



# ITHACA COLLEGE

Leadership Profile

Vice President for Institutional Advancement



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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 Institutional Advancement. It is designed to assist qualified individuals in assessing their interest.

## Opportunity and Summary of Position

Ithaca College, a private institution renowned for its undergraduate liberal arts curriculum and pre-professional and graduate programs, seeks an accomplished and visionary leader to serve as vice president for institutional advancement. The vice president reports directly to President [Dr. Shirley M. Collado](#), partners with a dynamic and energetic senior leadership team and inspires a culture of philanthropy, advocacy and commitment to Ithaca College and its legacy.

[Ithaca College](#) (IC) strives to be the standard-bearer for residential comprehensive colleges, fostering intellect, creativity and character in an active, student-centered learning community, making Ithaca a destination for work and life. Ithaca College stands apart nationally as one residential college that includes five schools – School of Business, Roy H. Park School of Communications, School of Health Sciences and Human Performance, School of Humanities and Sciences and School of Music – that collectively offer more than 100 bachelor's, master's and doctoral degree programs to 6,200 undergraduates and 460 graduate students. Faculty and staff at the college take great pride in supporting the learning environment for students.

The vice president for institutional advancement joins IC at an exciting time of change and progress. In fall 2019, the college will launch a transformational strategic plan, [Imagining Ithaca](#). This plan will serve as the scaffolding from which to build new and interdisciplinary fundraising priorities and a visionary case for support. To complement the strategic plan, the vice president will partner with IC's senior leadership and members of its deeply committed board of trustees to shape and lead a future comprehensive campaign.

To this end, the vice president will assess IC's current advancement infrastructure and staffing in preparation for ambitious fundraising and engagement efforts. IC seeks a vice president who will raise the advancement program to new levels of quality and effectiveness and continue to enhance its strong culture of collaboration and collegiality. The vice president must be a talented and proven principal gift fundraiser able to inspire and model best practices for the advancement staff, its volunteers and senior administrative and academic leadership.

The vice president must resonate with the college's mission, articulate its history, and demonstrate significant intellectual curiosity, characterized by the ability to translate the work of the faculty and academic programs. Diversity, equity and inclusion are core values of the college and it is expected that the new vice president will have a proven record of impact in these areas. Strong leadership skills are an imperative as this organization responds to increasing expectations for philanthropy. A bachelor's degree is required; an advanced degree is preferred. The ideal candidate will have a minimum of 10 years of professional experience in a higher education setting.

*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 Vice President for Institutional Advancement

The vice president will join a leadership team committed to evolving and strengthening every part of the Ithaca College experience. As a strategic partner committed to the college's success, the vice president must be a results-oriented, high-performing leader who thrives in a dynamic, collaborative and resourceful environment. The vice president will be a driven, innovative and skilled leader and manager who values high engagement with faculty, staff, students, alumni and community stakeholders and is committed to working in a culture that fully embraces the role of shared governance. The vice president must be exceptionally adroit in employing contemporary advancement strategies and seek to maximize efficiency and effectiveness in service of transformational results.

## Opportunities and Expectations for Leadership

Major priorities, opportunities and challenges for the vice president in advancing the college's agenda include:

### **The Promise of an Ambitious Strategic and Successful Campaign**

The vice president will formulate and launch an inspired and compelling comprehensive campaign. With a new, refreshed vision for the institution guided by an ambitious and thoughtful strategic plan, IC stands poised to energize its philanthropic base and attract new advocates and donors. The vice president will craft fundraising priorities and a framework that is mindful of the size, scope and mission of Ithaca College and reflects a knowledge of and appreciation for the challenges and opportunities of enrollment-dependent institutions.

Reflective of its collaborative spirit, the entire institution has been invited to take part in developing a new strategic plan, *Imagining Ithaca*, which is grounded in a transformative and inclusive assessment of what IC can do and where it wants to go, given its resources, innovative history and mission. The plan is to be approved by the board of trustees in June 2019 with a formal launch in the fall.

