



Vice President for Student Outcomes and Professional Development  
Colgate University  
Hamilton, New York

## THE SEARCH

[Colgate University](#), an elite, thriving, highly selective liberal arts university located in Hamilton, New York, invites applications and nominations for the inaugural Vice President for Student Outcomes and Professional Development position.

Reporting directly to the President and serving as a member of the President's Cabinet, this newly created vice president position will provide strategic direction, operational oversight, and institutional leadership across career services, employer relations, internships, pre-professional advising (with faculty partners), institutional bridge programs and third-party partnerships, and professional skills development for students.

The Vice President for Student Outcomes and Professional Development will lead a newly elevated university division dedicated to preparing students for purposeful lives and work beyond Colgate, partnering with national and international employers and professional schools, engaging with strategic partners to facilitate professional development opportunities for students, and preparing students for their work in an increasingly AI-shaped world.

The vice president will have an exciting opportunity to strategically elevate and institutionalize unified career functions and preparation across the university. The vice president will build and expand strategic employer, alumni, and professional-school partnerships, drive student skill development towards post-graduation careers, develop programs to help students engage with and understand AI tools, and strengthen internal collaboration with faculty and other campus partners to align the work of this new division with Colgate's liberal arts mission.

Colgate University boasts substantial academic offerings, as well as small classes, a strong emphasis on faculty-student interaction in a residential community that values all forms of intellectual engagement. Colgate's faculty members are leading teachers and scholars, committed to academic excellence in all its

---

forms. Colgate's approximately 3,000 highly motivated students achieve academically, athletically, and artistically, and are actively engaged in the world around them. Colgate is committed to fostering an inclusive community that embraces academic freedom and freedom of expression, which are central to the academic mission of the institution.

The university's academic program is grounded in its [Liberal Arts Core Curriculum](#), which exposes students to diverse fields of study and models intellectual and creative inquiry across the curriculum. Beyond the "core" undergraduates choose from 57 majors and more than 40 minors enabling them to work towards accomplishing each of the [thirteen goals](#) of a Colgate education.

Classes at Colgate are small, averaging 17 students, and are taught by more than 300 full-time faculty members, 95% of whom have received a Ph.D. or terminal degree in their field. Students are encouraged to collaborate with faculty members in research efforts, and Colgate undergraduates often co-author articles in professional research publications.

Colgate has a robust Career Services office and strong offices and programs that support post-graduate applications and matriculation. Further, through Information Technology Services, Colgate has developed a number of tools and programs designed to offer students AI tools and expertise. Further Colgate has a number of long-standing and newly-formed programs with other institutions—including Columbia, Cornell and Dartmouth—that offer additional pathways for students to set the course for their future careers and professional lives. The new vice president will be called on to better connect these functions while building new capacities at the university.

The ideal vice president candidate will be a senior leader with extensive experience in career development, workforce development, and external engagement, with an understanding of and appreciation for the environment of a highly selective liberal arts college. The vice president will have demonstrated success in building employer partnerships and internship pipelines as well as experience leading teams and managing complex organizational change.

It is essential for the successful candidate to have a strong ability to work collaboratively with faculty and academic leadership, possess a deep understanding of evolving recruiting practices, and have established a network of employer and industry contacts. The successful candidate will have a record of building on existing strengths at an institution while also building new connections and capacities at an institution.

Colgate University has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed in confidence to the search firm, as indicated at the end of this document.

---

## CURRENT PROGRAMS AND OPPORTUNITIES

### Career Services

Colgate's Career Services office currently engages students throughout their Colgate experience — from their first year to their senior year and beyond — to explore careers, develop goals, and achieve success after graduation. Students who engage with Career Services currently have an opportunity to engage with more than [200 formal recruiting partners](#) including Amazon, Deloitte, Ernst & Young, Goldman Sachs, Google, Massachusetts General Hospital, National Geographic, NBCUniversal, and Teach For America to name a few. For the class of 2025, 98.8% of respondents secured employment, graduate or professional school admission, a competitive fellowship or scholarship, or are engaged in volunteer or military service within six to nine months post-Colgate.

