Leadership Profile

Senior Associate Vice President for Administration

This Leadership Profile is intended to provide information about Oregon State University and the position of Senior Associate Vice President for Administration. It is designed to assist qualified individuals in assessing their interest.
Opportunity Summary

Oregon State University (OSU), an internationally recognized, innovative, and mission-driven land-grant and research university, seeks an inspiring, collaborative, and entrepreneurial leader to serve as Senior Associate Vice President for Administration (SAVPA).

The SAVPA is a senior leader for the university and provides leadership, management oversight and stewardship while ensuring absolute institutional integrity for all aspects of Oregon State University’s Facilities, Infrastructure and Operations; Public Safety; Enterprise Risk Management; Environmental Health and Safety; and Information Technology functions for the Division of Finance and Administration (DFA).

This position requires superior leadership abilities to inspire positive change and problem-solving in support of university and division strategic plans and goals, and extensive experience in developing and effectively managing operations in a complex and dynamic environment. With responsibilities for working collaboratively with internal colleagues and external stakeholders, this position requires excellent planning, effective implementation, communication skills, and political acumen. A bachelor’s degree is required; an advanced degree is preferred.

It is an exciting time to join Oregon State University. The university continues to climb in excellence by keeping a clear focus on valuing student success, advancing and disseminating knowledge, and serving the people and state of Oregon and beyond. With campuses in Corvallis and Bend, exceptional Marine Studies research and teaching facilities in Newport, and a growing presence in Portland, OSU is one of only two universities in the country to hold the Land, Sea, Space and Sun Grant designations. It is also the state’s only institution to hold both the Carnegie Foundation’s top designation for research institutions and its prestigious Community Engagement classification. To learn more about Oregon State University visit https://oregonstate.edu.

The Role of the Senior Associate Vice President for Administration

This SAVPA bears responsibility for a broad portfolio to ensure the highest level of attention to Oregon State University’s administrative priorities and functions. The university seeks a unique operations leader who is excited about exploring and implementing best practices, creative efficiencies and a team-oriented approach to organizational operations. The SAVPA must be a strategist, analyst, and an effective coach and manager.

As second-in-command for the Vice President for Finance and Administration (VPFA), the SAVPA represents the VPFA in the VPFA’s delegation or VPFA’s absence and serves as a strategic advisor to the VPFA and the DFA leadership team. The SAVPA’s supervisory portfolio includes the AVP for University Facilities, Infrastructure and Operations; the Chief Public Safety Officer; the Director of Enterprise Risk Services; and the Director of DFA’s Information Technology. The SAVPA serves as a significant contributor to advancing the mission and strategic direction of the DFA and the university, which includes promoting a climate of inclusion and equity. The SAVPA
works with the VPFA, the DFA leadership team and a range of internal colleagues and external stakeholders to develop and promote efficient, effective and responsive administrative services.

The SAVPA recommends administrative objectives, policies, programs and practices to support a sound operational structure for the DFA and ensure the viability and effective operation of the university. The leader is responsible for directly managing administrative units within the division as well as ensuring compliance with related audit, legal, and donor requirements, and IRS, federal and state regulations. The SAVPA ensures the integrity of the division’s interactions in providing institutional support for facilities, public safety, risk management, emergency planning, environmental health and safety, information technology and related matters, and in promoting a culture of safety and respect among university employees.

**Position Duties**

**Operational Leadership:**

The SAVPA is responsible for providing leadership for complex administration functions, resources and staff within his/her/they supervisory portfolio. The new leader will ensure the existence and effectiveness of systems and processes that maintain safety and operational stability for the university and staff adherence to relevant university policies and procedures.

The SAVPA works collaboratively across the division to:

- promote efficient and effective administrative services for campus constituencies and act to correct flaws and improve operations
- work with the Faculty Senate, the OSU Foundation and the OSU Alumni Association to communicate and respond to needs related to these services
- develop and implement strategies that further the institution’s goal of becoming a tier-one research university
- support the Board’s Finance and Administration Committee

**Division-level executive leadership:**

Within the Division of Finance and Administration and working jointly with the DFA’s senior team, the SAVPA serves as an effective manager of a highly complex organization. This includes supervisory responsibilities and support activities in staffing, development, and management of personnel and organizational development; supporting the VPFA in operating the DFA within its budget; and jointly ensuring the members of the division work effectively as a team.

