



Imagining Ithaca

Five-Year Strategic Plan

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PREFACE

In the following pages, we offer an overview of our strategic framework and goals. We begin with a brief depiction of that framework, which includes our vision, mission, values, and goals. We then provide greater detail about the context and process that produced this visionary framework. You will find here a description of the forces that guided our approach to this effort, the charge from our president, and an outline of the inclusive process that gave rise to our strategy. The next sections detail the vision, mission, values, and themes, providing explanation for how we see these working together to shape our future plans. We then share our goals and objectives, the primary substance of the plan, including some of the initiatives we expect to be part of our efforts. Finally, we look ahead to the ways we will implement this Imagining Ithaca plan and move toward a plan for Ithaca Forever.

ITHACA COLLEGE'S ENDURING FRAMEWORK

Bold Thinking for a Global Good

VISION

A global destination for
bold thinkers seeking to
build thriving communities

MISSION

Educate, engage, and empower
through theory, practice,
and performance

VALUES

Academic excellence, respect
and accountability, innovation,
sustainability, and equity



Our Five-Year Goals

We will work to actualize our vision, deliver on the promise of our mission, and enact our values by executing the following goals for Ithaca College so that together we can realize our purpose, our commitments, our investments, and our future.

For an in-depth look at the goals and objectives, see page 22 or [click here](#).

Our Purpose

Become a model for student success, engagement, and well-being, helping students to develop their unique potential

Ithaca College will become a model of a student-ready campus, with programs designed to meet students where they are and to identify and develop each learner's potential. We promote student success through high-impact experiential learning, integrated study facilitated by strong mentoring relationships, and a holistic focus on student wellness.



Our Commitments

Become a year-round campus for living and learning opportunities

Ithaca College will realize the potential to become a vibrant, 12-month, multicampus institution. Combining the strength of our physical locations with offerings rooted in our signature performing arts, health, and communications programs, we will attract national and international affiliates to our beautiful home in the Finger Lakes; to our satellite campuses in the global urban centers of London, Los Angeles, and New York City; and to an expanded Ithaca online experience.

Structurally support and value collaboration, interdisciplinarity, curricular flexibility, and shared governance

A core element of the Ithaca College experience is the combination of a strong liberal arts college with renowned professional schools. Deep integration across these disciplines gives our students the distinctive opportunity to gain in-depth professional knowledge augmented by the critical thinking skills and global awareness that will allow them to innovate and adapt to a rapidly changing economic landscape.

Develop cross-sector and community partnerships that address challenging issues, optimize the use of resources, and serve the public good

Ithaca College's vision to create "thriving communities" demonstrates our strong commitment to our local and global communities. Our students gain valuable experience with our community partners, strengthening both our campus and our community. Our students prepare to engage the most challenging problems our world faces today—climate change and its ramifications—and we live our values by modeling careful stewardship of our shared resources.

Become a national model for colleges committed to the values of diversity, equity, and inclusion

Ithaca College understands that a deep commitment to our communities requires that we embrace an equity framework and value diversity to honor and mirror the lived experiences of our students. We will become a national model for inclusive excellence in higher education. We value diversity as a source of strength for our community that will build understanding and fuel vibrancy, creativity, and innovation on our campus.



Our Investments

Determine and maintain an appropriate and sustainable size for our programs and structures, and the associated resources, at every level of the institution

To face the dynamic higher education landscape, we maintain a deep commitment to the financial sustainability of the institution. From a nimble and comprehensive enrollment strategy to an evolving and strategic analysis of our academic and professional resources, we will be positioned to deliver the Ithaca College experience to future generations of students and learners.

Commit to being an employer of choice

Investing in employees strengthens the college by cultivating and retaining our talent and by providing holistic support for our employees. Ithaca College will provide a workplace that allows employees to develop their careers, expand their capabilities, and see the college as an active partner in sustaining the lives of faculty, staff, and their families.

Advance the Campus Master Plan and improve space utilization to enhance the student experience and promote teaching and learning

The physical campus is as much a living entity as the people who inhabit it, and the college's growth and evolution directly support the educational life of the institution. This plan will transform parts of the campus to provide spaces for formal and informal gathering, to make the campus more connected, and to create living spaces that foster an integrative education.

Our Future

Cultivate an Ithaca Forever community, inspired by the power of the Ithaca College experience

Ithaca College's alumni are among our most valuable resources. We seek to build a community devoted to Ithaca Forever, sharing our talents and developing relationships and skills that will serve a lifetime of learning and growth. Through the power of social, educational, and economic connections to the college, we will put Ithaca College firmly on the path to another 125 years of excellence in education.

An Urgent Need, a Long-Term Aspiration

Responding to the Imperatives of This Moment

This plan—and the process that generated it—needed to be different from anything that previously had been developed at Ithaca College. We were driven by two equally pressing sets of forces:

The need to anticipate and respond to dramatic shifts in higher education

The need to unify the Ithaca College community and engender trust, transparency, and participation across constituencies

For these reasons, this process set out to embrace the following:

Boldness Big ideas that are distinctive to Ithaca College and anticipate the changes in higher education in potentially game-changing ways

Inclusiveness and trust A deeply transparent and fundamentally collaborative process that enables all of our constituent groups to be heard and contribute to the future of the college

Financial sustainability A brave and thoughtful Ithaca Forever plan to lay the groundwork that maps a new economic model for the college by decreasing reliance on tuition, managing expenses thoughtfully, and stewarding resources wisely to ensure that the college will continue to transform the lives of students for many generations to come



“Bold Realism”: A Galvanizing Charge

On October 15, 2018, President Shirley M. Collado delivered a message and an official charge to the newly formed Imagining Ithaca steering committee to anchor efforts in creating a comprehensive strategic plan for the college. She wrote:

This is a critical moment in the evolution of Ithaca College, one that arrives 126 years since our founding as the Ithaca Conservatory of Music in 1892. Then, as now, we offered a rich learning experience, one that was equally rigorous in its academic depth and its cultivation of creative expression. Then, as now, our campus was a place where one could gain an education steeped in three elements: theory, practice, and performance. These anchors have been a touchstone as our institution added programs and disciplines, grounding us not only within our educational vision, but serving as a thread that connects us to our past, a thread we must hold as we create our future.

