

Report by Bennington College

to the Commission on Institutions of Higher Education
New England Association of Schools and Colleges

Prepared for a Focused Evaluation
October 1-3, 1989

I. Introduction

A. A History of Bennington's Accreditation Status Since 1984

On April 27, 1984, the Commission on Institutions of Higher Education (CIHE) placed Bennington College on warning status, requested various reports (on applications, admissions, enrollment, financial condition, and fundraising), and mandated an evaluation visit in 1985 to review the warning status. Because of a change in the College's presidential leadership, that visit was postponed to the Fall of 1986.

As a result of the report by the 1986 visiting team chaired by Richard P. Traina, President of Clark University, the College was asked to submit yearly reports on applications, admissions, enrollments, and financial matters, and to prepare for a focused visit in the Fall of 1989. The requested yearly reports were submitted on December 29, 1987 and November 21, 1988.

At its meeting of March 2, 1989 the CIHE accepted the 1988 yearly report and confirmed the evaluation visit of October 1-2, 1989 focused "on the College's success in addressing its fiscal problems and the impact of those problems on the ability of the institution to offer high quality academic programs." In addition, the College was asked specifically to report on:

1. annual giving and plans for the capital campaign;
2. plans for securing the long-term financial strength of the College and the projected growth of the endowment; and
3. plans for correcting deferred maintenance.

B. Summary of Previous Yearly Reports in 1987 and 1988 and Development of the Current Report

The yearly reports submitted in 1987 and 1988 documented changes in administrative organization, described new programs, and discussed trends in applications, admissions, enrollment, and finances. Each of those reports was prepared by the senior administrative staff of the College.

The current report was prepared initially by Ronald L. Cohen, Dean of Faculty, on the basis of information prepared by other senior administrative officers of the College. Drafts were circulated among, and reviewed by, those officers; they were also circulated to members of the Academic Council (the College's educational policy committee: seven faculty members elected by the faculty at large, two student leaders, one student elected at large by the student body, the two Deans--both of them members of the faculty, and the President).

II. Institutional Overview

A. The College

Bennington continues to draw its strength from its founding principles. At heart and in practice this is the same institution that in 1932 opened its doors to a set of ideas distinctive in American education: that the interests and imagination of individuals (teachers and students) should drive the educational process; that each student's curiosity and capacity are what should inform his or her course of study; that learning should be acquired actively and personally; and that an undergraduate college should not merely be a preparation for graduate school or a career, but an experience rewarding in itself and the model for lifelong vocation of learning, whatever the student's choice of career.

Certain of Bennington's embodiments of these ideas are well-known: the inclusion of courses in the arts in the liberal curriculum; an off-campus work term as a testing ground of classroom instruction; individually shaped programs of study; the substitution of reports for grades; flexibility in admissions and degree requirements; a faculty without rank or title encouraged, in the words of one, "to teach what keeps us awake at night." These are the ideals and practices to which, through the changing fashions of higher education and its own vicissitudes, Bennington has remained constant.

B. Significant Institutional Changes Since 1986

Since 1986, the College has reorganized several aspects of its administrative structure, developed several new programs, and undertaken new initiatives in development. Though some of these changes have been described in the yearly summaries, a full appreciation of their importance to the College requires a more complete and more fully organized presentation.

1. Administrative Changes and Reorganization

Elizabeth Coleman assumed the presidency of the College on July 1, 1987. She brings years of experience in and dedication to liberal arts education of the kind Bennington best exemplifies. In addition, President Coleman has assembled an experienced senior administrative staff and has reorganized a number of administrative operations.

Several administrative changes were made in 1987. William P. Morgan came to the College as the Vice President for Finance and Administration. He has already simplified and rationalized internal budgetary policies and procedures, and has organized the information generated by these procedures effectively so that it can be clearly communicated publicly.

Marny Krause came to the College in 1987 as the Director of Development. Returning to Bennington (she was Director of Annual

Giving from 1983 to 1986) after spending a year heading Skidmore College's Office of Alumni Relations, she brings to the Development Office critically needed continuity and a deep understanding of the fund raising process.

In 1987, Joan Goodrich was named to the position of Director of Student Affairs. With eight years of distinguished service as the College's Director of Financial Aid, she now assumes responsibility for coordinating all College functions concerning the non-academic life of students (Student Services Office, Health and Psychological Counseling Offices) as well as the Offices of Admissions and Financial Aid. New Directors of these latter two offices have worked with her (and others) to reorganize these operations.

David Scribner was named Director of Publications in 1987. He has rewritten and revitalized all of the College's major publications, primarily in Admissions (copies of the new Catalogue and Viewbook are enclosed as Appendix B: New Admissions Publications), but in other areas as well (Quadrille--the College's alumni magazine; the Student Handbook; a Health Services brochure; Financial Aid Handbook, and all publications in the Development Office). Several new publications won major awards in 1989 CASE competitions. He is leading an active public relations effort to get recognition for the character and value of Bennington's education to balance the unceasing attention Bennington has received concerning its cost.

Charles Moses was hired in 1989 as the College's Director of Administrative Computing (a new position). He has extensive experience in systems analysis, most recently in the Alumni Office at Dartmouth College. He has already taken over an assessment of the College's overall computer needs (in hardware, software, networking, etc.) and in developing strategies for several of the College's administrative offices.