The vice president will arrive at the perfect time to kick off a robust campaign readiness assessment and planning process to compliment and celebrate this significant and transformative milestone in IC's history. The vice president will lead the charge collaboratively with the president, academic and administrative leadership and trustees. The vice president will set the stage, model best practices and inspire a culture of philanthropic giving unlike ever before.

### **Building a Strong Culture of Philanthropy**

Ithaca College has long been a prominent cultural institution for the surrounding community and engenders a sense of "home" for its students, staff, faculty, alumni and donors. As the institution grows, there is an opportunity to further expand its network of friends and intentionally build a pathway of potential philanthropic support across all Ithaca College stakeholders and sectors. The new vice president will inherit a solid and successful fundraising platform from which to grow its outreach into new markets including entrepreneurial and

philanthropic partnerships. IC is especially poised at this moment in its history to significantly invigorate its alumni engagement and strategy across all philanthropic area (i.e., foundations, friends of the college, parents, local/federal government, etc.).

It is imperative that the vice president, president and senior leadership continue to highlight the importance of an engaged and active constituency and the impact of philanthropic support at IC. Ambitious fundraising priorities will accompany the *Imagining Ithaca* strategic plan, so it will be of critical importance that the vice president work collaboratively with the president, senior leadership, deans, faculty and board members to identify and cultivate relationships with potential donors, while inspiring principal and legacy giving in all forms. The vice president will be a critical partner in matching strategic priorities to fundraising opportunities. The vice president is expected to utilize IC's senior leadership team's passion and commitment to philanthropic activity and donor cultivation at its fullest potential. A particularly important collaboration in this next era of philanthropic strategy will be the vice president and provost & senior vice president for academic affairs, [Dr. La Jerne Terry Cornish](#). Dr. Cornish is also the co-chair of the strategic plan. In concert with the president, the vice president and Dr. Cornish will work with the deans and other senior leaders to align the division's fundraising and engagement goals with the academic vision to support ongoing philanthropic engagement, solicitation and stewardship.

Likewise, the vice president will motivate and inspire Ithaca College's board members in their personal philanthropic commitments – both in assuming leadership responsibility and making transformative financial impact. The 25-member [board of trustees](#) has experienced its own resurgence in recent years. The president and board have recently attracted outstanding new trustees from wide range of industries, geography, expertise and walks of life. The board has also affirmed its commitment to inclusive excellence and to better representing the lived experiences of the students IC serves. Members of the board are called upon to utilize their experience and intellect to move the institution forward and as a result, the board has recruited a number of new members. The *Institutional Advancement and Campaign Committee* is charged with reviewing all advancement and external relations programs and ensuring the achievement of engagement and philanthropic goals. It is expected that the trustees will both give at a level of personal significance and raise philanthropic contributions as part of their service to the board.

Representing Ithaca College's 70,000 alumni is the 24-member [Alumni Association Board of Directors](#) which demonstrates its support through event participation, volunteerism and philanthropy and collaboration with the board of trustees. Appointments are made through an annual nomination process and members serve two consecutive, three-year terms. The board of trustees also includes at least one alumni trustee. The vice president will continue to take an entrepreneurial approach to expanding IC's governance structures in ways that will serve the institution well into its future.

## **Assessment**

The IC [institutional advancement](#) program has grown fundraising and engagement results during each of the last five fiscal years, with successive annual commitments moving from \$8.5 million in FY2014 to \$12.3 million in FY2018 (cash). In the absence of a campaign, the fundraising team has been most focused on annual targets, with a particular emphasis on

financial aid and scholarship, to attract students of the highest academic achievement and globally minded citizens.

