



# Bennington College

## Vice President for Finance and Administration

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### Position Specification

March 2023



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## **BENNINGTON COLLEGE**

Bennington College, a distinguished residential liberal arts college located in Vermont, is conducting a national search for a Vice President for Finance and Administration. The Vice President will report to the President, Laura Walker, and will serve as a critical thought-partner and strategist to the President. The Vice President will serve on the President's Cabinet, the senior management team for the College, and support the finance, audit and risk, investment, and campus planning committees of the board of trustees. The Vice President's portfolio will include finance, facilities, technology, human resources, investment management, conference services, and dining services. In addition to being a finance expert and an outstanding administrator, the new VP must have a passion for Bennington demonstrate, empathy and be an outstanding communicator.

### **BENNINGTON COLLEGE: THE CURRENT MOMENT**

Since its founding in 1932, Bennington has been a laboratory for new ideas and an intellectual home to countless artists, activists, and thinkers who have shaped contemporary culture. The College was the first to include the visual and performing arts in a liberal arts education, and it is the only college to require that its students spend a term—every year—at work in the world. Today, Bennington is home to a community that is engaged with some of the most critical issues facing our country and the world. Bennington's students work intensively with faculty and staff to forge individualized and hands-on educational paths around their driving questions and interests, and also devote themselves to a number of community outreach efforts, often tied to the endeavors they are pursuing in their coursework.

Bennington is in the midst of an immensely exciting and transformative period in its history and experiencing extraordinary growth. In 2020, Laura R. Walker took office as the 11<sup>th</sup> President of Bennington College. Under President Laura Walker's leadership, the College has launched a community-driven strategic planning process to articulate a unified and shared vision of Bennington's future. In September of 2022, and as a part of this process, a new mission statement was developed and approved. Simultaneously, college-bound students are choosing Bennington at record rates. The College's enrollment has steadily increased since 2020, enrolling the largest class ever in 2021, successfully more than doubling the applicant pool, and significantly decreasing the admit rate from 66% to 45% in less than three years,

Bennington is investing in choices that support an exciting future for the college: to educate the whole person, tell the stories that matter to the world now, and create innovative partnerships for social impact—on campus and in the larger community and beyond. Funders have embraced this vision: the college has recently received generous support from alumni, including one of the largest donations in its history, as well as support from The Ford Foundation, Endeavor Foundation, and several others to support programs in sustainability, mental health, social justice, and storytelling, and is also poised to double its endowment in the next five years.

### **BENNINGTON COLLEGE: REINVENTING LIBERAL ARTS EDUCATION**

Bennington College was established in partnership with many other New England colleges as a laboratory for progressive higher education. It was the first college to put the arts at the center of the curriculum and to emphasize self-directed learning, made real through hands-on experience in the field. Bennington was and continues to be a leader among the nation's liberal arts colleges. All Bennington students receive graduate-style advising from faculty who are active practitioners in their fields, and 100 percent of students graduate with four internships in the field of their choice.

In the late 1920s, Bennington College emerged as an idea—an idea shared by a group of forward-thinking educators and civic leaders who believed that America needed a progressive new college. In 1932, with charter and land secured, the college welcomed its first class of 87 students and this idea was given life. It did not take long for Bennington to distinguish itself as a vanguard institution among American colleges and universities. Dancers—including Martha Graham and Martha Hill—flocked to the college in the 1930s and 40s to chart the course of modern dance. In the 1940s and 50s, as Bennington was the first college to include the visual and performing arts as an equal partner in the liberal arts curriculum, painters and sculptors gathered on its campus to redefine the visual arts canon. Peter Drucker, Eric Fromm, and Buckminster Fuller taught at Bennington. Always a fertile ground for writers, the 1980s and 90s saw an influx of young talent eager to push the boundaries of contemporary literature. Today, Bennington is a hub yet again, for artists, writers, scientists, scholars—innovators in every field—who want to apply their individual talents to addressing global issues of urgent concern.