As we embark upon a strategic planning process this year, we are called upon to envision the next revolution in the evolution of Ithaca College. This moment asks our community to not only imagine Ithaca, but to craft and embody a strategic plan that will harness the talent of our people, the potential of our resources, and our collective energy in service of our institution and our students. We do this vital work in the context of a higher education landscape that is rapidly changing, and within a national dialogue that oftentimes questions the importance and value of a college experience. Our work this year is urgent and timely. It requires courage and tenacity, vision and clarity. It is a critical continuation of our 126-year history, and must reflect, sustain, and advance our mission and our values.

The promise of Ithaca College is central to our academic mission and to the success of the people who live, learn, and work here. Last year, I engaged in conversations with our community about our college. Major areas of focus emerged, namely: our ability to provide a transformative student experience; financial innovation and sustainability for our people, our environment, and our resources; our identity as one college; and our dedication to innovative, collaborative teaching and learning. The strategic planning steering committee’s work will build upon these areas of focus, and seek to ask thoughtful and challenging questions such as:

How does Ithaca College establish a unified culture of personal and intellectual transformation for students, staff, and faculty, one that is rooted in academic excellence and the relentless expectation of full participation, collaboration, and equity for all?

How can Ithaca College create an expansive vision of what it means to be an innovative and sustainable institution—financially, environmentally, academically, and culturally—while investing ourselves fully as a private college that serves the public good?

With these questions in mind and informed by the deep conversations our community has already engaged in, I charge the Ithaca College Strategic Planning Steering Committee with the following:

Embrace Bold Realism

This group is guiding one of the most important processes in the history of Ithaca College. Do this work from a place of passionate and daring vision deeply grounded in a heartfelt dedication to honoring the intention and expectation of our revised mission, vision, and values. Yours is a courageous, difficult enterprise. It will call upon you, as an individual and as a collective, to realistically prioritize the college's goals and make far-reaching, bold decisions that affect every aspect of our institution. Ensure that you do this within the context of data-rich evidence, applicable best practices, and an acknowledgement of our community's hopes and dreams. At the same time, you must demonstrate an unshakable commitment to forward-thinking innovation that honors our history, our present, and the promise of our future.

Acknowledge the Urgency and Profundity of This Moment

Continuing the status quo is simply not an option if Ithaca College is to remain relevant as an institution of higher education and thrive in a national landscape that is increasingly challenging and ever-changing. Historically, our evolution as a viable and vibrant academic hub has been due to the magnetism of our college community—our intellectual capital, our creative vision, our willingness to take significant chances and our courage in asking for support around those risks. These factors have driven our growth from a music conservatory with an inaugural student enrollment of 125 to a nationally ranked institution that encompasses a campus community of nearly 6,500 students, 750 faculty, and 900 staff. In this moment, it is urgent for you to channel the spirit and the example found within our history to craft our future. I urge you to envision our strength as one college, unified by our shared investment in a transformative learning experience for all our students. Likewise, realize your responsibility to craft a visionary, nimble, and sustainable future for the institution.

Activate an Uncompromisingly Excellent Ithaca College Student Experience

At the heart of your work lies an unwavering commitment to the excellence of the Ithaca College student experience. Establish and sustain a steady focus on the quality of this experience. Constantly bear in mind the importance of the personal transformation and self-actualization that our students find on this campus. Honor this journey by prizing our academic enterprise; by strengthening our commitment to a learning community that values full participation, wellness, wholeness, and inclusion; by encouraging all on our campus to collectively invest in our students as today's learners and tomorrow's leaders.

Ithaca College is at a pivotal point in our 126-year history. Your work will open a new chapter for the college, one that raises the curtain on our future by defining our values, realizing our promise, and enabling our continued trajectory of distinction as an innovative, enterprising institution of higher education within a changing world.

The Importance of the Process

This charge from President Collado emphasized the need for this process to be distinctive, to build on the rich history of creativity and innovation at Ithaca College, and to tap the collective energy and resources of our community in developing this plan. The process was specifically designed to be bold, to be inclusive, and to meaningfully incorporate the college community, broadly defined, in order to meet this directive.

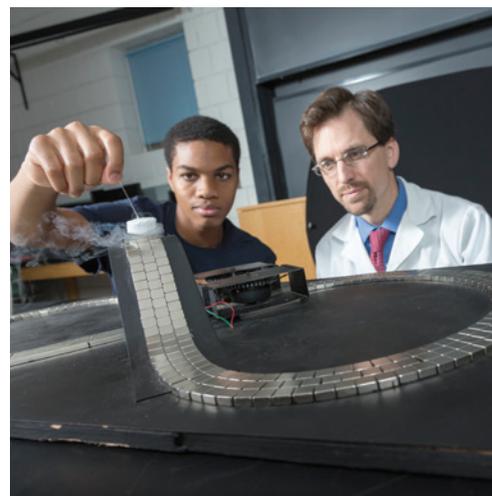
For this planning process to be effective, two potentially opposing needs required ambitious, focused effort:

Developing the plan quickly enough to make progress and supply timely and much-needed direction for the college

Working inclusively and transparently to ensure that members of the Ithaca College community would agree to contribute ideas productively and, ultimately, that they would come to trust and support the decisions the plan would require

If speed came at the cost of inclusiveness or if inclusiveness came at the cost of speed, the plan would experience high barriers to successful implementation. We therefore asked community members to give significant time and frequent cycles of feedback or analysis during the ambitious, two-semester planning process.

In return, we shared frequent, detailed updates about both the process and the substance under development, offered multiple modes of involvement, demonstrated evidence of incorporating community feedback in real time, and engaged in frank discussion about the challenges and opportunities the college was facing.



