



Leadership Profile

Provost and Senior Vice President for Academic Affairs



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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 provost and senior vice president for academic affairs. It is designed to assist qualified individuals in assessing their interest in the position.

The Opportunity

Ithaca College, a private institution renowned for its undergraduate liberal arts curriculum and pre-professional and graduate programs, seeks a provost and senior vice president for academic affairs to form a strong partnership with President Shirley M. Collado in shaping the next chapter of the college's exciting history.

Ithaca College strives to be the standard-bearer for residential comprehensive colleges, fostering intellect, creativity and character in an active, student-centered learning community. Leading this charge is Dr. Shirley M. Collado, who took office as Ithaca's ninth president on July 1, 2017 and was officially [inaugurated](#) on November 4. In her inaugural address, President Collado envisioned an Ithaca College that continues to be a trailblazer in the shifting landscape of higher education and empowers all of its students to learn, grow and serve the public good.

"All of us here have the power to create an exceptional future for higher education and for this country," said President Collado. "This is an incredible opportunity, and we cannot let it pass us by. Let's work together to advance a vision that affirms our humanity. Let's be daring. Let's be confident. And let's step arm in arm, boldly into the future."

President Collado has taken the helm at an auspicious time in the college's history: 2017 marks Ithaca's 125th anniversary, and a yearlong celebration is honoring its roots, achievements and the distinctive relationships that have connected students, alumni, faculty, staff and families through the years.

Ithaca College's 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 — collectively offer more than 100 degree programs. With more than 500 full-time and 260 contingent faculty members, the college boasts a 10:1 student-faculty ratio, ensuring a highly personalized education. The college awards bachelor's and master's degrees as well as a doctorate in physical therapy. 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 next provost of Ithaca College (IC) will serve as an essential partner to President Collado in shaping and advancing the institution's strategic priorities. As the college's chief academic officer, the provost will steward the institution's academic enterprise, working collaboratively with other senior leaders, deans, faculty, students and staff to further define a distinct and distinctive institutional academic identity.

Proactive and strong, the provost will reinvigorate academic leadership across the college, working closely with the deans to enable and facilitate the success of IC's deeply talented and committed faculty. The provost will work in tandem with the vice president of the Division of Student Affairs and Campus Life to ensure that IC provides a seamless, integrated and holistic experience for all of its students who upon graduation will be prepared not only for meaningful careers but to be productive, responsible and influential leaders and citizens in their communities. The provost will partner with the vice president for finance and administration, deans and other college leaders to strengthen budget processes that prioritize academic

planning, and optimize structures and processes within the Office of the Provost to maximize effectiveness and impact.

Candidates must bring a distinguished record of achievement and senior leadership experience. The successful candidate will have strong teaching experience, an earned doctoral degree and scholarship or professional experience sufficient to qualify for an appointment at the level of professor with tenure. The next provost will express a passion for the mission of higher education and understand the important academic, social and economic roles the college plays in its communities. Experience partnering closely with student life and enrollment management, advancing the mission of a complex institution, and understanding emerging needs and trends in higher education in order to advance strategic priorities will be distinguishing assets.

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 Provost and Senior Vice President for Academic Affairs

The provost and senior vice president for academic affairs reports directly to the president and is the chief academic officer of Ithaca College, serving as the primary steward and champion of the institution's academic mission. In close partnership with the president, the provost plays a significant role in strategic planning and implementation. The provost acts to safeguard and advance the college's teaching and learning enterprise with the highest integrity and standards for academic excellence.

The deans of 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 report to the provost.

Additional direct reports include a vice provost for academic programs, who oversees the registrar; international programs and extended studies; Center for Academic Advancement, which comprises the Academic Advising Center, Student Accessibility Services, Tutoring Services and Center for Faculty Excellence; library; State Grants Office; Honors Program; Exploratory Program; and Ithaca Seminar; and an assistant provost for finance and administrative operations.

The following is a summary of the provost's primary responsibilities.

- Working with the deans, the provost has responsibility for supporting and advancing the teaching, scholarship and development of full-time and contingent faculty across 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. The deans of the schools report directly to the provost.
- The provost has ultimate responsibility for all matters related to academic programs, curricula and research, including the college-wide Integrative Core Curriculum and the sponsored research enterprise.
- The provost has significant financial planning responsibility and works closely with the vice president for finance and administration to manage the academic budget, co-chairing – with the vice president for finance and administration – the college's budget committee. The provost oversees the budgets of the schools and works collaboratively with the deans to set school-based goals that are aligned with college-wide priorities.
- The provost works in close partnership with the vice president of the Division of Student Affairs and Campus Life to ensure alignment and coordination among academic programs, curricular matters, student success initiatives and co-curricular and other student-related programming and activities in support of an integrated, coherent and holistic student experience.
- The provost oversees the development and implementation of academic policies in accordance with college-wide principles and priorities, in collaboration with members of the Ithaca College community.

