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IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY

Associate Vice President - Human Resources

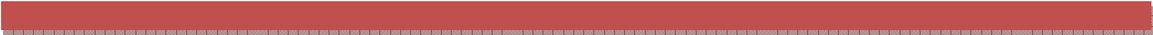


UNIVERSITY PROFILE

Harris Search Associates

Summer 2013

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About Iowa State University of Science and Technology

Iowa State is a land-grant university with a friendly welcoming personality. Students from all 50 states and more than 100 countries come to Ames, Iowa, to choose from 100 majors, 112 master's degree programs, and 83 Ph.D. level programs; study with world-class scholars; and hone their leadership skills in 800-plus student organizations.

Located on nearly 2,000 beautiful acres, 6,300 faculty and staff serve the more than 31,000 students enrolled in the Colleges of Agriculture & Life Sciences, Business, Design, Engineering, Human Sciences, Liberal Arts & Sciences, Veterinary Medicine, and the Graduate College. The University is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools; many of its various schools, departments, and programs are separately accredited by over twenty accrediting agencies and professional organizations. The colleges provide opportunities for students to learn and grow through internships, learning communities, international study and association with outstanding faculty members.

Widely known for its strengths in science and technology, Iowa State has an impressive history of discovery and innovation, including the world's first electronic digital computer, the world's largest tornado simulator for wind energy research, the world's highest resolution immersive virtual reality lab, the largest concentration of faculty involved with sustainable agriculture teaching and research, the first-in-the nation research and demonstration farm devoted to biomass production and processing, a supercomputer - "Cystorm" - that performs more than 28 trillion calculations per second, and the Bioeconomy Institute, a leader in developing new sources of energy, fuels, and other products from renewable resources.

Iowa State Extension and Outreach offers practical, how-to education based on powerful university research that it tailors to meet the needs of Iowans. Extension educators, specialists, and volunteers live and work in all 99 Iowa counties. Through research-based education, Extension helps grow businesses; strengthens communities; supports a safe, sustainable and affordable food chain; helps Iowa become the healthiest state in the nation; prepares our young people for the future; and promotes healthy people, environments, and economies.

Iowa State University operates the Ames Laboratory, one of ten U.S. Department of Energy Office of Science research facilities. For more than 60 years, the Ames Laboratory has sought

solutions to energy-related problems through the exploration of chemical, engineering, materials, mathematical, and physical sciences.

The University's budget totals over \$1.2 billion, of which approximately 18.3 percent derives from state operating appropriations, 27.5 percent from tuition and fees, and 17.7 percent from federal grants and contracts, the remainder from self-supporting activities.

The Iowa State campus includes over 600 public works of art, one of the best public rose gardens in the U.S., and a cultural/educational/athletic center that attracts amazing artists and powerful performances and events.

The University fields 18 varsity intercollegiate sports in the Big 12 Conference, the nation's premier athletics league. The Cyclones' four-year federal government graduation rate of 65 percent (for all sports) was best in the conference. A strong fan base helps the Cyclones continuously break attendance records and earn top honors in national online polls ranking the best "student spirit" (Hilton Coliseum) and "most dominant mascot on Earth" (Cy).

Points of Pride

- Iowa State is one of the top 50 public institutions nationally ranked by U.S. News and World Report.
- Iowa State University ranked 5th among all universities in the nation for licenses and options executed on its intellectual property.
- Iowa State ranks second only to MIT for the number of R&D 100 Awards received by universities for top technologies developed by faculty and research staff.
- Students are taught by faculty who are Pulitzer Prize winners, Fulbright Scholars, and members of the National Academy of Engineering and National Academy of Sciences.
- Iowa State University is ranked 32nd among public universities in the nation by Washington Monthly magazine for its commitment to community service; research and advanced degrees; and its success in graduating students from lower-income families.
- Iowa State is among the nation's top 45 universities in providing well-prepared graduates, according to a 2009 Wall Street Journal survey of recruiters.
- Our learning communities program is among the best programs in the nation that lead to student success says U.S. News and World Report.
- Iowa State is one of only 23 land-grant institutions belonging to the prestigious Association of American Universities.