Since the beginning, Bennington has viewed students as protagonists in their own education. With the help of a faculty of teacher-practitioners, each student is required to develop, revise, implement, and evaluate an individual academic plan that frames and constitutes their undergraduate trajectory—a process known as *The Plan*. The result is a continuously evolving, and intentionally elastic institution that puts a premium on the creation of new work, personal responsibility, and the contribution of the individual, while ensuring that students learn—perhaps above all—how to merge the ideals of personal freedom with those of public responsibility.

Bennington’s unique innovations in curricula continuously challenge, yet sustain, its students to graduate—regardless of chosen field—notably confident in their capacity to engage and succeed in the world in a manner that is advanced and distinct among peers. There’s a tremendous sense of change and excitement on campus. Bennington is often thought of as a small, rural, and even quirky campus but it is home to a community that is transforming the world around us.

Bennington has, in its persistent reinvention of a liberal arts education, remained true to its founding virtues. It has gained stability not from motionlessness but from constant motion, not from states of rest but from unrelenting restlessness. Yet the underlying purpose of Bennington has been clear from the start: to place students at the helm of their own education; to guide them in the direction of their greatest potential; and to enlarge, deepen, and transform their lives.

Bennington’s commencement statement reads: *Bennington regards education as a sensual and ethical, no less than an intellectual, process. It seeks to liberate and nurture the individuality, the creative intelligence, and the ethical and aesthetic sensibility of its students—to the end that their richly varied natural endowments will be directed toward self-fulfillment, and toward constructive social purposes. Bennington believes that these educational goals are best served by demanding of its students’ active participation in the planning of their own programs, and in the regulation of their own lives on campus. Student freedom is not the absence of restraint; however, it is rather the fullest possible substitution of habits of self-restraint for restraint imposed by others. The exercise of student freedom is the very condition of a meaningful education, and an essential aspect of the nurture of free citizens, dedicated to civilized values, and capable of creative and constructive membership in modern society.*

In 2022, building on the College's commencement statement and through a robust community-driven strategic planning process, the College issued a new mission statement to guide its work and direction: *Bennington liberates and nurtures the individuality and rigorous creativity of its students, supporting them as they forge their own paths and work toward a world more beautiful, sustainable, democratic, and just.*

## THE PRESIDENT



Laura R. Walker took office as the 11<sup>th</sup> president of Bennington College on August 1, 2020. Prior to this appointment, she was the President and CEO of New York Public Radio (NYPR), a position that she held for 23 years and an Executive Fellow at Yale University School of Management. Under her leadership at Bennington, enrollment, fundraising, and faculty have increased, and she has assembled a talented, forward looking, and diverse cabinet.

Walker is a visionary, mission-oriented, and strategic leader who spearheaded the transformation of NYPR from two city-owned local stations to the nation's largest independent non-profit public radio station group, and a groundbreaking producer that served more than 26 million people each month. Her vision of fearless journalism, that represents the breadth of American experiences, helped establish the station's role as one of the world's preeminent podcast producers. During her tenure, NYPR was awarded ten George Foster Peabody awards and many other honors. Walker led three separate five-year plan processes at NYPR, translating goals into executable tactics for program production, fundraising, and partnership-building.

Walker began her professional career as a print journalist. She later moved to National Public Radio where she worked as a producer. She has also served as Vice President of Development at Sesame Workshop. Walker sits on the boards of The Commonwealth Fund, the Eagle Picher Trust, the President's Advisory Council of Wesleyan University and the President's Council of Pathfinder and has advised media startups and nonprofits. She has served on the boards of Tribune Media, Public Radio International, Saint Ann's School, The Women's Forum and on the Yale University Honorary Degree Committee

In 2009, and again in 2017, Walker was named by *Crain's* as one of New York City's 50 Most Powerful Women. She has been honored with an Edward R. Murrow Award from the Corporation for Public Broadcasting and a Distinguished Alumna Award by Wesleyan University. She was recognized in May 2020 with the honorable Jacqueline Kennedy Onassis Award by the Municipal Arts Society for her notable contribution to the New York City .

