



Leadership Profile

Vice President for Finance and Administration



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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 finance and administration. 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 professional and graduate programs, seeks a vice president for finance and administration (VPFA) to form a strong partnership with President Shirley M. Collado and college leadership 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 VPFA of Ithaca College will serve as an essential strategic advisor to the president, working collaboratively with her, the board of trustees, the senior leadership team, faculty, staff and student leaders to assure a successful and stable financial future for the college. The VPFA supports and staffs the board of trustees' Audit, Finance, Investment and Building and Grounds committees and has primary responsibility for the development and implementation of the college's annual operating budget of approximately \$234 million along with an endowment of close to \$300 million. The VPFA provides leadership for, and has managerial oversight of, business and finance, facilities, auxiliary services and information technology.

The new VPFA will bring a distinguished record of senior leadership in finance and administration and demonstrated accomplishments developing and attaining strategic goals and objectives, preferably in higher education or a similarly complex organizational setting. The

VPFA will be a superb communicator with exceptional analytical skills who works collaboratively with colleagues; understands and respects shared governance; and advances an environment of inclusive decision-making, student success and best practices.

Experience partnering closely with academic affairs, student life, human resources and enrollment management; furthering the mission of a complex institution; and understanding emerging needs and trends in higher education will be distinguishing assets. A demonstrated ability to work with diverse populations is required; an M.B.A., C.P.A. or other relevant advanced degree is strongly preferred.

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 Finance and Administration

Reporting to the president and working in close partnership with other members of the senior leadership team, the vice president for finance and administration is the senior executive officer for Ithaca College's financial resources and core business operations. The VPFA plays a key role in the management and operation of the institution and serves as the fiduciary face to both the board and the institution. The VPFA is expected to be innovative and entrepreneurial in the pursuit and development of strategies that fully optimize resources and further the college's overall academic, administrative and strategic initiatives. The new VPFA will also serve as a close partner to the president on the strategic planning process and ensure a stable financial framework for planning.

The VPFA provides support to the following committees of the board: Audit, Finance, Investment and Building and Grounds. Together with the provost, the VPFA co-chairs the college's institutional effectiveness and budget committee. The VPFA assures that the financial and services infrastructure of the institution is appropriate to its goals; employs an understanding of systems and the technology tools available to facilitate institutional effectiveness; focuses appropriately on the ever-increasing need to proactively improve the financial control environment and protect the institution's data and systems from cyber attack; and provides clear communication that enables the entire college to function optimally.

As an integral member of the college's senior team, the VPFA provides leadership and managerial oversight for the following direct reports:

- Comptroller
- Associate Vice President for Facilities
- Associate Vice President for Information Technology
- Executive Director of Auxiliary Services

Opportunities and Expectations for Leadership

The new VPFA will join the college at a critical moment in its history as the institution embraces an exciting new president and embarks upon a planning process to maintain fiscal stability while realizing the highest aspirations for the future. This is not a status quo position. The successful candidate will be a thought leader who partners with the new president and a strong senior leadership team in imagining, developing and implementing an ambitious and forward-thinking strategic plan that will guide the college through today's challenging higher education environment into an even stronger future.

The VPFA will bring an understanding of a variety of budget models and the ability to translate the implications of complex financial decisions to a diverse set of audiences. The VPFA must be entrepreneurial and creative in seeking out new sources of revenues and external partnerships that reflect an understanding of and commitment to the college's overall strategic priorities, its mission and its commitment to access and academic excellence.

Specifically, the new VPFA will be asked to address and execute on the following critical and inter-related leadership themes:

Partner with the president and serve as a principal steward of Ithaca College

The VPFA joins a president who has a clear and compelling vision for the future and who welcomes a partner to provide strategic financial thinking and analysis to support institutional planning. A member of the college's executive leadership team, the vice president will work closely with all senior leaders and build strong relationships throughout the college. The next VPFA will bring an understanding of and respect for faculty work and the faculty world and will be eager to connect with and support the academic and intellectual enterprise of the college with students at its center. The new leader will be able to take a principled position, even in times of crisis; to ask good questions and listen well; and to embrace the Ithaca College culture and mission, modeling the college's core values, championing diversity and inclusion, and demonstrating a steadfast commitment to transparency, democratic engagement, openness and communication.