- The provost champions and promotes an authentic culture of learning assessment, anchored by defined learning objectives and driven by a shared goal of continuous improvement of academic programs to maximize both teaching effectiveness and student learning outcomes.
- The provost ensures adherence to the expectations of institutional and professional accreditation organizations.
- The provost is responsible for ensuring compliance with the terms of the college's contract with Service Employee International Union (SEIU) Local 200United, which represents contingent faculty at the college, and leads all negotiations with the union as necessary working closely with other college officials.

Opportunities and Expectations for Leadership

In full collaboration with the president, vice presidents, deans, department chairs, faculty, students and staff, the provost will intentionally strengthen a discrete and distinctive academic identity for the college across divisions and develop a shared definition of an Ithaca College education. Specifically, the next provost will be expected to:

Serve as a principal steward of Ithaca College

A senior member of the college's executive leadership team, the provost will be a close partner to President Collado in advancing IC's strategic priorities and objectives, working in unison with other college officers. In providing such leadership, the provost will model the college's core values, be a champion for diversity and inclusion and demonstrate a steadfast commitment to transparency, democratic engagement, openness and communication.

Catalyze and inspire academic leadership across the college

A deeply engaged, inclusive and committed academic community is critical to the realization of IC's mission. The next provost will work in close partnership with the deans to strengthen this community by developing a shared vision and sense of purpose, fostering shared accountability for academic excellence and cultivating the creativity, innovation and common purpose required to advance Ithaca's standing as a leading comprehensive college. This effort includes a continued and considered assessment of the college's recently-implemented college-wide Integrative Core Curriculum, as well as strong advocacy for faculty in their pursuit of extramural funding and a commitment to promoting and advancing sponsored research at IC.

Enable, facilitate and champion faculty success

The provost will serve as a compelling advocate for academic priorities and the faculty. Together with the deans and other academic leaders across the college, the provost will work to recruit, retain and develop a robust, diverse and highly productive faculty, ensuring that teaching loads and faculty responsibilities are aligned to ensure both the success of the faculty and the most rewarding academic experience for Ithaca College students. The provost will lead in a transparent and collaborative manner, helping to build and enhance a sense of community among all who are key to IC's success.

Assess and enhance the Integrative Core Curriculum

The Integrative Core Curriculum (ICC) is a set of liberal arts requirements that comprise the common academic experience for all Ithaca College students. The next provost will lead a comprehensive program review and assessment of the ICC, including broad stakeholder input from students, staff, faculty, department chairs and deans, to ensure that this distinctive and innovative aspect of the IC experience delivers on its promise to prepare graduates to make a transformative impact on society by developing their skills in integrative thinking, critical and analytical problem solving and reflective learning.

Strengthen a budget process that prioritizes academic planning

The provost will work with the vice president for finance and administration, deans and other college leaders to link academic and financial planning, aligning them with both long-term strategic priorities and short-term needs in the context of a resource-constrained environment.

Position the Office of the Provost for maximum impact and effectiveness

The provost is at once responsible for providing institution-wide leadership in general and academic leadership specifically, and for making a host of strategic academic and personnel decisions, ensuring compliance with regulatory and compliance requirements, managing critical college-wide operational matters and responding to emergent crises. The next provost will partner with President Collado to examine the academic structure of the institution and how the provost's office is structured and deployed. In so doing, the provost will prioritize structures and processes to maximize impact, effectiveness, support for academic strength, development of strong and diverse faculty leadership and engagement in the life and governance of the college.

Qualities and Qualifications

Ithaca College seeks a visionary leader with significant academic and administrative accomplishments to advance the college as a pre-eminent, innovative institution of higher education in the 21st century. The college's next provost will require all the traits of effective leadership including integrity, emotional intelligence and maturity; honesty; intelligence; optimism; prodigious energy; a commitment to excellence; outstanding judgment; energy; creativity; decisiveness; courage of conviction; diplomacy; tolerance for ambiguity; and a sense of humor.

