



# ITHACA COLLEGE

Leadership Profile

## Vice President, Marketing and Enrollment Strategy



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This leadership profile is intended to provide information about Ithaca College and the position of vice president, marketing and enrollment strategy. 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 strategist and leader to serve in the critically important role of vice president for marketing and enrollment strategy. The vice president reports directly to college president Dr. Shirley M. Collado, providing leadership and fostering strategic collaborations that drive organizational effectiveness, innovation and long-range planning in support of the college's vision, mission and values. 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).

Ithaca College (IC) strives to be the standard 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 – the School of Business, Roy H. Park School of Communications, School of Health Sciences and Human Performance, School of Humanities and Sciences and School of Music – that collectively offer more than 100 bachelors, master's and doctoral degree programs 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 inaugural vice president for marketing and enrollment strategy will oversee undergraduate and graduate admission, student financial services, analytics and institutional research, and institutional marketing, envisioning and advancing an innovative marketing strategy for the college that is integrally related to and stems from a trailblazing enrollment strategy, both of which will be informed by data and analytics. Serving as a strategic partner to Ithaca's senior academic and administrative leadership, the vice president will fill a critical position and be a key leader in shaping the college's future. In providing dynamic and bold leadership of both marketing and enrollment, the vice president will develop and implement a creative, aggressive and symbiotic plan that employs cutting-edge technology and embraces the best use of data to communicate institutional distinctiveness and advance Ithaca's mission to attract an increasingly broad and diverse national and global cross-section of students.

The successful candidate will understand current and future national and global trends and bring vision, innovation, integrity, significant strategic and analytical capacity, and exceptional communication and technological skills. The new vice president will grasp the power of institutional and national research in informing Ithaca's enrollment and marketing strategies and will bring experience harnessing the complex interplay between these two vital areas. In addition, the vice president will be a strong manager, leader and collaborator who is adept at implementing change and forging productive partnerships with senior leadership and others across the institution. A deep commitment to the values of diversity, equity, inclusion, full participation and a proven record of impact in these areas are essential. A bachelor's degree is required; candidates with an earned advanced or terminal degree will have an advantage.

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 Division of Marketing and Enrollment Strategy

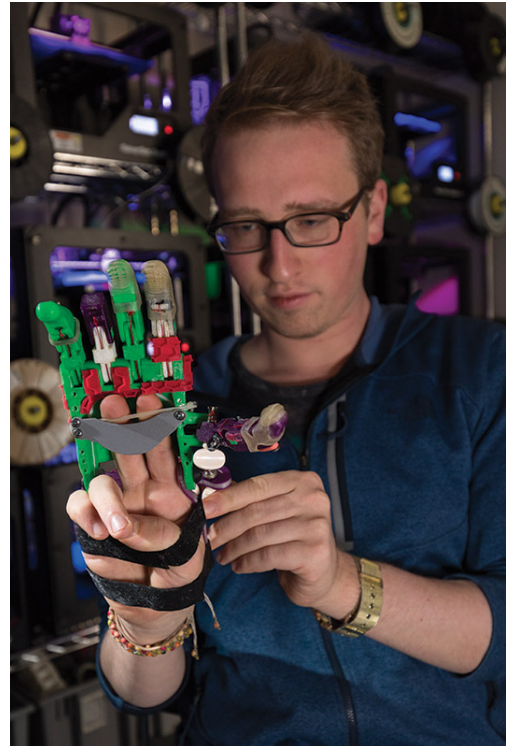
The new Division of Marketing and Enrollment Strategy will be tasked with marketing the college strategically and wisely to advance IC's overall presence; expand the college's reach and penetration in enrollment; and support the college's strategies for engagement, volunteering and philanthropy. The division will be centered around a vision of collaborative work with the entire IC community to position the college in the public imagination and to help attract, enroll, retain, graduate and foster lifelong engagement of a talented and diverse student body that is dedicated to changing the world for the better.

### Marketing

The college's marketing and creative professionals collaborate closely with one another and with the communications division to refine the ways in which Ithaca College tells its story as an institution and positions itself among its peers, with its families and students, and among alumni, working to reinforce IC's dynamic institutional identity as a destination for learning, work and life. The team strives to create an audience-centered approach driven by research, testing, measurement and cycles of data-based iteration.

### Enrollment

Enrollment at Ithaca consists of 64 staff across admission and student financial services who serve to realize the college's undergraduate and graduate student enrollment goals.



Ithaca College attracts students from 48 states and 54 countries. In fall 2018, Ithaca's degree seeking enrollment was approximately 6,700, including 6,200 undergraduate students and 460 graduate students.

For the first-year class entering in fall 2018, Ithaca drew 15,278 applications, admitted 10,472 and enrolled 1,666. The transfer class enrolling in 2018 engendered 476 applications: 231 were admitted and 87 were enrolled. The profile of the class of 2022 included 43 percent men and 57 percent women, 27 percent students of color (Native American, Asian, Black, Hispanic/Latino, Native Hawaiian or other Pacific Islander, and two or more races) three percent non-resident alien/international and an average high school GPA of 3.35. Seventy-nine percent of entering freshmen graduate from Ithaca within five years.

