museum.

CRANBROOK HORIZONS UPWARD BOUND

The mission of the Horizons - Upward Bound (HUB) program is to prepare students from the Detroit metropolitan area who have limited opportunities to enter and succeed in post-secondary education. Operating within Cranbrook Schools, HUB is an independent program that serves low-income students from ninth grade through 12th grade who are the first in their immediate family to attend college, enrolled in a Detroit Community District Public High School, and at risk of academic failure. During the academic year, the program is

held on three Saturdays a month with additional tutoring on Wednesdays. In the summer, HUB utilizes Cranbrook Schools' dormitories and hosts a six-week residential academic program. Throughout the year, the HUB students are able to take advantage of numerous cultural opportunities, including visiting art museums, local professional performances including dance, opera, and orchestra performances, along with sporting events such as professional basketball and baseball games. In addition, the program offers several workshops for families on FAFSA completion, saving for college, how to support their student's academic needs, and community resources. 100 percent of HUB students graduate from high school on time and 95 percent attend college. HUB continues to support its students through six years of college, providing counseling on financial aid, internships, transferring schools, and course selection. HUB's college graduation rate is between 50 percent and 60 percent.

CRANBROOK HOUSE AND GARDENS AUXILIARY

Cranbrook House is a 1908 English Tudor home designed by Albert Kahn in the Arts and Crafts-style for Cranbrook's founders, George and Ellen Booth. It is now the oldest surviving manor home in metro-Detroit. The Booths commissioned the finest artisans, craftsmen, and studios of the period to furnish the house with handcrafted furniture, tapestries, tiles, stained and leaded glass, and other works of fine and decorative art. Cranbrook Gardens surrounds Cranbrook House on a 40-acre site noted for its formal, woodland, and naturalistic gardens incorporating fountains, statuary, lakes, streams, and extensive plantings. Today, the estate is cared for by Cranbrook House & Gardens Auxiliary, a volunteer-run organization, that is dedicated to preserving, restoring, and maintaining Cranbrook House & Gardens and related cultural properties for the enjoyment, education, and cultural enrichment of its members, the Cranbrook community, and the public. While the main rooms on the first floor are open to the public for tours and programs conducted by both the Auxiliary and Cranbrook Center for Collections and Research, the second and third floor hold the offices of Cranbrook's central services, including the offices of Cranbrook's President and Chief Operating Officer.

KEY CRANBROOK FACTS

- Operating Budget: \$81 million (FY 2023)
- Net Assets: \$397 million (FY 2022)
- Endowment: \$262 million (FY 2022)
- Moody's Rating: A1

To learn more about Cranbrook, please visit www.cranbrook.edu.