### Graduate and Professional School Placements

Many Colgate graduates continue their education at top-tier [graduate and professional schools](#). Resources at Colgate, including pre-professional planning programs and advisers to assist with application preparation both in Career Services and on the faculty, help students begin pursuit of their post-graduation goals. Colgate's liberal arts foundation, paired with this professional advising support on campus, prepares students for success at top-level graduate schools and programs. As Colgate looks to the future in continuing to enhance its support for students, the vice president will have an opportunity to think strategically about how these efforts are distributed and increasing the robustness of these preparation efforts on a larger scale.

### Internships

Colgate recognizes the importance of internships to help make students competitive in the job market post-graduation. The university has a strong recruitment program that partners with employers, maintains premier collections of job and internship postings, participates in annual recruiting consortia, and offers on-campus information sessions and interviews. Various opportunities that are available for students to take advantage of include [summer funding](#), [summer research and creative projects](#), the [Upstate Institute Summer Field School](#), the [Lampert Fellowship for Summer Research](#), [Summer on the Cuyahoga](#), and the [Graduate School Access Fund](#). During the Summer of 2023, Career Services was able to provide just over \$455,000 in grants to nearly 120 students to reduce the financial barriers to participating in internships, research, service projects, and skill development opportunities.

### Third-Party Partnerships

Colgate has a number of third-party partnerships in place to enhance the academic experience of its students and make them competitive in their post collegiate endeavors that the Vice President for Student Outcomes and Professional Development will have the exciting chance to continue expanding upon.

The Tuck Business Bridge Program at Colgate, a collaboration with Dartmouth College's Tuck School of Business, is designed to prepare top liberal arts students to be successful candidates for internships and jobs and features a comprehensive curriculum taught by Dartmouth's top-ranked MBA faculty. The program also includes a capstone team project and career exploration modules.

For students who are interested in engineering, Colgate has cooperative plans in place that allow students to combine three years of education in the liberal arts with two years of engineering training at cooperative institutions that include Columbia University, Rensselaer Polytechnic Institute, and Washington University.

Colgate also has early assurance programs with medical schools at the University of Rochester and Albany College of Medicine in addition to an early assurance Physical Therapy agreement with New York Medical College.

The Gotham EDU Film and Media Career Development program is a seven-week program launching undergraduates into the media workforce with mentorship, candid industry insights, comprehensive sources, and support in developing the students' selected projects.

### Technology and AI

Working with their Informational Technology Services (ITS) office, this newly elevated and expanded division will utilize AI and emerging technology to evolve with the changing career development and placement landscape. Work that the institution has focused on in relation to emerging technology and artificial intelligence includes support for student learning and creativity, support for faculty research and teaching, outreach and AI fluency to showcase ways faculty and staff can enable AI activities within different disciplines. ITS has developed and/or made available a number of technical programs and learning modules that are available to faculty and staff including AI Agents in Action, AI for Image Manipulation, and how to use locally hosted AI-powered web applications.

### Fellowships

The [Office of National Fellowships and Scholarships](#) supports students in their efforts to secure fellowships and scholarships throughout the course of the year. Examples of fellowship opportunities that the office can support students in applying for include Fulbright, CLS, Gilman, Boren, Princeton in Asia, Princeton in Africa, Goldwater, Truman, Carnegie, Knight-Hennessy, and Watson. An additional opportunity, the Lampert Institute Summer Fellowship Program, provides selected first- and second-year students an

opportunity to explore real-world issues through research, internships, creative projects, service work, and more.

## VICE PRESIDENT FOR STUDENT OUTCOMES AND PROFESSIONAL DEVELOPMENT

The Vice President for Student Outcomes and Professional Development will lead a newly elevated university division dedicated to preparing students for purposeful lives and work beyond Colgate, partnering with national and international employers and professional schools, engaging with third parties in obtaining career skills for students, and preparing students for their work in an AI-shaped and rapidly evolving world.

