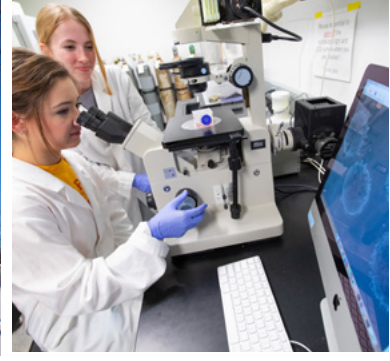


IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY



**SENIOR VICE PRESIDENT FOR
OPERATIONS AND FINANCE**



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IOWA STATE
UNIVERSITY

Senior Vice President for Operations and Finance



THE OPPORTUNITY

Iowa State University, one of the nation's leading land-grant institutions, invites nominations and applications for the position of Senior Vice President (SVP) for Operations and Finance. Reporting to [President Wendy Wintersteen](#), the SVP is responsible for developing and leading the financial and operational strategies that support the university's academic, research, and outreach mission.

Leading a division of approximately 750 employees with responsibility for 12,000 acres of land, nearly 6 million assignable square feet of facilities, and an annual all-funds university budget of nearly \$1.7 billion, the Senior Vice

President for Operations and Finance will be an experienced, collaborative, purpose-driven leader with the professionalism and flexibility to support and inspire innovation at Iowa State University.

The SVP serves as a key member of a senior team of university leaders who create opportunities for the university vision to be uplifted by implementing the strategic plan and contributing to discussions regarding the institutional budget, policies, operations, and initiatives.

President Wintersteen has characterized the innovative, collaborative identity of Iowa State University as

Innovate at Iowa State:
"We identify the issues and opportunities. We think boldly. We bring together our expertise and our partners. Then we get to work."

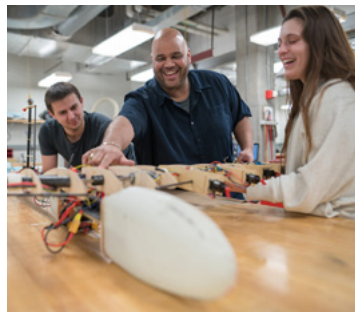
The next SVP of Operations and Finance will be instrumental in leading operations and finance with this spirit of innovation and partnership. This is a remarkable opportunity to "get to work" with strong teams and make a difference.

The next Senior Vice President is expected to begin in August 2024.

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IOWA STATE
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Senior Vice President for Operations and Finance



SENIOR VICE PRESIDENT FOR OPERATIONS AND FINANCE

Reporting to the President, the Senior Vice President (SVP) for Operations and Finance serves as a key member of the senior leadership team with the responsibility to develop financial and operational strategies that will support the University’s mission.

The SVP is responsible for overseeing the divisional units with a focus on operational excellence and service. These units and areas of responsibility are:

FINANCE

Benefits accounting, controller, finance delivery, payroll, and procurement.

FINANCIAL PLANNING & ANALYSIS

Accounts receivable, budget reporting, tax and compliance, treasury, and ISU Card.

AUXILIARY ENTERPRISE

Bookstore, museums, printing, transportation services, Reiman Gardens, and Veenker Memorial Golf Course.

FACILITIES PLANNING & MANAGEMENT

Campus and facilities services, capital projects, custodial services, design and construction, logistics, postal and parcel, and utility services.

REAL ESTATE & CAPITAL PLANNING

Campus and capital planning, real estate management, space planning, and university architect.

OPERATIONS & STRATEGY

Divisional strategic operations, process improvement, program/project management, communications, change management, and budget.

The SVP partners effectively with leaders across the university and thinks creatively to identify opportunities that maximize financial and operational efficiencies and manages the change required to realize these efficiencies. In addition, this position plays a key role in the continuing implementation of Workday – Finance and Planning and the development and implementation of Workday – Student and Receivables.

The SVP interacts with the Iowa Board of Regents and is responsible for providing transparent and timely information to ensure the board can fulfill its duties.

