



ITHACA COLLEGE

Leadership Profile

Vice President for Human and Organizational Development, Innovation and Planning



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Leaders Connecting Leaders

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This leadership profile is intended to provide information about Ithaca College and the position of vice president for human and organizational development, innovation and planning. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

Ithaca College, a private institution renowned for its undergraduate liberal arts curriculum and pre-professional and graduate programs, seeks an accomplished and visionary leader to serve in the critically important role of vice president for human and organizational development, innovation and planning. The vice president reports directly to college president Dr. Shirley M. Collado, providing leadership and fostering strategic collaborations that drive organizational effectiveness, innovation and long-range planning in support of the college's vision, mission and values.

Ithaca College strives to be a leading model for residential comprehensive colleges, fostering intellect, creativity and character in an active, student-centered learning community. Ithaca College stands apart nationally as one residential college that includes five schools – the School of Business, Roy H. Park School of Communications, School of Health Sciences and Human Performance, School of Humanities and Sciences and School of Music – that collectively offer more than 100 bachelors, master's and doctoral degree programs. With approximately 1,463 full-time equivalent employees, the college ensures the success of students both in and outside the classroom. Faculty and staff at the college take great pride in supporting the learning environment for students.

The vice president will develop an innovative, collaborative human and organizational development division focused on best practices in contemporary human resources and serve as a strategic partner to Ithaca's senior academic and administrative leadership. Overseeing a full suite of human resources initiatives and services including organizational development and workforce strategy, engagement and talent management, employee and labor relations, and payroll and student employment services, the new leader will balance a commitment to running an effective, efficient human resources operation with inspiring a strategic, consultative and resourceful human and organizational development enterprise. In collaboration with the president, provost and senior leadership team, the vice president will lead the college through the implementation of an innovative and transformative strategic plan in partnership and collaboration with the campus community and key stakeholders, capitalizing on the collective expertise of faculty, staff and trustees. This unique portfolio of responsibilities ensures that the vice president will be focused on creating a robust environment of talented students, faculty and staff who are advancing the mission of Ithaca College.

The ideal candidate will possess progressive executive leadership experience including evidence of administrative success in higher education or an industry of similar complexity; knowledge of contemporary human capital management practices; experience and skill in organizational and behavioral development and strategic planning; a record of enhancing equity and inclusion; and an entrepreneurial approach to problem-solving. A bachelor's degree is required and candidates with an earned advanced or terminal degree will have a decided advantage. The new vice president will start no later than July 2019.

For more information about how to nominate a candidate or express personal interest, please see the "Procedure for Candidacy" section at the end of this document.

The Role of the Vice President for Human and Organizational Development, Innovation and Planning

The vice president will serve as principal steward for the college's human capital, providing strategic leadership and service to advance and strengthen Ithaca College's place as an employer-of-choice and to promote a human capital and organizational development vision and



strategy that attracts, develops and retains the talent needed to advance the college's mission. The office currently consists of 17 full-time staff within a centralized structure and is organized into the following functional areas: payroll services, training and development, employee benefits and work/life, student employment, compensation and workforce planning, and talent management. The division strives to positively impact the life experiences of all members of the Ithaca College community. Staff collaborate to create inclusive,

engaged and rewarding experiences that promote an environment and culture of excellence.

Additionally, the vice president will serve as the senior planning officer and collaboratively lead the college through implementation of an institution-wide strategic plan that centrally places students, human capital management and organizational development at its core. To be successful, the vice president must be a results-oriented, relationship-driven and high-performance leader who thrives in a dynamic, fast-paced environment. The role requires an innovative, driven executive who values high engagement with all faculty and staff, is committed to working in a student-centered shared governance model, and is focused on contemporary human capital management delivery and inventive business strategy.

