



Capital for Communities –
Opportunities for People®

Community Reinvestment Fund, USA
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Vice President of Small Business Lending

Position Title: Vice President of Small Business Lending

Department: Small Business Lending

Location: Minneapolis, MN

Reports to: President

Date: June 2018

Position Summary

The Vice President of Small Business Lending (VP of SBL) is the key leader responsible for the strategy, profitability, and growth of the business lending line, which originates both SBA 7(a) and other loan products. The incumbent will be responsible for managing the SBA regulated entity, CRF Small Business Lending Company, LLC, a wholly owned subsidiary of CRF, plus the core functions that support the business, including the sales development process, credit analysis, and other operational functions of the business line.

The VP of SBL joins a leadership team that includes the President, Chief Impact Officer, Senior Vice President Capital Markets, Vice President Loan Servicing, General Counsel, Chief Risk Officer, and Vice President of Human Resources and Administration. The VP of SBL will report to the President.

The position is responsible for the following functions: Business Development, Loan Origination, Underwriting, Loan Packaging and Closing, as well as all SBA regulatory requirements. The VP of SBL is responsible for a staff of 12.

The VP of SBL is responsible for the total quality management of his/her area, directs design or redesign of business processes, and continuously improves upon those processes. This position works to build and maintain customer loyalty and build brand awareness with lending partners to create value for customers. The VP of SBL creates customer strategy to maximize client acquisition, drive community impact, and improve overall customer experience.

The successful candidate will be able to bring about strategic change within the organization, to meet organizational goals; lead people toward meeting the organization's vision, mission, and goals; lead efficiency and effectiveness enhancements to meet organizational goals and customer expectations; and build relationships internally and externally.



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Desired Qualities

- **Model and Support of CRF's Mission, Vision and Values:** Energized by the desire to deliver equal access to capital and level the economic playing field, providing opportunities for people to succeed, and develop creative financing solutions that transform lives and communities.
- **Belief in CRF's Diversity, Equity, and Inclusion Philosophy:** Modeling behavior that inspires dialogue, learning and cross-cultural exchange. Participation in and encouragement of the CRF DEI Committee's learning plan, and promotion of intercultural competence and CRF Values.
- **Strategic Leadership Abilities:** Compelling strategic thinker, providing an integral voice in the development and implementation of CRF's Small Business Lending operational plan within the framework of CRF's strategic plan. Collaborative, facilitative leader, with drive for decisive results. Ability to foster trust, credibility, and cohesive teamwork among persons of diverse talents, backgrounds, and perspectives.
- **Leadership Strengths:** Demonstrated capacity for independent judgment and sound decision making in a diverse and complex organizational environment. Keen, analytical problem solver. Highest level of integrity, honesty, and respect for others in both business and personal relationships.
- **Positive Presence:** Thrives in fast-paced working environment with a sense of urgency. Positive and energetic. Articulate. Respectful.
- **Effective Communicator:** Proficient written and oral communication skills, including the ability to speak in a wide variety of settings, to a wide variety of audiences. Focused on internal and external customer service.
- **Compliance Minded:** Understanding of and adherence to the compliance requirements, including SBA regulations, for the business line owned by this position.
- **Technology Proficiency:** Must view technology as a critical part of the organization's success and have a solid understanding of lending and financial software, and how these systems can be optimized to support organizational priorities.



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Essential Duties and Responsibilities

Business Line Leader – Small Business Lending

Business Owner of Small Business Lending

- Grow and manage the profitability and community impact of the small business lending business line
- Participates with the officers and the Board to establish the strategic direction of the small business lending line
- Implement processes and procedures to monitor the effectiveness of changes and their relation to organizational goals
- Work with the Sales Team to develop and implement a sales plan. Continually monitor the pipeline to determine success and/or if adjustments are needed
- Establish and manage the business plan and budget for the department to ensure CRF's financial priorities are met and align with the Strategic Plan
- Drive achievement of operating activities and objectives
- Cultivate a close working relationship with the CRF Leadership Team to ensure processes are streamlined for maximum output and to determine where adjustments may be made to improve the flow of work

Business Development

- Enhance and grow the referral and community partner networks
- Develop, grow, and maintain third-party vendor relationships
- Work with CRF Marketing to diversify business development channels and support targeted industry verticals strategies

Loan Origination

- Review the pipeline to ensure a seamless flow from application to loan close and continuously focus on areas for improvement
- Initiate product development and enhancements in an effort to promote growth and address customer needs

