Position Specification

Iowa State University
Ames, Iowa

Assistant Vice President for Student Health Services

Institutional Background

Iowa State University (ISU), located in Ames, Iowa, is one of the nation’s leading land-grant universities. Chartered in 1858 as the Iowa Agricultural College and Model Farm, it became the nation’s first land-grant institution when the Iowa General Assembly awarded it the state’s land-grant charter in 1864. The college opened in 1868–1869, and a class of 26 was graduated at the first commencement in 1872. Graduate study was offered almost as soon as classes began, and the first graduate degree was conferred in 1877. The college was renamed Iowa State College of Agriculture and Mechanic Arts in 1898 and became Iowa State University of Science and Technology in 1959. Today, Iowa State University is a comprehensive research university of international stature with over 36,000 students from all 99 counties in Iowa, 50 states, and 100 other nations.

Iowa State has led the development of several fields of study that are central to the land-grant movement, including engineering, agriculture, human sciences, and veterinary medicine. Extension, which celebrated its 100th anniversary in 2003, traces its roots to Iowa and early outreach programs by Iowa State’s Adonijah Welch and Perry Holden. The legislation establishing the national Agricultural Experiment Station system was written by Iowa State faculty members Seaman Knapp and Charles Bessey in the 1880s.

George Washington Carver, one of the nation’s most distinguished educators and agricultural researchers, received bachelor’s (1894) and master’s (1896) degrees from Iowa State. The electronic digital computer, one of the most important technological innovations of the 20th century, was invented at Iowa State in the late 1930s by John Vincent Atanasoff. Carrie Chapman Catt, founder of the League of Women Voters and a key strategist behind the final ratification of the 19th Amendment, graduated as valedictorian of the Iowa State Class of 1880.

Today, Iowa State is a recognized leader in many areas, including plant and animal genomics, materials sciences, analytical chemistry, biology, physics, behavioral studies, information assurance, virtual reality, engineering, architecture, landscape architecture, business, journalism, kinesiology, transportation and logistics, and education. Major research initiatives involve the bioeconomy, food safety and security, combinatorial chemistry, human/computer interaction, and animal health.

Iowa State is a member of the prestigious Association of American Universities (AAU), which consists of leading research universities in the United States and Canada. Iowa State aspires to be the best university in the nation in advancing the land-grant ideals and putting science and technology to work. The University’s mission is to create, share, and apply knowledge to make Iowa and the world a better place.

From a student perspective, Iowa State University is a place where adventurous minds are encouraged to accomplish amazing things. As a major international university ranked in the top 50 among public universities by U.S. News & World Report, Iowa State offers a student experience rich in social and academic diversity. One hundred majors, over 800 clubs, and approximately 12,000 students living in campus
residential facilities enrich college life on a beautiful, park-like campus. A tradition of cultural and popular performances makes campus life fun and memorable. At Iowa State University, students can discover their passions and unlock their potential.

Iowa State fields 18 varsity teams in the Big 12 Conference, one of the nation’s premier athletics leagues. A strong fan base helps the Cyclones continually 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).

Ames and Central Iowa

Beneath the small-town charm of Ames, Iowa, beats the heart of a much larger city. A city that has become a player in developing the world’s bio-economic future. A city with top-quality education, from kindergarten to graduate school. A city that regularly draws performers like Kenny Chesney, Dave Matthews, Gabriel Iglesias, and Widespread Panic, along with international symphonies and Broadway musicals. A city with hundreds of acres of parks, numerous bike paths, and cultural festivals and celebrations. A city that’s been ranked the second most-livable small city in the nation.

Iowa is a place where neighborhoods are friendly and commutes are short. A place where quality public education is not just a dream, but a reality. A place of vibrant cities with shopping and entertainment possibilities. A place of endless outdoor recreational opportunities.

You can learn more about Ames at www.cityofames.org.

Des Moines

Located 35 miles south of Ames, Des Moines is the state capital and the largest city in Iowa, with over 600,000 residents. Often referred to as “The Hartford of the West,” Des Moines is a major insurance and financial center housing the home office of The Principal Financial Group and branches of EMC Insurance Group, Fidelity & Guaranty Life, Allied Insurance, Wellmark Blue Cross Blue Shield of Iowa, and American Republic Insurance Company.