2. New Programs

Over the past three years, the College has developed a number of new programs that express different aspects of its vision of liberal arts education. Improvements in its financial situation over this period have encouraged people at the College to think once again creatively about ways to strengthen our current programs and to develop new ones.

a. With a small grant from the Smith Richardson Foundation, the College began an experimental program in Chinese Language and Literature in the Fall Term, 1988. Professor C. C. Huang, a Confucian scholar and translator for the visit to Bennington of Fulbright Artist in Residence and Chinese opera star Ye Shao-Lan in 1985, was hired to teach both language and literature courses. As an outreach, he is also teaching courses in the wider Bennington community.

b. Begun by the Dean of Faculty in 1987, the Sunday Night Seminar program brings members of the faculty into student residences for informal discussions of their work and interests. Earlier in Bennington's history, student residences had often

been used as classrooms and for performances. For many reasons, this use of the residences decreased in recent years. The success of this series (see Appendix C: Sunday Night Seminars for a list of seminars offered) renewed interest in combining formal teaching and living space. (Plans for renovating house living rooms have been developed partly as a result of students' interest in having these spaces available for use as classrooms.)

c. Bennington in New York was established by President Coleman to provide a setting in New York City for extending the cultural and intellectual life of the College. It is located at the Twining Gallery in New York's Soho district. (The space is donated by a Bennington trustee.) While participants include Bennington faculty members and alumni, it is not limited to them; similarly the audience is not limited to Bennington alumni. Outstanding members of the scientific, artistic, and educational communities have already participated in a number of programs, including one on the new genetics research, and another on the current dispute over the "canon." Brochures describing these programs are attached (see Appendix D: Bennington in New York). One of the goals of this program is for the College to assume a much more active role and responsibility for reaching beyond our own constituency to bring to the public at large issues of national concern that are currently being explored within colleges and universities.

d. In the summer of 1988, the College presented the first Bennington Choreography Project. Its major aim is to nurture the development of new creative projects in Dance and to train choreographers. The Project brings a resident company of recognized distinction to the College, selected by an Advisory Committee of major figures in the Dance community. The resident company must be currently developing a work which has been commissioned for performance (e.g., by the Brooklyn Academy of Music, the PepsiCo Summer Festival). The company develops the work during its campus residency, while specially selected faculty work with the company and students enrolled in this program to develop a teaching program focused on choreography. There is no reason in principle that this concept could not be pursued in other performing arts - such as music, drama, film - and we hope eventually to do so. (A list of the current Advisory Committee and a brochure describing the 1989 Project appears in Appendix E: Bennington Choreography Project.)

e. In 1988, the College established the Hambleton/Nields/Mortimer Fellowships, honoring three former members of the Board who have played a particularly important role in the history of the College. The purpose of the Fellowships is to enable the College to bring distinguished guests to the campus for a minimum of two days. In addition to a public lecture, open to both the College Community and the community at large, the Fellows meet for informal discussions with small groups of faculty members and students. This inaugural year, John Nields, Counsel for the U. S. House of Representatives in the Iran/Contra hearings, and Maurice Sendak, noted author and

illustrator, were the Fellows. Both visits were extremely well received; each public lecture attracted an enthusiastic audience of over 400, and the informal classroom and studio discussions involved the Fellows directly in the work of students and faculty members.

f. This past year, the Director of Student Affairs has been working with students to expand discussion groups on matters of general concern to the College community. They include women's issues, minority issues, and substance abuse.

g. During the period of severe financial stringency, few funds were available for educational equipment. In 1987, the College created a modest fund for Capital Equipment for Instruction. Allocations from this fund are made by the Budget Committee (a subcommittee of the Academic Council), in conjunction with the Dean of Faculty and Vice President. Last year, these funds enabled the College to begin a multi-year program to refurbish the College's 66 pianos, to install new sound equipment in the Dance and Drama theatres, to purchase video equipment for the foreign language program, and to replace two kilns in the ceramics program. For next year, the fund has been increased from \$25,000 to \$65,000; in addition to an expansion of the piano refurbishment program, the Committee has approved requests for computers, musical instruments, scientific equipment, and continued upgrading of the Dance and Drama theatres.

h. Faculty development programs also were severely curtailed during the period of financial difficulties. Last year, the Dean of Faculty was able to expand the Faculty Grant Program. Next year, the program will be expanded further, and a separate fund has been established to assist faculty members to travel to professional conferences, exhibitions, and exhibits at which their work will be presented. Overall funds available have increased from \$15,000 to \$25,000.

3. Development Initiatives

Four years ago, the Keystone Campaign was conceived in order to supplement operating revenue and to enable the College to prepare for a major Capital Campaign which would focus on endowment. The now completed Keystone Campaign generated over \$2.7 million for operating expenses and over \$1 million dollars for endowment (see Appendix F: Report of Donors and Gifts: 1983-1989). At the same time preparations for a Capital Campaign were begun.

During the past two years, staffing in the Development Office has been reorganized and augmented. A Director of Major Gifts was hired in the summer of 1988. Previous experience in the Development Office at Williams College enabled her to move quickly into this newly created position at Bennington and begin to develop a program focusing on major gifts and planned giving. An alumnus of the College who has directed the highly successful July Program (a summer program for high school juniors and seniors) for the past five years began, in 1988, to shift his

attention to Development, with an emphasis on Foundation and Corporate Giving. Beginning in the fall of 1989, he moved into the Development Office on a full-time basis to direct the foundation and corporate solicitation program. A new Director of Alumni Giving, with extensive experience at Rensselaer Polytechnic Institute, was hired in the summer of 1988. The Office of Alumni Relations has also been reorganized under her leadership.

In the fall of 1988, Bennington hired Ketchum, Inc. as consultants to lay the groundwork for a Capital Campaign. At this point we are in the initial phase of the Campaign, soliciting those individuals most closely connected with the College. A Campaign involving the staff and faculty of the College has been completed and has generated nearly \$100,000 in pledges. Solicitation of the Board of Trustees is well on its way, and it is anticipated that this initial phase of the Campaign will be completed in the Fall of 1989. Prior to these solicitations, a very careful analysis of needs has been prepared involving the faculty and administrative staff, as well as the Board of Trustees. The hope, of course, is to be in a position to set a goal for the campaign that meets these needs (see Appendix G: The Campaign for Bennington: Summary of Needs).

As of now the College has received written Campaign pledges of nearly \$5 million (in addition to the dollars committed during the Keystone Campaign). This substantially exceeds any previous comparable fundraising in Bennington's history.