Walker holds an MBA from the Yale School of Management and a BA in History, magna cum laude, from Wesleyan University, where she was an Olin Scholar.

## FROM THE PRESIDENT

When I arrived at Bennington in mid 2020, I immediately fell in love with the stunning Vermont campus, its creative and intellectual community and its mission "to work toward a world more beautiful, sustainable, democratic and just." Bennington College is at an exciting moment and I am looking for a

rigorous and creative thought-partner and strategist to join me and a talented and diverse team as we craft the strategy for the future of the college .

I'm seeking a thinker who is both analytical and strategic with strong financial acumen and experience developing strategic plans and financial models, forecasting, and assessing new revenue opportunities. An empathetic and respected leader, the Vice President will motivate their teams, put ideas into action, be a masterful communicator who engages with the board of trustees, cabinet peers, staff, faculty, and generous donors, authentically and meaningfully.

The Vice President must also be a superb implementer, creating long- and short-term plans for their departments and for the College, setting targets for milestones and accountability measures. Tolerance of risk and ambiguity will be absolute necessities, but so too will a sense of humor and an ability to set boundaries. I welcome applications from those eager to strategize about the next phase of Bennington's life and who understand that the work of finance and administration is both a stabilizing force and a catalyzer for new ideas.

I look forward to receiving your application.

—Laura Walker, President

### **BENNINGTON COLLEGE'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

Bennington serves a diverse student population inclusive of members of ethnically/racially minoritized, international, LGBTQIA+, and disability communities as well as diverse gender identities, socioeconomic backgrounds, religions, and political beliefs. Its staff and faculty also reflect diverse backgrounds and identities. All employees are expected to be respectful and responsive to these differences in the service of building community that promotes student and employee success. Each individual (faculty, staff, and students) is accountable for upholding these values. The college's approach to pluralism and inclusivity—both as fields of inquiry and practice—is to prioritize flexible thought, and to invite the examination of access, value, and power through its institutional policies and areas of study. Bennington encourages applicants from diverse realms of interest, backgrounds, experience, and accomplishment to apply.

Bennington has come together in recent months to begin the work of creating forms of teaching and learning that model a truly equitable, diverse, and inclusive institution of higher education. President Walker has established a President's Working Group to create an anti-racist community with staff, students, alumni, and board members. The important work of this task force will be to create a strategic plan for the future, as Bennington continues to inspire more voices, more experiences, and more points of view. It is investing in diversifying the faculty, staff, and student body to include the fullest possible range of experiences in this community.

### **FACULTY AND ACADEMIC ADVISING**

Bennington has 60 full-time and 73 part-time faculty. Bennington's teacher-practitioner model, adopted at the College's inception in 1932, is an essential component of the College's mission: scientists, scholars, writers, and artists, active in their fields, develop and share their work with students in the classroom. From working alongside faculty in science research projects to aiding their creative performances as a prelude to professional productions, students encounter faculty members' professional activities in multiple ways.

Faculty teaching and advising are central to Bennington's academic structure. Every student is assigned a faculty advisor with whom they meet continually throughout their time at Bennington as the Plan

deepens and develops. Advisors often meet with students in both one-on-one conversations and in small groups. Serving as an advisor is a significant part of every faculty member's work. As advisors, the faculty are both mentors and guides. They oversee the unfolding of the Plan Process by helping students discover their distinctive intellectual passions and figure out how these interests might shape an education of depth, breadth, and rigor.

### **CROSSETT LIBRARY AND JENNINGS MUSIC LIBRARY**

Crossett Library and Jennings Music Library support the creative and individualistic educational tradition of Bennington College by providing outstanding library services that support the academic endeavors of the community. The foundation of the library philosophy is to provide highly personalized service focused on the individual needs of faculty and students. The library offers a variety of instructional services, including individual consultations with librarians, library instruction sessions for a class, librarian visits to classes, library tours and online research guides. The library strives to be both a mirror and a window for our community, in that members of our community can see themselves reflected in the collections, resources, and services of the library and gain insight into, and knowledge about, the experiences of others.

