



## Leadership Profile

Vice President, General Counsel and  
Secretary to the Board of Trustees



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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, General Counsel and Secretary to the Board of Trustees. 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 a vice president, general counsel and secretary to the board of trustees 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.

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 approximately 500 full-time and 190 part-time faculty members, the college boasts an 11:1 student-faculty ratio, ensuring a highly personalized education. The college awards bachelors 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 vice president, general counsel and secretary to the board of trustees (GC) of Ithaca College (IC) will provide executive and administrative direction over the college's legal affairs as a member of the president's senior leadership team. Reporting to the president, this executive will serve as the chief legal officer, providing legal support, advice and assistance to the board of trustees, president, senior leaders, faculty and staff on all legal matters affecting the institution. As a highly visible member of the senior leadership team, this executive will be responsible for a wide range of legal, regulatory, compliance, insurance and risk management matters and will manage the legal resources in a manner that supports the overall priorities of the organization. The GC will be expected to provide a proactive and collaborative approach to the legal issues associated with a dynamic organization committed to redefining the future of higher education.

The individual selected for this position will be a highly strategic, proactive attorney who is well-versed in the business dynamics and regulatory environment of higher education. The GC will be innovative and entrepreneurial, capable of creating solutions that facilitate the college's initiatives to assure the success and growth of the organization. Working with the board of trustees, president, senior leadership and the legal, compliance, insurance and risk management teams, the GC will constantly be thinking of better ways to operate, structure and support IC objectives and opportunities.

The GC is expected to effectively lead a high performing legal team, ensuring their accountability while also effectively mentoring this group and building a positive, open and responsive team environment. The GC will be an actively engaged leader with mature interpersonal skills who adds broad legal experience in higher education to the team and remains active in the practice of law. It is important that the GC be a credible and visible

college-wide leader who exhibits high integrity and the skills of listening effectively and partnering collaboratively. This is an outstanding opportunity to develop and lead a successful legal team committed to the success of a robust and diverse learning community at an exceptional institution.

Candidates must bring a distinguished record of achievement and senior leadership experience. The successful candidate must have excellent academic credentials and a law degree from an ABA accredited school of law; membership in the State Bar of New York or eligibility for admission based on reciprocity is required (if reciprocity is not available, out of state candidates will be expected to become full New York State Bar members within one year of employment) and with at least ten years of broad legal experience in higher education and/or other non-profit entities gained in-house or through working closely with higher education or not for profit clients.

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, General Counsel and Secretary to the Board of Trustees

The GC will exercise executive and administrative direction over the college's legal affairs; serve as the college's chief legal officer providing legal support, advice and assistance to the board of trustees, president, senior leaders, faculty, and staff on all legal matters affecting the institution; monitor the college's operational and strategic risks through oversight of the insurance and risk management program; provide administrative oversight and lead collective bargaining, contract review and Title IX compliance; serve as a member of the senior leadership team which develops institutional objectives, budget priorities, policies and procedures, and overall planning for the day-to-day administration of the college; and serve as the secretary to the board of trustees.

The GC position reports to President Shirley Collado and provides, guidance, direction and supervision to the associate counsel (to be filled position), assistant counsel, director of risk management and insurance, title IX coordinator, assistant to the vice president, and the assistant to the vice president and secretary to the board.

The legal department has an annual operating budget of slightly over \$1M covering salaries and office expenses. Outside counsel legal fees are budgeted through the general institutional fund.

The following is additional detail on the vice president, general counsel and secretary to the board of trustees' responsibilities:

- Ensure compliance with federal, state and local laws and regulations applicable to institutions of higher education. Review, recommend, and revise institutional policies and procedures in consultation with the governance bodies of the College.
- Provide consultation as well as advice and formal written opinions, and serve as a legal resource to the president, the board of trustees, senior leaders and other college personnel on the legal implications of college operations, policies and plans.
- Work with the Director of Risk Management in making contact with insurance company personnel on all matters related to potential and actual litigation impacting the college.
- Serve as the secretary to the board of trustees, ensuring that the board conducts business in accordance with the laws of the State of New York and the board's bylaws and periodically reviewing bylaws and suggesting amendments when necessary.
- Attend all meetings of the board of trustees and ensure that minutes of all meetings are accurate and distributed to all trustees. Maintain records of the proceedings of the board and of the standing committees of the board.
- Serve as communicator and conduit to and among the board and the college.
- Conduct bargaining and advise on labor issues with unions.