Driving Principles

We chose to call the planning process *Imagining Ithaca* in order to reflect an active, continually iterative process of envisioning Ithaca College's future. The co-chairs and steering committee committed to a process that held *alignment* as the core aim:

- Aligning the priorities of IC with the needs of future students
- Aligning IC with the realities of the changing market for higher education
- Aligning the resources of the institution with IC's mission and vision
- Aligning the community with a shared vision and common values

To these ends, we aimed to guide the college community through a process that succeeded in the following ways:

- Empowered the community to think boldly and strategically
- Created meaningful opportunities for everyone to contribute
- Built trust through a transparent process
- Ensured that the resulting plan would be mindful of resources, opportunities, and trade-offs

Community: A Core Resource

Starting with the process design stage and continuing throughout the planning year, faculty, staff, students, alumni, local community members, external professionals, and friends of Ithaca College all played critical and generous roles in sharing knowledge, expertise, and opinions that shaped the plan. Intentional effort was made to represent each of these stakeholder groups on the Ithaca College Strategic Planning Steering Committee. The steering committee and work groups strove to generate engagement from as many corners of the community as possible—not remaining content to engage mainly with traditional channels and groups but rather seeking out those who were reluctant to participate due to distrust, disconnection, or past experience.

In the end, 221 people either nominated themselves or were nominated by others for positions on the steering committee, in work groups, or in other roles in the planning process. More than 600 attendees participated in events hosted by the steering committee. Over 350 additional people participated through the steering committee's attendance at established, regular events such as council meetings and school retreats. More than 950 people, therefore, attended events related to the plan. Further, more than 30 focus groups and work group-sponsored presentations were held. Finally, more than 100 people responded to web-based surveys regarding aspects of the plan. Members of the steering committee and the work groups were in deep contact with and were listening closely to the community.

Importantly, our community had generated a large number of strategically significant data, analyses, and plans in recent years. Among those resources were the following:

- Draft Strategic Plans Developed by Each School in Fiscal Year 2017–18
- Middle States Reaccreditation Report
- Student Success Report
- Campus Climate Study
- Campus Master Plan, 2015
- Staff and Faculty Compensation Studies
- Current Ithaca College Vision and Mission Statements
- Integrative Core Curriculum Review Report
- IC 20/20 Reports
- *Presentations by Luvelle Brown (Ithaca City School District superintendent and Ithaca College trustee) and Nicole Eversley-Bradwell (interim vice president for enrollment management) on Students Soon to Be Entering College and by Tanya Saunders (assistant provost for international and extended studies) on Interdisciplinarity also informed our efforts during the process.*

These proved to be essential in educating the steering committee, identifying common themes, synthesizing ideas, and accelerating development of the goals and objectives.

The result of these efforts is a plan that was meaningfully informed by the many, many stakeholders who participated in this process. For the reasons that President Collado outlined in her charge, we believe that the significant engagement of so many will be key to the successful implementation of the plan to come.



Major Phases

PREPARING THE PROCESS

JULY 2017–MAY 2018

President Shirley M. Collado spends her first year laying groundwork for college-wide strategic planning. She emphasizes listening to community members' ideas, experiences, and concerns; fostering trust and collaboration across traditional boundaries; embracing IC's distinctive identity in higher education; and coming together with boldness to shape the college's future.

MARCH 2018

Susan Campbell Baldrige, a strategic planning consultant as well as professor of psychology and former provost at Middlebury College, begins advising Ithaca College leadership on optimal ways to embed strategic thinking into college efforts and provides ongoing advice and guidance on how to structure an effective planning process.

APRIL 2018

Discussion groups are held that are focused on creating a shared and collaborative process for strategic planning at Ithaca College. The discussion groups include the president; executive boards of the faculty, staff, and student councils; members of the senior leadership team; the deans of each school; and members of the Ithaca College Presidential Transition Team. A summary of these discussions is below.

MAY 2018

During the Ithaca College Board of Trustees meeting, Baldrige and President Collado facilitate a discussion that mirrors the ones held in April with campus groups.

JUNE–AUGUST 2018

A planning design team consisting of seven faculty and staff members is formed to draft the process. The team is charged with working over the summer to develop a process that can be ready for campus community feedback in August.



ENGAGING THE COMMUNITY, DRAFTING THE PLAN

AUGUST–SEPTEMBER 2018

Before the formal kickoff of the process, a feedback period allows the campus community an opportunity to offer input on the draft process and nominate candidates for the steering committee.

At the end of September, the steering committee is formed and shortly thereafter receives the official charge from President Collado. They begin the work of establishing operating and decision-making principles, identifying background resources to consult, and engaging the community about the overarching college vision, mission, and values that will inform the rest of the strategic planning effort.

OCTOBER–DECEMBER 2018

The steering committee reviews background resources. They begin drafting and revising vision and mission statements using community and board of trustees feedback.

JANUARY–FEBRUARY 2019

A draft values statement is created and begins revision cycles. Refinements to vision and mission continue. Three interwoven work group themes are announced, and the committee seeks nominees for the work groups. By the end of February, each work group is populated with at least 20 members—almost double the target number, reflecting high interest from the community.

MARCH–APRIL 2019

Work groups are convened and charged with developing goals and objectives based on the themes. They consult resources and experts, hold focus groups, attend departmental meetings, and shape ideas toward measurable goals and objectives. Their work is submitted to the steering committee at the end of April.

MAY–JUNE 2019

The steering committee analyzes and synthesizes the work groups' submissions in order to distill them into a small number of goals and objectives that best meet the plan's criteria and time frame. They compile these into an executive summary for review by the Ithaca College Board of Trustees at its May meeting. Following the meeting, committee co-chairs revise the plan based on board feedback and prepare this document for the June 2019 retreat, during which the board discusses and votes on the plan, unanimously approving it.



Vision, Mission, and Values

The steering committee began drafts of the vision, mission, and values in fall 2018 and revised them continually, based on community feedback, throughout the planning period.

The vision, mission, and values aim to be authentic to Ithaca College, distinctive in higher education, and enduring in their collective role as a foundation throughout the decades to come.

VISION A global destination for bold thinkers seeking to build thriving communities

MISSION Educate, engage, and empower through theory, practice, and performance

VALUES Academic excellence, respect and accountability, innovation, sustainability, and equity

VISION

The college's new vision statement:

**A global destination for bold thinkers
seeking to build thriving communities**

A good vision statement is distinctive, aspirational, future-oriented, memorable, and short. Our vision statement answers the question, “What is the difference we are trying to make in the future?”