### **ADMISSIONS AND RETENTION**

Bennington accepted 67% of its first-year and transfer applicants in fall, 2021 and had a yield of 22%. Bennington's applicant pool increased significantly from 1,691 for the fall of 2021 class to 2,775 for the fall 2022 class although enrollment of new first-year students declined from 241 students to 215 but this represented an increase in new students from 138 in fall 2020. Transfers accounted for an additional 13 students in fall 2022.

In the 2023 admissions cycle, the College recruited a record applicant pool for the third consecutive year. The College received 2,831 first-year applications for the 2023 entering class, a 1.5% increase from the 2022 year-end figure. Bennington had record applications for the Early Decision (up 38%) and Early Action (up 14%) rounds. Domestic applications grew by 8% this year, having nearly doubled since 2020.

Eighty-four percent of the first-year students who enrolled in fall 2021 returned in fall 2022. The six-year graduation rate is 69%. The College has been involved in a campus-wide retention effort and the graduation rate has been increasing.

### **STUDENTS AND STUDENT LIFE**

The fall 2022 student body consists of 785 undergraduate students and 103 graduate students who are all enrolled full-time in MFA programs. In fall 2022 among the undergraduate students, 91% of them are full-time, 66% of them are female, 63% of them are white, 15% are non-resident. Among the degree-seeking undergraduates, more than 98% live on-campus. Over the last thirty years, undergraduate enrollment has ranged from a low of 285 students in 1995 when the College was restructuring to the current high of 785 students.



There are more than 40 student clubs and students participate in a variety of athletic and recreational activities on and off-campus. Intramural sports include dodgeball and soccer and games are open to athletes of all skill levels. Students, along with faculty and staff can often be found attending or participating in an art exhibit, a theatre or dance production, or a concert.

Housing is unique at Bennington—students live not in dorms but in houses of generally 30–45 people each, with architectural styles ranging from modern design to clapboard houses reflecting 1930s New England. Bennington student houses consistently top the rankings in Princeton Review’s “Dorms Like Palaces” list.

### **STUDENT CHARGES AND FINANCIAL AID**

For the 2022–2023 academic year, tuition and student fees total \$61,448, and room and board is \$17,720. Financial aid and scholarships are budgeted at \$31.7 million. Ninety-nine percent of new undergraduate students in fall 2021 received institutional grant aid averaging \$41,659. Thirty percent of the students receive Pell grants and 61 percent have loans. The discount rate has been increasing each year for the last several years but declined slightly this fall; the rate based on tuition, fees, room, and board is 59 percent this fall compared with 59.3 percent in fall 2021. The discount rate on tuition and fees alone is almost 70 percent.

### **FINANCES**

The FY 2022 audited statement includes \$48M in operating expenses and \$43M in revenues. The revenues include \$23M in net student revenues, \$12.7M in gifts and grants, \$4.5M in Federal grants, \$1.3M in investment returns used for operations and \$1.5M in other revenues. Bennington is heavily dependent on gift and grant revenues to fund its operations.

The College's FY 2023 board approved operating budget, exclusive of \$31.7 million in financial aid, is \$47.8 million. Bennington's expenditures are supported by \$24.3 million in net tuition revenues, \$18.1 million in gift income and \$5.4 million in other revenue. The College has long-term debt of \$51M; the debt is all fixed and \$47.7M of the debt has an interest rate of 2.375% maturing in 2057 from the U.S. Department of Agriculture and the remainder of the debt has a fixed interest rate of 5.07% and matures in 2047.