The SVP participates in all aspects of institutional planning and program development in support of Iowa State’s land-grant mission and strategic plan; works collaboratively with other divisions and across the university to identify and advance shared goals and interests; serves as the contract officer for Ames National Laboratory; participates on committees and in activities to promote the success of the institution, administration, faculty, staff, and students; and participates in professional organizations and community activities to promote the institution locally, statewide, and nationally.

The successful candidate must demonstrate a record of strong leadership skills in a complex organization, and the ability to act in the best interest of Iowa State University by identifying opportunities for improvement and generating strategies and solutions to bring about positive change.



REQUIRED QUALIFICATIONS

- » Earned bachelor's degree.
- » At least 15 years of progressively responsible financial and administrative experience in large, complex organizations.

PREFERRED QUALIFICATIONS

- » Earned advanced degree in finance, accounting, or business from an accredited institution.
- » Professional certification in a related field, such as designation as a CPA.
- » 10 or more years of experience in a fiscal leadership role.
- » Demonstrated expertise in managing complex facilities and infrastructure.
- » Demonstrated expertise in financial management and forecasting to evaluate industry-specific fiscal conditions (current and future) and guide policy and business decisions.
- » Demonstrated ability to foster a community with a culture of inclusiveness where community members create and support diversity.
- » Proven record of leading and achieving change and improving processes and systems in a large, multi-area organization.
- » Ability to lead and inspire teams of operational or financial professionals in a higher education environment.
- » Demonstrated success in developing and implementing innovative and creative ideas in an operational or financial setting.

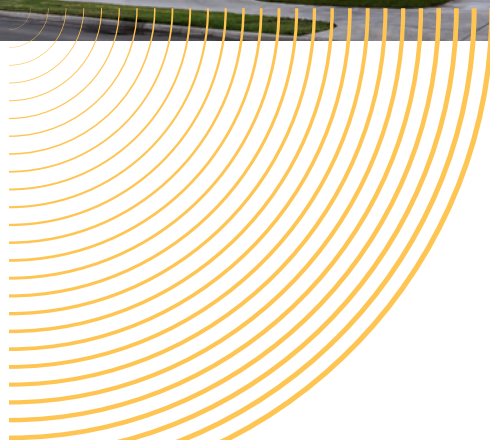


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**IOWA STATE
UNIVERSITY**

Senior Vice President for Operations and Finance



RESPONSIBILITIES OF THE SVP FOR OPERATIONS AND FINANCE

As one of three Senior Vice Presidents on President Wintersteen’s leadership team, the SVP not only leads the units and areas of responsibility in Operations and Finance but provides guidance and expertise in collaborating with the senior leaders across the university.

The Division of Operations and Finance is dedicated to supporting Iowa State University’s land-grant mission by providing leadership and services to facilitate and enhance financial and strategic operations for thousands of students, faculty, and staff. With nearly 750 employees, the division has six mission-critical units collaborating to provide a wide range of customer-focused services, steward physical and financial resources, support aesthetic experiences that enrich the university and its constituents, ensure the university’s fiscal and regulatory compliance, and advance and build campus and community partnerships. The Operations and Finance team is committed to continuously developing strategies to achieve university priorities while upholding the division’s values and team standards.

The Division of Operations and Finance comprises six units, each of which is led by an Associate or Assistant Vice President who reports to the SVP of Operations and Finance.

AUXILIARY ENTERPRISE

Auxiliary Enterprise oversees a diverse group of units offering goods and services to the university community that are essential to academic and administrative success as well as educational, cultural, and entertainment programs and experiences that engage broad audiences, enhance understanding and enjoyment of visual arts and nature, and foster community relations. Within Auxiliary Enterprise are six departments—all self-operated, not outsourced—with

distinctive missions in serving students, faculty, staff, and the greater community: ISU Bookstore; University Printing Services; Transportation Services; University Museums; the Veenker Memorial Golf Course; and the 17-acre Reiman Gardens—recognized in 2023 as one of the top 10 North American gardens worth traveling for.