Specifically, the ideal candidate will have the following professional qualifications and personal characteristics:

- Ph.D. or other terminal degree in a field relevant to Ithaca College academic priorities
- Demonstrated and unrelenting commitment to undergraduate education
- Experience in recruiting, retaining and developing an increasingly distinguished faculty that advances the academic standing and promotes diversity, equity and inclusion
- Experience ensuring adherence to institutional accreditation expectations and requirements and those of other relevant professional or programmatic accreditation agencies
- Strong and informed commitment to shared governance

Innovation and vision

- Ability to champion Ithaca College's mission and precepts including a deep, personal commitment to diversity in all its forms
- Capacity to shape strategic focus, thinking and planning within the broader context of the higher education landscape
- Insight and ability to encourage and support new ideas and experimentation
- Capacity to anticipate the future possibilities and challenges of higher education and the roles of different modalities of teaching and learning

Evidence of successful organizational leadership and management

- Integrity and a leadership style built on trust while upholding high standards for recruiting, retaining and developing an outstanding and diverse faculty and staff
- Demonstrated financial acumen, effective budget management and ability to address fiscal constraints collaboratively and creatively
- Capacity and resolve to make difficult and principled decisions and the desire and skills to communicate and explain such decisions to stakeholders
- Broad and deep understanding of institutional administration and a commitment to partnership with the president and other college leaders, faculty, staff and students through shared governance
- Intellectual acuity, entrepreneurial insight, tolerance of ambiguity, flexibility, resilience, patience and tenacity

Effective relationship building skills

- Ability to influence and inspire through active engagement and authentic commitment and investment
- Capacity to learn about, and proven success in advocating for, disciplines and interests beyond one's own as well as empathy and intellectual curiosity to establish meaningful relationships while both galvanizing and shepherding trust with a broad range of constituents, including faculty, staff, students, alumni and friends
- Inclusive, collegial, collaborative and transparent decision-making behavior
- Propensity for active listening and highly effective communication skills

About Ithaca College

Ithaca College 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.

In her inaugural address, President Shirley Collado framed Ithaca's future using three themes that have endured since the institution's founding as a music conservatory in 1892: theory, practice and performance. 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.



Leadership

[Shirley M. Collado](#) was named Ithaca College's ninth president by the college's board of trustees on February 22, 2017. She began her term on July 1 and was inaugurated on November 4. She holds an appointment as professor in the college's Department of Psychology. President Collado is nationally recognized for designing and implementing innovative approaches to higher education that expand student access and success in college. She is a thought leader in developing successful cross-sector collaborations, building the capacity of diversity and inclusion in organizations and strengthening the pathway to the professoriate and leadership roles in higher education.



Prior to joining IC, President Collado served as executive vice chancellor and chief operating officer of Rutgers University-Newark. Prior to that, she was vice president for student affairs and dean of the college at Middlebury College. She holds a Ph.D. in clinical psychology from Duke University. Her scholarship has focused on trauma among multicultural populations at the intersection of race, ethnicity and gender. She has taught at colleges and universities including New York University, Georgetown University, George Mason University, the New School, Middlebury College and Lafayette College.

In addition to the provost and the president's chief of staff, the following leadership positions report to the president:

- Executive Vice President, General Counsel and Secretary to the Board of Trustees (this will become a vice president and general counsel position effective July 1, 2019)
- Vice President, College Relations and Advancement
- Vice President, Enrollment Management
- Vice President, Finance and Administration
- Vice President, Human Resources (effective July 1, 2018)
- Vice President, Student Affairs and Campus Life.

Schools and Programs

Students at Ithaca College study in five schools that collectively offer more than 100 degree programs. With more than 500 full-time and 260 contingent faculty members, the college boasts a 10:1 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 two graduate degree programs, all of which are accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. In addition, the School of Business offers a bachelor of arts in legal studies. Undergraduate programs are designed to prepare students for careers in business and industry, for graduate or law school or for the CPA/CMA examinations.



The School of Business was recently named one of the top 100 undergraduate business schools in the nation by [**Bloomberg Businessweek**](#). Its state-of-the-art trading room empowers students to gain financial industry experience with real-time data. The Dorothy D. and Roy H. Park Center for Business and Sustainable Enterprise was among the first 100 buildings in the world to receive platinum LEED certification.

The [**Roy H. Park School of Communications**](#) is a leader in communications education, both in traditional and new media. Each undergraduate program involves students in all aspects of communication, including the history, structure and function of communication organizations; the technical, creative and aesthetic elements of media production; and the evaluation, criticism and analysis of media and communication systems.