The SAVPA will work closely with the VPFA and division senior leadership team to develop and advance mechanisms to evaluate the performance of the division and diagnose its strengths and weaknesses; jointly ensuring that the division can adapt to change, especially as required by implementation of the university and division strategic plans; acting responsibly within the new leader's authority; and being jointly accountable for the division’s actions.

The SAVPA along with the division senior leadership team is responsible for the examination, recommendation, and implementation of initiatives to create within DFA a diverse environment for all staff that is free from racial, gender, sexual, ethnic, or cultural discrimination.
The SAVPA works collaboratively across the university to:

- develop and sustain effective working relationships with the Office of the Provost and Executive Vice President, the President’s Cabinet and the Council of Deans, and the other executive-level leaders of the university
- represent the VPFA in all matters with the VPFA’s delegation or in VPFA’s absence
- provide guidance related to matters of administrative management within the division
- advocate for and represent VPFA priorities among stakeholders across the university

Develop and maintain relationships with external stakeholders:

Outside the university, the SAVPA must work to develop and sustain collegial and effective working relationships with Oregon’s other public universities as they relate to facilities and capital planning, public safety, risk management and information technology, and other matters requested by the VPFA.

In collaboration with other division and university units, the SAVPA works to:

- develop and sustain effective working relationships with counties, cities, and other governmental entities whose interests overlap those of the university (particularly the City of Corvallis). Responsibilities include effective and diplomatic communication, sharing information and working jointly on problem-solving approaches.
- present initiatives and programs to key constituencies such as the OSU Board of Trustees, the OSU Foundation Board, Oregon public universities’ council of vice presidents of finance and administration, the Higher Education Coordinating Commission and the Oregon Legislature
- participate in donor development and cultivation activities as advised by OSU Foundation staff

Opportunities and Expectations for Leadership

The new Senior Associate Vice President for Administration will be asked to address the following critical leadership issues, among others:

**Strategic plan**

Development of OSU’s fourth strategic plan under President Ray’s leadership, referred to as SP4.0, is now underway. The engagement and planning process will assess what has been accomplished since the first plan, refine areas of strategic focus, identify or modify campus-level goals, consider current opportunities and challenges, and inform the prioritization of actions and investments over the next five years.

The Office of the Provost is leading the engagement and planning process. Over the next few months, a steering committee chaired by Senior Vice Provost Susan Capalbo will engage with the university community and stakeholders and draft SP4.0 for public comment and review. A timeline for development of SP4.0 can be found [here](#).
This cycle of strategic planning will be informed by *Focus on Excellence*, the university’s recent rebranding effort, the recently launched university-wide accreditation self-study process, the newly developed university-wide diversity strategic plan and, most importantly, input from faculty, staff, students and other stakeholders.

The new plan will also take into consideration the university’s recent visioning exercise, which sought to anticipate OSU’s future unique contributions on the higher education landscape. *VISION 2030: Distinction, Access and Excellence* articulates Oregon State’s promise, focus and distinction among premier research institutions. It describes the university’s commitment to provide access to a high quality and affordable education for all learners and engage in world-class discovery, innovation and service within the university’s signature areas.

The key themes are:

- Academic Excellence, Access and Collaboration
- Revolutionizing Earth Systems Sciences
- Enhancing Health and Wellness
- Leading Economic Growth and Social Progress

Each of the areas in the SAVPA’s arena of responsibility is impacted by and serves these themes in multiple dimensions. The SAVPA will be expected to bring long term vision and futures thinking to the division as it looks beyond budget cycles to support and advance the university’s vision and strategic objectives. The SAVPA will provide input and expertise across all areas related to the university’s operations, infrastructure, and facilities, and contribute substantively to the university’s strategic planning and execution.