The following provides additional detail on the vice president's leadership responsibilities:

- Serve as chief human and organizational development and planning officer and senior-level advisor to the president and senior leadership team by providing strategic and operational guidance on all workforce matters including: talent management, compensation and benefits, student employment, payroll, and other overarching organizational development-related and institutional planning matters;
- Mentor, coach and engage employees in an effort to promote a common understanding and appreciation for the college's mission, and for the role that all employees play in addressing the needs of an increasingly diverse and global community;
- Oversee comprehensive employee initiatives and programs that create and foster a productive, diverse, equitable and inclusive environment in which employees can work and thrive, with an emphasis on career development and culture as the college advances its

standard as an employer-of-choice in the region;

- Lead an effective, efficient business operation, delivering on a full suite of human capital management initiatives and services, and deploying a highly motivated team of professionals focused on client centered strategic, consultative and customized support;
- Establish and maintain collaborative partnerships between the Office of Human and Organizational Development, Innovation and Planning and the schools, administrative units and governance structure to best recruit, train, mentor, develop and retain high-performing employees;
- Promote effective employee services, initiatives and programs that foster an inclusive, equitable and affirming learning and working environment;
- Value diversity, equity and full participation and build a culture of respect and engagement;
- Serve as the college's senior planning officer; and
- Ensure that all employees feel supported in their educational, research, service and professional activities in pursuit of social and civic leadership and responsibility, and to thrive in an intellectual environment where the human mind and spirit are nurtured for success.

Opportunities and Expectations for Leadership

The vice president will be asked to attend to a number of key areas within the first 12 to 18 months:

A Culture of Engagement and Recognition

As a champion of Ithaca's overall culture, the vice president will work to deepen and enhance employee connections with the college's values and beliefs, including a continuing commitment to greater diversity of people and ideas, to equity and full participation, to nurturing a workplace-of-choice and to celebrating a talented, accomplished workforce and their contributions to Ithaca College and its mission.

Ithaca's workforce is becoming more global, culturally fluid and responsive to the needs of today's work/life balance. In addition to its main campus in Ithaca, the college has regional locations in New York City, Los Angeles, Washington, D.C. and London as well as an expanding footprint in online and virtual education. The college aspires to meet the demands of today's global workforce by educating its students and preparing its staff and faculty to thrive in a dynamic, international professional environment. The vice president will be responsive to the unique needs, personal and professional, of its employment base around the world.

Diversity, Equity and Inclusion

The vice president will place a high and uncompromising value on the importance of a diverse, equitable, inclusive and affirming community and full participation so that all Ithaca College employees can thrive and achieve their potential. The vice president will active a learning and working environment that is committed to civility, mutual respect, social justice and the free exchange of ideas. The vice president will be steadfast in promoting excellence and equity, ensuring that, through department initiatives, programming and resources, community members feel they have a safe, brave and engaging place to live, learn, work and grow. Building toward a more inclusive, innovative and collaborative culture, the vice president will play a key role in advancing the college's ability to attract, retain and celebrate high-performing employees at all levels. The vice president will be mindful of developing a workforce that reflects the diverse, professional and lived perspectives of Ithaca College's student body and the surrounding community.

Contemporary Best Practices

The vice president will bring a clear and solid understanding of human capital management and organizational development best practices and solutions and lead efforts to ensure that these practices are in place. The vice president will have the vision and skills to create and lead any needed change to activate best practices by first evaluating the institution's human capital management function, purpose, structure, services and delivery models as well as staff resources.

The vice president will also execute core process improvements while applying data-infused decision making to drive human capital decisions and metrics to establish a baseline for measuring progress and tools to evaluate results, assessing impact and communicating outcomes. The vice president will design a consultative approach to contemporary human capital management to ensure a model centered on holistic employee and organizational development versus a more traditional transactional delivery model.

Strategic Innovation, Planning and Implementation

The vice president will play a critical role in shaping the college's future as it moves forward on an institution-wide strategic plan – *Imagining Ithaca*. The vice president will be committed to the value of a rigorous and thorough strategic plan effort and will successfully lead the implementation of a college-wide plan through strong collaboration with the provost, president and senior leadership team. To that end, the vice president will strengthen collaborative relationships across the campus and among Ithaca's many stakeholders and partners, including students, staff, faculty and administrative leadership. The vice president must exhibit an enthusiasm for organizational change management and be a frontline advocate for the broader community to understand their role in the ownership, implementation and execution of the strategic plan. For additional information on the college's strategic planning efforts: <https://www.ithaca.edu/imagining-ithaca>.

Human and Organizational Development Initiatives

Ithaca College seeks a vice president with a successful track record of leadership and management during a period of significant institutional change. The new vice president will play a pivotal role in fully implementing a comprehensive Oracle human capital management (HCM) platform with a progressive rollout in 2019; socialize and implement a recently completed compensation study and reclassification; transform talent acquisition policies and practices and workforce planning strategies; assess the changing needs of a growing globally dispersed workforce and compliment with best practices in recruitment, retention and compensation; and design a robust professional development and training program. This is a unique opportunity to craft a culture specifically tailored to adding value to a world-class institution of higher education.

