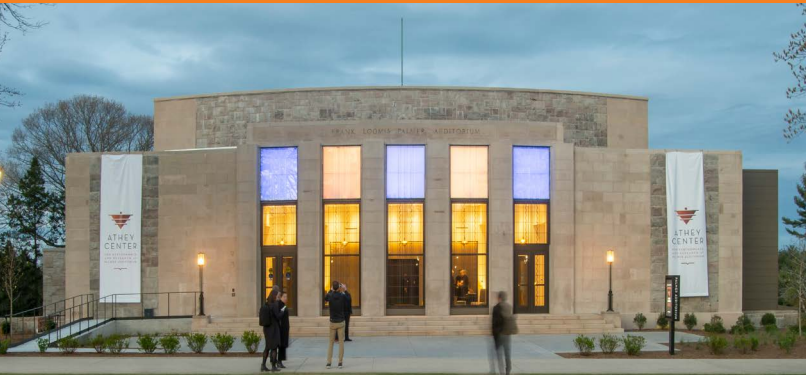


CONNECTICUT COLLEGE



Vice President
for Finance and
Administration



Leadership Profile

FALL 2022



| The Opportunity

CONNECTICUT COLLEGE is a highly selective liberal arts college situated on a 750-acre arboretum campus above the Thames River and Long Island Sound. The mission of the College is to educate students “to put the **liberal arts into action** as citizens of a global society.” Combining rigorous academics with real-world experiences, graduates learn not just to make a living but to make a difference. This much has been true since the founding of Connecticut College in 1911, but in the past seven years, the College has seen its mission elevated to a whole new level.

It started in 2015, when the Connecticut College faculty created **Connections**, a nationally recognized program that promotes complex thinking, problem-solving, and off-campus learning to prepare graduates for next-generation success. Connections is a **holistic approach to higher education** that allows students to turn their academic major into something much greater—by combining it with interdisciplinary study, a world language, off-campus learning, guaranteed internships and focused professional development.



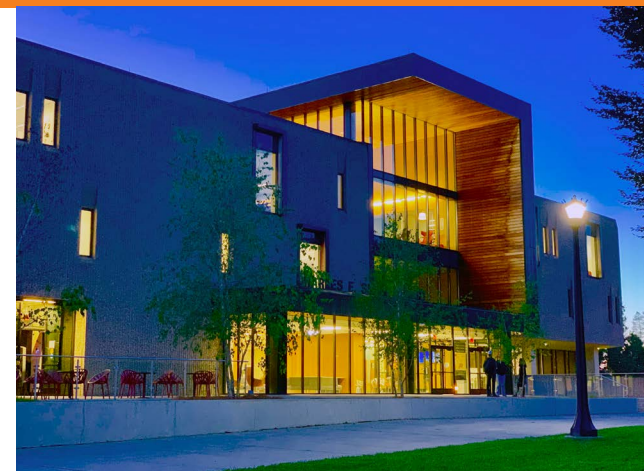
At the center of Connections is the “**integrative pathway**,” which provides a way for students to explore a personally meaningful question from multiple perspectives, here and abroad, in and out of the classroom. The goal is to unleash creativity; to ignite curiosity; and, ultimately, to promote the full participation of all students, in an environment where everyone can thrive, reach their fullest potential, and contribute to the flourishing of others. The program is designed for undergraduates but its ethos extends to the whole community. And it is unique to Connecticut College.

The College launched Connections in 2016 with the class of 2020. In the same year, the Board of Trustees endorsed a 10-year strategic plan, **Building on Strength**, making this educational vision foundational to the College's future. A campus master plan, an equity and inclusion action plan, an action plan for competitive athletics, and a comprehensive campaign plan followed, all of them built on the same vision and leading to a series of programmatic and capital investments that have strengthened the College. In 2018, the **Walter Commons for Global Study and Engagement** opened, making it possible for every student to integrate global learning into the four-year experience. In 2019, the new **Hale Center for Career Development** put professional development at the heart of a Connecticut College education. A \$10 million gift from anonymous donors to develop the College's signature **Academic Resource Center**, and the launch of the **Agnes Gund Dialogue Project**,



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added quantitative, expressive, and dialogic skill-building to the offerings. 2022 saw the completion of the largest capital investment in recent years with the opening of the **Athey Center for Performance and Research at Palmer Auditorium**, a \$24 million renovation that affirms the centrality of the performing arts to the liberal arts, while preserving a stunning example of Art Deco architecture. Currently underway is a major renewal of the College's beautiful riverfront property to support rowing, sailing, recreation, and marine science; as well as the creation of the Stark Center for the Moving Image as a new home for film studies. Future projects include the renovation of the College Center at Crozier-Williams; an upgrade of the College's main dining facility; several sustainability initiatives; and a redesign of the central campus corridor to make a greener and more pedestrian-friendly landscape.





