



BENTLEY UNIVERSITY

Search for the President Bentley University Waltham, Massachusetts

THE SEARCH

Bentley University (“Bentley” or “the University”)—a private business university known for excellence in undergraduate and graduate education and research—seeks a collaborative, visionary, and inspirational President who is deeply committed to educating ethical business leaders to confront the challenges of today and shape the opportunities of tomorrow.

Located just 10 miles west of Boston, Bentley offers a unique slate of academic programs that integrate a rigorous business education with the arts and sciences. This melding of disciplines provides a distinctive learning context for its approximately 4,200 undergraduate and 1,000 graduate students, who develop the critical thinking, creativity, and practical skills necessary to lead successful, rewarding careers. The University celebrates sustainable, ethical, and socially responsible business leadership. Its newly introduced brand—*Be A Force*—inspires the community to recognize the need for positive change and to act on it. Dedicated to understanding others, challenging the status quo, and making an impact that doesn’t just move business forward but that moves us all forward, the next President will embody this ethos.

The President will work with the Board of Trustees, faculty, staff, students, alumni, and external constituents to beget an even more prosperous future for Bentley, building on the strengths of its distinctive academic offerings and identifying further opportunities for innovation. To this end, the President will articulate a vision that propels Bentley to national prominence; revisit and amend the strategic plan amid new challenges; cultivate excellent academic programs across modalities; promote a culture of community engagement; develop genuine and supportive relationships with the student body; champion the values of diversity, equity, inclusion, belonging, and racial justice; and strategically grow and leverage the University’s resources. A strategic thinker and integral member of the campus community, the President will possess the ability to bring this shared vision to life, mobilizing the campus and broader community, clearly and concisely communicating a path forward, and leading institutional advancement to develop the resources necessary to usher Bentley into its next era of excellence.

As the chief ambassador of the University, the President will strengthen partnerships and relationships with corporate leaders in Boston and the broader region; nationally and

internationally recognized business leaders and scholars; Bentley alumni; donors; and political leaders at the federal, state, and local levels, all for the benefit of the institution.

Bentley University has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of its next President. Please direct all applications, nominations, and inquiries to Isaacson, Miller, as indicated at the end of this document.

BENTLEY UNIVERSITY

One of the nation's leading business universities, Bentley's mission is to "change the world with a transformative business education, integrated with arts and sciences, that inspires and prepares ethical leaders who will confront the challenges of today and shape the opportunities of tomorrow." Bentley achieves this mission through its innovative curriculum, which fuses a rigorous business education with the arts and sciences, fostering the deep technical and critical thinking skills, broad global perspective, and high ethical standards required to impact our ever-changing world.

Throughout its history, Bentley has kept its academic programs relevant to modern business by integrating emerging technologies and business practices into the educational experience. From being the first business school to issue laptop computers in 1987 to pioneering the delivery of degrees in human factors and design thinking, Bentley has provided students with access to the technologies and degrees shaping modern business. Students currently have access to seven high-tech learning labs where they can develop web and mobile apps in Android or iOS environments, run big data analyses using R or Python, and build portfolios based on real-time insights from Bloomberg terminals.

Leveraging recent investments in education technologies (described in greater detail below, under "Facilities"), Bentley has expanded its capacity to deliver online and hybrid courses over the last five years. To address the pedagogical challenges inherent to this initiative, the University has invested significant resources in instructional design and faculty support for both synchronous and asynchronous online courses. These investments facilitated Bentley's successful transition to remote learning in the wake of the COVID-19 pandemic and continue to support the faculty and students in the current hybrid learning environment.

Reflecting its strong history and upward trajectory, Bentley enjoys a stellar reputation for excellence in undergraduate and graduate education and research. In its 2020 rankings, U.S. News & World Report named Bentley #1 among regional universities in the North and #4 among most innovative schools in the same region. The Princeton Review's 2021 Best Colleges Guide named Bentley #4 in the nation for internship opportunities and #1 in the nation for career services; the marketplace confirms the success of the undergraduate program, with placement rates consistently exceeding 95 percent.

History

The Bentley School of Accounting and Finance was founded as a proprietary school in 1917. Within six months, classes grew from 30 to 297, and since then the school has continued to flourish. In 1948, it was incorporated as a non-profit institution; it became Bentley College in 1961, and Bentley University in 2008.