Through the realization of the efforts in this plan, we aim to have Ithaca College become globally recognized as an institution marked by innovative thought and distinctive action in the service of the greater public good.

MISSION

The college's new mission statement:

**Educate, engage, and empower through
theory, practice, and performance**

Our mission is an enduring statement that answers the question, “What do we do, for whom, and why?” With this mission statement, we are hoping to convey that Ithaca College provides a transformational education through the exploration of ideas, the creative application of theory, the empowering potential of practice, and the joy of inspired performance.

As with the vision statement, we kept the mission statement brief. We focused on describing the core of what is truly distinctive about the things that Ithaca College does. The college's roots as a music conservatory, which anchor and unite us in “theory, practice, and performance,” felt especially important to use as it is true to our continuing educational mission and highly resonant with our campus community and prospective members alike.

VALUES

Also in this strategic planning process, we developed the first-ever values statement for the college as a whole. The process was guided by these core values, testing the goals and objectives in the plan against this values framework. These values will continue to guide the Ithaca College community in the future as we hold ourselves accountable to the ideals they define.

Academic excellence

Ithaca College views academic excellence as the integration of theory, practice, and performance. The college's distinctive fusion of the liberal arts and professional programs assumes that knowledge needs to inform and be informed by hands-on experience, real-life application, and concrete action. Curricular and co-curricular activities should provide all community members with opportunities to develop, debate, and critically evaluate strategies to address complex problems.

Respect and accountability

Mutual care, respect, and accountability are expected in all facets of institutional life. Ithaca College values every community member's dignity and seeks to create a social environment where everyone can flourish and be their authentic selves. As members of a thriving community, we demonstrate practices that foster a sense of belonging, shared responsibility, collaboration, innovation, and achievement. Accountability to Ithaca College's values and policies gives us the opportunity to consider the consequences of our actions, to self-examine, and to find ways to restore trust and forgiveness when harm is caused. A culture of care and love grows when we respectfully engage in learning opportunities that help us shift out of our presumed paradigms.

Innovation

A culture of innovation enables us to remain forward thinking, nimble, and adaptable to social and technological change. When people from diverse backgrounds and experiences are empowered to exchange ideas and collaboratively problem-solve, innovation grows, creativity sparks, and institutional and personal goals are achieved. Collaboration between the professional and liberal arts traditions cultivates academic excellence in the spirit of theory, practice, and performance.

Sustainability

Adopting institutional strategies that offer ecological and resource-based sustenance to the people and places of Ithaca College ensures the institution's futurity. Sustainability means increasing our usage of renewable energy sources and reducing our carbon footprint because we understand the impact of our decisions on the community and the planet. It means practicing good stewardship of financial resources. It means fostering connections among students, faculty, staff, alumni, and administrators to serve the public good. We activate critical thinking, scholarly inquiry, professional skills, and performance in order to positively impact, sustain, and advance our local and global communities.

Equity

We adopt an equity framework that proactively seeks to make Ithaca College accessible, affordable, and inclusive for all people. This endeavor requires resource allocation as well as organizational structures that facilitate equity. It demands adopting strategies for increasing the representational diversity of students, faculty, and staff who are currently underrepresented in higher education. It also means implementing inclusive policies and practices proven to foster the retention, belonging, and advancement of people who face systemic disadvantages and discrimination based on race, gender, sexual orientation, religion, ability, and national origin. Finally, an equity framework assumes inclusive decision-making processes, transparency, and accountability as the primary ways of working together.

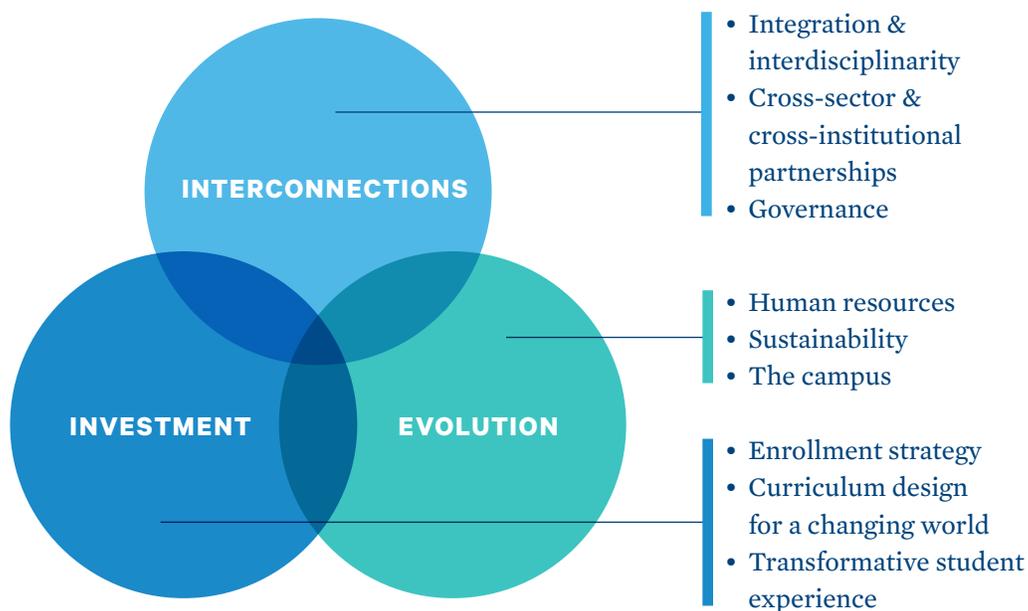
From Common Themes to Clear Goals

The steering committee developed three themes from an analysis of feedback from the campus community, consideration of the existing campus self-studies and consultant reports, and expert presentations on the challenges and changes in the landscape of higher education.

We intended for these three themes to be rich but temporary anchors for the generation of and interplay between ideas that would eventually become the cross-cutting goals and objectives.

Three Interwoven Themes

Three deeply interwoven themes defined the major areas of inquiry that led to the plan's goals and objectives.



Interconnections among Disciplines, Schools, Partners focuses on the interconnections among groups, departments, schools, offices, and with the broader community. We have identified that a strength of the college is the potential both for deep specialization and broad collaborative work. Work within this theme examined places where policies, procedures, or organizational structures may need to be redesigned or created in order to support increased interdisciplinarity and collaborations.