## FUNDRAISING AND ENDOWMENT

Private philanthropy plays a crucial role in providing funding to support the operational needs of the College each year; on average, more than 35% of the annual operating budget is supported by major gifts and the annual fund. Bennington consistently relies not only on raising annual dollars through The Bennington Fund (annual fund) but also on cultivating and soliciting major gifts from alumni, parents, foundations, and individuals. The majority of its private support comes from alumni or from foundations directed by alumni; an average of 81% of its support has come from alumni sources over the last ten years.

In the last four fiscal years, the College has raised a total of \$77.2 million in private gifts and grants, a yearly average of \$19.3 million. The average compares favorably with the \$13.5 million raised in FY 2018 and represents a 42% increase from the FY 2018 results.

As of June 30, 2022, the College's endowment was valued at \$36M with about 35% of the funds invested in cash and fixed income and the remainder in equities and equity-like investments. All these funds have donor restrictions. The endowment had a total investment loss of \$5.1M in FY 2022. In addition, the College appropriated \$1.3M for operations in accordance with its spending policy.

## THE CAMPUS



Situated on 440 breathtaking acres in Bennington, Vermont, the campus is a convergence of creative minds, distinctive buildings, and expansive spaces. Bennington has been named one of ten college campuses with the best architecture by Architectural Digest. There are 80 species of trees on campus and more than 120 bird species have been sighted on campus; 300 acres of the College's land is wooded. The College has 60 buildings. The academic buildings include: The Barn, Center for the

Advancement of Public Action, the newest building, Crossett Library, Deane Carriage Barn, Dickinson

Science Building, Jennings Music Building, Stickney Observatory, Tishman Lecture Hall, Visual and Performing Arts Center, East Academic Center. There are 21 student houses, and 15 faculty/staff houses on campus. In addition, there are a host of social and recreational facilities including Commons (cafe, bookstore, lounges), The Student Center, The Upstairs/Downstairs Café, the Meyer Recreation Barn (fitness center), soccer field, tennis and basketball courts, and running and hiking trails.

The campus, which was recently added to the National Register of Historic Places, is comprised mainly of buildings over 50 years old, which present an ongoing maintenance challenge, including many millions of dollars of deferred maintenance work. Wherever possible, the College has been approaching this situation by doing major renovations/additions to these buildings rather than a more piecemeal approach. Most recently, Commons— a central mixed-use building including dining and classrooms— and a portion of the Barn (the main administrative building) have been renovated. There is also a significant need to upgrade student housing and to expand it as undergraduate full-time enrollment is to continue to grow. The College has been funding most of its capital projects through fund-raising.

### **BENNINGTON, VERMONT AND THE SURROUNDING AREA**

[Bennington](#) is a lovely New England town with a population of about 15,000. Nestled at the foot of the Green Mountains, the campus is a short drive to some of the most breathtaking hiking and skiing in the region, including access to the Appalachian Trail and Northeast's top recreational centers. From campus, it is a short drive to MASS MoCA, Clark Art Institute, and other cultural offerings of the northern Berkshires in Massachusetts. New York City, Boston, and Burlington, Vermont are all within three and a half hours by car and Montreal is only four hours away.

### **GOVERNANCE**

The Bennington College Board of Trustees consists of 26 individuals. Seventeen of the trustees are alums representing classes ranging from 1951 to 2021. The board comes from throughout the United States with a large representation from the New York City area. The Board meets at least three times a year.

Bennington College also has newly developed structures of shared governance. In September of 2020, President Walker announced the creation of a Shared Governance Task Force to develop a shared governance statement of principles, responsibility matrix, and shared governance design across the college's five constituencies: trustees, president, faculty, students, and staff. Over the course of a year and a half, the task force worked diligently to develop proposed models and recommendations for shared governance structures, and its report was formally accepted by the board of trustees in March of 2022. By the Fall of 2022, the students, staff, and faculty enacted their respective and inaugural structures, including the Student Council, Staff Council, Faculty Executive Committee and a number of faculty sub-committees including the Faculty Finance Committee. Representatives of each constituent group now also serve as non-voting participants on the board of trustees and board committees including Education & Community Life, Campaign Design, and Campus Planning committees. In addition, the Shared Governance Task Force also initiated the formation of the Chief Financial Officer and Budget Advisory Committee, convened by the VP for Finance & Administration. More information and the full report of the Shared Governance Taskforce can be [found here](#).

