

Wilson College
Vice President
for Finance and Administration



Position Profile

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The Opportunity

[Wilson College](#), a private, coeducational institution rooted in the liberal arts and sciences in Chambersburg, PA is starting a national search for its next Vice President for Finance and Administration (VPFA). Wilson has 2,081 students, operating expenses of \$35M and an endowment and other investments of \$84M. Reporting directly to the President and a key member of the Cabinet, the VPFA is the chief financial and administrative officer of the College, providing strategic guidance and recommendations on both strategy and operations to the President, the senior staff, and the Board of Trustees in aligning, setting, and achieving the mission, goals and objectives of the College. The VPFA exercises management and administrative direction over all finance and business operations, facilities, human resources, and risk management. The College seeks a creative, innovative and energetic leader who will be a valued, proactive partner for the President and the senior staff as well as an operational partner of the staff in the finance and administration division (division), who is willing and able to both lead the strategy and dig into the details of the finances and operations and manage all the areas in the division. The VP serves as administrative liaison to various committees of the Board of Trustees including Resources and Audit Committees.

The College



Located on a historic 300-acre campus in Chambersburg, PA, the institution offers undergraduate, master's, and doctoral programs and is committed to a transformative educational experience that balances academic quality, rigor, access, and affordability. Classes are offered in-person, online, and via hybrid modalities. Throughout its long history, Wilson has responded to changing times by becoming a

fully co-ed institution; until 2013, it was a women's only college. In 1982, the College was one of the first in the region to begin offering a continuing studies program to meet the needs of a growing population of adults seeking a post-secondary education. In 1996, the College was one of the first in the nation to offer on-campus, residential education for single parents with children. In 2022, the College launched Wilson College Online, further embracing its focus on accessibility to underserved populations. A new laboratory campus in King of Prussia, Pennsylvania opened in February 2026 to support hands-on lab immersion experiences for three new hybrid, accelerated graduate healthcare degree programs.

The previous decade has been a time of change and profound transformation for Wilson. The College recently completed its five-year *Future Wilson: The Phoenix Rises* strategic plan, which has led the institution to defy challenges presented to higher education in recent

years. With the decision to become coeducational in 2013 along with the addition of online learning and new undergraduate and graduate degree programs, total enrollment has increased 53% in the past three years. Most recently, Wilson announced its highest overall enrollment in its 156-year history with the Fall 2025 Census.

College Leadership



President Fugate, the 20th president of Wilson College, arrived in January of 2020 and has initiated a dynamic era of creativity. Since coming to Wilson, Fugate has steered Wilson through the COVID-19 pandemic and the resulting economic challenges while leading the College to years of growth.

Under his leadership, the College launched its 2021 strategic plan, *Future Wilson: The Phoenix Rises*, and its current plan *Igniting the Future: The Phoenix Soars (2025-2028)*. As a result of these planning processes, the College has reached record enrollments and balanced budgets in most years; continued progress will require further strengthening of the College's finances. Fueling this success has been growth in retention rates, increased participation in teacher certification programs, and the creation of exciting new programs. Additionally, Fugate has emphasized connection and belonging for students of all backgrounds and appointed task groups seeking to help strengthen Wilson's financial position. Fugate's tenure has been marked by open communication, transparency, and collaboration.

Prior to his appointment at Wilson, Fugate served Randolph College in Lynchburg, Va. in a variety of roles and served as deputy chief of staff for planning and education policy to the governor of Kentucky; director of events for a national political party's victory efforts, where he coordinated events for the president, vice president and first lady of the United States, as well as a myriad of other high-ranking officials; adviser to the Interfraternity Council at the University of Georgia; and director of program advancement for Kentucky's Governor's Scholars Program.

A first-generation college student and native of Eastern Kentucky, Fugate earned a doctorate in higher education from the University of Georgia's Institute of Higher Education, a master's degree from Vanderbilt University in higher education administration with an emphasis on institutional advancement, and a bachelor's degree from Centre College in dramatic arts and economics. Fugate is passionate about giving back to the communities and organizations with which he is affiliated and serves on many local and national boards. He also is a frequent presenter on issues in higher education.

Fugate is married to Cody Ward, an international education and student development professional. Fugate resides on campus in Sharpe House along with their cat, Miss Scarlet, an unofficial mascot of Wilson.

Vision

Creating possibilities. Forging exceptional student success. Transforming lives.

Mission Statement

Wilson College empowers students to be confident and critical thinkers, creative visionaries, effective communicators, honorable leaders, and agents of justice.