- Provide oversight and direction for the college-wide enterprise risk management program; monitor the college's operational and strategic risks.
- Oversee and ensure Title IX compliance.
- Develop, demonstrate and promote intercultural awareness and contribute to cultivating an inclusive, diverse, equitable and respectful college community. Demonstrate a commitment to diversity, equity and inclusion as a college priority, communicate to employees an expectation of behavior that is civil and inclusive when interacting with all staff, faculty, students and visitors and promote a flexible, collaborative and inclusive work and living environment.
- Serve on college committees and represent the college at local, state, national, civic, educational and professional organizations.
- Serve as a key advisor and point person as the college grapples with complex issues such as free speech on campus.
- Work across the campus with and on internal college governance, serving as a resource, advisor and guide.
- Manage department staff and budget including retention and performance management and all aspects of financial planning/accountability.
- Anticipate and respond to college needs, current responsibilities and shifting priorities.
- Make decisions and offer consultative advice on matters with college-wide implications.
- Support the innovative direction as well as highly collaborative culture of the college by being savvy about higher education, the national landscape, and the critical success factors for comprehensive institutions of higher education.

## Opportunities and Expectations for Leadership

The vice president, general counsel and secretary to the board of trustees will be asked to accomplish a number of key objectives within the first 12 to 18 months:

### **Establish a strong and effective presence at the college**

Success in this position is as much about interpersonal finesse and built relationships, as it is about specific expertise and experience. The new leader will need to devote time, energy and heart to establishing strong relationships and to gaining the credibility, trust and respect of senior leadership, trustees, faculty, staff, students, alumni, and the broader community. The effective GC will be recognized within the IC community as a strategic thinker who is insightful, responsive, collaborative and approachable, with strong follow-through, solid legal advice, and expert and broad counsel based upon a comprehensive and nuanced understanding of higher education. This leader, in addition, will bring an unequivocal commitment both to students and student welfare and to the overall effectiveness and health of the college.

**Lead and further strengthen the department**

The confluence of educational and related issues and requests made of the legal department has grown over the last decade. The president and board recognize that an assessment of the department and in particular its structure and resources is in order, and both entities stand ready to support a well-planned and reasoned approach so as to best meet the ever-evolving imperatives present at an institution of IC's makeup and stature. The new GC will be asked to come to know the college and the department and to look carefully and wisely at its resources, structure, and deployment and to come up with a plan that will enable its optimal future functioning. This will require, too, the ability to harness and rely upon the support of a strong staff that is eager to be of full use, as well as the expertise offered by expert external counsel.

**Serve as key partner to the board chair and president**

Representing the highest level of service to the college, IC's board of trustees is made up of over two dozen dedicated alumni, parents and friends of the college. As secretary to the board, the GC will serve as a key partner and advisor to the board chair and college president as they work to strengthen the board's governance and structures while seeking to strengthen and diversify the board on every dimension.

## Qualities and Qualifications

Ithaca College seeks a driven, innovative and highly skilled vice president, general counsel and secretary to the board of trustees to serve as a strategic partner committed to the college's success as a pre-eminent, innovative institution of higher education in the 21<sup>st</sup> century. Excellent academic credentials, a law degree from an ABA accredited school of law, membership in the New York State Bar, or eligibility for admission based on reciprocity is required (if reciprocity is not available, out of state candidates will be expected to become full New York State Bar members within one year of employment).