**Facilities, infrastructure and capital projects**

A key priority will be to develop universal capital facilities goals that maximize and leverage the university’s current and future space inventory. OSU seeks a leader who can engage the entire community in strategic conversations about usage, renovation, redesign, and best and highest deployment of facilities and technology that fairly allocates and reduces cost while leveraging assets. The university’s strategic plan and ability to fulfill its mission in the current resource environment depends on technical and operational excellence and strategic choices.

The SAVPA will have primary responsibility for overseeing the development of the ten year capital forecast; and subsequent planning, funding and execution of capital and campus development projects. The forecast is the integrative tool that addresses capital renewal needs, seismic upgrades and the need for new construction. The university currently has an estimated $650 million in deferred maintenance needs. The current ten year capital forecast includes two new STEM buildings, multiple comprehensive renovations and repurposing of existing buildings, and seismic upgrades. Timely and prudent use of fiscal resources is essential while not losing sight of operations and maintenance, services and capital improvement and renewal necessities.

**Campus and business operations**
OSU has grown significantly in size and complexity over the past several decades while retaining a personal, relational culture that values individual contributions. Once adequate policies, procedures and systems that were appropriate for a smaller, simpler organization are no longer sufficient to support the university's strategic vision and plans or the current regulatory environment. The SAVPA will bear significant responsibility for continuing the university's efforts to analyze, improve and scale up operations to meet and anticipate the needs of a major modern research university. This means using influence and a relationship-based approach to changing perceptions and behaviors across the university.

Key areas of immediate focus include campus safety and IT strategy, both of which are in need of upgrades and more integrated, contemporary approaches that meet OSU's needs today and tomorrow. A review of public safety operations in 2018 is expected to yield a number of recommendations to university leadership that the next SAVPA will be expected to implement in collaboration with the university's campus safety team. The Senior AVP needs to be able to advise the VPFA and serve as a partner in the university's evaluation, design, and implementation of a new IT, integrated and coordinated IT strategy.

**Enterprise risk management**

OSU's enterprise risk management encompasses a range of areas across the institution and requires a highly professional, collaborative, transparent approach that engages all stakeholders in recognizing and mitigating risk. The SAVPA is specifically responsible for ensuring that risk is effectively managed; and that financial, human, physical and reputational resources are preserved and strengthened. A new Director of Enterprise Risk Services is planned to join the team by July 2019 and will enable the unit to continue its work establishing internal controls and accountability specifically in hazard planning and lab safety. Additional attention to operations, financial reporting, compliance and IT risk management will require collaboration and integration of efforts across the university.

**Team building**

The SAVPA is responsible for recruiting, retaining and developing a diverse and highly effective team. The university's overall talent strategy depends on the benefits derived from assorted ways of thinking and leading. The SAVPA will embrace this strategy and support effective training programs that maximize the talents and efforts of the university's valuable human-capital resources. The SAVPA will also ensure the team is inclusive, supportive of a professional collaborative workforce, and focused on achieving strategic goals with a shared sense of achievement and opportunities to celebrate success.
Financial resources

The SAVPA will oversee the management of a $42.5 million budget as well as the strategies for the investment and use of those resources. A critical long term objective is a vision and strategy for diversifying the funding model of the institution and securing multiple streams of revenue. Fund-raising and pursuit of private and public partnerships are important parts of the role. The SAVPA will be expected to collaborate with university leadership and other constituents across the university to advance the university's mission while exploring and implementing means to increase and make best and highest use of diverse revenue streams.

Professional Qualifications and Personal Characteristics

This position requires superior leadership abilities to inspire positive change and problem-solving in support of university and division strategic plans and goals, and extensive experience in developing and managing budgets in a complex and dynamic environment. With responsibilities for working collaboratively with internal colleagues and external stakeholders, this position requires excellent planning, communication skills and political acumen.