Differentiation is key to thriving in a competitive market and these investments, along with a new communications and marketing strategy, are driving **recognition and success**. For the past four years, Conn has been named a “most innovative college” in *U.S. News and World Report*. The College continues to be a top producer of Fulbrights scholars. In 2021, the College was awarded a gold ranking from the American Association of Sustainability in Higher Education, an honor given to just 15% of colleges and universities in the country. In a stunning success, the men’s soccer team in 2021 rose to become national champions in Division III. Combined with the strong curriculum and a far-reaching strategic plan, the College has been attracting stronger and more diverse cohorts of students every year, seeing the largest number of applications in its history with the Class of 2026, a class that exceeded enrollment targets by 20%. Most students cite Connections as the main reason for choosing Conn.

In October 2021, the College launched the public phase of the **Defy Boundaries** campaign, with an ambitious \$300 million goal designed to support the long-term strategy. FY 22 brought in a record \$56M in new gifts and commitments with almost \$7M for annual operations. In five years, the campaign has reached nearly 80% of its goal. With an innovative strategy, growing enrollments, robust fundraising and a growing national profile, we are now seeking a strong financial and administrative leader to build on the momentum and take the College to the **next level of excellence**.



The Role

REPORTING TO THE PRESIDENT, the Vice President for Finance and Administration (VPFA) is the chief administrative and financial officer, providing leadership for the College in the areas of finance, administration, operations, auxiliary services, community affairs, facilities, and sustainability.

The VPFA is responsible for the custody of all College funds, bank and investment bank relationships, rating agency and all other external financial relationships, fiscal planning, investment performance, preservation and protection of all College assets, leases, budget preparation and performance, real estate transactions, and insurance. Specific responsibilities include maintaining institutional books of account, preparation and administration of the budget, financing the College, capital structure including debt management, financial reports and analyses, general ledger, accounts payable and receivable, student loans, cash management, payroll, tax compliance, and audit.

The Vice President oversees the administrative services of the College, including Financial Planning, Controller's Office, Facilities Operations, Capital Projects Administration, Sustainability, Dining and Catering, and Auxiliary Services; and is responsible for contract administration, emergency contingency planning, facilities, administrative operations, and property and land management.

The VPFA serves as a critical member of several of the College's key shared governance committees. For example, the Vice President works closely with faculty, students, and staff colleagues on the Priorities, Planning and Budget Committee in planning the annual budget of the College. With the Dean of Faculty and the Vice President of Human Resources, the VPFA also leads the Strategic Position Review Committee to review and approve staffing at the College.

The Vice President manages the implementation of the College's Master Plan as Chair of the Facilities and Land Management Committee, and leads a subcommittee of the Facilities and Land Management Committee, the Space Committee, to determine the best use and maintenance of the College's academic, residential and administrative spaces.

Finally, the VPFA staffs four standing committees of the Board of Trustees: Finance; Audit and Risk Management; Investment; and Facilities and Infrastructure.

The next VPFA will have an exceptional opportunity to work with a talented staff and a strong new team of senior leaders to revitalize the campus, map a course of staff excellence, support faculty and student achievement at the highest level, and build on the strength of Connecticut College as it enters its second vibrant century.



Desired Qualifications and Attributes

THE SUCCESSFUL CANDIDATE for this position will be a dynamic and visionary leader with appropriate educational and financial credentials (BA, CPA or MBA) and at least 10 years of progressive leadership experience, preferably in higher education. The candidate will demonstrate a deep commitment to the College's mission of sustainability and to supporting an ever more sustainable campus. Interest in the unique culture and regulatory landscape of liberal arts colleges is essential. Success working with diverse constituents on complex issues, along with sensitivity, humility, and discretion are a necessity. In addition, the new vice president will be:

- a strategic partner, with deep financial acumen and the ability to seize new opportunities, plan for the future, and carry out collaborative agendas that move the College forward
- a savvy planner, skilled in long-term financial modeling and in collecting, assembling, and analyzing data to support institutional decision making
- a builder, with a sincere interest in sustainability and the environment, and the skill to bring capital projects to fruition in a timely, advantageous, and socially responsible manner
- a strong communicator, with a clear service orientation, a talent for developing relationships with both internal and external constituencies, skill in negotiating complex issues with a range of audiences, and the capacity to support and mentor a diverse staff—from hourly workers to directors to assistant vice presidents
- a sensitive manager, who leads with empathy and knows how to communicate clear goals and expectations, assess good work, foster professional development, engender trust, and instill leadership at all levels of the organization
- a natural collaborator, who builds positive partnerships across a diverse population of administrators, staff, students, and faculty in a culture of shared governance
- a willing guide, capable of leading the College through an array of contractual, financial and legal compliance issues in order to support programs of significant financial value for the College
- a visionary and optimistic leader, ready to join a campus of doers who are committed to creating a productive workplace and raising the College to a new level
- a champion for change, able to lead through change in ways that honor the College's history and traditions while also supporting its future
- a consummate professional that sets the standard for character, competence and service, by demonstrating sensitivity, confidentiality, and good judgment in all personnel and institutional matters
- a thought leader, who understands the critical importance of sharing Conn's story and enhancing the College's national brand and reputation as part of a sustainable business model.