### **ACCREDITATION**

Bennington is accredited by the New England Commission of Higher Education (NECHE.)

## **THE POSITION: VICE PRESIDENT FOR FINANCE AND ADMINISTRATION**

The vice president serves as the College's chief financial and administrative officer. The position reports directly to the president and is a key member of the senior team. The vice president for finance and administration is responsible for providing leadership and effectively managing the College's financial, human, technology, and physical resources. The vice president of finance and administration has the following direct reports: controller, vice president for facilities management and planning, the associate vice president for human resources, the project manager, and the associate vice president of technology/chief information officer. The portfolio also includes conference services, and dining services.

### **PRIMARY RESPONSIBILITIES:**

The VP will be a thought partner with the president in developing a new model for financial equilibrium for a small liberal arts college. As a senior officer of the College, the vice president helps to establish the overall direction of the College in conjunction with fellow members of the senior team. The vice president is expected to provide leadership, short-and long-term strategic planning, and effective oversight for the finance, facilities, human resources, and technology operations of the College. The new vice president will work with faculty on the newly formed faculty finance and budget advisory committees and will support the board's finance and audit, investment, and building and grounds committee of the College.

This position is responsible for preparing short-and long-range financial models and plans for the College based on strategic objectives and priorities. The vice president will work closely with the president and senior team to develop financial planning assumptions and projections and will be responsible for the development of the annual capital and operating budget. The vice president will work to implement policies and practices to help assure the long-term financial strength of the institution and to assure that sound fiscal management and audit practices are followed. The vice president will help develop proposals to fund initiatives in support of College objectives and will proactively identify creative and fiscally-sound methods for staffing and funding projects.

The vice president will be responsible for ensuring that the College's facilities and grounds are managed responsibly and cost effectively and in a way that supports all of the College's activities. They will be expected to ensure that the College's human resource policies and operations are current and consistent with the College's values. The position will be responsible for providing the appropriate technology to support the administrative and academic functions of the College. The VPFA will be responsible for the management of the College's self-funded health care plan and will be involved with the College's interactions with College's accreditor, NECHE. The vice president will honor the College's shared governance and will work collegially with faculty and staff. The position will ensure that the administrative functions of the College operate in an efficient, effective and customer friendly manner.

### **CHALLENGES AND OPPORTUNITIES**

#### **Attain a Healthy Financial Equilibrium**

The new vice president will be a key player in helping Bennington ensure that it develops a new financial model with new initiatives which will contribute to a healthy financial equilibrium that will allow it to fully support its quality academic programs. The vice president needs to be entrepreneurial in seeking

out new sources of revenue for the College that are consistent with its values and to provide appropriate encouragement and incentives to faculty and staff to develop new programs which support the financial health of the College.

The College needs to increase net revenues from enrollment. The new vice president must be a partner with the vice president for enrollment management in developing strategies to increase enrollment and reduce the tuition discount rate over the long-term. The vice president must be well versed on various pricing and discounting strategies to add value to this critical area of the College. The new vice president needs to be a partner with the vice president for Institutional Advancement in growing the endowment and in increasing fundraising. This person needs to partner with advancement in the stewardship of these funds.

#### **Develop a New Budget Process and Budget Accountability**

The new vice president must work with the campus community to develop a new budget process which provides for collaborative and transparent development of the budget as well as a system which allows all budget owners appropriate control of their budgets while holding them accountable for their budgets. The new system must ensure that all budget owners are provided with current information on the status of their department's/divisions finances and the new VP must provide appropriate training to all budget owners to access the relevant information and to manage their budgets. The system must be metrics-driven; relate to outcomes and goals and be measurable. The work will require assessment of current tools used, including technology-based systems, and the possibility of recommendation, evaluation and integration of new systems.