Bentley began its transformation from an urban commuter school to a residential, suburban, regional business college with its move from the Back Bay neighborhood of Boston to its current campus in Waltham in 1968. In the following years, Bentley established a graduate school and expanded the undergraduate curriculum. In 1976, it founded the [Center for Business Ethics](#), one of the first such centers in the country, establishing its profile in this emergent field. During the 1990s, the university laid the foundations for its international focus and launched its first programs in [Service Learning](#); with it, Bentley strengthened its reputation as a university focused on ethics and social responsibility.

During the 2000s, Bentley evolved from a regional business college to a nationally known business university, successfully positioning itself as The Business School for the Information Age. The institution built on its distinctive strengths by establishing the [Valente Center for the Arts and Sciences](#) and developing new majors in liberal studies and media culture, enabling students to integrate the arts and sciences into their business education. A grant from the Davis Educational Foundation supported faculty in infusing aspects of liberal learning in their pedagogy regardless of discipline.

Bentley has continued to build its research capacity through faculty hiring and support for research. In 2006, it launched [doctoral programs](#) in business and accountancy as part of this effort. This stage of Bentley's growth culminated in the successful petition to change its legal status from college to university in 2008.

Faculty and Academics

Lauded for their ability to prepare ethical business leaders to meet the challenges of tomorrow, the 292 full-time and 221 part-time faculty members are innovative and effective teacher-scholars. Benefiting from a long history and strong culture of shared governance, the General Faculty are governed by the 31-member Faculty Senate, which represents the General Faculty in all matters of faculty governance except those that concern changes in the governance structure itself, changes in the rules governing promotion and tenure, and major curricular changes, all of which must be submitted to the General Faculty.

Bentley offers Bachelor of Arts and Bachelor of Science degrees at the undergraduate level, MBA degrees through various modalities, six specialty Master of Science degrees, a combined Master of Science and MBA dual degree program, and doctoral degrees in business and accountancy. The student-faculty ratio is 11:1, and the average class size is 27. The university is accredited by the New England Commission of Higher Education (NECHE); AACSB International; and the European Quality Improvement System (EQUIS), which benchmarks quality in management and business education.

Undergraduate programs deliver an innovative business education that integrates liberal arts learning, emphasizing habits of mind such as critical thinking, moral reasoning, and effective communication. Advanced degree programs emphasize complex, industry-relevant skills such as data analytics, strategic thinking, and technical mastery, which are vital for future-focused leaders. In an effort to keep their undergraduate educational offerings innovative and on the leading edge, Bentley is currently engaged in redesigning the core curriculum. This iterative and inclusive process has yielded five Student Learning Goals—Sustainability, Ethics, and Social

Responsibility; Future-Focused Skills; Culture and Diversity; Communication and Collaboration; and Curiosity and Analysis—as the hallmark objectives of a Bentley undergraduate education.

Enhancing Bentley’s capacity for academic innovation, the [Badavas Center for Innovation in Teaching and Learning](#) helps position Bentley for a promising future by investing in innovative ideas across the institution. It partners with faculty, staff, students, alumni, and corporations to support current educational experiments, connect existing teaching and learning assets in new ways, and help launch strategic initiatives. The Center’s mission is to advance Bentley’s academic excellence and provide value for students while helping Bentley evolve in response to rapidly changing conditions. Through effective collaboration with diverse stakeholders, the Badavas Center fosters systemic innovations, aiming to ensure that the university remains ahead of the curve in the business education landscape.

Students

Bentley University enrolls and educates students who seek to create positive change in their communities, organizations, and the world. By undergoing an academic program that blends the best of a rigorous business education with the arts and sciences, Bentley students develop the critical thinking, creativity, and practical skills necessary to collaborate effectively, communicate clearly, and lead successful, rewarding careers. Bentley students benefit from being part of a community of leaders that is committed to making an impact that doesn’t just move business forward, but that moves us all forward.

Approximately 4,200 undergraduate, 1,000 graduate, and 25 doctoral students are currently enrolled at Bentley. In recent years, applications have increased, selectivity has remained high, and the undergraduate program has achieved a 92% first-year retention rate and an 89% six-year graduation rate. At the same time, the university continues to grow increasingly diverse: 25% of undergraduate students and 21% of graduate students identify as ALANA (African-American, Latino-American, Asian-American, Native American, and multicultural, not including international students). International students account for 15% of undergraduates and 26% of graduate students. The increasingly diverse and talented campus community is supported by the [Multicultural Center](#), the [Center for International Students and Scholars](#), and many more programs embedded in the Division of [Student Affairs](#).