Reporting directly to the President and serving as a member of the President's Cabinet, the vice president will provide strategic direction, operational oversight, and institutional leadership across career services, employer relations, internships, pre-professional advising (with faculty partners), institutional bridge programs and third-party partnerships, and general professional skills development for students. This new division will include Colgate Career Services, a group consisting of 15 professional staff members and 22 student interns.

This new role reflects Colgate's commitment to ensuring that graduates are prepared for their post-graduation professional lives. The vice president will elevate career discernment and preparation as a core institutional priority while working in close partnership with faculty and academic leadership to preserve and strengthen the university's liberal arts mission.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PRESIDENT FOR STUDENT OUTCOMES AND PROFESSIONAL DEVELOPMENT

The Vice President for Student Outcomes and Professional Development will have previous knowledge and experience to successfully address the following challenges and opportunities:

### **Elevate and institutionalize a unified career function within Colgate University**

- Establish and lead a newly established, institution-wide division that elevates career discernment and preparation as a core institutional priority.
- Serve as Colgate's primary institutional leader in student career development and third-party career-related partnerships.
- Develop and execute a comprehensive strategy for career planning and professional skills development for Colgate students.
- Build a coherent and integrated structure across previously distributed university functions designed to prepare students for their careers and continued education after graduation.

- Consider those ways to best prepare students for an AI-shaped work environment.
- Establish clear, measurable outcomes related to internships, employer partnerships, post-graduate placements, and professional school admissions.

### **Build and scale strategic external partnerships with employers, alumni, and other institutions**

- Represent Colgate externally in conversations related to workforce preparation and professional skills.
- Develop and deepen relationships with national and global employers, with attention to high-growth sectors including technology and AI.
- Institutionalize employer partnerships beyond individual alumni connections.
- Oversee current university partnerships related to student career development, including Colgate's partnership with the Tuck School of Business at Dartmouth.
- Consider additional university partnerships that expand bridge program offerings within academic disciplines and support student career skills development.
- Unite employer, alumni, and professional school engagement to strengthen internship and fellowship pipelines, expand structured employer partnerships, and establish sustained recruiting relationships.
- Drive student career preparation and skill development across diverse pathways
- Develop and expand structured professional skills programs aligned with employer expectations beyond the university curriculum.
- Work with internal and external partners, as appropriate, to support student career skills.
- Respond to the changing recruiting landscape and emerging technologies by integrating tools and employer expectations into programming and metrics.
- Ensure students are equipped to articulate the value of a liberal arts education in competitive professional settings.

### **Strengthen internal institutional collaboration to improve student professional development and coordination with external partners**

- Coordinate across career services, alumni relations, and advancement to mobilize alumni networks and institutional resources for sustained employer engagement.

- Develop a strong partnership with the Office of Information Technology in order to enhance student career preparation in AI and other technology-related skills, taking advantage of existing technologies and learning modules that the office has made available across campus.
- Partner with Advancement and Alumni Relations to engage alumni networks strategically.
- Work closely with academic leadership and the various academic programs and departments to develop and enhance resources and support for students in their graduate and professional school pursuits.
- Collaborate with University Communications to articulate Colgate's approach to career formation and AI engagement.
- Work closely with the [Office of National Fellowships and Scholarships](#) to increase the number of students awarded prestigious fellowships.
- Work with faculty who support pre-professional study preparation, especially pre-med and pre-law advising.
- Work with Colgate's entrepreneurial programs in service of student career development.

#### **Lead and develop a team**

- Lead and develop a team of professionals across career services, employer relations, pre-professional advising, and related areas.
- Conduct a structured assessment of staff competencies and professional development needs.
- Align staff deployment with institutional priorities and evolving market realities.
- Manage budgets, reporting lines, and performance metrics within the division.

## **QUALIFICATIONS AND CHARACTERISTICS**

The following qualifications and characteristics represent a broad set of skills and attributes deemed important for success as the Vice President for Student Outcomes and Professional Development. While no candidate will embody every quality, the successful candidate will bring many of the following professional and personal assets:

#### **Required Qualifications**

- Significant senior-level leadership experience in career services, workforce development, higher education administration, or related fields.
- Demonstrated success building employer partnerships and internship pipelines.