FACILITIES PLANNING AND MANAGEMENT

This unit works to enrich, support, and preserve the Iowa State University campus. Within Facilities Planning and Management, more than 450 full-time employees and a large number of student workers with diverse skill sets in trades and support and professional services



RESPONSIBILITIES OF THE SVP OF OPERATIONS AND FINANCE

cover nearly every facet of the physical campus—buildings, grounds, walks, drives, parking lots, and utility systems. Areas within this unit are Campus Services, Custodial Services, Design and Construction, Logistics and Support Services, Postal and Parcel Services, and Utility Services.

FINANCE

The Finance Department comprises teams of financial specialists who support colleges and units across the institution by providing services such as procurement of goods and services, expense reimbursement, financial management, reporting, and post-award support.

Approximately 160 people work in this unit among its five teams: Benefit Accounting, Controller's Office, Finance Service Delivery, Payroll, and Procurement Services.

With the adoption of the Workday platform for financial services in 2019, Iowa State University continues to refine and maximize its use of this tool for planning and business operations.

Procurement Services features commitments to implement sustainable strategies that promote Iowa State University as an environmental leader; to manage risks and demonstrate accountability for university assets; provide business systems, processes, and training that promote compliance with applicable policies,

procedures, and regulations; and implement enhanced administrative systems and strengthen business processes to support the planned growth in research, international programs, and entrepreneurial activities.

The Finance Service Delivery teams model received a second-place award in the Central Association of College and University Business Officers' Best Practices recognition program, which recognizes innovative approaches to addressing challenges facing higher education business operations.

FINANCIAL PLANNING AND ANALYSIS

The Financial Planning and Analysis unit includes offices that assist in the university's financial planning: an ongoing, integrated process that encompasses a multi-year planning horizon and culminates in an annual operating budget for the university. The process for developing the General University Fund budget utilizes the principles and mechanisms prescribed by the Resource Management Model, a responsibility-centered and incentive-driven resource allocation model. Similar financial models are used for developing the annual operating budgets of the university's auxiliary units and research programs whose revenues and expenses are managed outside the university's General Fund.

Areas within this unit are the offices of Accounts Receivable, Budget, Tax Reporting and Compliance, Treasurer, and ISU Card.

REAL ESTATE AND CAPITAL PLANNING

This unit supports university real estate activities—including property acquisition, disposition, maintenance of property records, easements, and leases. The Iowa Board of Regents must approve most leases, easements, and real estate transactions as required by state law. Real Estate and Capital Planning is comprised of the offices of Capital Planning, Planning Services, Real Estate Management, Space Planning and Management, and University Architect.

The Strategic Facilities Plan (2022) provides assessments of buildings and spaces at the University, as well as plans determined through an inclusive, iterative process.

OPERATIONS AND STRATEGY

This unit oversees the strategic operations of the Division of Operations and Finance. Operations and Strategy provides project management and change management, drives process improvements throughout the division, manages the divisional budget, and guides communication efforts.

RESPONSIBILITIES OF THE SVP OF OPERATIONS AND FINANCE



In addition, the SVP is instrumental in the continuing implementation of Workday— Finance and Planning and the development and implementation of Workday— Student and Receivables.

The SVP interacts with the Iowa Board of Regents and is responsible for providing transparent and timeline information to ensure the Board can fulfill its duties. The SVP participates in all aspects of institutional planning and program development in support of Iowa's land-grant mission and the Board of Regents Strategic Plan.

The SVP also serves as the contract officer for the Ames National Laboratory—a U.S. Department of Energy National Laboratory dedicated to creating materials, inspiring minds to solve problems, and addressing global challenges.

Internally, the SVP participates on committees and in activities to promote the success of the university, administration, faculty, staff, and students. Externally, the SVP participates in professional organizations and community activities to promote Iowa State University locally, statewide, and nationally.

To fulfill these responsibilities, the successful candidate must demonstrate a record of strong leadership skills and accomplishments in a complex organization. The next SVP will rely on these skills to act in the best interest of Iowa State University, identifying opportunities for improvement, supporting and developing staff, and generating strategies and solutions to bring about positive change.