As the new vice president prepares for this next comprehensive campaign, an assessment of the advancement infrastructure and resources will commence. The vice president must utilize the strength of content expertise in prospect research and data analytics with the *Ellucian CFM Advance* donor management software. The College utilizes FUNDRIVER, a Blackboard produce, as the endowment accounting software and familiarity with this software and willingness to collaborate with the college's accounting team will be critical. Additionally, the college is rolling out a new CRM platform that will provide an opportunity for further data integration with enrollment management, student affairs and athletics, ultimately leading to more robust prospect records.

President Collado has made a clear and definitive commitment to providing the strategic resources necessary to shape a successful advancement program, and the vice president will play an important role in the evaluation of present state and forecasting for the needs of a resourceful, innovative, best practices operation. The division will require a skilled leader to determine optimal staffing, resource allocation and a pre-campaign strategy that builds on the work already started towards deepening engagement and inspiring transformational gifts.

At present, the IC advancement team employs a centralized model focused on giving level – annual, leadership and principal gifts, as well as constituent engagement – alumni, volunteer and board relations with liaison relationships to each of the academic and administrative divisions. The new vice president must assess this model based on the needs of each academic and administrative department across the college to ensure that philanthropic activity is at its highest potential internal and external to the division. The vice president will direct, design and implement strategies that maximize personal engagement and produce increasing levels of support for IC, including an operating plan with targeted priorities, annual goals, objectives and strategies that align with individual academic and administrative department needs.

An organizational chart is available at the end of this document.

## **Constituent Engagement**

Developing a strong culture of philanthropy starts with deep, early engagement with events and volunteer opportunities and then progresses to a role of transformational leadership and philanthropic impact to the institution. More focus has been placed on starting these relationships as students progress through their undergraduate years. For example, IC has recently hired dedicated cross-divisional staff to focus on alumni volunteers and programming.

Ithaca College is deeply committed to a culture that advances diversity, equity and inclusion in all its forms and the vice president's vision for constituent engagement, fundraising priorities and staffing must reflect that broad vision and values. Therefore, the identification of new affinity groups, prospect cultivation, leadership appointments and more, must be assembled with the broadest constituencies in mind.

The academic, student affairs, and enrollment management divisions are particularly important partners in tracking alumni involved in institutional programming and volunteerism. Faculty and administrators have the capacity to identify affinity and inclination for a deeper philanthropic relationship. The new vice president will continue to collaborate with partners across the campus to strengthen constituent and volunteer engagement with an entrepreneurial and philanthropic lens.

The president, senior leadership team, deans, faculty and staff leaders have demonstrated an excitement and eagerness to partner with the advancement staff to deepen a philanthropic culture and sense of belonging for all its constituency. This commitment will be an important asset to a future campaign. It is the president's expectation that all academic and administrative leadership be involved in philanthropic activity. The vice president and the advancement staff will leverage the relationships that the academic and administrative leaders and faculty members have with alumni and friends to strengthen and refresh the college's donor pipeline and increase rates of event engagement, philanthropic resources and volunteerism.



## Personal Qualifications and Personal Qualities

Accomplishing these tasks requires an advancement leader of considerable experience and accomplishment. Demonstrating a successful track record as a major and/or principal gift fundraiser and progressively responsible advancement leadership experience, is required. Superior strategic skills are of the utmost importance, as are excellent relationship-building skills and significant financial acumen, including the ability to work in an efficient and fiscally conscious institution. A bachelor's degree is required; an advanced degree is preferred.

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

### **Leadership and Vision**

- Capacity to develop a clear vision and strategy consistent with the college's mission and best practices, and the leadership and talent to advance the division and make it a national model for development, alumni relations and philanthropic culture;
- Ability to align one's leadership and goals with an ambitious and inclusive strategic plan;
- Executive skills capable of leading change management and developing a high-performing team that delivers results and demonstrates integrity, collaboration and a customer-centric approach;
- Collaborative leadership style with a deep appreciation for the value of shared governance;
- A problem solver and risk taker who can work seamlessly across the institution, connecting with all key stakeholders;
- Strategic thinking with the ability to collaboratively contribute to the senior leadership team in areas directly related to the internal and external factors that constitute strong, innovative institutions of higher education;
- 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.