- Please visit the following link for more information on Iowa State's Points of Pride:
www.iastate.edu/about

Iowa State University Mission Statement:

- CREATE, SHARE, AND APPLY KNOWLEDGE TO MAKE IOWA AND THE WORLD A BETTER PLACE.
- We must prepare the leaders of our nation and the world. To make the world a better place, Iowa State will call upon its great strengths in student-centered education, global collaboration, and transformational basic and applied research. Iowa State will lead in developing more sustainable ways to produce and deliver safe and nutritious food, water, materials, and energy; integrate the protection of plant, animal, and human health; and care for our environment. We will design tools and infrastructure that will create entrepreneurial opportunities. The major changes sweeping the world are creating extraordinary opportunities for Iowa State to capitalize on its land-grant mission and be at the forefront in addressing our common, global challenges.
- To create knowledge, Iowa State must be a magnet for attracting outstanding students, faculty, and staff who will learn, work, and conduct world-class research and scholarship that address the challenges of the 21st century.
- To share knowledge, Iowa State's faculty, staff, and students must be able to communicate with and learn from diverse populations. The University must maintain a strong focus on student success and provide exceptional undergraduate, graduate, professional, and outreach programs that prepare students and citizens for leadership and success.
- To apply knowledge, Iowa State's faculty, staff, and students must be able to develop global partnerships to convert what they know into products, services, and information that will improve the quality of life for the citizens of Iowa, the nation, and the world
- Please view the link for Iowa State's strategic plan: <http://www.president.iastate.edu/sp/>

THE COMMUNITY

Located in America's heartland, Iowa State University is in Ames on Interstate 35, which is one of the nation's main north/south transportation corridors between Kansas City and Minneapolis, approximately 20 miles north of Des Moines, the state capitol and largest city in

Iowa. A small town with big city amenities, beneath the small town charm of boutiques, international cuisine, and outstanding K-12 schools, beats the heart of a much larger city, a city that has become a player in developing the world's bio-economic future. Ames is the 2nd best college town (under 250,000 residents, *American Institute for Economic Research*; among the 256 Smartest College Towns, *The Daily Beast*; among the top 10 best places to live in America, *Money Magazine*, CNNMoney.com, 2010; a community recognized as one of the most livable small cities in America and 6th best small city in America in which to do business. More information on Ames may be found at the city's Web site: www.ames.ia.us

BOARD OF REGENTS

The Board of Regents, State of Iowa, was established as the State Board of Education in 1909. The Board was created by the General Assembly in 1955 as successor of the State Board of Education. The Board, an agency of the State of Iowa, is the governing body of the State University of Iowa at Iowa City, Iowa State University of Science and Technology at Ames, and the University of Northern Iowa at Cedar Falls. Fall 2010 records show enrollment at the three universities totaling 72,708. The Board also governs the Iowa Braille and Sight Saving School in Vinton and the Iowa School for the Deaf in Council Bluffs.

The Governor appoints members to the Board every two years subject to approval by two-thirds of the Senate of the General Assembly of the State of Iowa. The nine Board members serve six-year overlapping terms. Members can be reappointed and are selected on the basis of their qualifications to perform the duties required by the Board. Not more than five of the nine members may be of the same political party at any one time. The Board Office, under the direction of the executive director, is responsible for administrative functions of the Board as well as policy analysis and staff services.

MAJOR UNIVERSITY CONSTITUENT GROUPS

Faculty Senate

The Faculty Senate represents the general faculty of Iowa State University and participates in shared governance of the University with the administration. It is made up of 82 representatives elected by the general faculty, and divided into caucuses representing each of the seven colleges. The Faculty Senate has legislative responsibility for general academic and educational policy, serving to facilitate communication among faculty, students, and

administration. It also cooperates with the administration in conflict resolution, and advises the administration on budgetary and other policy matters.

Professional and Scientific Council

The Professional and Scientific (P&S) Council and elected university body, is responsible to the professional and scientific employees of Iowa State University. The P&S Council facilitates communication among employees and between employees and the president, the provost, vice presidents, deans, directors, and other administrative officers of the University, and recommends to the administration policies that promote the common interest of professional and scientific employees. There are 40 representatives on the Council. Representation on the Council comes from the area of Academic and Research, Business and Finance, Extension, President's Office, Institute for Physical Research and Technology and Ames Laboratory, and Student Affairs.