EXPECTATIONS

To be successful in all of their leadership roles, these are the personal and professional qualities, skills, and attributes that colleagues and stakeholders expect in the next Senior Vice President for Operations and Finance:

- » Business strategy and acumen, including the ability to think strategically and align divisional services and goals with university and Board of Regents goals.
- » Problem-solving ability, based on asking critical questions to determine root causes of issues and collaborating to identify solutions.
- » Recognition of the interconnectedness of decisions, actions, outcomes, and measures in a complex institution, particularly in a public higher education context.
- » Initiative to develop and apply professional knowledge and skills to enhance individual effectiveness and improve organizational performance.
- » Knowledge of best practices and innovative solutions in operations and finance.
- » Unquestioned high level of integrity and business ethics.
- » Ability to assess areas of opportunity, identify solutions, and execute the plan.
- » Strong ability in time management and organizational skills to move projects forward for impact.
- » Self-motivated and accountable, with good judgment to engage others and seek advice and input from others when needed.
- » Strong oral and written communication skills, demonstrated in clear, concise, and timely communication with diverse audiences and situations.
- » Ability to listen with understanding and to facilitate open exchange of ideas and perspectives.
- » High emotional intelligence.
- » Ability to build trust and manage productive relationships with peers, leaders, and customer groups.
- » Commitment to providing value-added support to enhance team effectiveness and university results.
- » Openness and flexibility in considering new ideas and concepts during times of change.
- » Commitment to inclusivity and diversity, with commitment to developing and coaching direct reports and others.
- » Patience and resilience.
- » Strong supervisory leadership, demonstrated in setting clear expectations for performance, providing meaningful feedback, establishing opportunities for improvement, offering resources for professional development, holding employees accountable, and recognizing successes.



UNIVERSITY AND LEADERSHIP

IOWA'S LAND-GRANT

Established in 1858, Iowa State University of Science and Technology is Iowa's land-grant university. In fact, Iowa was the first state in the nation to accept the provisions of the Morrill Act, which established the land-grant universities. Iowa State embraced the land-grant ideals – access, practical education, shared knowledge – from the start. Today, Iowa State University is known for its student-centered culture, with faculty and staff dedicated to student success; for its science and technology, innovation and entrepreneurship that seeks to make the world a better place; and

for its commitment to improving quality of life through research-based extension and outreach-delivered education and resources.

OUR STUDENT BODY

Academic excellence and a high-quality learning environment are at the heart of the university. ISU has the largest enrollment of any higher education institution in the state of Iowa, offering a high-quality, student-centered education to 30,000 students, including more than 25,000 undergraduates. Students come from every county in Iowa (99), from all 50 states, and nearly 120 countries. While ISU is large,

students say it has the feel of a smaller university because of the caring community and dedicated faculty and staff. More than 90% of first-year students participate in learning communities, which group students by academic major or other common interests to ensure a successful transition to a large university setting. Students can choose from 800 student organizations to get involved in.

A WELCOMING PLACE FOR ALL

From its establishment nearly 170 years ago, Iowa State University has welcomed students of all backgrounds – so anyone and everyone can aspire to their full

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academic and personal potential. As one of the first coeducational land-grant universities we have always educated our students with classical, as well as practical, knowledge. Today, Iowa State strives to set the national standard for being the most welcoming and inclusive public research university in the nation. ISU is a member of the University Innovation Alliance, which aims to help more students from all socioeconomic backgrounds and increase the number of Americans with college degrees.



HUNDREDS OF ACADEMIC PROGRAMS

Iowa State's six undergraduate colleges — Agriculture and Life Sciences, Business, Design, Engineering, Human Sciences, and Liberal Arts and Sciences — offer more than 100 programs leading to baccalaureate degrees. The Graduate College offers nearly 200 programs leading to graduate degrees. The College of Veterinary Medicine offers the Doctor of Veterinary Medicine professional degree. Many of ISU's programs are ranked among the best in the nation, and the university's programs in agriculture, forestry, and veterinary science are ranked among the best in the world.