### **Advancement Expertise**

- Comprehensive knowledge of development, alumni engagement and constituent relations' role and function in higher education;
- A broad comprehension of the trends, challenges and opportunities facing higher education with particular expertise related to contemporary advancement programming;

- Personal success in identifying, cultivating, soliciting, securing and stewarding donors at the principal gift levels;
- Leadership experience in a comprehensive or capital campaign of considerable scope and complexity, including planning and execution; and
- Sophisticated utilization of institutional leadership and volunteers to grow a pipeline of philanthropic support.

### **Management and Innovation**

- Experience in building, managing and supporting a strong and innovative staff that is dedicated to the goals of the division and institution and encouraged to pursue personal and professional development opportunities to advance their career;
- Proven track record of attracting and retaining advancement professionals and creating a culture of assessment and accountability;
- Ability to engage in constant strategic analysis of opportunities and challenges and to produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes;
- Demonstrated record in managing change for a diverse and complex organization;
- Exceptional skill as a leader and manager with the ability to inspire and support professional development;
- Able to make a broad assessment of current state and critical decisions and provide a roadmap for the needs and vision of a comprehensive, contemporary advancement operation;
- Genuine enjoyment in leading, managing and implementing large-scale innovation; and
- Record of success with innovative strategies at the division and institution-wide level, along with a willingness to take creative risks.

### **Record of Advancing Diversity, Equity and Inclusion**

- Demonstrated commitment to advancing diversity, equity, inclusion and full participation so as to align with the college's values and president's vision for Ithaca College;
- Ability to centrally place the values of diversity, equity and inclusion into the central operations and goals of institutional advancement; and
- A proven history of identifying, recruiting and retaining employees from diverse backgrounds and increasing cultural, socioeconomic, racial, sexual orientation and gender identity and expression.



## **Technological and Analytical Sophistication**

- Experience and understanding of how institutional technology platforms can be utilized to optimize advancement activity resulting in the expansion of prospect pipeline and engagement opportunities and efficient and effective use of fundraising and engagement officers in their efforts to cultivate, solicit and steward;
- Ability to produce regular and systematic comparative reports that detail fundraising and engagement activity and moves management strategy to forecast for revenue and shift strategies as philanthropic priorities emerge; and
- Understanding of national and international trends in higher education and ability to employ data effectively in advancement and institution-wide planning.

## **Communication and Collaboration**

- Propensity to inspire cross collaborative community partnerships both on and off-campus and within and beyond the advancement division in the best interest of success for the institution as a whole;
- Effective communication skills and strong interpersonal skills that engender trust and collaboration; and
- Confidence as a leader who values relationships with faculty, students, staff, donors, alumni and senior leadership equally.

## Ithaca College: An Overview

Ithaca College (IC) provides a rigorous education blending liberal arts and professional programs of study. The college is currently in the process of creating a transformational strategic plan and will launch implementation of *Imagining Ithaca* in fall 2019. For more information on *Imagining Ithaca* see [www.ithaca.edu/imagining-ithaca](http://www.ithaca.edu/imagining-ithaca).

Learning at IC extends beyond the classroom to encompass a broad range of residential, professional and co-curricular opportunities. The college was founded in 1892 as [Ithaca Conservatory of Music](#) with roots in theory, practice and performance. Today it is known as a largely undergraduate institution with a liberal arts core that is fueled by the power of practice and professional education. Faculty members at Ithaca College are deeply committed to the education and development of their students and invest the time and energy to mentor and advise them. Ithaca College is committed to creating an inclusive environment and attracting a diverse body of students, faculty and staff. All members of the college community are encouraged to achieve excellence in their chosen fields and to share the responsibilities of citizenship and service in the global community.