Wells Fargo is the city’s largest employer, and the 18,000-seat Wells Fargo Arena is the Des Moines area’s primary venue for sporting events and concerts. It is the home of the Iowa Energy of the NBA Development League, the Iowa Wild of the American Hockey League, and the Iowa Barnstormers of the Indoor Football League. Des Moines is also home to the Iowa Cubs baseball team of the Pacific Coast League. The I-Cubs, Class AAA affiliate of the Chicago Cubs, play their home games at Principal Park, near the confluence of the Des Moines and Raccoon Rivers.
Institutional Leadership

Benjamin Allen, Interim President

The Iowa Board of Regents appointed Benjamin Allen as the interim president of Iowa State, effective May 9, 2017. He will serve as Iowa State's interim president until a new president is appointed and assumes office. Allen served as the president of the University of Northern Iowa (UNI) from 2006 to 2013. He received his doctorate and master's degree in economics from the University of Illinois and his bachelor of science in business economics from Indiana University.

Prior to assuming the presidency at UNI, Allen was vice president for academic affairs and provost at Iowa State University and was responsible to the president in all aspects of the academic programs at ISU. He has the distinction of having been named the first University Distinguished Professor in Business at Iowa State.

Before joining the ISU faculty in 1979, he taught at Washington State University and was a Brookings Economic Policy Fellow in the Office of Transportation Regulatory Policy, U.S. Department of Transportation. He was the Visiting McKinley Professor of Economics and Public Utilities at the University of Illinois in 1986–87 and held the Oren Harris Chair in Transportation at the University of Arkansas during the 1990–91 academic year. In 1999, he was appointed chairperson of the committee for the study of Freight Capacity for the Next Century, Transportation Research Board, National Research Council, National Academy of Sciences.

In 2007, President Allen was appointed by two state college associations (the American Association of State Colleges and Universities and the National Association of State Universities and Land-Grant Colleges) to the Presidential Advisory Committee for the National Commission of University Accountability. In June 2010, President Allen received a Congressional appointment to serve on the National Advisory Committee on Institutional Quality and Integrity. This committee is required by law to advise the Secretary of Education with respect to establishment and enforcement of the standards of accrediting agencies or associations.

Under his leadership, the University of Northern Iowa established priorities of increasing student achievement in undergraduate programs and providing statewide leadership in Pre-K through 12 education, including UNI’s lead role in the Iowa Mathematics and Science Education Partnership with Iowa State University and the University of Iowa.

The Iowa State University Strategic Plan 2017–2022

The University’s new strategic plan was in development since late 2015. The draft plan was approved in May 2016, and the final plan was approved by the Board of Regents and went into effect July 1, 2016.

The plan is available at http://www.president.iastate.edu/sites/default/files/sp/2017-2022/2016.05.FinalText.pdf.

The Academic Program

Colleges, Majors, and Pre-Professional Programs

The University is organized into eight colleges:

- College of Agriculture and Life Sciences
- College of Business
- College of Design
- College of Engineering
- Graduate College
- College of Human Sciences
- College of Liberal Arts and Sciences
- College of Veterinary Medicine
These colleges offer a total of 100 bachelor’s degree programs, one professional degree (doctor of veterinary medicine), 112 master’s degree programs, and 83 PhD programs.

Departments with the Largest Number of Undergraduate Majors:

- Mechanical Engineering
- Electrical and Computer Engineering
- Civil, Construction & Environmental Engineering
- Kinesiology
- Animal Science
- Art and Design
- Apparel, Events, and Hospitality Management
- Psychology
- Aerospace Engineering
- Curriculum and Instruction
- Greenlee School of Journalism and Communication
- Architecture
- Chemical and Biological Engineering
- Finance
- Accounting

The Student Body

The University’s official fall 2016 enrollment of 36,660 was the largest in school history, an increase of nearly 1.9 percent (659) over the previous record of 36,001 in fall 2015. In the last decade, overall enrollment at Iowa State has grown by 11,198 students, or 44 percent. The student body represents every Iowa county, every U.S. state, and 121 countries.