Supervisory/Confidential Council

The Supervisory/Confidential (S/C) Council of Iowa State University facilitates communication between the University Board of Regents, State of Iowa, Merit System Supervisory and Confidential employees (positions excluded from collective bargaining coverage), and the University administration. The S/C Council members form a network with the University of Iowa, Braille and Sight Saving School, and Iowa School for the Deaf S/C employees on the Regents Inter-institutional Supervisory/Confidential Advisory Council (RISCAC).

BUSINESS AND FINANCE DIVISION

The AVP-HR reports to Senior Vice President Warren Madden. Human Resources is part of the Division of Business and Finance which also includes facilities planning and management, controller, environmental health and safety, treasurer, public safety, business services, the Reiman Gardens, and university museums. The divisional annual report for 2010 is available at the following link:

<http://www.vpbf.iastate.edu/sites/default/files/uploads/SVPBFAnnualReport2012FINALWebsite.pdf>

The 2010-2015 strategic plan for the Business and Finance Division includes five priorities, one which focuses on people:

Promote an environment and provide services that enhance and diversify the university's human resources

- Utilize contemporary methods to attract diverse and outstanding people;
- Provide guidance and alternatives to foster a culture of work life balance;
- Pursue competitive compensation and job structuring;
- Develop tools and strengthen professional development opportunities for employees;
- Guide and support managers and supervisors in personnel management; Provide experiential learning opportunities for students; and
- Determine and maintain core staffing levels necessary to support the university's mission.

The divisional strategic plan is available at the following link:

<http://www.vpbf.iastate.edu/sites/default/files/imported/pdf/StrategicPlan20102015.pdf>

The Position

Iowa State University seeks an accomplished Associate Vice President for Human Resource (AVP-HR) to provide dynamic and strategic leadership in the development of progressive and responsive programs, services, and policies.

The AVP-HR will endeavor to create and sustain an environment that exemplifies the University's strategies for strengthening human resource management and promoting professional development. The AVP-HR reports to the Senior Vice President for Business and Finance. This position is exempt from university Professional and Scientific policies and serves at the pleasure of the administration.

Areas of responsibility include performance management, employee and labor relations, compensation, recruitment, organizational development, benefits, student health insurance, workers compensation, and childcare services. This position plays a key role in the Kualii initiative, as Iowa State is a founding partner in the KPME project (Kualii People Management for the Enterprise).

As a leading land grant university, Iowa State University values its mission to create, share, and apply knowledge through student-centered education, global collaboration, transformational basic and applied research, and Extension and outreach. Iowa State fosters a diverse and rewarding work environment. Consistently ranked among the top 50 public universities by U.S. News and World Report, Iowa State is a distinguished AAU research university. Located in Ames, Iowa, rated one of the top ten best places to live in the country, Iowa State has more than 31,000 undergraduate and graduate students and over 6,300 employees. More information about Iowa State can be found at www.iastate.edu/about/.

The successful candidate will be a collaborator, effective communicator, and creative problem solver with demonstrated success as a transformational leader in building a high performing team. This person will have a record of innovation in policy and program delivery, progressive management responsibility and technical expertise in HR, and experience in strategic planning that moves the HR organization tangibly forward. Candidates will have knowledge of human resource issues impacting large, complex organizations.

Duties and Responsibilities (with approximate workload percentage)

35%	Develop transparent and improved HR workflow processes. Identify, cultivate and model effective and efficient best HR practices. Inspire team building among HR staff, promote healthy relationships and creative thinking in identifying and developing strategies for enhanced HR programs.
25%	Provide excellence in human resource leadership in support of the university mission. Utilize contemporary methods to attract a diverse and outstanding workforce. Pursue competitive compensation and job structuring. Guide and support managers and supervisors in personnel management. Develop tools and strengthen professional development opportunities for employees.
15%	Maintain an understanding of HR best practices. Regularly assess the value and effectiveness of HR policies and procedures. Work collaboratively and consultatively with all levels of campus constituents in the modification, development, and implementation of HR policies and practices.
10%	Provide quality HR programs with informative communications to employees / prospective employees. Deliver guidance to employees and their representative groups that promotes enhanced performance and minimizes conflicts in the work place. Create strategies to foster an environment of inclusiveness and a culture of work life balance.
5%	Ensure university compliance with labor regulations and university policies, evaluate risks, and work closely with University Counsel and the Office of Equal Opportunity to assist with appropriate practices and effective communication of regulations/policies and risks.
5%	Work collaboratively with Board of Regents staff, other Regent institutions, government agencies, and other external constituents, as well as participate in regional and national professional organizations that improve the university's human resource programs.
5%	Other duties and projects as needed and/or assigned.