Evolution of Students, Curriculum, College focuses on ways Ithaca College must adapt to an environment of dramatic change, simultaneously preserving and strengthening our identity while transforming to meet new challenges. We need to be responsive to shifting demographics and the changing needs and expectations of tomorrow's students. Work within this theme also considered the processes by which institutional structures, practices, and policies evolve and might be altered to be more effective and promote needed change.

Investment in People, Place, Planet focuses on how success at the college will come about through strategic investments in our people, our place, and our planet. We must develop and empower our community to help us achieve our most strategic goals. Work within this theme explored initiatives that embrace a culture of innovation to support the mission of the college and to develop our community and our world.



Shaping the Work Groups' Activity

A call for nominations to join work groups went out to the entire campus community. Community members were encouraged to self-nominate, to nominate colleagues they believed would make excellent contributions to the planning process, or to nominate colleagues who typically would not participate in this type of process in an effort to ensure the inclusivity of the process. The steering committee co-chairs assigned nominees to work groups based on identified strengths, interests, and diversity of viewpoints. Special attention was paid to ensure student participation in each work group.

Each work group was co-chaired by two members of the steering committee. A third co-chair was chosen from among the non-steering committee members of each work group.

- A total of 73 members of the community, not counting steering committee members, served in work groups.
- Each work group was charged with identifying a small number of concrete goals and objectives to recommend in relation to their theme.
 - A *goal* is a statement of an outcome that Ithaca College seeks to achieve in pursuit of our vision.
 - An *objective* is a specific, measurable, and timebound strategy for achieving that goal.
- In early April, each work group submitted goals and objectives to the steering committee, which then accomplished the following:
 - Analyzed the goals and objectives
 - Noted significant overlap in ideas from each group, though often stated in different ways, indicating a deep alignment within the work of the groups
 - Shifted the final product away from the three separate work group themes to the development of overarching goals
 - Synthesized, prioritized, and refined goals for inclusion in the plan

The Goals and Objectives

Each goal and objective was developed to meet these four criteria:

- Move us toward our vision
- Reflect our mission and values
- Identify opportunities for growth, redesign, or innovation
- Demonstrate the necessity of financial sustainability through new or increased revenue, reduced costs, or expense management

As the steering committee began to shape the charge to the work groups, a number of principles surfaced from consultations with the campus community, analyses of existing source materials, and development of vision and mission statements:

- The need to be a fully student-ready institution
- The power of experiential learning
- The importance of partnerships
- The imperative to serve a public good
- The importance of sustainability in all forms (financial, environmental, human, etc.)
- The necessity of using data analytics to make informed decisions and manage change
- The urgency to generate non-tuition revenue streams and develop a strong culture of philanthropy

Many objectives outlined in this plan are efforts that are already underway. A strength of this process—and the community’s engagement with it—was the manner in which we were able to identify strategically aligned opportunities not only in the truly new ideas but also in those efforts that the community has already begun pursuing.



Our Purpose

GOAL Become a model for student success, engagement, and well-being, helping students to develop their unique potential

Ithaca College will become a model of a student-ready campus with programs designed to meet students where they are and to identify and develop each learner's potential. We promote student success through high-impact experiential learning, integrated study facilitated by strong mentoring relationships, and a holistic focus on student wellness.

OBJECTIVES

- Establish Ithaca College as a leader in practice and performance by expanding experiential learning opportunities across the curriculum, college operations, and real-world problems in the community
- Elevate student employment into an experiential learning, high-impact practice
- Integrate a wellness model to support a transformative student experience
- Become a student-ready campus through implementation of applicable elements of the Student Success Report
- Lower the cost of attendance for our students and families by 2024 (e.g., meal plan, affordable housing on campus and in the community, instructional materials, and student health insurance)
- Become a national model by 2024 for in-house dining plan services, bringing faculty, staff, and students together for collaboration and experiential learning (e.g., nutrition program, business management, and event services)

Our Commitments

GOAL Become a year-round campus for living and learning opportunities

The distinctive features of our campus settings and our signature academic programs position Ithaca College very well to become a vibrant, 12-month, multicampus institution. Combining the strength of our physical locations with offerings rooted in performing arts, health, and communications programs, we will attract national and international affiliates to our beautiful home in the Finger Lakes; to our satellite campuses in the global urban centers of London, Los Angeles, and New York City; and to an expanded Ithaca online experience.

OBJECTIVES

- Expand into traditional campus down times (winter, spring break, summer, weekends, online)
- Become a global destination for a multigenerational student body
- Increase non-tuition revenue by 2024

GOAL **Structurally support and value collaboration, interdisciplinarity, curricular flexibility, and shared governance**

A clear point of distinction of the Ithaca College experience is the combination of a strong liberal arts college with renowned professional schools. The well-rounded educational experience offered by this combination gives students both the intimacy of a small liberal arts college and a range of professional and research experiences usually only found at large universities. Our students resoundingly cite this combination as one of the most appealing facets of the college. We intend to take even fuller advantage of this strength and foster deeper integration across disciplines, giving our students the distinctive opportunity to gain in-depth professional knowledge augmented by the critical thinking skills and global awareness that will allow them to innovate and adapt to a rapidly changing economic landscape.

OBJECTIVES

- Enable all Ithaca College students to explore wide-ranging subjects across the five schools and to construct or choose from curricular paths that best match their goals and interests
- Create systems and practices to support and foster cross-disciplinary collaboration and team teaching for faculty
- Expand undergraduate and graduate education offerings (e.g., MBA in entertainment management and physician assistant degrees)
- Establish a separate limited liability corporation incubator available to the campus community to facilitate research, testing, and business development
- Evaluate and revise faculty, student, staff, alumni, and board of trustees systems and structures of shared governance to align with our vision, mission, and values

GOAL **Develop cross-sector and community partnerships that address challenging issues, optimize the use of resources, and serve the public good**

Ithaca College’s vision to create “thriving communities” demonstrates our strong commitment to our local and global communities. Our students gain valuable experience with our community partners, strengthening both our campus and our community. Our students prepare to engage the most challenging problems our world faces today—climate change and its ramifications—and we live our values by modeling careful stewardship of our shared resources.