We value:

Honor

Wilson upholds honesty and integrity as cornerstones of individual behavior – both public and private.

Discovery

Wilson believes inquiry leads to a deeper understanding of ourselves, our disciplines, and the world around us. We encourage the transformative exploration and risk-taking that produce personal and communal growth.

Inclusivity

Wilson cultivates a welcoming environment in which each individual or group is respected, supported, and valued. An inclusive climate embraces differences and offers respect in words and actions.

Community

Wilson thrives in a collaborative, relationship-centered culture where we support one another in the broad range of high-level learning and work activities that we endeavor to achieve.

Service

Wilson embraces its role as an intellectual and artistic center in the region by providing programming, Institutional outreach, service learning, and volunteerism, preparing students to be active contributors in their communities.

The Strategic Plan: Igniting the Future: The Phoenix Soars – 2025-2028

1. Deliver impactful student experiences through purposeful programs
2. Illuminate our story
3. Foster a data-informed campus culture
4. Rejuvenate and inspire our workforce
5. Strengthen the institution's financial position

Key Performance Indicators

- Retention and persistence of traditional undergraduate students
- Enrollment
- Financial thriving
- Facilities and deferred maintenance
- Faculty and staff retention
- Career preparation and employment outcomes

Philanthropy

Donor philanthropy for Wilson is strong and growing. For the seventh consecutive year, the Wilson Fund exceeded \$1 million annually. The College's endowment and other investments total \$84M of which \$64.4M are endowment funds. The *We Rise: United for Wilson's Future* three-year campaign concluded in 2025, surpassing all expectations. Donor gifts eclipsed the initial \$16 million goal, totaling more than \$21.7 million in support of debt reduction, scholarships, growth initiatives, faculty and staff support, and unrestricted giving.

Finances

The FY 2026 operating budget of Wilson College includes \$31.4M in revenues and \$34.4M in expenses prior to the application of unrestricted funds from the *We Rise* campaign dollars. Student tuition and fees account for 60% of the College's revenue. The College has balanced its budget in the six prior years and expects to have a budget that can be balanced with unrestricted campaign dollars for FY 2027.

Wilson's tuition and fees for in-person full-time undergraduates are about \$27,000 with room and board at about \$12,000; the net tuition is \$13,483 which translates to a 50% tuition discount rate and 98% of the undergraduate students receive institutional financial aid. Recent federal data suggests the average cost for a student to attend Wilson College after all financial aid is \$1,985 less than that of a nearby public institution.

To balance the budget, the College used a 5% endowment spending rate in FY26; the FY27 budget includes a 7% endowment spending rate. The College plans to continue spending at the 7% rate for the next several years to help amortize the start-up costs of the three new health science graduate programs. The College has \$31.4M in long-term debt which is rated BB Stable by Fitch. Debt service is currently about \$2M a year and it will increase to \$3M per year in FY2031. The College must always be mindful of meeting its debt covenants.

Campus Facilities

The 300-acre campus is on the National Register of Historic Places as a historic district. The campus has 41 buildings and 768,319 gross square feet of space. The College has identified about \$11M in deferred maintenance. Seven buildings serve as student housing, with options for double, triple, and quad occupancy. There are several facilities for athletics and

equestrian competition, including three athletic fields, tennis courts, a gymnasium, and a fitness center. Construction will be completed in August on a new artificial turf field at Kris's Meadow for use by the women's lacrosse and field hockey teams, as well as the women's and men's soccer teams. The Penn Hall Equestrian Center has three, 24-stall barns, two indoor arenas, and an outdoor arena, cross-country jump course and turn-out paddocks. Phoenix Esports teams enjoy their own competition arena with newly upgraded, state of the art computers and equipment.

Wilson's historic campus has been evolving to meet the needs of today's modern students. In 2019, the Breakefield Veterinary Education Center with the Margaret Hamilton Duprey Center for Veterinary Excellence opened with 9,000 square feet of clinical and surgical suites, animal facilities, and educational space in support of the popular veterinary nursing program. Also in 2019, in partnership with the Borough of Chambersburg, the College renovated and dedicated historic Henninger Field during its Sesquicentennial Celebration, kicking off the inaugural season of men's baseball. With the help of the Wilson College Parents' Council, the fitness center was refreshed in 2023 with updated exercise equipment, an updated paint scheme and new athletic branding. Residence hall updates, a major renovation to the John Stewart Memorial Library and the introduction of the Lenfest Learning Commons, plus a renewal of Jensen Dining Hall and the introduction of the Phoenix Café at Sarah's Coffeehouse have all transformed the campus to allow for flexible group study spaces, smart classrooms, improved student living facilities, and welcoming extracurricular spaces.