CREATING LEADERS AND CRITICAL THINKERS

Students receive support for learning and achievement from an award-winning academic advising staff and faculty and

through an environment that places a priority on cooperative and experiential learning. An Iowa State education instills in its students the skills and mindset of critical thinkers, problem solvers and innovators, effective communicators, inspiring leaders, technology-savvy professionals, and prepared collaborators and team players. "Science With Practice," part of the university's seal for more than 150 years, aptly describes Iowa State's integral ideal of hands-on learning and applying science to practical problems. And with a placement rate of 95% and higher for its graduates, Iowa State excels in preparing students to make a difference in their chosen careers, bettering their communities and their world.

A RESEARCH POWERHOUSE

As a Carnegie R1 very-high-research-activity university,

Iowa State addresses the grand challenges faced by society today. Iowa State is a national research powerhouse — ranked #17 for research expenditures (top 3% in the nation) out of nearly 500 universities without a human medical school and recently setting new records for external research grants and contracts. Iowa State consistently ranks in the Top 100 universities worldwide for number of U.S. patents awarded to faculty and staff researchers, who excel at transferring innovations to the marketplace.

FUNDRAISING CAMPAIGN

Iowa State University's nine-year fundraising campaign, Forever True, For Iowa State, closed June 30, 2021, with historic success. The campaign raised a university-record \$1.542 billion for student support and scholarships, faculty positions, programs and new



and revitalized facilities. Private fundraising continues as a high priority to maintain affordability for students, recruit and retain world-class faculty and support strategic initiatives that advance Iowa State as one of the most student-centric leading research universities.

EXTENSION, TURNING DISCOVERY INTO INNOVATION

With a presence in all 99 counties of the state, Iowa State University Extension and Outreach is Iowans' partner in lifelong learning, decision making and contributing to building a strong Iowa. Extension and Outreach is the constant link between Iowans

and the ever-changing, research based knowledge produced by ISU — helping Iowans every day to combine that knowledge with insights embedded in our communities in ways that turn discoveries into practical application to make life better in Iowa.

PRESIDENT WINTERSTEEN

Dr. Wendy Wintersteen has served as the 16th president of Iowa State University since Nov. 20, 2017. The first woman to hold the university's highest office, Dr. Wintersteen has served Iowa State for more than 40 years in several leadership roles. Under her leadership, Iowa State has established national and international

prominence in innovation and entrepreneurship in higher education. In 2023, ISU was named the Entrepreneurial University of the Year for the Americas by ACEEU, and received the top Innovation and Economic Prosperity University Award from the Association of Public and Land-Grant Universities. ISU is ranked #12 in entrepreneurship out of 300 public and private universities by the prestigious Princeton Review.

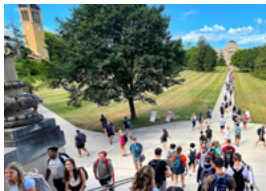
INNOVATE AT IOWA STATE

One of President Wintersteen's most ambitious undertakings is *Innovate at Iowa State*. This comprehensive innovation and entrepreneurship ecosystem captures Dr. Wintersteen's vision of a university with endless opportunities for innovative minds to change the world. It's a key reason why students enroll at Iowa State — to experience a unique blend of practical and critical thinking skills, and to explore and apply their creativity. The crown jewel of our innovation-focused campus is the 146,000-square-foot Student Innovation Center, where students can activate their imaginations in our state-of-the-art makerspaces and test their business ideas. ISU's Start Something Network extends across campus and encourages students in all majors to participate in innovative and entrepreneurial courses, programs, and more.



MISSION, VISION AND VALUE STATEMENTS

Iowa State University's focus on innovation enlivens our mission, vision, values and aspirations. Our plan to excel infuses innovation into the architecture of our future.



Our Mission

Iowa State University will create, share, and apply knowledge to make our students, Iowa, and the world better.