In fall 2016, 20,713 Iowans attended Iowa State. They equaled 56.5 percent of the student body. The vast majority (18,957) were undergraduates.

Overall, nearly 95 percent of Iowa State graduates are either employed or pursuing further education within six months of graduation.

Iowa State’s 2016 freshman class of 6,325 students, a record, included 3,380 Iowans.

Iowa State’s first-year, full-time student retention rate increased to 87.6 percent, well above the national average and just under Iowa State’s record of 87.7 percent, set in fall 2011. The average ACT score for new freshmen also has increased the last three years, to 25.17 in fall 2016.

Iowa State’s student fall, 2016 numbers set records in the following categories:

- Record undergraduate enrollment of 30,671, an increase of 637 students from fall, 2015’s record of 30,034.
- Record graduate enrollment of 5,096, exactly the same number as fall, 2015.
- Record international student enrollment of 4,131, an increase of 90 students from fall, 2015’s record of 4,041.
- Record diversity: Total U.S. multicultural and international enrollment was 8,748, or 23.9 percent of the student body.
- U.S. multicultural enrollment was 4,617 (12.6 percent of total enrollment), a new record and an increase over fall, 2015’s 4,326 students.
- Record U.S. multicultural enrollment among new freshmen: 946 students, up from fall, 2015’s record of 888. Multicultural students represented 15 percent of new freshmen at Iowa State.
- Record total U.S. nonresident enrollment of 11,509, up 900 students from 2015’s record of 10,609 students.
• Record U.S. nonresident undergraduate enrollment of 9,510, up 899 students from 2015’s record of 8,611.
• Record U.S. nonresident new freshman enrollment of 2,611, up 242 students from 2015’s record of 2,369 students.

Peer Land-Grant Universities

This group of ten land-grant universities was adopted as a peer comparison group for Iowa State University in 1986. Each is the public land-grant university in its state, and all are classified as Doctoral/Research Universities – Extensive in the 2000 Carnegie Classification of Higher Education.

- University of Arizona
- University of California
- University of Illinois
- Michigan State University
- University of Minnesota
- North Carolina State University
- Ohio State University
- Purdue University
- Texas A&M University
- University of Wisconsin

An Overview of the Division of Student Affairs

Leadership

Dr. Martino Harmon, Senior Vice President for Student Affairs

Dr. Harmon assumed the position of senior vice president for student affairs on March 21, 2016. His previous appointment was as the associate vice president at Iowa State University since 2013. He brings extensive experience in admissions and enrollment management, student development, student activities, and diversity programming to Iowa State University. As the associate vice president for student affairs, Dr. Harmon oversaw enrollment services, admissions, student financial aid, learning communities, Educational Talent Search, and Upward Bound programs, as well as the student affairs budget and human resources operations.
Previously, Dr. Harmon was executive director of student success and retention at Cincinnati State Technical and Community College, Cincinnati, Ohio; dean of student development at Rhodes State College, Lima, Ohio; and dean of admission, retention, and student life at Washtenaw Community College, Ann Arbor, Michigan. From 1996 to 2007, he served in various leadership positions at the University of Toledo in Ohio. He was interim assistant dean of students, director of the University of Toledo’s African American Student Enrichment Office, and director of freshman admission, among other roles. During his career at the University of Toledo, he worked closely with the Office of Residence Life in resource planning and programming.

Dr. Harmon is a member of the National Association of Student Affairs Administrators in Higher Education and has held regional and state offices with ACT, the College Board, and the Ohio Board of Regents’ Committee on College Access. Dr. Harmon earned his doctoral degree in higher education and administration (2013) from the University of Toledo, and he holds a bachelor of business administration (1987) and a master’s in education (1998) from the University of Toledo.

Organizational Structure of the Division

The Division of Student Affairs has recently undergone a reorganization that included the addition of two assistant vice president positions and the realignment of some responsibilities for the Dean of Students (now Associate Vice President and Dean of Students, or AVDPS) and Associate Vice President for Enrollment Management & Student Success.