The ideal candidate will possess some or all of the following professional qualifications and personal characteristics:

**Experience**

- An outstanding record of achievement with significant and broad legal experience in higher education and/or other non-profit entities gained in-house or through working closely with higher education or not for profit clients;
- Prior board governance experience as well as significant understanding of and capacity for governance leadership including knowledge of latest trends at a national level;
- Track record of ensuring compliance with federal, state, and local laws and regulations applicable to institutions of higher education;
- Experience with state and federal legislatures, regulatory and educational agencies as well as community and professional organizations;

- Demonstrated ability to effectively analyze and balance legal issues with a propensity for developing humane, practical and legally appropriate solutions to issues and challenges;
- Record of service as a strong team player who works collaboratively with a highly professional team;
- Track record of building high performing teams, systems and infrastructure and of successful leadership in a mission driven organization;
- Experience with Title IX compliance;
- Experience with bargaining and managing labor relations with unions;
- Successful experience managing outside legal counsel relations, as well as the ability to discern when the college can be served by its own legal department and when to bring in external expertise;
- Demonstrated legal and ethical stature, maturity, competence and confidence to operate with credibility at the executive and trustee level, as well as a professional history of maintaining objectivity while anticipating and understanding potential areas of vulnerability, driving appropriate outcomes, managing multiple stakeholder agendas, and promoting high client service standards; and
- Experience working within complex mission-centered enterprises (higher education or related not-for-profits) and/or working within a complex for-profit organization with a similar decision-making culture (both settings should include experience advising a president or CEO, senior leadership team, and governing board).

### **Leadership and Management Behavioral Competencies**

- Strong service orientation and responsiveness and will exhibit the ability to be accessible to the president, board of trustees, senior leaders, faculty, staff and students; a track record of being perceived as a highly trusted advisor who is agile, creative, responsive and thorough;
- Outstanding leadership and management skills; a builder of high performing teams, systems, policies and infrastructure; a record of driving results through effective team and individual performance, setting clear goals and managing accountability; business savvy and an understanding of complex strategic issues; an ability to manage ambiguity and to inspire confidence even when stakes are high and/or markers are unclear or shifting;
- Ability to create and convey a vision, gain support and buy-in and execute strategies; to influence and gain commitment to strategies by building strong, collaborative working relationships and to encourage meaningful and sometimes transforming dialogue within the team and cross-functional members;

- Skill as a highly effective communicator; presence, stature and experience representing an organization to a variety of audiences; someone with a strong professional network who is sought out by peers for counsel;
- Resiliency to lead effectively in a dynamic environment; skill at anticipating a need for and making mid-course corrections; strong attention to detail coupled with the ability to make decisions in a timely manner and – where appropriate – to communicate about the reasoning behind various decision points;

### **Personal Characteristics**

- Capacity to serve as a highly-valued confidant and close advisor to Ithaca College's leadership and community;
- Mastery of and endless curiosity about complex educational as well as business issues;
- A confident executive who values relationships with staff, peers and superiors equally;
- A hands-on approach to performing duties, as well as the ability to keep strategic initiatives in focus;
- 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; and
- Unquestionable integrity and moral character; an individual whom the institution and community can trust completely and without reservation.



## 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.

## Governance

Ithaca College benefits from a strong and committed governing board that currently includes a chair, vice chair, staff trustee, faculty trustee, student trustee, two alumni trustees, and 19 term trustees as well as the president. The board also currently has three chairs emeriti and seven honorary trustees who are kept close to the college and hold a general invitation to all meetings and events. The board, as the legal governing body and chartered legal entity for the college, meets formally three times a year, with committee meetings and additional – and regular – communication between meetings.

The board is the final institutional authority and grants all degrees awarded by the college, upon the recommendation of the faculty and president. Its primary responsibility is the articulation of general educational policies and academic goals. It is obligated to ensure the financial resources of the college and to relate them to the likely needs of the future, and to assure that the college's tradition serves as a prelude to and inspiration for the future of the college.

The board entrusts to the president the ultimate managerial responsibility and authority for the college. The faculty has primary responsibility for a number of fundamental areas within the college including curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of academic student life which relate to the education process. The faculty sets the requirements for the degrees offered and determines when the requirements have been met.