The Development Office has also begun a systematic screening process to uncover major additional prospects for the Campaign. This process is nearly completed, and 12 areas throughout the country have been reviewed. A significant number of new prospects has already been identified. Regional Campaigns in 12 to 15 areas will be an important part of the overall plan as soon as the initial phase of the Campaign is completed and a goal has been set.

To support this effort, the Development Office is in the process of converting its data base from a service bureau in Boston to an in-house computer system.

Publications in support of the Campaign, including a video, case statement, and supporting brochures are either completed or well along in the planning phase.

In short, we are in the throes of the Capital Campaign. We anticipate setting a goal by the winter of 1990, followed closely by a public announcement.

III. Areas of Focus

This report responds to the request that the College evaluate its success in addressing "its fiscal problems and the impact of those problems on the ability of the institution to offer high quality academic programs." Our presentation will present information on the current status of the College's financial condition, describe the policies that have guided our practice over the past three years, and suggest the policies that will guide the future.

A. Current Status

1. Applications

As indicated by the accompanying tables (Appendix A: CIHE DATA FORMS, FORM III, and Appendix G: Bennington College Application History), applications have increased substantially since 1984. Through last year, they had increased approximately 60%.

The number of applications for 1989-90 has decreased substantially, most likely due to the demographic crunch anticipated by institutions of higher education across the country. Application figures for institutions nationwide appear to be down from 5% to 20%. An additional contributing factor may have been a delay in sending out some admissions publications (because of their wholesale re-design). It is difficult to estimate the impact of this variable.

We obviously can, and will, correct the timing problem next year. We can do little to affect national demographic trends, but we can do a great deal to revitalize and refocus our admissions effort, and that is precisely what we are doing. Among the changes that have been instituted are the following:

a. a revitalization of the alumni admissions network to assist in field interviews, augment outreach, post events for applicants, and recruit more widely;

b. an increased travel schedule to include 400 high schools, "feeder" schools that have not been visited by Bennington representatives in several years;

c. increased selectivity, which sends an important message to high schools that the quality of the entering classes is improving;

d. increased mailings, eight in all to inquirers and applicants, compared to four in the past several years; and

e. more personalized contact with applicants, including letters to accepted applicants from the Dean of Studies, phonathons for accepted applicants, and mailing of such materials as the recent New York Times article on Bennington to the applicant pool.

2. Enrollment

As the accompanying tables (Appendix A: CIHE DATA FORMS, FORM IV and Appendix H: Bennington College Enrollment History)

indicate average annualized enrollment at Bennington has grown from 526.5 in 1985-86 to 576 in 1988-89, an increase of 9.4%. We are projecting an enrollment of 570 for 1989-90.

3. Financial Aid

The report written by the Traina Committee identified the growth from 30% to 34% in student financial aid as a percentage of gross billed tuition as one potentially serious problem. We note that this percentage has decreased in the past four years, so that the budget for 1989-90 projects this figure at 25%, the same ratio that obtained in 1988-89. Projections for the next several years assume that this ratio will be maintained.

4. Operating Budget

The College expects to complete the 1988-89 year with a balanced budget. The budget just approved by the Board of Trustees for 1989-90 is also balanced. Assuming, as we have every reason to do, the successful completion of that year, the College will have experienced five consecutive years of balanced operating budgets.

The 1989-90 budget incorporates the same ingredients which were built into the budgets of the past two fiscal years. Revenues from tuition and fees, accounting for approximately three-fourths of all operating funds, assume a modest tuition increase (tuition increases over the past three years have been very modest and well below the national average for private liberal arts colleges: 6.1%, 5.6%, and 5.2%) and a stabilized or slightly growing enrollment. Expendable gifts continue to represent an important element in the construction of the budget and will provide 12% of all operating revenue in 1989-90. Not surprisingly, the most important goal of the upcoming Capital Campaign is to raise an endowment whose income will decrease the College's reliance on annual gifts. The balance of operating revenues comes from a variety of sources and since 1986-87 has not included any funds from the sale of assets.

Expenditure allocations demonstrate the relative financial health which the College now enjoys. A salary freeze of several years' duration was broken in July, 1987, and annual increases have since become an integral part of budgeting. For the current year, faculty salaries increased by 7%, while all other salaries increased 5%. The College has simultaneously been able to increase the size of the faculty at the rate of approximately one FTE per year. Institutional financial aid, as a percentage of comprehensive fees, has decreased over the past several years. Next year's budget sets aid at 25% of fees, versus 24.9% in 1988-89 and 25.7% in 1987-88. Significant additions to the budget are spending for faculty grants (1989-90, \$25,000; 1988-89, \$15,000; 1987-88, zero), and an instructional equipment fund (1989-90, \$65,000; 1988-89, \$25,000; 1987-88, zero).

The overall health of the operating budget has an obviously favorable implication for cash flow. Although the College has a stand-by line of credit of \$1 million with a local bank, we have

not had to borrow since July, 1987. Although short-term borrowing is not absolutely precluded in the future, if it does occur, it will be of short duration.

Finally, the Traina Committee expressed concern about the nature, size, and structure of the College's indebtedness. The enclosed schedule, through FY 1987-88, shows substantial improvement in debt to net worth (Appendix I: Equity/Debt). Although the final figures for 1988-89 are not yet available, they will show continued improvement in that ratio.

5. Impact of Fiscal Problems on The Academic Program

We believe strongly that the fiscal problems of recent years have had no serious consequences for Bennington's academic program, and that many of the changes that have been implemented, over the past two years in particular, have begun to improve that program. As indications of this improvement, we cite all of the new programs discussed in Section II.B.2 above (the introduction of Chinese Language and Literature, Sunday Night Seminars, Bennington in New York, Bennington Choreography Project, Hambleton/Nields/Mortimer Fellowships, the program to fund Capital Equipment for Instruction, the Faculty Grant Program, and continuing on-campus discussions of women's issues, minority issues, and substance abuse).