The college is in an assessment period intended to clarify and consolidate policies, streamline processes, utilize updated technologies and redefine roles to ensure a streamlined, strategic and effective workforce. The vice president will add value to these initiatives by ensuring smooth implementation and by working closely with colleagues to demonstrate the benefits of a more coordinated approach to the structure and deployment of college resources.

Professional Qualifications and Personal Qualities

Ithaca College seeks a driven, innovative and highly skilled vice president to serve as a strategic partner committed to the college's success as a pre-eminent, innovative institution of higher education in the 21st century. The candidate will possess some or all of the following professional qualifications and personal characteristics:



Leadership and Vision

- Capability to develop a clear vision and strategy consistent with the college's mission and best practices, and the leadership and talent to advance the division and make it a national model for human and organizational development and innovation;
- Executive skills capable of leading and developing a high-performance team that executes at a high level of excellence;
- Collaborative leadership style with a deep appreciation for the value of shared governance;
- Problem solver and risk taker who can work seamlessly across the institution connecting with all key stakeholders;

- Strategic thinking with the capability to contribute to the senior leadership team;
- Direct experience working collaboratively with – and supporting – a governing board, president and senior leadership team;
- A "systems-thinker" who can keep strategic long-range initiatives in focus; and
- Unquestionable integrity and moral character; an individual whom the institution and community can trust completely and without reservation.

Establishing a Dynamic, Inclusive and Equitable Environment

- Demonstrated commitment to the development of employees as individuals; support for employee engagement across a wide variety of talent, experiences and activities; and the establishment and maintenance of strong employee relationships;
- Demonstrated commitment to advancing diversity, equity, inclusion and full participation so as to align with the college's values and president's vision for Ithaca College; and
- Demonstrated commitment to fostering collaboration and innovation in an organization.

Change Management, Innovation and Institutional Planning

- Capacity to lead a complex organization through the implementation of a transformative institution-wide strategic plan ensuring alignment of vision and tactical execution;
- Demonstrated leadership with organizational change for culture, programmatic and systemic improvement; and
- Demonstrated record in managing change for a diverse and complex organization.

Communication and Collaboration

- Propensity to deeply value a student-centered organization and inspire cross collaborative partnerships, leading through influence and empowering the college community to have a voice in advocating for their needs;
- Effective communication skills and strong interpersonal skills that ensure an institution-wide understanding of human capital management practices and availability of resources;
- Capacity to serve as a highly-valued confidant and close advisor to Ithaca College's leadership and community;
- Confidence as an executive who values relationships with faculty, staff, peers and senior leadership equally; and
- Secure and self-directed leadership with an ability to work effectively in a consensus-driven environment where direct feedback and constructive criticism is expected and admired.

Management

- Extensive, progressively responsible administrative and leadership experience in multifaceted organizations, with accountability for programmatic oversight, resource management and employee and organizational development;
- Steadfastness in the pursuit of process improvement, organizational effectiveness and dedication to executing swiftly, precisely and effectively;

- Ability to ensure that the human and organizational development division is run effectively and systems and processes are consistent with policies; and
- Financial acumen suitable to appreciating the college's business goals and the impact of human resources practices and their attainment.

Experience, Knowledge and Education

- Irrespective of diverse professional backgrounds, professional credentials that include progressively responsible human and organizational development leadership including evidence of administrative success; knowledge of contemporary human capital management practices; expertise in strategic, collaborative and consultative services; and an entrepreneurial approach to problem-solving;
- Demonstrable track record of sustained success in establishing and maintaining sophisticated, innovative, cross-collaborative and high-impact initiatives projects and programs;
- If candidates do not have direct experience with higher education, they must present a demonstrated passion for the higher education environment and an appreciation for the shared governance model of decision-making;
- Deep knowledge and expertise in the laws, policies and regulations related to the hiring, employment, benefits and separation processes;
- Demonstrated record of continuous improvement based on evaluation and use of assessment data;
- Demonstrated record of innovation and collaboration across groups, areas and/or sectors;
- Experience in strategic planning and long-term institutional planning is a plus; and
- A bachelor's degree is required and candidates with an earned advanced or terminal degree will have a decided advantage.