The College recently opened a satellite campus in King of Prussia to house hybrid graduate programs. Main campus student center upgrades and \$4M in student apartment additions are currently underway.

Academics

Wilson's academic programs are designed to foster students' ability to think critically, solve complex problems, and communicate effectively. With a 15:1 student-to-faculty ratio and an average class size of 16, Wilson features a variety of style of classes and research opportunities that enable students to work closely with faculty and mentors. Wilson's 73 full-time faculty and 113 full-time staff are fully invested in students and committed to their success.

Wilson currently offers 34 undergraduate majors and 40 minors as well as 11 master's degree programs. The College has made a concerted effort to proactively optimize major and minor program offerings including expanded areas of study in education and nursing, as well as new programs in health science, criminal justice, medical humanities, esports, entrepreneurship, supply chain management, computer science and cybersecurity.

In January 2026, the College launched a hybrid, accelerated doctoral program in Occupational Therapy. Similar hybrid programs will launch in August 2027 for a master's

degree in Speech-Language Pathology and a Doctor of Physical Therapy. In addition, Wilson welcomes students to its campus through a dual enrollment program with several regional high schools. The College is also known across the Commonwealth for its highly successful Teacher Certification Program, offering teacher certification in Pennsylvania to individuals with a bachelor's degree from an accredited institution wishing to make a career change and join the teaching profession.

Academic programs are housed within two schools: The School of Arts and Sciences and The School of Professional and Graduate Studies. The College is accredited by the Middle States Commission on Higher Education and has state-accredited programs in education, veterinary nursing, and nursing, as well as pending accreditation for graduate programming from ACOTE (for an occupational therapy doctorate), CAPTE (for a physical therapy doctorate), and CAA (for a master's in speech-language pathology).

Enrollment



Prior to the COVID-19 pandemic, Wilson College was considered the 25th fastest growing institution in the country. Like other colleges and universities, Wilson experienced a significant downturn in enrollment because of the pandemic lockdowns and unprecedented upheaval in the educational environment. Despite challenging headcounts, the College began to aggressively modify its recruitment strategy and student engagement initiatives in 2021.

Today, thanks to the success of many of those projects and the overarching direction of the *Future Wilson: The Phoenix Rises* strategic plan, the College has reached its highest total enrollment in its history with 2,081 enrolled students at the Fall 2025 Census. Increases in first time-in-college students, as well as growth in Wilson College Online, dual enrollment high school students, and the Teacher Certification Program have all contributed to a 53% increase in total enrollment over the past three years.

Athletics and Student Life



Wilson College currently sponsors 13 varsity-level athletics teams (six women's, five men's, and two co-ed). Student-athletes also compete in 8

esports games. Over 33 percent of Wilson students participate in a varsity sport. As a member of the NCAA Division III, the United East Conference, the Intercollegiate Horse Shows Association, and the Eastern College Athletics Conference Esports League, Wilson College's athletic program is considered an integral part of the educational environment.

In addition to the athletic teams, Wilson supports more than 30 student-run clubs and activities. Students can participate in quality programs that contribute to the development of strong leadership skills and emphasize teamwork, fair play, and personal development.

Location and Community

Wilson College is in Chambersburg, Pennsylvania, which is centrally located within a few hours of major cities including Philadelphia, Baltimore, and Washington, D.C., providing easy access to these urban hubs. This bustling community of 22,000 residents features an active downtown with shops, restaurants, breweries, and coffeehouses, as well as a new amphitheater.

Chambersburg, the county seat of Franklin County, is the historic and commercial center of a region characterized by small and mid-size industrial enterprises, rich agricultural, and residential areas. With a multitude of amenities, the greater Chambersburg area is family friendly. As of the 2020 Census, the population of Franklin County was 155,832 and it is considered the 27th largest county in the Commonwealth. However, even with its growth, Chambersburg maintains its quality of life, affordability, and small-town charm—with easy access to metropolitan hubs, mountains, streams, farms, golf courses, hiking including the Appalachian trail, and ski slopes. Several colleges are within about 30 miles of the College