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

### **Governance**

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

### **Academics**

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

The [School of Humanities and Sciences](#) strives to advance the study and practice of the liberal arts as the dynamic core of our comprehensive college. Education in the School of Humanities and Sciences prepares students for life in a rapidly changing, multicultural and globally inclusive

world. Liberal arts programs of study are designed so that students develop intellectual flexibility, critical literacies and the ability to integrate learning and socially responsible action. Academic programs within the school also prepare students for successful careers in the professions, public service, teaching, business and industry, theatre and the fine arts. The bachelor of arts, bachelor of science, and bachelor of fine arts degree programs are excellent preparation for professional and graduate study.

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

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

The School of Business was recently named one of the top 100 undergraduate business schools in the nation by [Poets and Quants](#). 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 widely acknowledged as a leader in communications education, having begun offering courses in radio in the 1930s and currently offering a comprehensive array of 10 undergraduate majors that span the applications of media, as well as two professional low-residency/online master's degrees with an overall enrollment of over 1,800. Classroom learning is enhanced by seven student-led co-curricular media organizations each with their own full-time professional staff advisor: ICTV (the oldest and longest-running student cable channel), WICB-FM (often ranking the top radio station in our market), VIC radio (streaming), *The Ithacan* (weekly print and daily digital newspaper), Park Productions (work-for-hire media production house), The Studio (an incubator for student entertainment media ideas that are produced and distributed), and Park Promotions (in-house news, social media and event promotion).

Student success is supported by faculty who are active scholars and media creators, professional advisors and career development coordinators, and technical support for over \$20 million of studio and portable media gear and studios. Each year student work wins national recognition such as the Columbia Scholastic Press Association Golden Crown, Broadcast Education Association awards for television and radio shows, and recently first place in the Coca-Cola/Regal film competition where first year students won against graduate students from

Columbia University and UCLA. The Park School also runs the Pendleton Center in Los Angeles where over 150 students each year spend a semester doing full-time internships in the media industry and taking classes in the evenings.

The [School of Health Sciences and Human Performance](#) (HSHP) is distinctive in that its 13 undergraduate degree programs and six graduate programs prepare students for a broad spectrum of health professions careers. As undergraduates, students ready themselves for careers in exercise science, health care management, medicine or allied health, public health, outdoor adventure leadership, therapeutic recreation and health or physical education. Undergraduate students from across campus can also choose from 11 minors within HSHP. Students may continue on in our programs to obtain graduate degrees in exercise science, occupational therapy, speech-language pathology, as well as a doctorate in physical therapy. Our HSHP Pre-professional Program allows first- and second-year students to explore a range of health-related fields and benefit from special academic counseling before declaring a major.

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

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

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

**Strategic Planning Efforts:**

[www.ithaca.edu/imagining-ithaca](http://www.ithaca.edu/imagining-ithaca)

**Co-curricular Activities:**

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

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

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

**Campus Climate Study:**

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

**Institutional Accreditation:**

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

## Ithaca, New York

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

Additional information about Ithaca College is available at [ithaca.edu](http://ithaca.edu). Information about the area surrounding the college can be found at the following websites:

- [LiveinIthaca.org](http://LiveinIthaca.org)
- [Tompkins County Chamber of Commerce](#)
- [Finger Lakes Tourism Alliance](#)
- [Ithaca Visitors Bureau](#)

## Procedure for Candidacy

Inquiries, nominations and applications are invited. For formal consideration, applicants should submit a resume and cover letter in response to the opportunities and expectations described within this leadership profile. Review of applications has begun and will continue until the position is filled.