Underwriting/Credit

- Provide guidance for loan structuring while maintaining a firm grasp on best lending practices, procedures, and regulatory requirements and changes
- Support continuous improvement of the loan review and credit approval process to enhance efficiency, effectiveness, and ensure positive customer experience



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Loan Closing and Secondary Market Sales

- Work with the loan packaging, loan closing, disbursement, and document review team to make sure the process is effective and efficient; and continuously evaluate to identify opportunities to streamline the process
- Ensure the loan sale procedure is timely and effective

Technology

- Collaborate with the IT department in an effort to continually improve and enhance CRF's proprietary lending platform
- Act as a champion of the offered software within CRF and its partnership network

Relationship and Strategic Management

- Develop and maintain effective working relationships with internal and external stakeholders
- Solicitation and engagement with the Board of Trustees

Staff Management, Recruit and Retain

- Build and lead a diverse, inclusive and equitable team with the skills, talent and desire necessary to execute on the strategic growth plans
- Provide day-to-day leadership for all assigned functions. Lead through innovative management concepts and initiatives to meet all program goals and objectives within available resource allocations and in the most effective and efficient manner
- Develop performance standards, set job expectations, and give ongoing feedback and annual performance ratings to direct reports
- Provide staff with the resources and tools to work successfully and identify opportunities for improvement or additional resources
- Build strong relationships and promote employee engagement with all staff

Compliance

- This position will be responsible for the overall compliance requirements of the Small Business Lending business line, inclusive of the SBA regulatory requirements. Compliance requirements include adherence to applicable laws, regulations, obligations, and corporate policies. Each business line and shared service is responsible for documenting, monitoring, and reporting compliance requirements related internal controls that provide reasonable assurance regarding the achievement of objectives.



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Qualifications

Education and Certification(s)

- Bachelor's degree in Business, Accounting, and Finance, or related field. A Master's degree in Finance or related field is highly desirable

Experience

- Five to eight years of business lending experience including SBA lending
- Experience developing and managing strong business partnerships and building and deploying customer acquisitions strategies
- Thorough knowledge of lending products, specifically SBA products, to include the regulations and requirements surrounding such products
- Considerable knowledge of credit and credit quality
- Experience leading and managing a team of professionals
- Strong business development and strategic planning skill.
- Knowledge of the CDFI industry and the secondary financial markets is highly preferred
- Experience working in a multi-locational organization

The Company

Who We Are

Community Reinvestment Fund, USA (CRF) is a community development leader committed to bringing economic equity to communities across the country, in order to generate greater investment in the communities that need it most.

What We Do

Since 1988, CRF has helped reinvent the flow of capital, eliminate barriers to economic mobility and build community wealth. CRF forges a link between capital sources, local small business ecosystems and small business owners.

How We Help

Together with its partners – including community leaders, nonprofit lenders, financial institutions, foundations and more – CRF is creating new strategies and technologies that build stronger local economies, create jobs and support economic mobility.



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CRF's key product lines are:

- Small business lending, including Small Business Administration 7(a) program loans and other lending products
- Contract Loan Servicing, including single family mortgage, affordable housing, business loans and investor and fund reporting
- Capital Markets, including New Markets Tax Credits and the CDFI Fund's Bond Guarantee Program
- Technology Services, including a loan origination system and an online loan marketplace

CRF has created measureable, transformative community impact since its inception in 1988. Key accomplishments include:

\$2.4 billion in financing – loans in 49 states and DC – 1,688 loans to small businesses – 79,000 jobs created or retained – 19,088 affordable housing units – 1.7 million people served with our products and services

CRF believes in delivering equal access to level the economic playing field, providing opportunities for people to succeed, and development creative financing solutions that transform lives and communities. CRF does this in three ways each connected and building upon the other –

- 1) supporting mission-driven organizations with capital to build capacity and increase efficiency,
- 2) strengthening communities by supporting the local finance ecosystems that empower individuals to thrive,
- 3) creating systems change by transforming the flow of capital so that access and opportunity are distributed more equitably in communities across the country.

CRF's ten-year impact target strives to impact more than 1,000,000 lives with more than \$1 billion in capital deployed annually by 2027. CRF's Fiscal 2018-2022 Strategic Plan, which launched in October 2017, sets us on an exciting path and lays out a set of intermediate term goals for achieving this vision.

CRF is headquartered in Minneapolis, Minnesota. For further information, please visit www.crfusa.com.



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To Apply

Interested candidates should please submit a resume and cover note to Human Resources at humanresources@crfusa.com by July 30, 2018. All inquiries will be kept confidential.

As an EEO/Affirmative Action Employer, all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national orientation, gender identify, disability or veteran status.