The Position: Vice President for Finance and Administration

The College seeks a skilled higher-education financial expert and excellent manager who is familiar with higher-education budgeting, finance, facilities, human resources and risk management. The VPFA supervises employees in the business office, human resources, post office, and bookstore as well as the outsourced physical plant contract. They must be able to work at the strategic level as a creative partner to the President, the senior team and the Board, and at the technical level with staff in the division. While ensuring efficient use of operations and spending, they must be experienced in developing alternative sources of revenue. The successful candidate will be a high energy experienced higher education professional who will collaborate with other members of the highly skilled senior leadership team to enable Wilson to respond to the changing higher education environment and support the institution's vision for a sustainable future. The VPFA will be a good people manager and willing to work in a team, be transparent and able to build trust by building relationships throughout the campus. To be successful the new vice president must share the resilient spirit of innovation that characterizes Wilson, be adaptable, embrace change, and value transparency.

Challenges and Opportunities

- Work with the Provost to develop an appropriate funding model to expand Wilson College Online and the existing revenue-sharing academic programs;
- Partner with the VP of Enrollment Management to help grow enrollment and net tuition revenue from the various student populations;
- Partner with the VP of Institutional Advancement to maximize fund raising and facilitate stewardship of gifts;
- Develop a plan to fund the College's deferred maintenance projects and improve facilities operations;
- Develop a budget process and a budget forecasting model that will lead to a long-term sustainable financial equilibrium, while accounting for risks;
- Ensure efficient, cost-effective operations of the College;
- Assess and develop plans to monetize campus facilities and land during the summer and at other times when they are not being fully utilized;
- Work to modernize and update the processes in the division being mindful of the impact of the changes on the community;
- Establish trust and communicate effectively with all constituents; and
- Strategically manage the College's debt and ensure that debt covenants are always met.

Qualifications and Characteristics of Successful Candidates

A bachelor's degree and experience in higher education finance are required, along with at least eight years of increasing management responsibility. A master's degree in a relevant field and/or CPA is preferred.

Successful candidates will have demonstrated expertise in strategic financial planning, budget modeling, financial analysis, asset management, debt financing, and accounting, as well as oversight of facilities and human resources. The VPFA will be skilled in developing alternative revenue sources and fostering collaborative partnerships that advance institutional priorities, innovation, and engagement. The VP will be a thought leader, good manager and open to using AI responsibly and where appropriate, while verifying and taking full ownership of the final outputs.

The ideal candidate will possess:

- Impeccable integrity and sound judgment in all professional and interpersonal relationships;

- A deep understanding of higher education finance, particularly within private colleges and universities;
- Strong strategic planning, forecasting, and resource-development capabilities;
- Proven managerial and leadership skills, including the ability to motivate teams, communicate effectively, and manage change;
- Experience with legal, compliance, and risk management matters;
- A collaborative leadership style characterized by creativity, active listening, adaptability, empathy, and partnership with subordinates, colleagues and senior leaders; and
- Demonstrated success managing financial, physical, and human resources efficiently and effectively.

The successful candidate will be an exceptional financial and administrative leader with strong analytical, communication, and interpersonal skills that inspire trust and foster collaboration. They will be student-centered and will value diversity and inclusion, demonstrate respect for others, and bring a positive, solutions-oriented approach to their work. The VPFA will understand the challenges facing higher education and be willing to explore innovative opportunities that strengthen the institution's long-term financial health.

The ideal candidate will be an effective, manager capable of balancing multiple priorities, navigating complex financial transactions, and achieving results through influence, negotiation, and sound decision-making. They will have the courage to make difficult decisions when necessary and the ability to communicate them clearly and thoughtfully. Humility, authenticity, self-awareness, and a sense of humor are also valued. This is a campus-based leadership role requiring a visible and engaged presence on campus.

Nomination and Application Process

Nominations and applications are invited for this position. Review of applications will begin immediately, and candidate material received by August 7th will be assured full consideration although recruitment will continue until an appointment is announced. Applications (including a cover letter and resume) must be uploaded to: <http://lapovsky.hiringthing.com>. Lapovsky Consulting is assisting Wilson College in this search. For nominations, questions, or additional information, please contact:

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It is the policy of Wilson College to provide equal employment opportunities without regard to race, ethnicity, color, religion, national origin, age, disability, marital/familial status, veteran

status, sexual orientation, gender identity, gender expression, genetic information, having a General Education Development Certificate rather than a high school diploma, or any other protected characteristic applicable under law. Wilson College prohibits discriminatory harassment and sexual harassment, including sexual violence and any type of sexual misconduct.