Ithaca College: An Overview

Ithaca College (IC) provides a rigorous education blending liberal arts and professional programs of study. Learning at IC extends beyond the classroom to encompass a broad range of residential, professional and co-curricular opportunities. Faculty members at Ithaca College



are deeply committed to the education and development of their students and invest the time and energy to mentor and advise them. Ithaca College is committed to creating an inclusive environment and attracting a diverse body of students, faculty and staff. All members of the college community are encouraged to achieve excellence in their chosen fields and to share the responsibilities of citizenship and service in the global community.

Ithaca College is rooted in an intimate, residential college experience where the theories that undergird the pursuit of knowledge are brought to life. Today, the college represents a robust and diverse learning community that seeks to provide a brave space for the practice of intellectual inquiry — for taking risks, challenging assumptions and eradicating barriers to dialogue and shared learning. Building on its rich legacy in the arts, performance has greater institutional meaning than ever before; it reflects an imperative for IC to be a private college that truly serves the public good.

Governance

Shared governance is a widely held institutional value and is a critical component of the decision-making process at the College. The president and the senior leadership team regularly and actively engage with the three college governance councils in seeking to further the mission of the college. Opportunities are also present for engagement of the senior leadership team and the governance councils with a diverse and strategic-minded board who works closely with the president in advancing the college as a nationally recognized institution.

Academics

Students at Ithaca College have the incredible opportunity to experience an educational environment in one strong residential college that distinctly offers the intellectual assets of five schools that, together, offer more than 100 degree programs. With approximately 500 full-time and 190 part-time faculty members, the college boasts an 11:1 student-faculty ratio, ensuring a highly personalized education. Graduate enrollment accounts for about 10 percent of total college enrollment, with degrees offered in music education, music performance, conducting, physical and occupational therapy, business and communications, among others.

The [School of Humanities and Sciences](#) strives to advance the study and practice of the liberal arts as the dynamic core of our comprehensive college. Education in the School of Humanities and Sciences prepares students for life in a rapidly changing, multicultural and globally inclusive world. Liberal arts programs of study are designed so that students develop intellectual flexibility, critical literacies and the ability to integrate learning and socially responsible action. Academic programs within the school also prepare students for successful careers in the professions, public service, teaching, business and industry, theatre and the fine arts. The bachelor of arts, bachelor of science and bachelor of fine arts degree programs are excellent preparation for professional and graduate study.

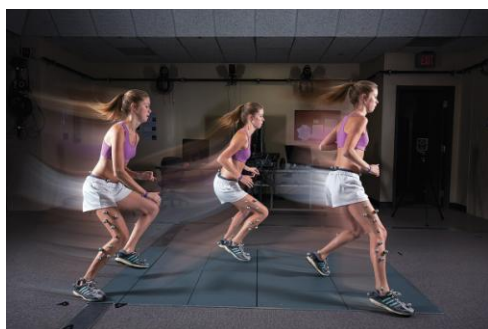
Opportunities within the School of Humanities and Sciences are many. Through formal courses and field studies, students develop an understanding and appreciation of the historical antecedents of current social problems and engage in direct study of current social issues. In the science laboratory, on the stage or in independent study and research, students put theory into practice. Emphasis is also placed on developing an understanding of personal and human values as reflected in literature, history, art and philosophy.

The [School of Business](#) is dedicated to excellence in business education that is grounded in the liberal arts tradition. The School offers a bachelor of science degree program in accounting; a bachelor of science degree program in business administration, with concentrations in corporate accounting, finance, international business, management, marketing and sport management, and sport marketing; and two graduate degree programs (M.B.A. and M.S. in Accounting), all of which are accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. Undergraduate programs are designed to prepare students for careers in business and industry, for graduate school or for professional designations in business (C.P.A., C.F.A., C.M.A., etc.).

The [Roy H. Park School of Communications](#) is widely acknowledged as a leader in communications education, having begun offering courses in radio in the 1930s and currently offering a comprehensive array of 10 undergraduate majors that span the applications of media, as well as two professional low-residency/online master's degrees with an overall enrollment of over 1800. Classroom learning is enhanced by seven student-led co-curricular media organizations each with their own full-time professional staff advisor: ICTV (the oldest and longest-running student cable channel), WICB-FM (often ranking the top radio station in our market), VIC radio (streaming), *The Ithacan* (weekly print and daily digital newspaper), Park Productions (work-for-hire media production house), The Studio (an incubator for student entertainment media ideas that are produced and distributed), and Park Promotions (in-house news, social media and event promotion).