A comprehensive outline of the internal governance of Ithaca College can be found [here](#).

## Schools and Programs

Students at Ithaca College study in 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 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 which is in the process of being transferred to the School of Humanities and Sciences. Undergraduate programs are designed to prepare students for careers in business and industry, for graduate 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.



## Links to Additional Information

**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 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](http://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 no later than May 11<sup>th</sup>. 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, Werner Boel and Charlene Aguilar at [ICGeneralCounsel@wittkiewfer.com](mailto:ICGeneralCounsel@wittkiewfer.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.

All images and logos used in this leadership profile were attained from Ithaca College.

## Appendix I: President Shirley 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.

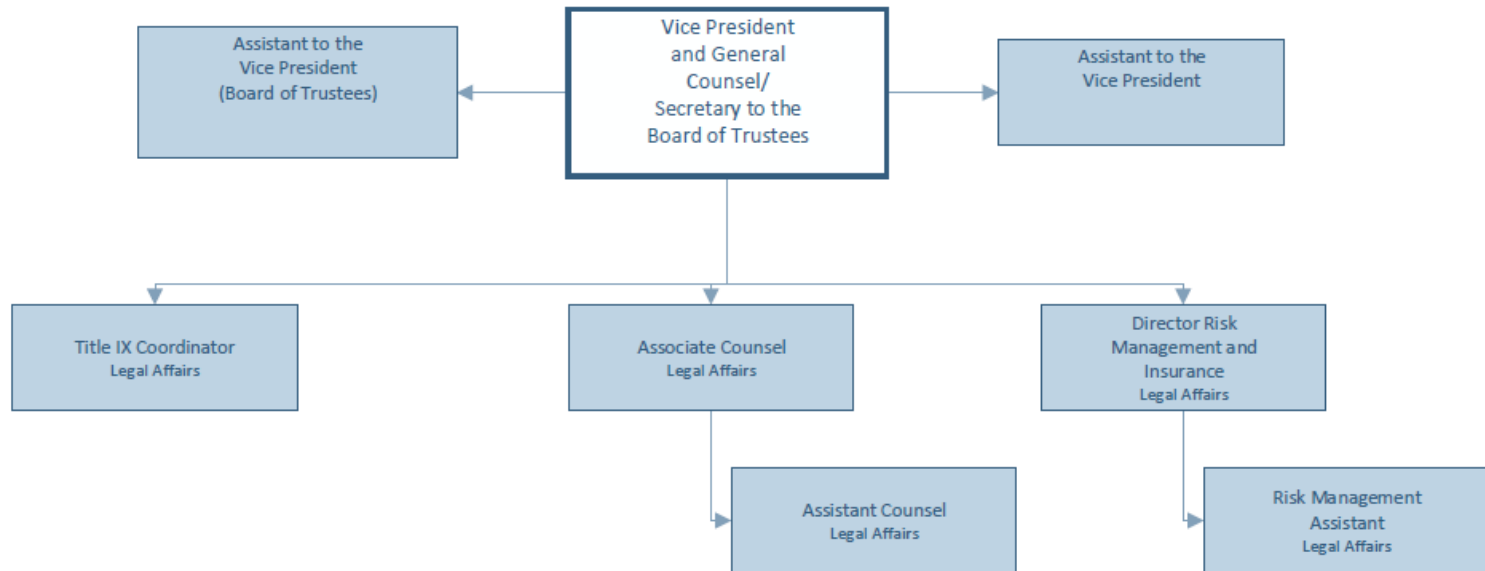
She is a clinical psychologist with a specialty in trauma among multicultural populations at the intersection of race, ethnicity and gender. She has taught at a number of colleges and universities including New York University, Georgetown University, George Mason University, the New School, Middlebury 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.