In addition, we should note that the Academic Council has recommended an increase in the size of the faculty by one full-time position for three years beginning in 1989-90. The Board of Trustees has already approved the increase for 1989-90 and has reacted favorably to the proposed increases for the following two years. At the end of three years, these increases would expand our curriculum in piano, Spanish, physical science, dance, and drama. Not only are these increases important to the curriculum; the ability of the College to plan such increases over a three-year period is indicative of the attention we now can afford to devote to educational issues.

Finally, the College has ended the salary freezes imposed as a result of earlier fiscal problems. Regular, significant salary increases have been provided for faculty members and staff for each of the last three years.

B. Guidelines for the Future

Over the next several years, the College will seek to sustain the improvements it has been able to achieve in the past years; develop new educational initiatives; maintain a steady increase in faculty salaries; increase the commitment to deferred maintenance; continue a slow, but steady growth in enrollment in order to effect increases in the range of the faculty; and complete a successful capital campaign to raise an endowment adequate to the College's needs.

1. Student Enrollment

Over the next five years, the College is projecting a slow, but steady increase in its enrollments toward an annualized figure of 600. We know from this past year's experience, and from the demographic trends that have begun to make themselves felt, that even this kind of modest growth is in no way guaranteed. Trends internal and specific to the College are, on the other hand, very promising, and our hope is that they will over time more than compensate for downward demographic trends. These are apparent both with respect to the Admissions Office and retention of enrolled students.

All signs to date point toward a good recruiting year for 1989-90. This past spring, we increased the number of students contacted through the College Board's Student Search Service and extended the Search to include not only our traditional geographical area, but some new areas as well. The response has been good, and high school visits are being coordinated to correspond with student interest. Inquiries have increased over last year, as has the number of on-campus interviews conducted by the admissions staff between May and July. Student contact will be increased by adding more national college fairs and college nights to the travel schedule. In addition, our network of alumni admissions volunteers is constantly expanding, and we expect to involve more Bennington alumni in our recruiting strategy. Our computer system has been updated, and programs have been revised, resulting in faster retrieval of information and more efficient methods of corresponding personally with prospective students, secondary school counselors, and alumni.

Our revised and updated publications are already being mailed to the inquiry pool. We are adding a travel piece and a "profiles" piece to our mailing schedule with academic division newsletters to be included in the planning this year. Our publication series is much better coordinated with planned mailings to specific students at specific times of the admissions year.

Over the last three years there has been a steady decrease in the number of students withdrawing from the College. Clearly, the factors contributing to this trend are complex and difficult to quantify. We continue to work on improving the quality of life in order to enhance students' experience both in and out of the classroom and to maintain the positive trend in retention. Recent

efforts that we believe contributed to improving residential life include: (1) a comprehensive orientation and on-going training program for House Chairs (students designated as a rough equivalent of residential advisors) in crisis intervention, substance abuse and sexual harassment education, organizational skills, etc.; (2) new programs for first-year students (an adjustment/transitional group sponsored by the Psychological Services Office, an "adopt-a-new student" program, and first-year academic advising groups); (3) a revised disciplinary code for all students which clarifies the College's expectations and the procedures for dealing with infractions; and (4) a growing positive relationship (which now includes regular bi-weekly meetings to discuss a wide variety of campus issues) between student leaders and the senior administration of the College.

It is important to emphasize that the growth we are projecting in enrollment will only take place if it is consistent with maintaining, even increasing, the quality of applicants and enrolled students. The primary purpose of such an increase is not financial but rather to extend the curricular resources of the College.

2. Financial Planning

a. Annual Budgets. As noted above, 1989-90 will be the fifth consecutive year the College has achieved a balanced operating budget. Projections for the next several years are based on assumptions of modest tuition increases, modest growth in enrollment, steady increases in annual fundraising, and gradual increases in funds from the endowment campaign.

Our balanced annual budgets of the past three years have incorporated salary increases, new programs, a small growth in the size of the faculty, and capital improvements in instruction and buildings and grounds. All of these will continue, and some will increase, in the expense projections made for the next several years. In addition, we anticipate the construction of a major addition to our library, and substantial refurbishment of the physical plant.

b. Capital Campaign. The successful completion of The Campaign for Bennington will leave the College with a significantly increased endowment. Current projections call for significant, but decreasing, infusions of income from money raised in each year of the capital campaign. This will be coordinated with significant, and increasing, allocations of funds secured in the endowment.

The reorganization of the Development Office has been undertaken primarily with an eye toward launching and successfully completing the Campaign, and toward putting new programs in place to continue large-scale, endowment fund-raising as a permanent feature of the College's future. The Director of Major Gifts will focus attention on major gifts and planned giving. Though the primary emphasis over the short term will be to generate current major gifts for the Campaign (deferred gifts, for the most part, will not be counted toward the Campaign goal),

it is crucial that Bennington's Development program include a planned giving component. To begin the cultivation of major prospects, the Director is currently providing staff support for the leadership program in the Annual Fund, and she will direct regional Campaign efforts in the College's two major metropolitan areas. A regular planned giving article has been introduced into the College's quarterly publication which is mailed to alumni and friends, and in 1989-90 two planned giving direct mail pieces will be developed. A deliberate decision has been made to institute a low-key planned giving program during the next two to three years; the program will become much more aggressive at the conclusion of the Capital Campaign. The Director of Foundation and Corporate Giving has developed a short list of key foundations; presidential visits to some foundations have already been undertaken, and others are planned.

c. Annual Fund-Raising. The 1988-89 Annual Fund attained its goal of \$925,000 (a 7% increase over 1987-88), continuing its tradition of solid growth. Alumni participation, which had held steady at 32% over the past two years, rose to 33% in 1988-89. A Senior Pledge Program was instituted in 1988, and over 50% of the seniors on campus made pledges to the Annual Fund. The Class of 1989 followed suit, ensuring that our youngest classes will no longer reduce the overall rate of participation. During the most active years of the Capital Campaign, modest growth in the Annual Fund (\$50,000 per year) is anticipated; also anticipated are continued increases in alumni participation. Leadership gifts at \$1000 and above continue to provide the foundation for the Annual Fund, and the number of donors as well as the dollar value of the gifts continue to climb (see Appendix F: Report of Donors and Gifts: 1983-1989). At the same time, donations from alumni, parents, and friends at a level below \$1000 continue to broaden the donor base and to provide significant funds in support of current operations.