IC utilizes The Common Application and is test optional. Students can submit applications for early decision (deadline November 1), early action (deadline December 1) and regular decision (deadline February 1). The college engages in a holistic review of each application. It is focused on the rigor of curriculum and the level of success demonstrated in academic work. The college

takes into consideration recommendations, the essay and extracurricular activities. If class rank or standardized test scores are provided, those are included in the review. For programs in music or theatre arts that require a pre-screening submission, audition or interview, talent is an important factor.

Engagement is at the core of an Ithaca College education — the students who are most successful at IC are those who are engaged, in and out of the classroom. The college considers demonstrated interest in and engagement with IC when reviewing admission applications.

Ithaca also supports the choice of admitted students to take a semester or year off between high school graduation and college. The college reviews requests to postpone enrollment for a semester or year on a case-by-case basis, and students are asked to include their reason(s) for deferring admission as well as their tentative plans for their gap semester or year.

Ithaca College participates in a wide variety of aid programs designed to meet the needs of most students. All applicants and continuing students are eligible to apply for aid programs that are available as scholarships, grants, loans and work. In 2018-19, the college disbursed more than \$136 million in institutional financial aid to more than 5,900 students, and 91 percent of Ithaca College students received grants, scholarships and need-based aid. More than \$39 million in scholarships were awarded to enrolled first-year students in 2018-19.

For 2018–19, the cost of undergraduate attendance, including tuition, room and board, and estimated book and personal expenses, is \$60,740. Additional information about tuition, fees and aid may be found at <https://www.ithaca.edu/tuition-financial-aid/undergraduate-costs-financial-aid>.

## **Analytics and Institutional Research**

The Office of Analytics and Institutional Research (AIR), composed of seven staff, is a strategic partner with the campus community transforming institutional data into accurate, accessible and actionable information and advancing a culture of data-informed decision making to support Ithaca College's mission. AIR assists the college through work on predictive analytics, statistical modeling and analysis, enrollment planning, data warehousing, data governance, research and reporting.

## **The Role of the Vice President for Marketing and Enrollment Strategy**

The vice president for marketing and enrollment strategy will serve as the college's chief enrollment officer and will be responsible for ensuring that the college's marketing strategy and structure are both innovative and sustainable. As the leader of this new unit, the vice president will imagine and execute a bold plan for a forward-thinking, creative and continuously evolving marketing and enrollment strategy that will meet the highest aspirations of the institution.

The ability to continue to attract and retain an accomplished, multi-faceted and diverse domestic and international student body is critical to the college's future. Reporting to the president and working collaboratively with the provost and other vice presidents, the new



leader will assume broad leadership within the institution, providing the vision, strategy and operational direction to enhance the college's current and future strategic positioning in the market and its student enrollment.

The new vice president is expected to oversee the overarching marketing and creative strategy for the college collaborating with and advising/consulting partners across IC. Working collaboratively with other campus partners, the vice president will sponsor the development and implementation of a marketing strategy that is backed by analytics and communicates the strengths of Ithaca's academic and student-life programs to prospective students and their influencers. Partnering closely with leaders in the Division of Institutional Advancement, the vice president also will sponsor the development and implementation of a marketing strategy that inspires alumni, parents and friends to engage meaningfully in the life of the college and sustain or increase levels of participation and support.

The vice president will also provide leadership in the area of institutional research: generating, analyzing and publishing institutional research data as appropriate to inform institutional decision making; tracking institutional progress toward the accomplishment of organizational goals and satisfying institutional reporting requirements; and facilitating information gathering in a way that enhances cross-departmental communication and empowers, emboldens and trains others in the use of data and analysis.

The vice president will serve as a key member of a dynamic and diverse senior team with rich experience from a variety of sectors inside and outside of higher education. The senior leadership team provides guidance and leadership for the entire college. The new marketing



and enrollment leader will oversee a full-time staff and manage an operating budget with responsibilities including direct oversight of undergraduate and graduate admission, student financial services, analytics and institutional research, and institutional marketing.

## Personal Qualifications and Personal Qualities

Ithaca College seeks a driven, innovative and highly skilled vice president to serve as a strategic partner committed to the college's success as a pre-eminent institution of higher education in the 21st century. To be successful, the vice president must be a results-oriented, relationship-driven and high-performance leader who thrives in a dynamic, fast-paced environment. The role requires an innovative, driven leader and manager who values high engagement with faculty, staff and students, is committed to working in a student-centered shared governance model, is skilled in contemporary enrollment and marketing strategies and seeks to maximize efficiency and effectiveness to deliver transformational results.

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 the combined areas of institutional marketing, data analytics and enrollment;
- Ability to align one's leadership and goals with an ambitious and inclusive strategic plan;
- Executive skills capable of leading and developing a diverse, high-performing team that delivers results and demonstrates a high level of excellence;
- Collaborative leadership style with a deep appreciation for the value of shared governance;
- Student-centered problem solver and risk taker who can work seamlessly across the institution connecting with all key stakeholders;
- Strategic thinking with the ability to contribute to the senior leadership team in areas directly related to enrollment and marketing and beyond, as an expert on trends, challenges and opportunities facing higher education writ large; and
- Unquestionable integrity and moral character; an individual who the institution and community can trust completely and without reservation.