With 57 full-time professors and more than 20 full-time staff, student success is supported by faculty who are active scholars and media creators, professional advisors and career development coordinators, and technical support for over \$20 million of studio and portable media gear and studios. Each year student work wins national recognition such as the Columbia Scholastic Press Association Golden Crown, Broadcast Education Association awards for television and radio shows, and recently first place in the Coca-Cola/Regal film competition where first year students won against graduate students from Columbia University and UCLA. The Park School also runs the Pendleton Center in Los Angeles where over 150 students each year spend a semester doing full-time internships in the media industry and taking classes in the evenings.



The [School of Health Sciences and Human Performance](#) (HSHP) is distinctive in that its 13 undergraduate degree programs and six graduate programs prepare students for a broad spectrum of health professions careers. As undergraduates, students ready themselves for careers in exercise science, health care management, medicine or allied health, public health, outdoor adventure leadership, therapeutic recreation and health or physical education. Undergraduate students from across campus can also choose from 11 minors within HSHP. Students

may continue on in our programs to obtain graduate degrees in exercise science, occupational therapy, speech-language pathology, as well as a doctorate in physical therapy. Our HSHP Preprofessional Program allows first- and second-year students to explore a range of health-related fields and benefit from special academic counseling before declaring a major.

Internships and fieldwork are an integral component of the student experience. The school maintains relationships with more than 725 organizations across the nation for student placement; many students also rotate through the four on-campus clinics to assist in treating clients in real situations. Students also partake in meaningful research projects as undergraduates, as well as participate in interprofessional education opportunities to understand how to work in teams and with other specialties.

The [School of Music](#) educates students who transform the human condition through the art and practice of music. As the founding school of Ithaca College in 1892, the School of Music affirms its fundamental belief that music and the arts are essential components of the human experience. The School of Music contributes to the ongoing realization of this belief by preparing the music leaders of tomorrow — highly trained professional musicians educated through expert musical instruction coupled with outstanding performance experiences.

The School has maintained its reputation as one of the best programs in the nation since the college was founded as a conservatory. It has one of the top ranked music education and performance programs in the country, offers endless performance opportunities and lays claim to world-class performers, faculty, ensembles and guest artists. Since the early 1970s the School of Music has regularly held concerts at Lincoln Center.

Honors Program:

<https://www.ithaca.edu/honors/>

IC 20/20 and the Integrative Core Curriculum:

<https://www.ithaca.edu/ic2020/>

Co-curricular Activities:

<https://www.ithaca.edu/sacl/>

<https://www.ithaca.edu/sacl/osema/>

<https://www.ithaca.edu/athletics/>

Campus Climate Study:

<https://www.ithaca.edu/campusclimate>

Institutional Accreditation:

<https://www.ithaca.edu/middlestates>

Ithaca, New York

Nestled in the heart of New York State’s beautiful Finger Lakes region, halfway between Manhattan and Toronto, this thriving, culturally diverse city of 60,000 is often recognized as a “best place to live.” Home to Ithaca College, Cornell University and Tompkins Cortland Community College, the Ithaca area attracts visitors, students and scholars from around the globe. Ithaca offers natural beauty and urban sophistication. Rolling hills, breathtaking gorges, and splendid lakes offer countless outdoor activities. Fantastic restaurants, exciting nightlife, vibrant theatre, mainstream and independent cinema and live music abound.

Additional information about Ithaca College is available at ithaca.edu. Information about the area surrounding the college can be found at the following websites:

- [Tompkins County Chamber of Commerce](#)
- [Finger Lakes Tourism Alliance](#)
- [Ithaca Visitors Bureau](#)





Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately and will continue until the position is filled. Candidates should provide a resume or *curriculum vitae* and a letter of application that addresses the

responsibilities and themes described in this leadership profile.

Materials should be sent electronically via e-mail to the college's consultants Robin Mamlet, Werner Boel and Melissa Fincher at IC-HODIP@wittkieffer.com.