OBJECTIVES

- Increase the number and depth of off-campus relationships
- Create an environmental sustainability mindset that recognizes the impact of climate change

GOAL **Become a national model for colleges committed to the values of diversity, equity, and inclusion**

Ithaca College understands that a deep commitment to our communities requires that we embrace an equity framework and value diversity to honor and mirror the lived experiences of our students. We will become a national model for inclusive excellence in higher education. We value diversity as a source of strength for our community that will build understanding and fuel vibrancy, creativity, and innovation on our campus.

OBJECTIVES

- Develop a campus climate marked by culturally competent faculty and staff and an inclusive living and learning experience for students
- Diversify curriculum in departments in measurable and quantifiable ways to reflect the experience of students and a changing society
- Establish benchmarks and action plans in academic and non-academic units for diversifying faculty, staff, and students

Our Investments

GOAL **Determine and maintain an appropriate and sustainable size for our programs and structures, and the associated resources, at every level of the institution**

To face the dynamic higher education landscape, we maintain a deep commitment to the financial sustainability of the institution. From a nimble and comprehensive enrollment strategy to an evolving and strategic analysis of our academic and professional resources, we will be positioned to deliver the Ithaca College experience to future generations of students and learners.

OBJECTIVES

- Leverage the capacity of our existing analytics resources to develop a culture of data-informed decision making and assessment
- Develop a comprehensive enrollment strategy that is inclusive and financially sustainable, and transforms our student body (e.g., age, background, geography, community college, transfer)
- Investigate opportunities for growth, consolidation, or reorganization of programs or schools for material savings and concentration of program strength (e.g., performing arts)
- Develop a coordinated, college-level process of assessment and review of academic units
- Develop a process of assessment and review for non-academic units that investigates opportunities for growth, consolidation or reorganization, material savings, and concentration of program strength

GOAL Commit to being an employer of choice

Investing in employees strengthens the college by cultivating and retaining our talent and by providing holistic support for our employees. Ithaca College will provide a workplace that allows employees to develop their careers, expand their capabilities, and see the college as an active partner in sustaining the lives of faculty, staff, and their families.

OBJECTIVES

- Develop, in collaboration with community partners, a family care center (daycare/ after-school/elder care) to support our employees and serve as a year-round experiential learning opportunity for students
- Invest in Ithaca College's employees
- Increase support for faculty research, collaboration, and innovation
- Improve and innovate internal communications

GOAL Advance the Campus Master Plan and improve space utilization to enhance the student experience and promote teaching and learning

The physical campus is as much a living entity as the people who inhabit it, and the college's growth and evolution directly support the educational life of the institution. This plan will transform parts of the campus to provide spaces for formal and informal gathering, to make the campus more connected, and to create living spaces that foster an integrative education.

OBJECTIVES

- Implement the space utilization plan with current resources
- Prioritize Campus Master Plan initiatives that are most mission critical and student centered

Our Future

GOAL Cultivate an Ithaca Forever community, inspired by the power of the Ithaca College experience

Ithaca College's alumni are among our most valuable resources. We seek to build a community devoted to Ithaca Forever, sharing our talents and developing relationships and skills that will serve a lifetime of learning and growth. Through the power of social, educational, and economic connections to the college, we will put Ithaca College firmly on the path to another 125 years of excellence in education.

OBJECTIVES

- Increase alumni engagement and leverage alumni expertise
- Create opportunities for non-IC affiliates to develop an affinity to Ithaca Forever
- Develop a comprehensive philanthropy strategy that supports and sustains the strategic plan
- Increase the endowment by 2024

Implementing the Plan

Budgetary Analyses and Developing a Five-Year Financial Plan

Every goal and objective was crafted with the knowledge that Ithaca College must develop a sustainable budget that not only nimbly addresses *today's* needs but also wisely anticipates the challenges and opportunities facing higher education and Ithaca College in the *years to come*.

The final list of goals and objectives was distilled from the many ideas that arose from throughout the campus and the greater Ithaca College community. Our evaluation of each goal took into account the following factors:

New revenue streams Opportunities to generate alternative revenue sources that decrease the college's reliance on tuition, room, and board

Expense structure Approach to managing costs, expenses, investments, and operations that results in budgetary savings and a reallocation of resources in support of the plan

Opportunity for philanthropy Potential to inspire investment from individual donors and corporate/foundation sponsors

Enrollment strategy Contribution to the development and maintenance of an optimal student body size and program mix that increases yield and retention rates and lowers the discount rate

Some of the individual objectives will generate a direct positive impact on the college's budget, either in the short term or over time. Others will contribute in a collective way to a profoundly transformative student experience that will improve the college's ability to recruit and retain students, faculty, and staff in ways that make a powerful, sustaining contribution to the college's overall financial health.

Analyses in the coming months will be completed to ensure that the resulting impact of the collective goals and objectives addresses the long-term vision and financial sustainability of the college. This will translate into a five-year financial plan.

Designing for Implementation

During the summer and into the early part of the fall semester, an implementation design team will be tasked with identifying the operational details that will guide our successful execution of the plan. Their work will include the following:

- Design an implementation process that is mindful of college resources and responsive to shifts in the higher education landscape
- Articulate principles that guide the process
- Identify a timeline, metrics, accountability, and the roles of the appropriate people and groups responsible for implementation
- Develop a communication plan that is transparent and informs our community

At the October 2019 Ithaca College Board of Trustees meeting, the senior leadership team will present the implementation plan that includes a full financial analysis, five-year timeline, metrics for accountability, and mechanisms for continued oversight of the plan.



From Imagining Ithaca to Ithaca Forever

As we set our sights on the implementation of this bold strategic plan, we necessarily switch our orientation to this work. Throughout the past year, we have imagined Ithaca through collaborative outreach and dialogue, through the generation of ideas informed by an understanding of the realities in which we exist, and through an aspirational vision of how this institution and our communities can thrive. We have fully and ambitiously imagined the future of Ithaca College—now we must make those imaginings real.