The Alumni Relations Program has expanded over the past two years, and the College currently has active clubs in 12 areas across the country; their programs reach 60% of our constituency. Both the range of programs, and attendance, have increased steadily. Many events in 1987-88 introduced the new President; more recent programs tend to showcase the talents and expertise of alumni and parents, focus on educational issues, or provide opportunities for networking. The Bennington in New York program (see above and Appendix D: Bennington in New York) has developed an audience of non-Bennington participants in addition to alumni and parents.

d. Deferred Maintenance. The College continues to address the issue of deferred maintenance. To this end, we have allocated \$250,000 annually in the last several budgets for a variety of facilities refurbishment projects.

The College has recently authorized an engineering study of its electrical and mechanical systems by van Zelm, Heywood, & Shadford, a firm which has consulted for several institutions, including Williams, Yale, and Harvard. In addition, a member of

our faculty in architecture has just completed a structural survey of the College's buildings. The recommendations from these two studies will be integrated into a multi-year plan of deferred maintenance. Future budgets will, of course, make adequate provision for these expenditures.

3. Academic Program

We anticipate a continuation of most or all of the programs developed over the past two years (Chinese Language and Literature, Sunday Night Seminars, Bennington in New York, Bennington Choreography Project, Hambleton/Nields/Mortimer Fellowships, the program to fund Capital Equipment for Instruction, the Faculty Grant Program, and continuing on-campus discussions of women's issues, minority issues, and substance abuse) and the development of more. There will be continuing discussion of areas in the curriculum where additional faculty positions are needed, and there is likely to be some consideration given to including new areas of study.

We look forward with great anticipation to a significantly expanded library and the improvements this expansion will bring to every aspect of the academic program: a larger collection (reference and circulation, books and periodicals), computerization of public and technical services (cataloguing, search, and circulation), more study space, and improved facilities for audio and visual media.

We will continue to develop programs for new students (e.g., orientation and counseling) to increase retention and, through cooperation among the offices of the Dean of Faculty, Dean of Studies, and Student Services, programs for all students that stress the relationship between education that occurs inside classrooms, studios, and laboratories, and that which occurs in other settings.

IV. Summary

Both fiscally and educationally, Bennington is a much stronger institution than it was in the fall of 1986. Over the past three years, the College has addressed both short-term and long-term issues directly with a reasonable measure of success. Annual budgets are balanced, budgetary planning has been regularized, annual fund-raising has grown, and early indications are that our Capital Campaign will be successful. Publications have been revamped and improved, retention has improved, and applications and enrollments have climbed. New programs for entering students, additions to the curriculum, and special programs have all been developed and have proved successful. Faculty development funds, funds for capital equipment for instruction, and regular salary increases are in place.

We have undertaken careful planning, and have involved all segments of the College community in doing so, to ensure that these trends continue. Plans for the Capital Campaign, for continued balanced budgets, for sustaining the overall growth in applications and admissions, for continuing systematic attention to deferred maintenance, and for confronting curricular issues are all in place. The achievements of the past three years, and the stability they have engendered, have enabled the College to plan rationally for the future, and reflect the extent to which the College's future is both lively and secure.

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Appendix B: New Admissions Publications

Appendix C: Sunday Night Seminars

Appendix D: Bennington in New York

Appendix E: Bennington Choreography Project

Appendix F: Report of Donors and Gifts: 1983-1989

Appendix G: The Campaign for Bennington: Summary of Needs

Appendix H: Bennington College Application History

Appendix I: Bennington College Enrollment History

Appendix J: Equity/Debt

CIHE DATA FORM I -- CURRENT FUND REVENUES AND EXPENDITURES (000s omitted) and TUITION AND FEES CHARGES

Fiscal Year Ending Month <u>June</u> Day <u>30</u>	3 years prior (FY 19 <u>84</u> - <u>85</u>)	2 years prior (FY 19 <u>85</u> - <u>86</u>)	1 year prior (FY 19 <u>86</u> - <u>87</u>)	most recently completed FY (FY 19 <u>87</u> - <u>88</u>)	current budget. (FY 19 <u>88</u> - <u>89</u>)
Current Fund Revenues (Restricted and Unrestricted)					
Tuition and Fees	6,645	7,044	7,966	8,828	9,281
Endowment Income	189	194	134	162	185
Gifts	1,753	2,007	1,640	1,657	1,900
Government Grants	466	571	323	398	350
Auxiliary Enterprises	2,225	2,431	2,450	2,524	2,672
Other Revenues	129	320	89	139	115
Total Revenues	11,407	12,567	12,602	13,709	14,503
Current Fund Expenditures (Restricted and Unrestricted)					
Instruction	3,209	3,382	3,068	3,221	3,603
Student Services	844	664	725	858	974
Library	245	227	250	292	312
Physical Plant	798	906	829	841	914
Student Aid	2,499	2,632	2,756	2,892	3,133
Auxiliary Enterprises	1,421	1,480	1,429	1,446	1,611
Other Expenditures	2,788	2,918	2,985	2,708	3,288
Mandatory Transfers for Principal and Interest	428	436	430	344	343
Total Expenditures	12,232	12,645	12,472	12,602	14,178
Revenues Less Expenditures - Total	(825)	(78)	130	1,107	325
Revenues Less Expenditures (not including Auxiliary Enterprises)	(1,629)	(1,029)	(891)	29	(736)
Other Transfers	(248)	302	(64)	(283)	(75)
Net Increase (Decrease) in Current Fund Balance	(1,073)	224	66	824	250
Tuition and Fees Charge for Full-Time Freshman Student	11,320	12,830	13,970	14,850	15,670