Several unique assets and resources on campus provide important experiential and co-curricular learning opportunities for students. The state-of-the-art [Trading Room](#) prepares students to excel in finance by connecting them with the latest industry-standard software in a dynamic and interactive learning environment, and the Computer Information Systems Department’s “[Sandbox](#)” prepares students to thrive in a technology-driven business world. Key programs and initiatives bolster these efforts—for instance, the selective [Women’s Leadership Program](#) enables women to develop skills and strategies for self-advocacy and leadership advancement. Athletics further bolster the student experience and promote academic excellence. In 2019, Bentley student-athletes achieved the highest graduation rate in the nation for the third consecutive year at 99 percent.

Bentley’s strong sense of community is an important part of students’ success. When COVID-19 caused students to vacate the campus, Bentley quickly created and launched the [NEST Program](#) (“Navigate, Educate, Support, Together”), creating an environment where students can access

support from staff and each other no matter where they are in the world. As a part of NEST, each student was assigned a student affairs staff member as well as a group of peers for the remainder of the semester, ensuring a continuing sense of community despite the challenges associated with remote learning. Moving forward, second-year students are also being assigned student leaders to help them navigate student involvement opportunities, and third- and fourth-year students are also being assigned alumni to help them consider and plan for life after graduation.

Alumni Engagement

The [Bentley University Alumni Association](#), of which all 65,000 undergraduate and graduate alumni are members for life, engages alumni in a meaningful and mutually beneficial relationship. In 2012, the [Global Alumni Board](#) (GAB) was introduced as the overseeing alumni body. It is comprised of appointed and elected representatives from all over the world. The GAB is dedicated to ensuring a two-way conversation between alumni and the university as well as advancing the myriad ways all Bentley graduates can engage at all stages of their lives and careers. It serves as a strong, supportive voice for the community and annually recognizes select alumni and students for their outstanding commitment to Bentley and the world.

Commitment to Diversity, Inclusion, and Racial Justice

Members of the Bentley community have been working for decades to create a supportive and empowering campus environment for the diverse population that comprises the University. In 1993, Bentley created a formal “diversity initiative” to build on and coordinate the many diversity-related efforts already underway on campus. Today, the [Office of Diversity & Inclusion](#) centralizes these efforts, fostering an inclusive community by leveraging interactions between offices, educating the entire community, and working to increase the diversity at all levels of the institution.

Emboldened by the Black Lives Matter protests stemming from the murders of George Floyd, Breonna Taylor, and Ahmaud Arbery, Bentley created a [Racial Justice Task Force](#) charged with creating recommendations to help Bentley become a more equitable, anti-racist campus. In alignment with this endeavor, the President’s Cabinet identified a set of [strategic initiatives](#) to guide every functional area of the University toward becoming more racially just. This process resulted in the creation of the Chief Diversity and Inclusion Officer role, thereby ensuring the institutionalization of these efforts. These initiatives are designed to overturn policies, practices, and structures that enable systemic racism at every level on Bentley’s campus.

Finances

Bentley has an annual operating budget of approximately \$228 million. Financially strong and well-run, the university has prudently managed its resources and budget to create consistent surpluses, allowing it to build its endowment and reinvest strategically. In December 2017, Moody’s Investors Service downgraded the outlook for the higher education sector to negative but upgraded Bentley’s credit rating from A3 to A2, citing among its strengths conservative fiscal management, healthy student demand, and growing spendable cash and investments. Moody’s reaffirmed this rating in 2020.

Like most institutions of its size, Bentley is tuition-dependent, with undergraduate and graduate tuition and fees accounting for nearly 90% of its revenue. Bentley works diligently to balance the annual budget by achieving an enrollment mix that sustains the University while also pursuing operational efficiencies and reducing costs. More recently, Bentley has taken steps toward diversifying its revenue streams, including prioritizing external relations and corporate partnerships in its strategic plan and enhancing its fundraising efforts: 3,913 unique donors contributed \$10.3 million during the 2019-2020 fiscal year. Due to the careful stewardship of its resources, the University is financially sound, with a balanced budget and an endowment of more than \$277 million.

Facilities

The Bentley campus comprises 52 buildings that encompass approximately 2.25 million gross square feet. Recent construction projects include an addition to the [Student Center](#) in 2015; renovation of the science labs and largest classroom building, [Jennison Hall](#), in 2017; and the construction of a [multipurpose arena](#), completed in early 2018. Sightlines, a national facilities strategic benchmarking firm, consistently rates Bentley as a top-performer among its respective peer group because of its minimal deferred maintenance.