- Experience leading teams and managing complex organizational change.
- Ability to work collaboratively with faculty and academic leadership.
- Deep understanding of evolving recruiting practices, including AI-enabled hiring systems.
- Strong analytical skills and commitment to measurable outcomes.

#### Preferred Qualifications

- Experience at a highly selective liberal arts college or comparable institution.
- Familiarity with pre-professional advising structures (law, medicine, business).
- Experience integrating technology and AI tools into career development.
- National network of employer and industry contacts.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, full applications should be submitted by June 26, 2026. The salary range for this position is \$250,000 - \$275,000. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/colgate-university/vice-president-student-outcomes-and-professional-development>.

Ernest Brooks, Partner  
Kelly McLaughlin, Managing Associate  
David Grimes, Senior Associate  
Henry Nickerson, Search Coordinator  
Isaacson, Miller

Colgate University recognizes that equal employment opportunity can only be achieved through demonstrated leadership. It is the policy of the university to recruit, employ, retain, promote, and train employees on the basis of skills and experience, capacity to do the job, and valid job qualifications without regard to any characteristics protected by applicable local, state or federal laws.

*This document has been prepared based on the information provided by Colgate University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Colgate University would supersede any conflicting information in this document.*

---

## APPENDIX

### COLGATE UNIVERSITY

Colgate University stands among the nation's most distinguished small universities, leading a new era of higher education. Rooted in the liberal arts, intellectual seriousness, global outlook, and enduring traditions, Colgate takes pride in preparing students for lives of consequence. Colgate University is renowned for its academic rigor, the beauty and vitality of its campus, and the contributions of its alumni across a variety of fields and endeavors, who are exceptionally engaged with the institution.

Colgate boasts both substantial academic offerings, as well as small classes, a strong emphasis on faculty-student interaction, and a residential community valuing all forms of intellectual curiosity. Colgate's faculty members are leading teachers and scholars, committed to intellectual engagement in all its forms. Colgate's approximately 3,100 highly motivated students achieve academically, athletically, and artistically, and are actively engaged in the world around them. Colgate is committed to attracting and retaining a diverse faculty, staff, and student population, fostering an inclusive community that embraces academic freedom and freedom of expression which are central to the academic mission of the institution.

The university's academic program is grounded in its [Liberal Arts Core Curriculum](#), which exposes students to diverse fields of study and models intellectual and creative inquiry across the curriculum while furthering Colgate's commitment to diversity, equity, and inclusion. Undergraduates may choose from 57 majors and more than 40 additional minors, enabling them to work towards accomplishing each of the [thirteen goals](#) of a Colgate education. Classes are small, averaging 17 students, and are taught by more than 300 full-time faculty members, 95% of whom have received a Ph.D. or terminal degree in their field. Students are encouraged to collaborate with faculty members in research efforts, and Colgate undergraduates have co-authored articles in professional publications for more than 30 years.

Colgate was first founded in 1817 as The Baptist Education Society of the State of New York by 13 men with \$13 and 13 prayers. The number 13 is still Colgate's lucky number; Friday the 13th is always designated Colgate Day. New York State granted the school a formal charter in 1819, and the Baptists in New York City — soap maker William Colgate among them — consolidated their seminary with the Hamilton school to form the Hamilton Literary and Theological Institution in 1823. A state charter issued in 1846 changed the name to Madison University and established the right to grant degrees. Madison was changed to Colgate in 1890, in honor of the Colgate family's enduring support.

Today, Colgate is a thriving, highly selective liberal arts university located in the geographic center of New York State. Colgate's campus in Hamilton, New York, boasts carefully preserved architecture, immaculate grounds, and a hillside setting, consisting of 88 buildings and sitting on 575 acres of land. It is consistently named one of the most beautiful campuses in the nation. It is a close-knit community where students develop lifelong bonds with the institution, with each other, and with faculty and staff members.