Provide strategic financial leadership and communication

The new VPFA will contribute significant executive leadership to enhance the overall effectiveness of the college's strategic and financial planning efforts. President Collado is especially eager to enhance a strong academic-financial partnership focused on the college's academic mission. The new VPFA will have responsibility for maintaining and enhancing an environment in which financial planning and fiscal challenges and trade-offs are discussed broadly and frequently.

At the heart of this position, the new VPFA will partner with the president and board in pursuit of a new fiscal paradigm that will provide a strong scaffolding for the tuition-dependent college of the future.

The new vice president will provide strategic leadership in helping the president and board consider different models and strategies – including exploring and developing new sources of revenue – to address the complexities of being a tuition-dependent institution both today and over the long term, helping to devise ways to maintain the college’s competitive financial position and ensuring its future strength from a financial perspective.

Maintain a credible and transparent budget process

Thanks to a strong financial base, prudent choices in budgeting and disciplined fiscal practices, the college has closed each of the last several years in a favorable position. As chief financial officer, this leader has responsibility for maintaining and enhancing an environment in which campus-wide budgeting and reporting can be provided to all units, as well as ensuring the appropriate information technology environment for support of these initiatives. Having tested several budget models in the last decade, the college needs its next VPFA – who must understand the strengths of a variety of budget models – to bring stability and even greater strength to budgeting and the budget process.

Provide leadership, improve efficiency and enhance service

As a steward for the financial resources of the college, the VPFA is expected to model and promote proactive and progressive strategies for a high level of employee engagement within the finance division, fostering a culture of shared goals and developing cohesive teams that are customer-service and results-oriented. Ithaca College seeks a leader who will set high standards for professional growth, integrity and accountability; actively mentor and encourage staff to pursue professional development opportunities; instill a culture of service excellence; and provide a supportive, collegial, team-based environment that promotes productivity and continuous improvement in the efficiency and effectiveness of the institution’s operations.

Qualities and Qualifications

The ideal candidate will be a visionary, transformative, inclusive, collaborative and entrepreneurial leader who is committed to the highest standards of excellence, integrity and accountability and recognizes the importance of human capital. The new vice president for finance and administration will be a strong and visible leader who leads open and honest dialogue throughout the campus community and with important external partners. The VPFA will possess all the traits of effective leadership including integrity; emotional intelligence and maturity; honesty; intelligence; optimism; prodigious energy; a commitment to excellence; outstanding judgment; creativity; decisiveness; diplomacy; and a sense of humor.

The VPFA will demonstrate the capacity to understand the complex issues facing higher education and shared governance; a deep appreciation for the mission of the college; and the ability to develop financial strategies that will support the college’s academic and student-centered agenda. Equally important, the VPFA should have successful experience with

strategic budget development, financial analysis and cost containment, as well as a demonstrated understanding of facilities, capital construction and the strategic value of information technology. Familiarity with enterprise risk management is desired.

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

- Commitment to the Ithaca College mission with a strong orientation to service; a visionary, strategic, collaborative and inclusive leadership style; and commitment to the highest standards of excellence including high ethical standards, sound judgment and personal and professional integrity;
- Understanding of and deep commitment to the academic enterprise as the central mission of the college;
- Prior experience working with senior leadership teams and boards;
- Demonstrated commitment and contribution to fostering and advancing equity, diversity and inclusion;
- Demonstrated experience and success in all aspects of business and finance including financial and budgetary acumen, fiscally responsible management practices, fiduciary transparency and accountability; and superior financial planning and analytical skills and an in-depth knowledge of strategic financial analysis and modeling, and ability to analyze complex financial and accounting matters;
- Track record of successful leadership within a complex organization with multiple stakeholder groups; and strong interpersonal, relationship-building and communication skills with an ability to build trust and confidence with multiple and diverse constituencies such as faculty, staff, students, corporate partners, community leaders and the public;
- Considerable experience as a manager with a demonstrated success in leading, empowering and delegating effectively to a successful team; significant project management and change management experience; and open, accessible and transparent approach to management along with significant experience in building teams and the capacities of the members of those teams;
- Experience in private higher education administration and/or the non-profit sector is desirable, though the college is open to considering strong candidates who come from the for-profit, commercial world; and
- Master's degree in finance, accounting or business administration or equivalent combination of education and experience.