This fall, Imagining Ithaca will become Ithaca Forever, a phrase that captures the spirit of this next phase of our work by locating the transformative ideas generated by our collective imagination firmly within the context of our evolution as an institution of higher learning. With Ithaca Forever, we seamlessly connect origins and outcomes, tradition and change, and resilience and reinvention.

But most of all, Ithaca Forever makes a powerful statement that we, as a multigenerational college community, are wholly invested in ensuring the success of Ithaca College in perpetuity and that we remain propelled forward by an unshakable, enduring dedication to those whose futures we have been entrusted to help create: our students.

*Ithaca, my Ithaca, how bright your vision seems;
May all your sons and daughters dare to live their dreams.*

—*Ithaca Forever*, Ithaca College alma mater



APPENDICES

- 30 Committee Members
- 32 Key Background Resources
- 33 Current Degree Programs, Minors,
and Concentrations

Committee Members

Process Design Team

CHAIR

Jason Freitag, Presidential Fellow, Academic Affairs;
Associate Professor, History

PROJECT MANAGER

Dana Orlando, Senior Prospect Researcher,
College Relations and Advancement

MEMBERS

Tim Carey, Associate Vice President, Facilities

Benjamin Costello, Executive Director
of Constituent Engagement Strategy,
Enrollment Management

Belisa Gonzalez, Associate Professor and
Director, Center for the Study of Culture,
Race, and Ethnicity

Jean Hardwick, Professor, Biology

Dave Weil, Associate Vice President,
Information Technology

Steering Committee

CO-CHAIRS

La Jerne Terry Cornish, Provost and Senior
Vice President, Academic Affairs

Jason Freitag, Presidential Fellow, Academic Affairs;
Associate Professor, History

MEMBERS

Luvelle Brown, Trustee, Ithaca College Board
of Trustees; Superintendent, Ithaca City
School District

David Fleisher II '91, Parent '20, Trustee,
Ithaca College Board of Trustees

William Guerrero, Vice President, Finance
and Administration

Paula Ioanide, Associate Professor, Center for
the Study of Culture, Race, and Ethnicity

Raquel Jacobs '20, Integrative Studies

Casey Kendall, Executive Director, Applications
and Infrastructure

Schelley Michell-Nunn '81, Director of
Human Resources, City of Ithaca

Dawn Pierce '97, Assistant Professor,
Music Performance

Bonnie Solt Prunty, Dean of Students

Gordon Rowland, Professor and Program Director,
Strategic Communication

Mark Scaglione '22, Journalism

Cedrick-Michael Simmons '14, Doctoral Candidate,
Boston College

Tiffany Valentin '11, Assistant Director, HEOP,
CSTEP, and CSTEM Programs, State Grants

Work Groups

INVESTMENT IN PEOPLE, PLACE, PLANET

CO-CHAIRS

Scott Erickson, Professor and Chair, Marketing

William Guerrero, Vice President, Finance
and Administration

Casey Kendall, Executive Director, Applications
and Infrastructure

MEMBERS

Lis Chabot, Staff

AnnaMarie Costa, Student

Maura Donovan, Staff

Sue-Je Gage, Faculty

Belisa Gonzalez, Faculty

Doreen Hettich-Atkins, Staff

Beth Hulbert, Staff

Raquel Jacobs, Student

Sandy Kelley, Staff

Anna Larsen, Faculty

Clint McCartney, Staff

Yuko Mulugetta, Staff

Laurie Pancoast, Staff

Ryan Price, Student

David Prunty, Staff

Mark Scaglione, Student

Jess Shapiro, Staff

Chris Sinton, Faculty

Michael Smith, Faculty

Ron Trunzo, Staff

Gretchen Van Valen, Staff

Mary Jo Watts, Staff

Megan K. Williams, Staff

EVOLUTION OF STUDENTS, CURRICULUM, COLLEGE

CO-CHAIRS

Jenna Linskens, Associate Director,
Learning Technologies
Dawn Pierce, Assistant Professor,
Music Performance
Gordon Rowland, Professor and Program Director,
Strategic Communication

MEMBERS

Elizabeth Bergman, Faculty
Michael Buck, Faculty
Jenna Caster, Student
Jason Freitag, Faculty
Anna Gardner, Student
Jennifer Germann, Faculty
David Gondek, Faculty
Cynthia Henderson, Faculty
Rose Howard, Faculty
Marc Israel, Staff
Abby Juda, Staff
Dawn Kline, Staff
Vikki Levine, Staff
Jordan Mayer, Student
Brendan Murday, Faculty
David Pacun, Faculty
Deb Rifkin, Faculty
Tanya Saunders, Staff
Farwa Shakeel, Student
Andrew Siefert, Staff
Dyani Taff, Faculty
Eliza Wildes, Student

INTERCONNECTIONS AMONG DISCIPLINES, SCHOOLS, PARTNERS

CO-CHAIRS

Paula Ioanide, Associate Professor, Center for
the Study of Culture, Race, and Ethnicity
Chris McNamara, Clinical Associate Professor
and Physical Therapy Clinic Director
Bonnie Solt Prunty, Dean of Students

MEMBERS

Brad Buchanan, Staff
Cheryl Christopher, Staff
Bill Corbett, Staff
Benjamin Costello, Staff
Elijah Earl, Staff
Barbara Ganzel, Faculty
David Harker, Staff
Alyse Harris, Student
Joan Hurley, Staff
Harriet Malinowitz, Faculty
Carlie McClinsey, Student
Cathy Michael, Staff
Herald Osorto, Staff
Beth Reynolds, Staff
Rasoul Rezvanian, Staff
Vashane Rhooms, Staff
Anna Rosenblatt, Staff
John Sigg, Faculty
Omar Stoute, Staff
Andrew Torelli, Faculty
Karen Walls, Staff
Ivy Walz, Faculty
Maggie Wetter, Staff
Jen Wofford, Staff

Key Background Resources

The studies, reports, surveys, and plans listed below were critical in helping inform the steering committee's work in developing the vision, mission, values, themes, goals, and objectives.