#### **Gain Trust and Communicate Effectively with the Campus about Financial Issues**

The Vice President for Finance and Administration must be able to gain the trust of the campus and communicate clearly and effectively with all constituencies about the College's financial situation. The VPFA must be able to educate the campus about the implications of various alternative strategies in a clear and transparent manner. The vice president must be able to model alternatives in a way that broadens campus understanding and promotes buy-in of the financial plan and long-term financial equilibrium. The vice president must share financial issues with the senior team and be able to ask for help in solving unexpected changes in the budget.

#### **Maintain Efficient, Cost-Effective Operation of the College**

The new Vice President must review the operations of the College to ensure that they are as efficient and effective as possible consistent with Bennington's mission and academic structure. The College still has many paper-based processes which lend themselves to digital solutions.

The new VP must look for creative and innovative ways to partner with other schools and businesses to share services where appropriate and to create efficiencies within areas of operation that make sense.

#### **Provide Leadership to the Finance and Administration Division**

The next vice president must inspire staff through effective motivation, mentoring and team building. They must embrace diversity and utilize management acumen to leverage team members' existing capacity while strengthening performance to drive goal-oriented outcomes. They must have excellent management skills to lead the finance division of the College to ensure that they are a high performing

team. The vice president needs to have a collegial style and effectively communicate with all members of the division and be able to ensure a high level of customer service while also reviewing the policies and procedures that the division has to make sure that they are appropriate. The new VP must be empathetic while still being able to say no.

### **QUALITIES AND QUALIFICATIONS**

The next Vice President for Finance and Administration will resonate to Bennington's unique mission and education and embrace its commitment to equity, inclusion, and diversity. The VP will be a collaborative, confident, innovative, entrepreneurial, energetic, and self-assured financial leader with a demonstrated commitment to collegiality and transparency. The person will be an exceptional financial strategist with superior analytical, communication, and interpersonal skills. The VP will be culturally and contextually astute with an appreciation of aesthetics and a knowledge of the higher education landscape and a broad portfolio of leadership accomplishments in progressively more senior management roles, preferably in higher education.

Experience must include demonstrated expertise in financial planning and operations, budgeting and budget modeling. Experience in facilities and facilities planning, debt financing, gift and endowment management, tuition pricing and discounting, technology and human resources is desirable. The VP should be pragmatic and wise and be known as a trusted leader. The new vice president will be prudent but willing to take measured risks.

The Vice President must be a team player who enjoys working in partnership and in a collegial manner with the entire senior management team and with the faculty and staff. The VP needs a strong appreciation for academic quality across the institution and should be an active partner with the academic side of the College to develop funding and administrative solutions to support its academic mission.

The Vice President must possess unquestioned integrity, intelligence, confidence, energy, sound judgment, creativity, decisiveness, fortitude, tact, and force of personality necessary to establish credibility to motivate people and to command respect both within and outside of the College. The VP must have outstanding communications skills, including the ability to present well to groups large and small, to tell stories, and the ability to listen actively and openly. The vice president must be comfortable operating transparently and must be able to gain the trust of all the College's constituencies. In addition, the personal qualities of openness, accessibility, kindness, empathy, flexibility, and a sense of humor are very important in this position.

The next Vice President must have at least ten years of leadership accomplishments in progressively more senior financial management roles. It is highly desirable if at least some of this experience is at a college or university or other major non-profit. A bachelor's degree is required and a CPA, MBA or other advanced degree is preferred.

### **PROCEDURE FOR CANDIDACY**

Nominations and applications are invited for this position. Review of applications will begin immediately, and candidate material received by April 21st will be assured full consideration although recruitment will continue until an appointment is announced. Applications (including a cover letter and a resume) must

be [uploaded here](#). Lapovsky Consulting is assisting Bennington College in this search. For nominations, questions, or additional information, please contact:

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*Bennington College is an equal opportunity employer committed to diversity.*

*All inquiries will be held in confidence.*