About Ithaca College

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.

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.

The following leadership positions will report to the president as of July 1, 2018:

- Executive Vice President, General Counsel and Secretary to the Board of Trustees (becomes a vice president and general counsel position effective July 1, 2019)
- Provost and Senior Vice President
- Vice President, College Relations and Advancement
- Vice President, Enrollment Management
- Vice President, Finance and Administration
- Vice President, Human Resources
- Vice President, Student Affairs and Campus Life
- Chief of Staff

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 C.P.A./C.M.A. 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 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/AlRithacaCollegefallfacultyandstaff/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 begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by March 1, 2018. Candidates should provide a professional resume; a letter of application that addresses the responsibilities and requirements described in this leadership statement; 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, Jane Courson and Kim Brettschneider at IC-VPFA@wittkiewer.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.



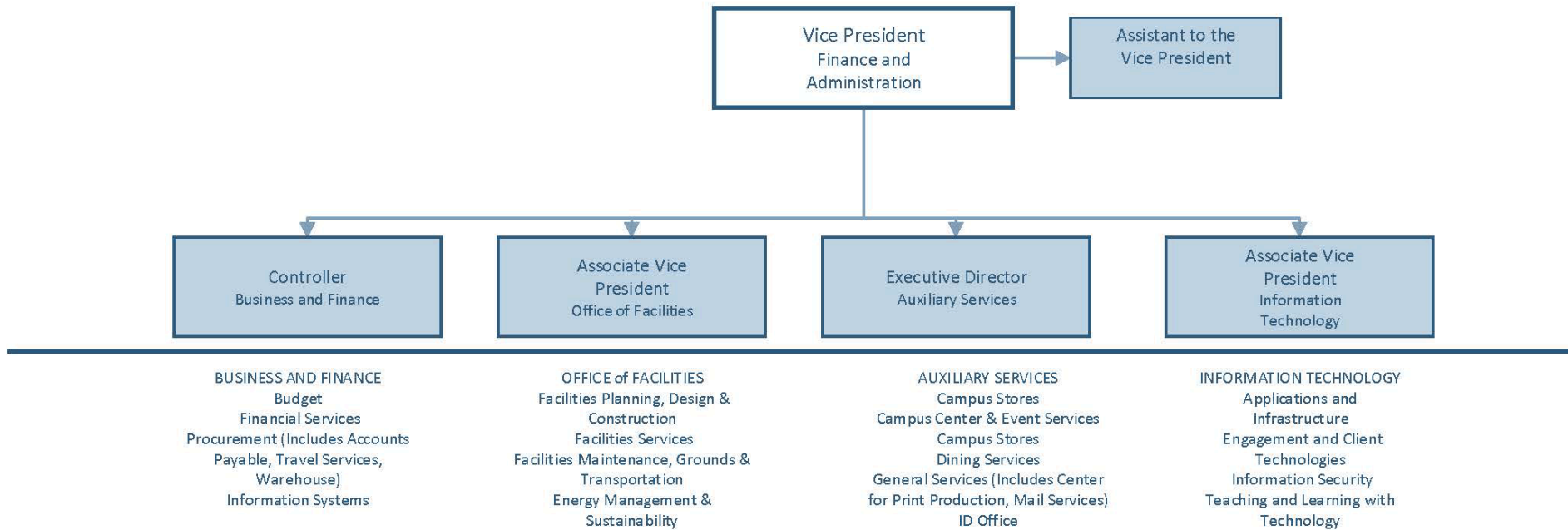
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Appendix: Organization Chart



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