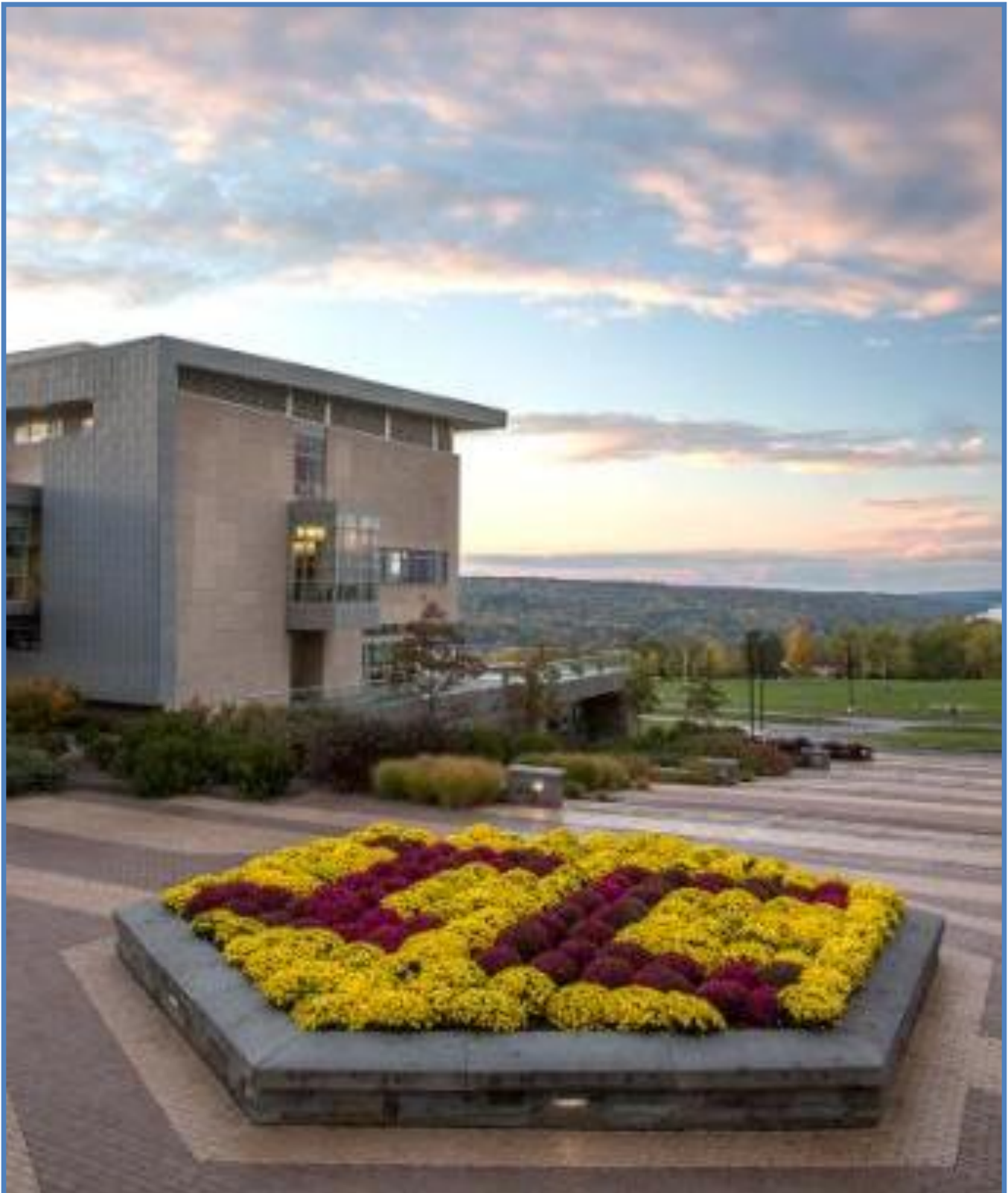


July 2018



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BOARD OF TRUSTEES  
(Includes: Board Secretary Duties, Board Relations, Board Events)  
LEGAL AFFAIRS  
(Includes: Compliance, Litigation, Investigations, Contracts, Legal Research)  
RISK MANAGEMENT AND INSURANCE  
(Includes: Enterprise Risk Management, Property and Casualty Insurance, Claims and Loss Recovery, Loss Control and Risk Awareness)



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