The student television, newspaper, radio and documentary filmmakers annually win many of the most competitive national awards in the field. The Park School hosted the first college cable TV channel over 50 years ago, was the first to offer professional workshops in interactive media in 1980 and is the first to sponsor a contest for short films produced entirely on cell phones.

The [**School of Health Sciences and Human Performance**](#) (HSHP) includes distinctive programs in therapeutic recreation, occupational therapy and speech-language pathology and audiology, as well as a doctoral program in physical therapy. Students at HSHP enroll in more than 17 different undergraduate degree programs and eight graduate programs (seven M.S.

degrees/concentrations and a clinical doctorate in physical therapy). In addition, students can choose from a variety of minors, concentrations (e.g., nutrition) and emphases (e.g., medical sciences) within some of the undergraduate majors.

Internships and fieldwork are an integral component of the student experience and the school maintains relationships with more than 1,700 organizations across the nation to place students in internships where they work side by side with professionals. All students are provided the opportunity to be a part of meaningful research projects as undergraduates, and many take advantage of four on-campus therapy clinics to assist in treating clients in real situations.



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.

The Ithaca College [Honors Program](#) challenges exceptional students intellectually, rewarding their curiosity while providing opportunities for them to engage with the world around them. Students may apply to the program either as incoming first-year students or by the end of their third semester. Once admitted, they participate in a series of intensive seminars in five areas: Academic Challenge, Global Citizenship, Cultural Engagement, Civic Engagement and Scholarly Achievement. Honors Program students demonstrate and document their learning in each area through an electronic portfolio.

In addition, Ithaca College has developed other specialized learning programs including the [James B. Pendleton Center](#) in Los Angeles, the [ICNYC](#) program in New York City and the [Ithaca College London Center](#). The college also offers cross-registration with Cornell University and Wells College, an ROTC program and a 3-2 engineering program with Cornell, among others. The health sciences curricula require multiple clinical practice placements and have affiliations around the country.

IC 20/20 and the Integrative Core Curriculum

Developed by several college-wide committees in 2011 under then-President Tom Rochon, [IC 20/20](#) was conceived as a strategic plan to transform the undergraduate learning experience at Ithaca College through the year 2020. The plan was completed in 2017 and is designed to prepare students holistically to be visionary leaders, training them to solve problems by considering multiple perspectives in a collaborative environment. *IC 20/20* seeks to ensure that every facet of the student experience at Ithaca College prepares graduates for success, providing an integrative education for an integrated world.



The central feature of the *IC 20/20* plan is an [Integrative Core Curriculum](#) (ICC), which was launched in 2014. As part of the ICC, students select an overarching, enduring theme to inspire their core curriculum as opposed to taking courses that introduce them to disparate disciplines. Their education is further enriched through residential life programming, extracurricular activities, global educational experiences, civic engagement and mentorship and advising, which in many cases is focused on a chosen theme. Mentoring and advising from

expert faculty and staff help students navigate their way to success in evolving global markets. Dynamic, hands-on modes of teaching and cross-disciplinary learning from day one empower students to take an active role in their education.

Co-curricular Activities

More than 200 active student clubs meet the interests and needs of the student body, and community service opportunities abound in Ithaca and beyond. Involvement in student organizations is a tremendous opportunity to connect to Ithaca College, develop leadership skills and gain experiences that will prepare students as professionals and citizens. Recreational, club and varsity athletics are central to the lives of many students. Currently competing in the prestigious Liberty League, Ithaca College has won 15 team and 39 individual NCAA national championships, making its athletics program one of the most successful in Division III. The facilities—from the Athletics and Events Center to Butterfield Stadium to the Fitness Center—support the serious competitor and casual athlete alike.

Links to Additional Information

Campus Climate Study:

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

Faculty/Staff Demographics:

https://public.tableau.com/profile/ithaca.college.office.of.institutional.research#!/vizhome/AIRIt_hacaCollegefallfacultyandstaff/FallFacultyandStaff

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 30,000 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 continue until the position is filled. For fullest consideration, applicant materials should be received as soon as possible and no later than February 1, 2018. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and themes described in this leadership profile, and the names and contact information of five references. This search will be conducted with great respect for confidentiality, and references will not be contacted without prior knowledge and approval of candidates.

Materials should be sent electronically via e-mail to the college's consultants Robin Mamlet, Charlene Aguilar and Philip Tang at ICProvost@wittkieffer.com. The consultants can be reached by telephone through the desk of Leslie Donahue at 630-575-6178.

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.



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