Required credentials:

- At least ten years in progressively more responsible administrative leadership roles
- Direct experience in capital project planning, development and facilities operations
- Demonstrated history of effective budgetary and financial management within a large, complex environment; and with developing financial strategies that support key institutional priorities
- Demonstrated experience in long-range business planning, strategic planning, policy formation and personnel management
- A bachelor's degree is required; an advanced degree is preferred
- Demonstrated commitment to building a diverse community and vigorously promoting equity and inclusion

Preferred Experience:

- A record of collaboration as a member of a senior administrative team
- Experience with central and remote campus locations
- Experience in higher education and other areas for which this position is responsible

Competencies and skills:

- Superior leadership skills with the demonstrated ability to set challenging and attainable goals, establish priorities, inspire others to high levels of creative performance, and to leverage ideas into action, with attention to timelines and resources
- Excellent organizational development skills
- Ability to lead and navigate in a time of change
- A creative approach to problem-solving
- Demonstrated ability to build strong relationships, gain the respect and trust of colleagues within and outside an organization
• Superior communication skills, including listening, clear writing and presentation of information and diplomacy in representing the organization’s interests to key constituencies (such as with Boards, legislators and other external stakeholders)
• Ability to empower and motivate others

Personal characteristics:
• Integrity
• Ability to understand, respect and enable diverse viewpoints and approaches to achieving organizational goals
• Capacity to engage in thoughtful discussion and shared responsibility for envisioning and implementing organizational change
• An open, team-oriented and collegial leadership and management style
• Commitment to operational excellence
Oregon State University: An Overview

Founded as one of the country’s land-grant universities in 1868, Oregon State is the largest university in the Oregon, serving nearly 32,000 students, employing over 10,000 and operating with a $1.2 billion budget. OSU promotes a collaborative, inclusive and caring community that strives for equity and equal opportunity; that creates a welcoming environment and enables success for all; and that embraces common, fundamental values grounded in justice, civility and respect. The university is fully committed to ethnic, gender and cultural diversity and believes in access to a quality affordable education for all qualified learners.

The university is nearing implementation of the fourth iteration of its strategic plan since 2004 and continues to make measurable progress in all areas, including research, learning and engagement. Research grants and expenditures have continued to increase, and the faculty has outpaced peer institutions for prestigious grants and partnerships while maintaining its commitment to engaged learning and public service. OSU has successfully increased revenue from private fundraising, corporate partnerships, research grants and technology transfers culminating in the university’s first ever comprehensive fundraising campaign. In 2014, “The Campaign for OSU” concluded after raising $1.14 billion for student scholarships, faculty endowments and facilities with more than 106,000 individuals contributing to the fundraising effort. These successes have fueled OSU’s rise as a leading Land Grant university for the 21st century.

OSU operates two campuses: its main campus located on 400 acres in Corvallis, about 85 miles south of Portland, and OSU-Cascades, a regional campus in Bend. OSU-Cascades, the only baccalaureate and graduate institution based in Central Oregon, expanded to a four-year university campus in 2015, and serves about 1,200 students. OSU’s Hatfield Marine Science Center in Newport is a major marine research and teaching facility. This fall, OSU will open a central location in downtown Portland to support academic programs, research collaborations, engagement and alumni relations, and other activities in the region. OSU has a presence in all 36 Oregon counties through 14 agricultural experiment stations and county extension offices. Statewide, the university’s annual economic contribution is over $2.7 billion. In 2017, external research funding grew to over $440 million, setting a university record for the third year in a row. The overall economic and societal impact of OSU’s research enterprise exceeds $670 million, based on a 2017 analysis of OSU’s research contributions to the state and global economy.

OSU offers more than 200 undergraduate and approximately 80 graduate degree programs through its 11 colleges, Graduate School and Honors College. More than 50 OSU degrees at the undergraduate and graduate levels are also offered online through OSU Ecampus, which has been ranked in the top ten by U.S. News and World Report for four consecutive years. In 2017-18, more than 9,000 OSU students were distance students pursuing undergraduate or graduate degrees or certificates, or non-degree students taking courses online.
OSU’s 11 colleges include Agricultural Sciences; Business; Earth, Ocean and Atmospheric Sciences; Education; Engineering; Forestry; Liberal Arts; Pharmacy; Public Health and Human Sciences; Science; and Veterinary Medicine. OSU is organized into four academic divisions that focus on attaining preeminence in the signature areas delineated in the university’s strategic plan and promote collaboration across disciplines. The Division of Arts and Science encompasses the colleges of Liberal Arts, Education and Science and the Honors College. The Division of Earth Systems Science includes the colleges of Forestry, Agricultural Sciences and Earth, Ocean and Atmospheric Sciences. The Division of Health Sciences includes the colleges of Public Health and Human Sciences, Pharmacy and Veterinary Medicine. The Division of Business and Engineering includes the colleges of Business and Engineering.