With its endowment valued at more than \$1.341 billion, and an annual operating budget in FY 2024 of more than \$260 million, Colgate holds an AA credit rating with S&P, which was reaffirmed in March 2025. In addition, Moody's Investment Service affirmed Colgate's Aa3 rating in April 2002 based on the university's underlying financial strength and successful management.

## THE THIRD-CENTURY PLAN

Colgate University has entered its third century with a sense of possibility. The [Third-Century Plan](#) is the university's long-term plan that represents the largest and most important transformation in the history of Colgate, completing the physical campus and fully realizing the university's potential to become one of the great institutions in the nation and one of the most important small universities in the country.

The [Third-Century Plan](#) sets forth long-term goals and aspirations in four fundamental areas of the university:

- Attracting and Supporting Outstanding Students and Faculty
- Strengthening the University's Academic Enterprise
- Enriching the Student Experience
- Improving the Campus and the Environment

## COLGATE UNIVERSITY AND ARTIFICIAL INTELLIGENCE

Colgate recognizes that in an evolving landscape around emerging technologies (AI, Robotics, Quantum, etc.) the role of liberal arts education has come to the forefront with industry leaders consistently listing skills such as critical thinking and problem solving as some of the most important skills a college graduate can have.

Recently, President Casey formed the Task Force on Artificial Intelligence and charged it with guiding Colgate's effort to shape a principled and purposeful engagement with the rapid development of AI, consistent with the university's mission and operation as a leading liberal arts institution. The task force will work to develop principles to guide Colgate's engagement with AI in teaching, learning, research, student work administrative functions and practices, and institutional communication; recommend how AI-related matters should be governed at Colgate; and serve as an advisory body to the president and Board of Trustees on specific and immediate AI-related opportunities, partnerships, platforms, programs, and investments that may arise.

## LEADERSHIP

Brian W. Casey was inaugurated as Colgate's 17th President in 2016. After starting a career in law, President Casey transitioned to higher education after earning a Ph.D. from Harvard University in the

---

history of American civilization. President Casey spent four years as assistant provost at Brown University, and in 2005 he returned to Harvard as Associate Dean for Academic Affairs in the Faculty of Arts and Sciences. He served in that capacity until he was appointed president of DePauw University in 2008 serving as that school's 19th president. Casey was then appointed Colgate University's president on July 1, 2016.

President Casey has accomplished much at Colgate, including the construction of several major new buildings: two 100-bed residence halls, Jane Pinchin Hall and Burke Hall; a new center for careers and postgraduate study, Benton Hall; an academic building that houses film and media studies, music, and computer science, Bernstein Hall; and a new downtown apartment building for faculty and staff. Through the Colgate Commitment, launched during Casey's tenure, federal student loans have been eliminated from most students' financial aid packages. Fifteen new endowed faculty chairs have been raised, and the university has launched two major academic initiatives – one in Mind, Brain, Behavior and the other in Arts, Creativity, and Innovation.

Applications have nearly tripled since Casey's arrival and the university is more than two-thirds of the way through completing a \$1 billion fundraising campaign, the largest such campaign among the nation's liberal arts colleges.

## HAMILTON, NEW YORK

Founded in 1795, the Village of Hamilton, named one of the friendliest towns in the United States by Forbes magazine, has a population of roughly 4,000. The Hamilton Village Historic District was listed on the National Register of Historic Places in 1984, and is home to an eclectic mix of shops, restaurants, and the iconic Colgate Inn. The area is ideal for outdoor recreation including biking, hiking, trail running, and skiing. Colgate's golf course, Seven Oaks, was designed by Robert Trent Jones and has been repeatedly recognized as one of the best college golf courses in the country. The university's location provides easy access for summer hikes and winter ski trips. It is less than a one-hour drive from Syracuse and the Syracuse International Airport, four hours away from New York City, and five hours from Boston. A train to New York City departs several times daily from nearby Utica, New York.