CIHE DATA FORM II -- SELECTED BALANCE SHEET DATA
(000s omitted)

Fiscal Year Ending Month <u>June</u> Day <u>30</u>	3 years prior (FY 19 <u>84</u> - <u>85</u>)	2 years prior (FY 19 <u>85</u> - <u>86</u>)	1 year prior (FY 19 <u>86</u> - <u>87</u>)	most recently completed FY (FY 19 <u>87</u> - <u>88</u>)
Current Funds (Restricted and Unrestricted)				
Cash and Marketable Investments	240	69	153	107
Accounts Receivable	193	303	189	187
Other Assets	328	244	215	210
Total Assets	761	616	557	504
Accounts Payable	526	465	830	844
Loans Payable	5,465	904	500	---
Other Liabilities	620	4,873	4,787	4,396
Fund Balance: Unrestricted	(6,345)	(6,014)	(5,878)	(5,477)
Restricted	495	388	318	741
Total Liabilities and Fund Balances	761	616	557	504
Plant Funds				
Land, Buildings and Equipment	16,837	16,752	16,983	17,101
Other Assets	317	3,464	3,323	3,366
Total Assets	17,154	20,216	20,306	20,467
Mortgages and Other Loans Payable	5,070	7,956	7,510	7,140
Other Liabilities	---	---	---	---
Fund Balance	12,084	12,260	12,796	13,327
Total Liabilities and Fund Balance	17,154	20,216	20,306	20,467
Endowment and Similar Funds				
Fund Balance - Book Value	2,805	2,990	3,593	3,700
Market Value	2,841	3,014	3,582	3,683
Total Indebtedness Outstanding	10,534	8,861	8,010	7,140
Certified Statement? (circle one)	yes/no	yes/no	yes/no	yes/no
Qualified/Unqualified? (circle one)	Q/U	Q/U	Q/U	Q/U

William P. Morgan

Vice President for Finance and Administration

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CME DATA FORM III -- STUDENT ADMISSIONS DATA (fall term) - Credit Seeking Students Only
Including Continuing Education

	4 years ago (19 84)	3 years ago (19 85)	2 years ago (19 86)	1 year ago (19 87)	Current year (19 88)
Freshmen					
Completed Applications	369	443	520	513	601
Applications Accepted	324	341	410	333	369
Applicants Enrolled	148	148	190	170	175
Statistical Indicator of Aptitude of Enrollees used by Institution (describe below)					
Transfers - Undergraduate					
Completed Applications	53	75	58	79	60
Applications Accepted	39	53	30	39	24
Applicants Enrolled	23	36	22	18	19
Master's Degree					
Completed Applications	62	38	18	9	29
Applications Accepted	30	21	5	2	9
Applicants Enrolled	13	5	2	0	9
First Professional Degree All Programs					
Completed Applications	24	18	9	10	15
Applications Accepted	13	4	3	6	8
Applicants Enrolled	4	2	1	2	7
Doctoral Degree					
Completed Applications					
Applications Accepted					
Applicants Enrolled					

Description of statistical indicator of aptitude of freshmen enrollees (average combined SAT, average rank in high school graduating class, etc.) Verbal SAT--533; Math--530; average for freshmen class; 65% rank in top 2/5 of high school class

Sally Webster
Individual Completing Form

Director of Admissions
Position

802-442-5401 (ext. 255)
Telephone

Including Continuing Education

	4 years ago (19 84 - 85)	3 years ago (19 85 - 86)	2 years ago (19 86 - 87)	1 year ago (19 87 - 88)	current year (19 88 - 89)
Undergraduate					
First year					
Full-Time Headcount	142	162	203	183	181
Part-Time Headcount	0	0	0	0	0
Total Headcount	142	162	203	183	181
Total FTE	139.5	163.5	210	183	181
Second year					
Full-Time Headcount	127	142	140	154	165
Part-Time Headcount	0	0	0	0	0
Total Headcount	127	142	140	154	165
Total FTE	132.3	146.5	158.7	154	165
Third year					
Full-Time Headcount	140	117	130	127	144
Part-Time Headcount	1	1	0	0	0
Total Headcount	141	118	130	127	144
Total FTE	147.3	117	141.7	127	144
Fourth year					
Full-Time Headcount	149	127	88	121	103
Part-Time Headcount	1	0	0	2	4
Total Headcount	150	127	88	123	107
Total FTE	153.5	132.3	94.7	122	104.75
Unclassified					
Full-Time Headcount	2	1	2	4	1
Part-Time Headcount	0	0	0	0	0
Total Headcount	2	1	2	4	1
Total FTE	2	1	2	4	1
Total Headcount Undergrad	562	550	563	591	598
Total FTE Undergrad	572.5	559.3	607.3	590	595.75
Graduate					
Full-Time Headcount	18	18	8	7	8
Part-Time Headcount	0	0	0	0	0
Total Headcount	18	18	8	7	8
Total FTE	17.75	18	8.3	7	8
Grand Total Headcount	580	568	571	598	606
Grand Total FTE	592.25	577.3	615.5	597	603.75

Definition of FTE used (undergrad) Actual course load divided by 4 (required course load.) (grad) Same

William P. Morgan

Vice President for Finance and Administration
Position

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Telephone

Individual Completing Form

**CIHE DATA FORM V -- PROJECTED FINANCIAL, TUITION, and ENROLLMENT DATA
For Next Three Years**

Projected Financial Data Fiscal Years (000s omitted)	FY 19 <u>89</u> - <u>90</u>	FY 19 <u>90</u> - <u>91</u>	FY 19 <u>91</u> - <u>92</u>
Total Current Fund Revenues	15,696	16,788	18,090
Total Current Fund Expenditures (including Mandatory Transfers for Principal and Interest)	15,333	16,420	17,693
Revenues less Expenditures	363	368	397
Other Transfers	(75)	(75)	(75)
Change in Current Fund Balance	288	293	322