OSU’s student body is increasingly diverse according to gender, ethnicity, race and socio-economic status. Historically under-represented students comprised 10.1 percent of total enrollment in fall 2017. Overall, U.S. minorities represent 22.8 percent of total enrollment. International students made up 11.1 percent of total enrollment. Pell eligible students make up 32 percent of undergraduates, and those who are first in their family to attend college make up 23.6 percent of undergraduates. OSU is committed to increasing these numbers. Diversity has also grown among university faculty and staff. U.S. minorities represent 17 percent of tenured/tenure track faculty and 12 percent of classified staff/professional faculty/research faculty. International representation for the respective groups are 5 percent of tenured/tenure track faculty and 3 percent of classified staff/professional faculty/research faculty.

To learn more about Oregon State University, visit https://oregonstate.edu/.

Oregon State University Leadership

Edward J. Ray became president of Oregon State University in July 2003. Previously, he had been a member of the economics faculty at Ohio State since 1970 and served in multiple leadership roles including department chair of economics, associate provost, senior vice provost and chief information officer. From 1998 to 2003 he was provost and executive vice president. Dr. Ray’s leadership extends to many organizations. He serves on boards of the American Council on Education and the Association of Public Land-grant Universities. In recognition of his contributions to higher education, he received the 2013 CASE District VIII Leadership Award. Dr. Ray received his undergraduate degree in mathematics from Queens College (CUNY) and holds master’s and PhD degrees in economics from Stanford University.

Governance

Oregon State University is a public university established by the laws of the state of Oregon and is governed by its own 15-member Board of Trustees. The president of the university is an ex officio non-voting Trustee. The remaining Trustees are appointed by the Governor and confirmed by the Oregon Senate. One trustee is a university student; one is an OSU faculty member; and one is a non-faculty employee of the university. The Faculty Senate is the governing body at Oregon State University, representing faculty in all academic and administrative units. For over 100 years, the Associated Students of Oregon State University (ASOSU) has represented the student body. In the fall of 2017, a Shared Governance
Agreement was adopted that recognizes the relationship between the OSU Administration, Faculty Senate and ASOSU to govern the campus together.

**Location**

OSU’s main campus is located in Corvallis, a community of 58,000 in the heart of western Oregon’s Willamette Valley, about 85 miles south of Portland and one hour from the Pacific Coast and the Cascade Range. Corvallis is a vibrant college town that is ranked consistently among the best and safest cities to live in the United States. Recently, WalletHub ranked Corvallis the fourth best overall college city in America. Known for being an environmentally responsible town, Corvallis sits within easy access to Oregon’s finest recreational and scenic areas.

**Procedure for Candidacy**

Inquiries, nominations and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by December 13, 2018. Candidates should provide, as separate documents, a resume and a letter of application that addresses the responsibilities and requirements described in the Leadership Statement.

These materials should be sent electronically via e-mail to the Oregon State University’s consultants Lucy A. Leske and Kim Brettschneider at OSU-SAVPA@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, 2015 Spring Road, Oak Brook, IL 60523.

This position is designated as a critical or security-sensitive position; therefore, the incumbent must successfully complete a Criminal History Check and be determined to be position qualified as per OSU STANDARD 576-055-0000 et seq. Incumbents are required to self-report convictions and those in Youth Programs may have additional Criminal History Checks every 24 months. Offers of employment are contingent upon meeting all minimum qualifications including the Criminal History Check Requirement.

Oregon State University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Oregon State University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix I – Organization Chart
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.