President Katherine Bergeron

KATHERINE BERGERON became the 11th president of Connecticut College in January 2014. Over the past 8 years, her work has focused on building the College's reputation by building its academic, residential, community, and financial strength. Starting in 2014, Bergeron vigorously supported the faculty's development of Connections, a bold new venture in interdisciplinary education, designed to prepare students for leadership in an interconnected world. During this same period, Connecticut College received some of the largest single gifts in its history to enhance financial aid, career education, academic support, athletics, and the arts. Capital projects completed during her tenure include the renovation of the Charles E. Shain Library, the creation of both the Walter Commons for Global Study and Engagement and the Hale Center for Career Development, and, most recently, the revitalization of the College's historic art deco theater, Palmer Auditorium, into the Nancy Athey '72 and Preston Athey Center for Performance and Research. Currently underway are the renewal of the College's riverfront for sailing, rowing, and marine science; and the completion of the Stark Center of the Moving Image as a new home for film studies.



A Phi Beta Kappa graduate of Wesleyan University, Bergeron earned master's and doctoral degrees in music history from Cornell University, and wrote two prize-winning books on French music and culture. Before coming to Connecticut College, she was dean of the college and professor of music at Brown University. She serves as Past-Chair of the Board of the Council of Independent Colleges; on the Board of the American Academic Leadership Institute; on the Board of the Community Foundation of Eastern Connecticut; on the Board of Directors of the Eastern Connecticut Symphony Orchestra. Previously, she was on the Board of the Association of American Colleges and Universities. She has hosted a podcast, **Think. Do. Lead.**, about creativity and innovation, and has co-taught, with her husband, media artist Butch Rovin, a course on songwriting that has yielded **three albums of original songs** by Connecticut College students. She and her husband also wrote and produced an updated version of the Connecticut College alma mater, "**Alma Mater by the Sea**," and performed it together with a talented staff colleague and a group of student musicians for the Class of 2020 virtual Commencement.







President Bergeron leads celebrations of Founders Day



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Connecticut College

FOUNDED IN 1911, Connecticut College is a highly selective four-year residential college with a history of excellence in the liberal arts and sciences. The College's unique mission of "educating students to put the liberal arts into action" has encouraged students, from the very beginning, to combine rigorous academics with real-world experience not just to make a living but to make a difference.

The College's bold new curriculum, Connections, realizes that mission for the 21st century. Connections is a holistic approach to the liberal arts that unleashes curiosity and promotes complex thinking and problem-solving to prepare students for next-generation success. Students maximize the impact of their academic major by combining it with interdisciplinary study, world languages, off-campus learning, guaranteed internships and other professional development in a personally meaningful pathway leading beyond college. 93% of the most recent incoming class said that the comprehensive, integrative vision of Connections was the reason they chose to enroll at Conn.

Students at Connecticut College have the opportunity to enhance their pathways with unique certificate programs in museum studies and in distinguished centers for interdisciplinary scholarship: the Holleran Center for Community Action and Public Policy; the Goodwin-Niering Center for the Environment; the Ammerman Center for Arts and Technology; the Toor Cummings Center for International Studies and the Liberal Arts; and the Center for the Critical Study of Race and Ethnicity. A sign of its commitment to equity and student success, the College supports the most highly endowed Academic Resource Center in the country, enabling excellence for every student. The new Walter Commons for Global Study and Engagement allows all students to integrate meaningful international experiences into their pathways. And the newly renovated Hale Center for Career Development enhances the academic programs of every student with its own four-year curriculum, offering the opportunity to integrate College-funded internships and research experiences into pathways in preparation for life beyond college.

The College supports approximately 700 employees, including 180 full-time faculty in 60 academic departments and programs. Excellence in research is evident through the many grants and awards garnered annually by faculty for their scholarship through disciplinary societies and through local, national, and federal foundations, including the National Endowment for the Humanities, the National Science Foundation, the National Institutes of Health, the Social Science Research Council, the Ford Foundation, the Andrew W. Mellon Foundation, the Sloane Foundation and many others. The intimate 9:1 student-to-faculty ratio means students benefit directly from this research, working closely with faculty on research programs and frequently serving as co-authors in faculty publications.