Projected Total Yearly Tuition and Fees for Full-Time Freshman Student	19 <u>89</u> 16,670	19 <u>90</u> 17,660	19 <u>91</u> 18,650
---	------------------------	------------------------	------------------------

Projected Enrollment - Fall Term (Credit Seeking Students Only Including Continuing Education)	19 <u>89</u>	19 <u>90</u>	19 <u>91</u>
Undergraduate			
Full-Time Headcount	607	622	642
Part-Time Headcount	2	2	2
Total Headcount	609	624	644
Total FTE	608	623	643
Graduate			
Full-Time Headcount	7	7	7
Part-Time Headcount	0	0	0
Total Headcount	7	7	7
Total FTE	7	7	7

William P. Morgan Vice President for Finance and Administration 802-442-5401 (ext. 232)
Individual Completing Form **Position** **Telephone**

Appendix B: Bennington College Catalogue and Viewbook

Appendix C: Sunday Night Seminars

Fall Term, 1987

- 9/27/87 John Swan (Librarian) "Censorship"
- 10/4/87 Susan Sgorbati (Dance) "Is Integrity Possible? (and other related matters)"
- 10/18/87 Kerry Woods (Biology) "People in Nature, People out of Nature: Views of the Natural World."
- 11/1/87 Phebe Chao (Literature and Languages) "Cultural Relativity"
- 11/8/87 John Mephram (Philosophy) "The European Nuclear Disarmament Movement"
- 11/15/87 Sidney Tillim (Art History) "Success and Failure in American Art"
- 12/6/87 Stephen Sandy (Literature and Languages) "The View from Poetry"

Spring Term, 1988

- 3/9/88 Claude Fredericks (Literature and Languages) "How to Read a Journal"
- 3/13/88 Carolyn Schmelcke (Economics) "A Fresh Approach to Human Sexuality"
- 3/20/88 Maura Spiegel (Literature and Languages) "The Importance of Being Ernest. Reflections on Victorian Fashions in Feeling"
- 3/27/88 Patrick Beale (Architecture) "Architecture in Life"
- 4/10/88 Susan Sgorbati (Dance) "Is Integrity Possible? (and related matters)."
- 5/8/88 Janis Young (Drama) "Ritual"
- 5/15/88 Louis Carini (Psychology) "A Liberal Arts Education"
- 5/29/88 Richard Tristman (Literature and Languages) "The Art of Lenny Bruce"

Fall Term, 1988

- 9/25/89 Peter Golub (Music) "What's so Funny? A Lecture/Demonstration on the Use of Humor in

Music"

- 10/2/88 Bill Dixon (Music) "The Formidable Five: Richard Wright, Paul Robeson, Duke Ellington, John Coltrane, Cecil Taylor".
- 10/16/88 Ken Kensinger (Anthropology) "Maintaining Social Order through Informal Mechanisms".
- 10/30/88 Reinhard Mayer (Literature and Languages) "Robert Musil's Remarks on a Theory of Film".
- 11/6/88 Dale Hathaway (Politics) "What the Election Is (or Is Not) About."
- 11/13/88 Jonathan Haynes (Literature and Languages) "Bob Marley and the Politics of Culture".
- 11/20/88 Barbara Roan & Michael Rancourt (Dance) "Building a Ferra-Cement House"

Spring Term, 1989

- 3/19/89 Milford Graves (Music) "Transmutations: Chaos, Music, Bioenergy, Food"
- 3/26/89 Leroy Logan (Drama) "The Stage: Where Angels Fear to Tread"
- 4/2/89 Betsy Sherman (Biology) "The Biology of Gender"
- 4/9/89 Neil Rappaport (Photography) "A New Way of Seeing"
- 4/30/89 Avraam Koen (Philosophy) "A Portrait of Greece"
- 5/7/89 Chris Leland (Literature and Languages) "Readings from The Book of Marvels and other works."
- 5/14/89 Sue Rees (Sculpture) "Maps - The Politics of Representation".

Appendix D: Bennington in New York

Bennington in New York at the Twining Gallery

Programs:

APRIL, 1988

Elizabeth Swados: *Poems and Songs*. A program of poetry and prose set to the music composed by Elizabeth Swados (Bennington, '73).

MAY, 1988

The Making of a Political Candidate, 1988. A panel discussion devoted to the roles of marketing, the media, and the candidate in our Presidential elections. Panelists: Lester M. Crystal, Executive Producer, *The MacNeill/Lehrer NewsHour*; Martha Hadley, Ph.D. (Bennington, '73) and Ned Kennan, Ph.D., of Kennan Research and Consulting; Jack Leslie, president of The Sawyer-Miller Group, Political consultants; Joe McGinnis, author of *The Selling of the President 1968*, former member of the Bennington faculty; Ellen McCulloch-Lovell (Bennington, '69), Chief of Staff for U.S. Senator Patrick J. Leahy.

MAY, 1988

The Factory Series. A collaborative performance of dance, music, sculpture, and video intended for the interior of factory spaces as a chosen environment. With members of the Bennington Visual and Performing Arts Divisions.

OCTOBER, 1988

Cabin Fever: A Comedy of Menace by Joan Schenkar '64. A concert reading of this play by the well-known New York playwright.

DECEMBER, 1988

On the Threshold of a New World: The New Genetics. A symposium to address the implications of the new genetic technologies. Panelists: Dr. Charles Cantor, now head of the Human Genome Project at Berkeley; Dr. Paul A. Marks, President, Memorial Sloan-Kettering Cancer Center; Dr. Hardy Kornfeld (Bennington, '74), Assistant Professor of Medicine and Pathology at Boston University School of Medicine; Joan H. Marks, M.S., Director of Human Genetics Program at Sarah Lawrence; Dr. John D. Minna, Chief, National Cancer Institute, navy Medical Oncology Branch; and Dr. Nancy S. Wexler, Associate Professor of Clinical Neuro-Psychology and Psychiatry at Columbia P & S, and President of the Hereditary Disease Foundation.