Enhancing the on-campus experience, Bentley's facilities incorporate leading-edge education technology. Bentley's ninety classrooms are all smart classrooms, equipped with appropriate features that include such aspects as LCD projectors, lectern PCs with internet connectivity, document cameras, touch screen room controllers, student laptop power and data ports, wireless network/internet access, and a classroom network control system. The renovation of Jennison Hall saw a significant growth in the number of innovative studio-style classrooms available to faculty and students, including specialized high-tech facilities for education that promote applied learning and active engagement.

Location in Waltham, MA

The university is located on a classic 163-acre New England campus in suburban Waltham, Massachusetts, less than 10 miles west of downtown Boston. The campus is well served by interstate highways, nearby Boston Logan airport, and public transportation, including the Massachusetts Bay Transportation Authority's (MBTA) commuter rail and bus services. The close proximity to Boston is an important draw for faculty, staff, and students, with key corporate partnerships based in the city helping to promote an applied learning environment for Bentley's dynamic community of leaders, scholars, educators, and creative thinkers.

THE ROLE OF THE PRESIDENT

The President of Bentley University will lead the continued evolution of this innovative, distinctive business university, ensuring that it continues its legacy as an institution that prepares compassionate leaders with strong business skills, a global perspective, creativity, and high ethical standards. In this rapidly changing world where strong technical acumen must be matched with exceptional problem solving, critical thinking, and communication skills, the President will drive an entrepreneurial culture that seeks to be nimble, student-focused, and outcomes-oriented. The next president will promote academic excellence in a supportive community, working to attract talented and diverse faculty and staff and an ambitious, smart, and equally diverse student

body. As the chief executive officer, the president holds responsibility for the overall active management and direction of the University, sets a vision to lead the institution forward, develops and maintains relationships with diverse constituents, represents the institution externally, and serves as the chief fundraiser, all in support of the mission of the University.

The President reports to the Board of Trustees and leads an experienced Cabinet comprised of 11 senior leaders: Provost and Vice President for Academic Affairs; Vice President and Chief Human Resources Officer; Vice President for Enrollment Management; Vice President for University Advancement; Vice President and Chief Financial Officer/Treasurer; Vice President for Marketing and Communications; Chief of Staff; Vice President and Chief Diversity and Inclusion Officer; Vice President/General Counsel and Secretary of the Corporation; Vice President for Student Affairs and Dean of Students; Vice President and Chief Information Officer.

KEY OPPORTUNITIES AND CHALLENGES

By leveraging Bentley's unique academic profile, a dedicated Board of Trustees, and a highly engaged community of students, faculty, staff, and alumni, the next President will continue to lead the University on its upward trajectory and address the following opportunities and challenges:

Articulate a vision that propels the University to national prominence

The Bentley experience is transformative for its students and alumni, and while the University is highly regarded in the Northeast, its reputation is less established in other parts of the country. The next President will have the sophisticated challenge of more effectively broadcasting Bentley's value proposition in the competitive world of the academy. With its unique slate of academic programs that integrate a strong business education with the arts and sciences as well as its excellent reputation as one of the best regional universities in the country, Bentley is primed for a new President to articulate a vision that inspires the University to national prominence. Informed by the University's past and present but pointing to its future, this vision should account for the qualities that keep Bentley distinct in an increasingly competitive higher education landscape. An enterprising President will identify and capitalize on the University's assets, inspiring and mobilizing the campus community in support of a shared vision and broadcasting the message externally to propel Bentley to new heights.

Amend the Strategic Plan as necessary to address emergent challenges and opportunities

Like all institutions of higher learning, Bentley finds itself at a critical juncture. COVID-19 has disrupted the way in which universities do business, and the next President must address the novel challenges the pandemic imposes on the University. While the most recent [strategic plan](#) was only recently approved by the Board of Trustees in 2019, the world has changed immensely since its adoption. The next President will have the opportunity to revisit the strategic plan, amending it as necessary to address emergent challenges and opportunities. The President will engage the community in weighing and prioritizing the component parts of the plan and considering how best to translate the plan into reality, balancing the institution's sustainability with the strategic imperative to march forward into the uncharted terrain that lies ahead.

Cultivate and strengthen excellent undergraduate and graduate academic programs

Bentley's undergraduate programs have long been central to its success, and the University aims to achieve the same eminence with its graduate programs. The next President will address this discrepancy, continuing to invest in the strong, on-campus undergraduate programs while also cultivating excellent graduate programs across modalities. To this end, the next President will partner with academic leadership to finish redesigning the undergraduate core curriculum as well as to strategically build a portfolio of masters and doctoral programs to attract new recognition to the University. As a forward-looking institution, Bentley has recently invested in educational technologies that support its ability to deliver these graduate programs in in-person, online, and hybrid modalities. The next President will leverage these assets to build novel graduate programs that keep Bentley competitive and revered amid an ever-changing higher education landscape.