- Draft Strategic Plans Developed by Each School in Fiscal Year 2017–18
- Middle States Reaccreditation Report
- Student Success Report
- Campus Climate Study
- Enrollment Management Strategic Plan
- Campus Master Plan, 2015
- Analytics and Institutional Research Three-Year Strategic Plan
- Transforming Information Technology at IC
- Margolis Healy Management Study and Report on Public Safety
- Staff and Faculty Compensation Studies
- Current Ithaca College Vision and Mission Statements
- Integrative Core Curriculum Review Report
- IC 20/20 Reports
- *Presentations by Luvelle Brown (Ithaca City School District superintendent and Ithaca College trustee) and Nicole Eversley-Bradwell (interim vice president for enrollment management) on Students Soon to Be Entering College and by Tanya Saunders (assistant provost for international and extended studies) on Interdisciplinarity also informed our efforts during the process.*

Current Degree Programs, Minors, and Concentrations

ithaca.edu/academics/programs

Undergraduate Degree Programs

Registered by the Regents of the University of the State of New York

Enrollment in other than the officially registered programs listed below may jeopardize a student's eligibility for certain student aid awards

BUSINESS, ECONOMICS, AND MANAGEMENT

Accounting/Professional Accountancy

Applied Economics

Business Administration:

Corporate Accounting

Finance

International Business

Management

Marketing

Sport Management

Economics

Health Care Management

COMMUNICATIONS, FILM, JOURNALISM, AND MEDIA

Cinema and Photography

Communication Management and Design

Communication Studies

Culture and Communication

Documentary Studies and Production

Emerging Media

Film, Photography, and Visual Arts

Integrated Marketing Communications

Journalism

Sports Media

Television-Radio

Writing for Film, TV, and Emerging Media

EXPLORATORY

With expert guidance, students choose courses in a variety of fields to discover a major.

HEALTH SCIENCES

Aging Studies

Athletic Training

Exercise Science

Health Education

Health Education and Physical Education

Health Sciences

Health Sciences Preprofessional Program

Occupational Therapy

Outdoor Adventure Leadership

Physical Education

Physical Therapy*

Premed (advising program)

Public and Community Health

Speech-Language Pathology

Therapeutic Recreation

** Six-year dual degree program leading to a BS in clinical health studies and a doctor of physical therapy (DPT) degree*

HUMANITIES AND SOCIAL SCIENCES

Anthropology

Applied Psychology

Architectural Studies

Art

Art Education

Art History

English

English (teacher education)

French

French (teacher education)

German (teacher education)

German Area Studies

History

Integrative Studies

Italian Studies

Legal Studies

Philosophy

Philosophy-Religion

Politics

Prelaw (advising program)

Psychology
Social Studies (teacher education)
Sociology
Spanish
Spanish (teacher education)
Writing

MUSIC, PERFORMING ARTS, AND THEATRE

Acting
Composition
Jazz Studies
Music
Music Education
Music in Combination with an Outside Field
Music Performance
Music Theory
Musical Theatre
Performance and Music Education (4½ years)
Sound Recording Technology
Theatre Arts Management
Theatre Production and Design
Theatre Studies

SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS (STEM)

Biochemistry
Biology
Biology (teacher education)
Chemistry
Chemistry (teacher education)
Computer Science
Environmental Sciences
Environmental Studies
Mathematics
Mathematics (teacher education)
Mathematics-Economics
Mathematics-Physics
Physics
Physics (teacher education)
Physics-Engineering 3+2

Minors and Concentrations

Minors and concentrations are structured plans of study consisting of a minimum of five courses for at least 15 credits. Successful completion of a minor or concentration is recorded on the transcript if the student has registered for the program as required.

[Click here](#) to see the “Admission to a Minor or Concentration” section on the “Graduation and Program Regulations” webpage.

The difference between the two plans of study is that a minor is outside the specific discipline in which the student is majoring; a concentration is within the student’s major discipline. Concentrations are available in a number of programs. Students should consult with their advisors on eligibility requirements and planning for graduation.

Minors are available in each school, as follows:

SCHOOL OF BUSINESS

For non-business majors:

Accounting
Business
Business Analytics
Finance
International Business Studies
Marketing, pre-MBA

ROY H. PARK SCHOOL OF COMMUNICATIONS

Animation
Audio Production
Communication Management and Design
Integrated Marketing Communications
International Communications
Journalism
Live Event Design and Management
Still Photography

SCHOOL OF HEALTH SCIENCES AND HUMAN PERFORMANCE

Coaching
Communication Disorders
Deaf Studies
Exercise Science
Health
Health Policy and Management

Integrative Health Studies
Nutrition Promotion
Occupational Science
Outdoor Pursuits
Recreation
Sport and Exercise Psychology

SCHOOL OF HUMANITIES AND SCIENCES

Minors based in departments:

Aging Studies
Anthropology
Art
Art History
Biology
Chemistry
Communication Studies
Comparative Literature
Computer Science
Dance
Economics
English
Environmental Studies
French
German Area Studies
Game Development and Technologies
Graphic Design
Health Communication*
History
International Politics
Italian
Legal Studies (*for non-legal studies majors*)
Linguistics
Mathematics
Philosophy
Physics
Politics
Psychology
Religious Studies
Sociology
Spanish
Theatre
Translation Studies
Web Programming
Writing

Interdisciplinary minors:
Asian American Studies
African Diaspora Studies
Classical Studies

Counseling
Educational Studies
Jewish Studies
Latin American Studies
Latino/a Studies
Medieval and Renaissance Studies
Muslim Cultures
Native American Studies
Neuroscience
Sport Studies
Women's and Gender Studies

SCHOOL OF MUSIC

Music

**This program is not accepting new students.*

Graduate Degree Programs

Registered by the Regents of the University
of the State of New York

BUSINESS

Accounting (MS)
Business Administration (MBA)

COMMUNICATIONS

Communications Innovation (MS)
Image Text (MFA)

EDUCATION

Adolescence Education (MAT)
Agriculture Education (MAT)
Childhood Education (MS)

HEALTH SCIENCES

Exercise and Sport Sciences (MS)
Occupational Therapy, Professional-Entry Level (MS)
Physical Therapy (DPT)
Speech-Language Pathology (MS)
Speech-Language Pathology with
Teacher Certification (MS)

MUSIC

Composition (MM)
Conducting (MM)
Music Education (MM, MS)
Performance (MM)
Suzuki Pedagogy (MM)