Qualifications

A. Required Qualifications

Bachelor's degree and 10 years of related experience; OR Master's degree and 8 years of related experience; OR Ph.D. or other doctoral/professional program and 6 years of related experience. Degree in Business Administration, Human Resource Management or relevant field.

B. Preferred Qualifications

- Master's Degree and additional years of experience in higher education
- PHR, SPHR, or GPHR
- Demonstrated strategic business expertise

Knowledge, Skills and Ability

- Knowledge of large, complex organizations such as public higher education institutions, and familiarity with diverse jobs and classifications.
- Advanced knowledge of compensation structures, employee benefit programs (self-funded and insured), performance management and retention strategies for large, complex organizations.
- Ability to communicate effectively with a broad range of audiences on issues generating conflict or requiring collaboration. Both written and verbal communication must demonstrate professionalism.
- Ability to lead and inspire HR professionals at every stage of development and help them establish career goals and develop skills and opportunities for growth in knowledge and experience.
- Ability to lead and work as a member of a team, particularly other administrators and those reporting to the president and senior vice presidents.

On the Job Training

Twelve months to become familiar with the scope of the organization and the needs of departments and employees.

Complexity

This position is responsible for providing leadership in the discussion on recruitment and retention strategies for outstanding faculty and staff and public employee salaries and benefits. There is a national trend that increases expectations for higher education,

monitoring how higher education maintains public trust, and increasing competition for staff support from outside contracts and grants. These trend factors in the face of greater government compliance and growing international interests create complexity in the planning and execution of effective HR programming and procedures.

Innovation

Complexities noted above and the university's budget model requires a collaborative and creative style of supporting personnel programs. Recognition and reward programs and improved communication skills for supervisors require innovative thinking to retain highly competitive employees at Iowa State.

Impact on Institutional Mission

Scope

The AVP-HR works closely with the staff from the Office of the Board of Regents, other Regent institutions, leaders and executives within Iowa State University on a regular basis. The AVP-HR must be familiar with the structure of state government and provide a supportive role in the interests of Iowa State employees and departments during discussions and deliberations with state agencies.

An example of a positive consequence of a job-well-done is knowledgeable supervisors and managers who inspire productivity and efficiency due to the development of competent and empowered employees. Another example is improved communication between central HR administration and university colleges and divisions that promotes open discussions and problem-solving in the process of human resource planning. Negative consequences of action include grievances, conflicts, poor understanding and implementation of university policies and compliance with regulations and statutes, all of which are financial and reputational risks for the university and potential loss of staff.

This position oversees the management of the university's benefit programs expending approximately \$150 million per year and maintaining personnel information for more than 6,000 employees.

Freedom of Action

The AVP-HR is expected to seek guidance and approvals from the Senior Vice President, collaborate with divisional leadership regarding university HR policies and

practices, and exemplify best practices for HR. The AVP-HR has latitude and flexibility within his/her unit with the understanding that it must satisfy the principle duty of serving the departments and employees of the university. The AVP-HR must recognize the team responsibilities that come with the high-level, high-visibility role of the position and must recognize the critical value of collaboration across the university.

Policies and procedures are guided by federal and state laws, as well as policies of the Board of Regents. These regulations need to be interpreted and adapted to the university. Policies are subject to change regularly due to outside influences.

Organization Chart

(See attached)

Internal Interactions

Internal contacts are at every level of the university for purposes of program planning, program implementation, program evaluation, investigational complaints and problem solving.

External Interactions

External contacts are within the community and extend to the State and national level within organizations addressing or discussing human resource planning issues that impact Iowa State University.