The community as a whole is bound by a fiercely held value of shared governance, by high academic standards, by a student-run honor code, and by a commitment to environmental stewardship and to full participation. The campus is known for its eclectic and creative mix of artists, scientists, researchers, and activists, with a strong sense of social justice. The College's scholar-athletes compete in NCAA Division III sports through the elite New England Small College Athletic Conference. In 2021, the College was crowned NCAA Division III Champions in men's soccer.

The student body is drawn from 45 states and over 70 countries and supported by generous financial aid, with 29% domestic and international students of color in 2022, an increase of about 30% since 2015. The College's faculty includes 26% U.S. and international faculty of color. Of the 40 faculty hired between 2018 and 2022, almost 50% were faculty of color. Staff at Connecticut College reflect a similar proportionality, with 25% Black and Indigenous People of Color.

Connecticut College's strategic plan, *Building on Strength*, seeks to advance the academic program, enrich residential learning, and elevate the experience of all by making the community more

equitable and the College more sustainable. Capital projects completed in the last five years include the renovation of the Charles E. Shain Library; the creation of both the Walter Commons for Global Study and Engagement and the Hale Center for Career Development; and the revitalization of the College's historic art deco theater, Palmer Auditorium, into the Nancy Athey '72 and Preston Athey Center for Performance and Research. Major renewals of the campus center, the athletics complex and the College waterfront, and the creation of a center for justice, are also planned. A capital campaign has raised over \$237 million, nearly 80% of the goal, in the first five years, including the largest gift in College history, to support the plan's goals.

Excellent outcomes have been a hallmark of the College from its origins. *Princeton Review* has repeatedly ranked College's career program among the top twenty in North America. Nearly 100% of students are well situated in life less than a year after graduating, with over half going on to complete advanced degrees. In the last four years alone, seven Connecticut College alumni have been named to Forbes "30 under 30" list, recognizing the world's brightest young entrepreneurs, leaders, and stars. The College is consistently ranked a top producer of Fulbrights and in 2021 it graduated the first Marshall Scholar in its history.

This success is inspired by an exceptional faculty, who win an outsized share of competitive external grants and fellowships every year, from NEH, NIH, Andrew W. Mellon Foundation, Fulbright, Social Science Research Council, Ford Foundation, and more. Excellent teaching is also point of pride. The Joy Schechtman Mankoff Center for Teaching and Learning has been held up by the *New York Times* as a national model for teaching excellence, and, in the last two decades, at least four Connecticut College faculty have been honored with "Professor of the Year" awards from the Council for the Advancement in Higher Education. For more information about the College, visit www.conncoll.edu.

New London, Connecticut

LOCATED ON THE NORTHEAST CORRIDOR

equidistant between Boston and New York, New London is a historic port city with a rich Native American and maritime tradition owing to its location on the Thames River and Long Island Sound. Before the arrival of European settlers, it was known as Nameaug, the home the Mashantucket Pequot, the Eastern Pequot, Mohegan, and other indigenous tribal nations. In the 19th century, the city was a major trade and whaling center and the boyhood home of the great American playwright Eugene O'Neill. In the 20th century, it became the home of Connecticut College, the U.S. Coast Guard Academy, and Mitchell College.



TODAY THE CITY OF 27,000 residents has a progressive culture and a lively music and arts community. The *Providence Journal* once described it as a “seaside haven with a funky, hipster vibe.” It neighbors many beautiful towns along the Connecticut shoreline—from Niantic to Groton to Mystic to Stonington—offering access to beaches, farms, and outdoor activities. Since the founding of Connecticut College, the City of New London and the College have enjoyed a mutually beneficial partnership that continues to this day. In Fall 2022, the College will be for the first time supporting a new kind of residential living experience for students in downtown New London, in the newly renovated **Manwaring Building** on State Street.

Application Process

INQUIRIES, NOMINATIONS AND APPLICATIONS are invited from all qualified parties. Review of candidates will begin immediately and continue until the position is filled. Applicants should provide a statement of interest, reflecting how their qualifications and experience match those described in this leadership profile, and including names and contact information for five references. References will be contacted only following candidate approval. Send materials to the search committee's consultants, Kim Brettschneider and Kimberly Migoya of WittKieffer at Conn-VPFA@wittkieffer.com. Applications will be accepted until the position is filled.

As a highly selective residential liberal arts college, Connecticut College is committed to creating a vibrant community enriched by diverse perspectives, talents and experiences. We encourage applications from candidates who share this commitment and will contribute to the diversity of our college community. AA/EOE.





CONNECTICUT COLLEGE

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