Ithaca College values diversity because it enriches our community and the myriad experiences that characterize an Ithaca College education. Diversity encompasses multiple dimensions including but not limited to race, culture, nationality, ethnicity, religion, ideas, beliefs, geographic origin, class, sexual orientation, gender, gender identity and expression, disability and age. We are dedicated to addressing current and past injustices and promoting excellence and equity. Ithaca College continually strives to build an inclusive and welcoming community of individuals with diverse talents and skills from a multitude of backgrounds who are committed to civility, mutual respect, social justice and the free and open exchange of ideas. We commit ourselves to change, growth and action that embrace diversity as an integral part of the educational experience and of the community we create.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Ithaca College documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix I: President Shirley M. Collado

Shirley M. Collado was named Ithaca College's ninth president by the college's board of trustees on February 22, 2017 and began her term on July 1. She also serves as a professor in the college's Department of Psychology. She is known nationally for designing and implementing innovative approaches to higher education that expand student access and success in college, and she has extensive experience overseeing complex not-for-profit organizations in both the private and public sectors of higher education.

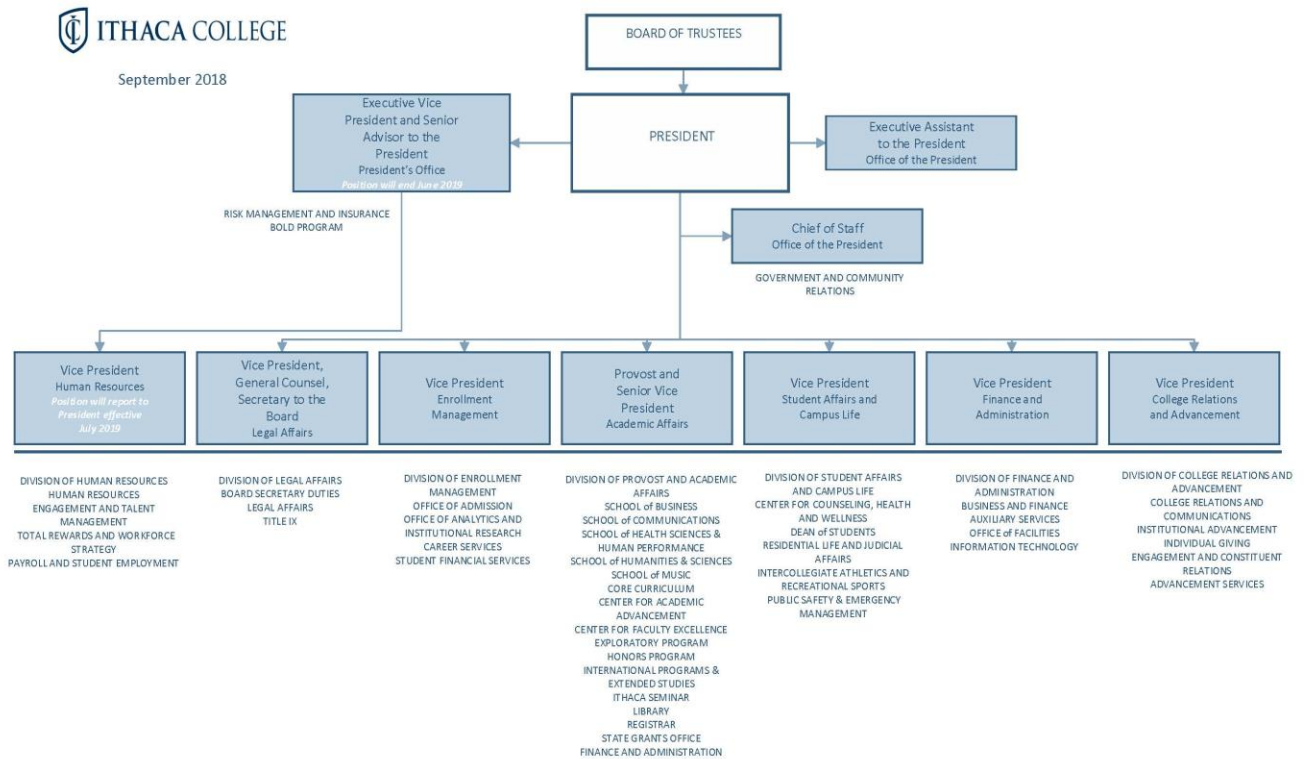
In January 2015, Dr. Collado joined the [Rutgers University–Newark](#) community as executive vice chancellor and chief operating officer. In this critical role, Collado led the implementation of key elements of the university's strategic plan and oversaw academic affairs, student affairs and core institutional operations including academic services, enrollment services, student life, human resources, facilities, information technology and budget and finance. She worked to align many of the functions of those offices to increase inclusiveness and student success. She continued her research and teaching pursuits at Rutgers-Newark as a faculty member of the Department of Sociology and Anthropology with an affiliation in the Department of Psychology. She also led the development of the [Honors Living-Learning Community](#).