Promote a shared culture of community engagement and communication

Bentley values its strong sense of community. The President will ensure that all groups are heard, balancing consultation with appropriate and timely decision-making and communication. The President will be a visible presence on campus, interacting openly and genuinely with multiple constituencies and attending carefully to the students' sense of community, which is a valued aspect of the Bentley experience. The President will champion the faculty, actively supporting and fostering their work in the classroom and as scholars; support the development of the staff, who are integral to the success of the University; and coalesce the Cabinet as a senior team, enabling them to best lead their individual units and the University at-large. To achieve these goals, the President must be an active participant in the life of the University in both presence and communication style.

Champion the values of diversity, equity, inclusion, and racial justice

Bentley is deeply committed to supporting its increasingly diverse community. The senior leaders, in close partnership with the new Chief Diversity and Inclusion Officer, have already begun the difficult work of molding Bentley into a more racially diverse institution, and the community at large craves a President who will advance this work. To this end, the President will serve as an institutional leader in both word and action by advancing the values of diversity, equity, inclusion, and racial justice in all institutional areas and holding senior leaders accountable for making measurable progress on related goals. The President will also work to attract, recruit, and retain talented faculty, staff, and students who contribute to the overall diversity of the institution, continuing the positive trends the University has experienced in recent years. The President will lead by example, serving as an active advocate for these values on campus, in the greater community, and beyond.

Strategically steward and grow the University's resources to ensure continued stability

Bentley University is financially sound, due in large part to its history of prudent financial management and strategic investment in key priorities. However, with current challenges emerging from the COVID-19 pandemic, ongoing headwinds facing higher education at large, and the demographic cliff primarily affecting regional universities in New England, institutional development must be a key priority for the next President. Working with the other senior leaders, the President will ensure Bentley's continued financial health by continuing to plan

conservatively, running a lean operation, prioritizing strategic enrollment growth, leading Institutional Advancement in developing key donors and soliciting grants in alignment with strategic priorities, and identifying new opportunities to diversify the University's revenue streams beyond tuition. The President should lead these activities with an eye toward growing the endowment to be more competitive with regional competitors.

THE SUCCESSFUL CANDIDATE

The successful President will possess many, if not all, of the following professional qualifications, skills, and experiences:

- A deep personal and professional commitment to business education, to the arts and sciences, and to the mission of Bentley University
- Successful experience as a strategic, inclusive, transparent, and forward-thinking leader
- Demonstrated ability to solicit insight from diverse campus constituents but also to make difficult decisions when necessary
- Exceptional communication skills, with the ability to engage effectively with many constituencies who hold different points of view
- A knowledge of shared governance, including experience working with faculties and boards of trustees, aiding both to achieve productive, meaningful outcomes
- Demonstrated experience mobilizing diverse stakeholders with a shared vision
- The ability to lead strong management teams, delegate responsibility and authority, and execute plans with fiscal responsibility
- Budgetary experience that demonstrates an understanding of enrollment-driven funding
- Deep understanding of a complex financial model with a focus on long-term planning
- Proven ability to thoughtfully bring about complex change, implement creative solutions, and establish best practices that are tailored to unique institutional needs
- Demonstrated facility with crisis management, especially relating to external challenges
- A personal commitment to and record of success in advancing diversity, equity, inclusion, and racial justice
- Strong relationships with organizations that promote diversity and equity in business
- Experience representing an institution externally and building relationships with business, community, political, and educational leaders
- The skills or the capacity to fundraise successfully
- Knowledge of current and emerging issues and trends in higher education
- Strong insight into the technologies that are used in industry and in the classroom
- A willingness to take considered risks and seize opportunities
- Unquestioned integrity, trustworthiness, ethics, and sound judgment
- A track record of academic and/or business accomplishment; a terminal degree is strongly preferred



TO APPLY

Bentley University has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent in confidence to:

Vivian Brocard, President
Kate Barry, Partner
Keith Mason, Senior Associate
Isaacson, Miller
Boston, Massachusetts
(617) 262-6500
<http://www.imsearch.com/7652>

Bentley University strives to create a campus community that welcomes the exchange of ideas, and fosters a culture that values differences and views them as a strength in our community.

Bentley University is an Equal Opportunity Employer, building strength through diversity. The University is committed to building a community of talented students, faculty and staff who reflect the diversity of global business. We strongly encourage applications from persons from underrepresented groups, individuals with disabilities, covered veterans and those with diverse experiences and backgrounds.