Our Vision

Iowa State University will advance the land-grant ideals of putting science, technology, and human creativity to work.



Our Values

Iowa State University embraces the values of our Principles of Community (Respect, Purpose, Cooperation, Richness of Diversity, Freedom from Discrimination, Honest and Respectful Expression of Ideas), and the values of Access, Excellence, and Integrity.

Iowa State University is guided by four key pillars that encompass the themes of acknowledged university areas of excellence:

» **Innovative Solutions** » **Education Experience** » **Community Engagement** » **Knowledge and Discovery**

These strengths are ingrained in the daily work and lives of our faculty, staff, and students, and have been proven time and again throughout Iowa State University's history. Intersected and interwoven throughout the pillars are our land-grant university hallmarks of teaching, research, extension and outreach, and service.

STRATEGIC PLAN

Iowa State University's nine-year strategic plan, 2022-2031, includes aspirations that define what the university desires to be and how the university plans to position itself.

Enlivening the strategic plan is a process inviting new ideas that respond to a dynamic state, nation and world landscape. In the first two years of the plan, we have invested nearly \$14.5 million in initiatives directly linked to our aspirations, and that are helping us achieve what we aspire to be.

For more information on Iowa State's Strategic Plan, please visit <https://strategicplan.iastate.edu/>



APPLICATION PROCESS

Academic Search is assisting Iowa State University in this search. All inquiries, nominations, and applications will be held in strict confidence. To learn more about this opportunity and discuss your qualifications and interest, potential applicants are encouraged to schedule a confidential conversation with one of the Senior Consultants for this search:

Dr. Ginny Horvath

Ginny.Horvath@academicsearch.org

Dr. Carlos N. Medina

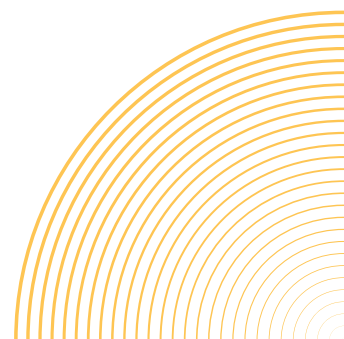
Carlos.Medina@academicsearch.org

APPLICATIONS

Applicants should send these three separate documents (each in PDF format) to Academic Search at IowaStateSVPOF@academicsearch.org:

- » A detailed cover letter, addressed to the Search Committee, which expresses your interest in this position and addresses the specific ways you meet the qualifications and expectations outlined in this search profile.
- » A current full resume or curriculum vitae that includes relevant education, positions/titles, responsibilities, and accomplishments.
- » A list of five professional references, including their names, titles, organizations, phone numbers, and email addresses, noting your relationship with each reference.

References will not be contacted until later in the search process with the candidate's permission.



NOMINATION AND DEADLINE

NOMINATIONS

Although nominations are not required to be considered for this position, leaders who know of outstanding candidates are welcome to submit confidential nominations by sending an email to IowaStateSVPOF@academicsearch.org. Be sure to include the nominee's full name, position, institution/organization, and email address. Academic Search will notify individuals of their nomination, provide details about the position, and encourage them to apply.

DEADLINE

Although the search remains open until the position is filled, for full consideration by the Search Committee, candidates should submit their application materials by May 28, 2024. Confidential initial interviews will occur off-campus, but finalists for the position will participate in campus interviews that will include a public presentation.



Iowa State University does not discriminate on the basis of race, color, age, ethnicity, religion, national origin, pregnancy, sexual orientation, gender identity, genetic information, sex, marital status, disability, or status as a U.S. Veteran. Inquiries regarding non-discrimination policies may be directed to Office of Equal Opportunity, 3410 Beardshear Hall, 515 Morrill Road, Ames, Iowa 50011, Tel. 515-294-7612, Hotline 515-294-1222, email eooffice@iastate.edu.

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ABOUT ACADEMIC SEARCH

Academic Search is assisting Iowa State University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.



academicsearch.org

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