- Board of Regents' staff - Policies & Labor Relations - Weekly
- State HR Enterprise - contract Interpretation - Weekly
- Regent Institutions - Personnel Matters - Monthly
- Other universities - personnel matters - Monthly
- Union Representatives - Contract Administration & Problems Solving - as needed
- Federal/State Agencies - Problem Resolution - Bi-monthly

Leadership Responsibility

Oversees a central HR staff (P&S – 20, Merit – 6, Student – 5, and indirect ITS staff – 2) while working with more than 150 departmental units in 7 colleges and 3 major vice presidential units.

The AVP-HR leads the human resource function and is responsible for satisfying leadership within the budget allocated. Leadership may extend beyond HR to the university as the spokesperson for HR and to the community as an ambassador for the

university. Leadership requires certain skills and attitudes that reflect knowledge and confidence. The AVP-HR extends his/her leadership role by serving on numerous administrative and standing committees and chairs several related to human resource topics.

Physical Conditions – basic office environment

Opportunities And Expectations For HR Leadership

Challenge #1— Advance a client-centric, holistic vision to guide the development of human resource programs, services, and policies in support of the university's strategic plan

An initial priority will be to assess the relative strengths, as well as areas of opportunity the university has from a human resources perspective. As a new unit leader coming in with a fresh perspective, a personal assessment and conversations with key stakeholders will be expected to create a foundation for HR organizational change that creates a truly mission-driven organization that empowers and respects individuals and is sought out as a valuable collaborator. The HR organization has experienced work flow and efficiency difficulties. The new AVP-HR will need to assess HR functional responsibilities, HR staff capabilities, and university needs for mission critical and optimal service.

Challenge #2— Design HR programs, services, and policies that are responsive to the university's needs as well as regulatory requirements

Iowa State provides employees a comprehensive benefits program. With its self-insured health plans, it is imperative that the new AVP-HR be well versed in the requirements of the new health care laws and their potential impact on the ISU health plans. Iowa State is currently developing a university wellness program. The new AVP-HR will embrace the wellness initiative and positively facilitate its implementation across campus. Further enhancement of employee benefits will need to be explored, soliciting expectations and responding with programs and innovative ways to keep Iowa State one of the best places to work.

Challenge #3— Optimize the use of technology for business processes and management resources

Responsiveness entails finding the delicate balance between using technology for employee self-service versus providing personal contact to meet employee needs. The university is an inaugural national partner in the development of a new enterprise wide Quali system for human

resources, Kuali People Management for the Enterprise (KPME). In developing the system, it will be essential to assess and streamline current processes from a user perspective, and create an infrastructure that reflects the “new improved” processes. Creating an administrative environment that optimizes the ability of faculty and staff to focus on research, teaching, extension and outreach, and service requires finding ways to minimize bureaucratic procedures and paperwork. For example, with the growing number of competitive contracts and grants, it is essential for Iowa State to hire staff quickly once a grant is awarded. The HR Liaisons from units across campus are essential in facilitating HR management; engaging them in process improvement and the development of reports and systems can be mutually beneficial.

Challenge #4— Create metrics to monitor institutional trends and HR organizational effectiveness

With an expectation of continued progress and positive impact the new AVP–HR will develop a baseline for measuring progress. Baseline data on number of type of hires and separations, reclassifications, promotions, and transfers should be analyzed to ascertain variables and trends by job type and organizational unit. Data can be provided to unit leadership that gives them a portrait of HR trends in their respective areas. Critical factors that affect employee recruitment and retention can be identified, quantified, and monitored for improvement. As new programs are developed, there will need to be ways to assess their impact. Career development, training, promotions, performance management, turnover, and staffing metrics will help ascertain program/resource needs, and identify succession planning needs.

Procedure for Candidacy:

Applications should be accompanied by a letter of application and curriculum vitae/resume. Review of applications and nominations will begin immediately and will continue until the position is filled. For fullest consideration, applications before July 26, 2013 are encouraged.

Iowa State University is being assisted by Harris Search Associates for this search. Please contact Jeffrey Harris, Managing Partner for further information. A detailed profile is available for download at www.harrisandassociates.com

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Iowa State University is an Affirmative Action employer and will take action to ensure that employment practices are free from discrimination. Iowa State University is committed to achieving excellence through a diverse workforce. Iowa State University does not discriminate on the basis of race, color, age, religion, national origin, sexual orientation, sex, marital status, disability, or status as a U.S. veteran.