Prior to her appointment at Rutgers-Newark, Dr. Collado served at [Middlebury College](#) as vice president for student affairs and dean of the college, and associate professor of psychology. Before joining Middlebury College, she was the executive vice president of [The Posse Foundation](#), where she significantly grew the organization and managed operations on a national level. The Posse Foundation identifies, recruits and trains outstanding youth leaders from urban public schools and sends them in diverse teams, called "posses," to top colleges and universities around the country. Dr. Collado, the Brooklyn-born daughter of Dominican immigrants, is herself a member of The Posse Foundation's inaugural class of students and the first person in her family to undergo the transformative experience of college matriculation and graduation. She is also the first Posse scholar to receive a doctoral degree and become a trustee of an institution of higher education—her alma mater, Vanderbilt University, for which she currently serves as an officer and trustee, chairing the Academic and Student Affairs Committee.

She is a clinical psychologist with a specialty in trauma among multicultural populations at the intersection of race, ethnicity and gender. She has taught at a number of colleges and universities including New York University, Georgetown University, George Mason University, the New School, Middlebury College and Lafayette College. A national thought leader on diversity, collaboration and innovation, she has delivered numerous keynote addresses and presentations, facilitated workshops and trainings, consulted on initiatives with many organizations and received several awards.

Dr. Collado is married to A. Van Jordan, an award-winning poet. Jordan, who most recently served as the Henry Rutgers Presidential Professor in the Department of English at Rutgers University–Newark, has rejoined his colleagues at the University of Michigan, where he previously taught, as a Collegiate Professor in the Department of English. He will also hold an appointment as distinguished visiting professor at Ithaca College.

Appendix II: Ithaca College organizational chart

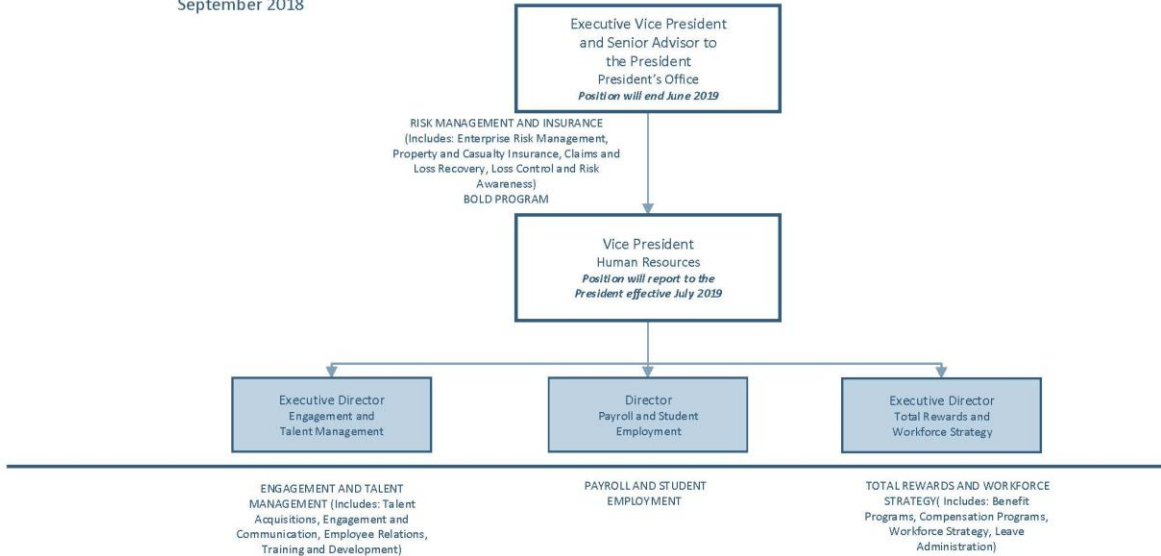


Appendix III: Office of Human and Organizational Development, Innovation and Planning organizational chart

Ithaca's Office of Human Resources:
<https://www.ithaca.edu/human-resources>



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