All materials should be sent electronically via e-mail to Ithaca College's consultants Robin Mamlet and Melissa Fincher at [IthacaAdvancement@wittkiewfer.com](mailto:IthacaAdvancement@wittkiewfer.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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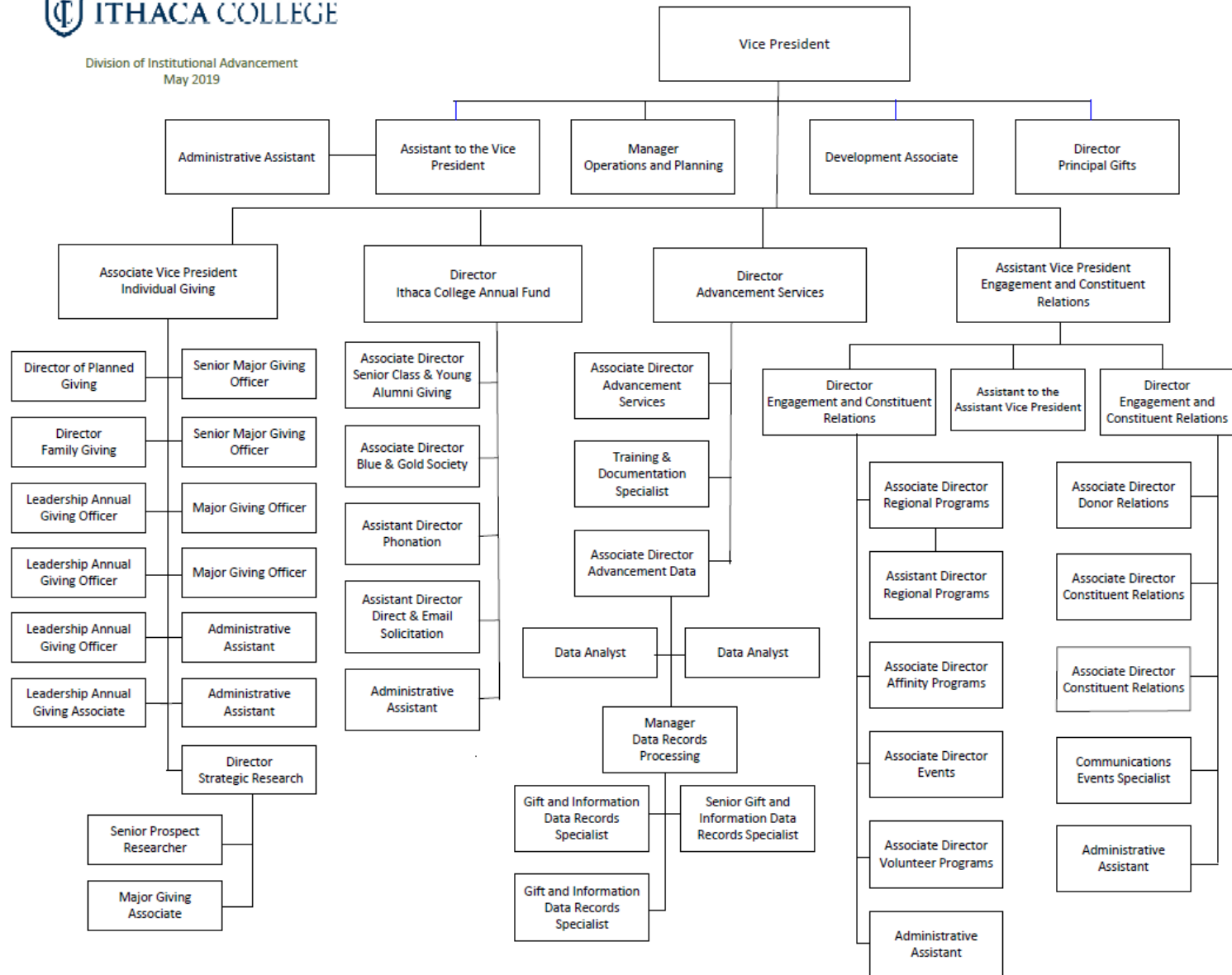
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Division of Institutional Advancement  
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