APRIL, 1989

Liberal Education in Today's World: The Controversy over the Canon. A panel discussion of the crucial debate about what should constitute a liberal education in American colleges. Panelists: Robert E. Pollack, Ph.D., Dean of Columbia College; John E. Sawyer, Ph.D., former President of the Andrew W. Mellon Foundation; Neil Grabois, Ph.D., President, Colgate University; and Elizabeth Coleman, Ph.D., President, Bennington College.

MAY, 1989

Spring Dance Event: Nelson, Sheppard, Weis. An evening of dance, curated by Wendy Perron (Bennington, '69), featuring premieres of works by three acclaimed artists, Lisa Nelson '71, Cathy Weis '70, and Harry Whittaker Sheppard '69.

Scheduled for Fall, 1989

OCTOBER, 1989

A Video Festival

DECEMBER, 1989

The Greenhouse Effect and Global Warming.

Appendix E: Bennington Choreography Project

1989 Artistic Advisory Committee

Stephen Greco
Deborah Jowitt
Tony Micocci
Wendy Perron
Sally Silvers

One member of the Bennington College Dance Division

Tony Carruthers (Bennington College Faculty Member) as non-voting
member

The brochure describing the 1989 Project is attached

Appendix F

BENNINGTON COLLEGE
 REPORT OF DONORS AND GIFTS - 1983 thru 1989

<u>PROGRAM</u>	<u>1989</u>	<u>1988</u>	<u>1987</u>	<u>1986</u>	<u>1985</u>	<u>1984</u>	<u>1983</u>
<u>Annual Fund</u>							
Dollars	\$ 932,927	\$ 862,899	\$ 856,303	\$ 804,764	\$ 720,192	\$ 629,290*	\$ 440,245*
Alumni Participation	33%	32%	32%	36%	34%	31%	28%
\$1000+ Gift Value	\$ 727,717	\$ 687,320	\$ 615,787	\$ 599,918	\$ 524,604	\$ 342,553*	N.A.
\$1000+ Donors	250	227	218	219	203	149	N.A.
<u>Keystone Gift Support</u>							
Current Operations	\$ 100,000	\$ 286,987	\$ 670,901	\$ 920,568	\$ 764,972	Bridging	Bridging
Endowment	\$ 0	\$ 30,000	\$ 584,772	\$ 159,630	\$ 289,668	Capital Fund	Capital Fund
<u>Total Support</u>							
Dollars	\$2,276,170	\$1,734,500	\$2,196,380	\$1,997,187	\$1,828,360	\$2,105,548	\$1,596,879
Contributors	2,667	2,492	2,596	2,868	2,596	2,536	2,272

*Excludes \$200,000 extraordinary gift

THE CAMPAIGN FOR BENNINGTON
SUMMARY OF NEEDS

	<u>Capital Funds</u>	<u>Endowment Funds</u>	<u>Expendable Funds</u>
<u>Investment in Faculty Compensation</u>			
\$10,750,000			
Endowment for Faculty Compensation		\$10,000,000	
Expendable Funds for Faculty Development			\$ 750,000
<u>Investment in Students</u>			
\$6,450,000			
Endowment for Student Scholarships		6,000,000	
Expendable Funds for Student Aid			450,000
<u>Investment in Academic Programs</u>			
\$6,200,000			
Endowment for New Initiatives		2,000,000	
Educational Equipment	\$1,200,000	2,000,000	
Endowment for Library Books		1,000,000	
<u>Investment in Facilities</u>			
\$9,000,000			
Additional Library Building	5,000,000		
Renovation of Existing Structures	3,000,000		
Endowment for Operations of Expanded Library		1,000,000	
	<u>\$9,200,000</u>	<u>\$22,000,000</u>	<u>\$1,200,000</u>
TOTAL INVESTMENT NEEDED		<u>\$32,400,000</u>	

9/26/88

BENNINGTON COLLEGE
ADMISSIONS OFFICE

YEAR	APPLICANTS	PERCENT ACCEPTED	NUMBER ACCEPTED	YIELD	NUMBER ENROLLED
Fall 1988	661	59.46	393	49.36	194
Fall 1987	592	62.84	372	50.54	188
Fall 1986	578	76.12	440	48.18	212
Fall 1985	516	76.36	394	46.70	184
Fall 1984	422	86.02	363	44.08	160
Fall 1983	510	65.88	336	49.70	167
Fall 1982	564	70.39	397	49.37	196
Fall 1981	556	82.19	457	55.36	253

Appendix I: Bennington College Enrollment History

Fall Term, 1985	548	Annualized: 526.5
Spring Term, 1986	505	
Fall Term, 1986	561	Annualized: 545
Spring Term, 1987	529	
Fall Term, 1987	585	Annualized: 567
Spring Term, 1988	549	
Fall Term, 1988	593	Annualized: 576
Spring Term, 1989	559	

9/27/88

BENNINGTON COLLEGE
 COMPARISON OF EQUITY TO DEBT
 FISCAL YEAR ENDED JUNE 30, 1982-88

Appendix J: Equity/Debt

	E	Q	U	I	T	Y	
	PLANT FUNDS		OTHER FUNDS		TOTAL		OUTSTANDING DEBT
June 30, 1988	\$13,326,705		\$(1,036,404)		\$12,290,301		\$7,940,216 (A)
1987	12,795,784		(1,968,081)		10,827,703		8,910,112 (A)
1986	12,259,275		(2,636,264)		9,623,011		9,860,696 (A)
1985	12,084,408		(3,045,588)		9,038,820		10,534,180
1984	11,540,317		(2,083,629)		9,456,688		9,380,193
1983	10,908,345		(1,249,442)		9,658,903		8,405,276
1982	10,322,600		(151,873)		10,170,727		7,489,476

(A) Includes Interfund Debt to Endowment Funds as follows:

6/30/88	\$800,000
6/30/87	900,000
6/30/86	1,000,000