### Marketing and Enrollment Expertise

- Demonstrated commitment not only to delivering results in new student recruitment and yield, but, equally, to supporting student success, retention, graduation and lifelong engagement;
- Ability to lead the shaping of Ithaca's future student body with vision and creativity;
- A history of delivering on enrollment goals and a demonstrated ability to develop and implement successful undergraduate and graduate admission, financial aid and marketing strategies;
- Significant professional experience managing the complex interplay of marketing and recruiting strategies, enrollment goals and revenue targets, yield and financial aid, with experience and understanding of how each of these areas differs across student markets and populations;
- Experience leveraging financial aid to optimize enrollment goals;

- Proven experience delivering marketing strategies that support the attainment of strategic advancement goals, particularly those for philanthropy;
- Proven success in the execution of both complex and routine marketing strategies including the mediums of print, video and social media;
- Strong ability in distinguishing and marketing an institution against a competitive set of peer institutions and in effectively seizing and capitalizing on appropriate opportunities to expand or enhance institutional attractiveness;
- Ability to connect institutional marketing efforts with the highest strategic needs of the college and facilitate the match between the college's needs and the interests of its potential and current students, alumni, families and friends; and
- Ability to translate and/or contribute to institutional strategic planning initiatives that have implications for enrollment strategy.

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

- Demonstrated commitment to advancing diversity, equity, inclusion and full participation to align with the college's values and president's vision for Ithaca College;
- Understanding of difference, and the ability to think intentionally with an awareness of the various ways in which the campus is experienced by students of all backgrounds;
- Knowledge of the changing landscape and demographic shifts regionally, nationally and globally; vision for how an institution can evolve to meet the needs of future student populations; and
- A proven history of identifying, recruiting and enrolling students from diverse backgrounds and increasing diversity – including cultural, socioeconomic, racial, sexual orientation and gender identity and expression – at one's institution.



### **Technological and Analytical Sophistication**

- 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;
- Experience and understanding of how institutional technology platforms can be utilized to optimize enrollment results and efficient use of staff resources. Specifically, the college will be implementing a new Constituent Relationship Management (CRM) System, which will enable the college to improve its efforts spanning from enrollment, retention and student learning through alumni engagement. Another is the Enterprise Resource Planning (ERP) System, which will enable the college to better manage its human resource and finance functions as well as related information technology.
- Analytical capacity to assess the effectiveness of how recruitment and financial aid funds are employed to achieve enrollment goals;

- Ability to produce regular and systematic comparative reports that detail month-to-month as well as annual progress toward enrollment goals; and
- Understanding of national and international trends in higher education and ability to employ these data effectively in marketing, enrollment and institutional planning.

### **Change Management and Innovation**

- Deep understanding of current and future demographic and higher education trends to build an innovative marketing and enrollment strategy;
- Experience and knowledge considering a mix of educational modes and delivery models, including online, hybrid and nontraditional programs;
- Demonstrated record in managing change for a diverse and complex organization;
- Genuine enjoyment in leading, managing and implementing large-scale innovation;
- Record of success with innovative recruitment strategies along with a willingness to take creative risks for success; and
- Experience in implementing strategies of major importance to the division and to the institution.

### **Communication and Collaboration**

- Propensity to deeply value a student-centered organization and inspire cross collaborative partnerships within and beyond the division, and the organization itself;
- Effective communication skills and strong interpersonal skills that engender trust and collaboration; and
- Confidence as a leader who values relationships with faculty, students, staff, peers and senior leadership equally.

### **Management**

- Exceptional skills as a leader and manager with the ability to inspire and support professional development;
- 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
- Experience in building, managing and supporting a strong staff that is dedicated to the goals of the division and institution.

### **Education**

- A bachelor's degree is required and candidates with an earned advanced or terminal degree will have an advantage.





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

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

## Governance

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

## Academics

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

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

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

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

The 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 Preprofessional Program allows first- and second-year students to explore a range of health-related fields and benefit from special academic counseling before declaring a major.

Internships and fieldwork are an integral component of the student experience. The school maintains relationships with more than 725 organizations across the nation for student placement; many students also rotate through the four on-campus clinics to assist in treating



clients in real situations. Students also partake in meaningful research projects as undergraduates, as well as participate in interprofessional education opportunities to understand how to work in teams and with other specialties.



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

The school has maintained its reputation as one of the best programs in the nation since the college was founded as a conservatory of music. 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.



## Other Resources

### 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/oema/>

<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:

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

## Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications has begun and will continue until the position is filled. Expressions of interest and application materials should be sent electronically via e-mail to Ithaca College's consultants Robin Mamlet, Amy Crutchfield and Jessica Herrington at [IC-MES@wittkiewfer.com](mailto:IC-MES@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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