Recreation Services currently reports to the AVPDS but will move to the Assistant Vice President for Student Health Services. The Office of International Students and Scholars currently reports directly to the Senior Vice President but will report to the new AVPDS.
An Overview of the Student Health Services Departments

Thielen Student Health Center

The Thielen Student Health Center (Student Health) is a full-service health center staffed with physicians, advanced registered nurse practitioners, and trained health care professionals available to see students for primary health care needs. Student Health specializes in students. The staff understand the unique needs of students, such as offering more same-day and next-day appointments than traditional family practice clinics.

In addition, Student Health supports student success, whether than means finding a translator to help them better understand their medical condition or just helping to translate the Cy-Ride bus system.

With a state-of-the-art laboratory and digital X-ray in the clinic, the staff are able to treat a variety of illness and injury on campus. In addition, Student Health has a physical therapy department and a pharmacy. It is a one-stop shop for students who don’t have time to be sick.

Student Health offers free, confidential advice to students. A registered nurse is available during open hours to answer questions and give self-care tips, medical tips, and nonjudgmental advice on whether students need to schedule an appointment.

Services and programs offered at the center include:

- Allergy Clinic
- Flu Vaccinations
- Illness and Injury Care
- Immunizations
- Mental Health
- Orthopedic Care
- Pharmacy
- Physical Exams
- Physical Therapy
- Sexual Health
- Travel Clinic
- Wellness
- Women’s Health

Mission, Vision, and Values

The mission of the Thielen Student Health Center is to promote the optimal health of the Iowa State community by providing high-quality, accessible, affordable, and accountable health care that encompasses prevention, wellness, and education, and to support the academic success of the Iowa State University students while building healthy habits for a lifetime.

The vision of Student Health is to be a center for excellence and the preferred provider of campus health care by improving the health and well-being of the student population and by supporting the University’s efforts to become the very best land-grant university in the nation.

The core values of Student Health include:

Respect, which is in evidence when staff:

- Affirm the equality of all persons and the value of their cultures, ideas, and beliefs.
- Are open-minded and approachable.
- Hold all information shared in strict confidence.

Quality, which is in evidence when staff:
- Provide excellent health care that meets or exceeds medical standards.
- Strive for continuous improvement in meeting medical standards and customer satisfaction.

Teamwork, which is in evidence when staff:

- Work together for the betterment of student health and the Thielen Student Health Center.
- Recognize the strengths and differences of each individual.

Caring, which is in evidence when staff:

- Are open with all those with whom they interact.
- Respond compassionately to each individual’s unique physical and emotional needs.

*Student Counseling Services*

Mission Statement

The mission of the Student Counseling Service (SCS) is to promote the positive development and mental health of ISU students and to effectively deal with student crises. The staff support student retention by helping students realize their potential and by empowering them to clarify and strive toward their personal and academic goals. SCS is dedicated to providing comprehensive and effective services, including: counseling in individual, couples, and group modes; career exploration; consultation; educational presentations and workshops; testing; and crisis intervention. SCS focuses holistically on the emotional, cognitive, behavioral, physical, and spiritual components of students as it encourages self-determined development and change. SCS provides services from both preventive and remedial perspectives. Staff provide direct services to enrolled students as well as consultation to faculty, staff, and administrators who work with students and to family members and other professionals involved with students. The staff is sensitive to the influence of socio-cultural factors as well as individual differences and strives to meet the needs of an increasingly diverse population at Iowa State University. SCS is accredited by the International Association of Counseling Centers.

SCS also serves the University mission by providing clinical training and supervision for doctoral students in the Counseling Psychology programs at ISU and is a nationally accredited internship setting for counseling or clinical psychology students completing a PhD from universities across the country. SCS staff members, as trainers and supervisors, are dedicated to promoting excellence in the professional education of doctoral students and in the mentoring of developing professionals.

Staff members of the Student Counseling Service are committed to maintaining the highest standards of competence and ethics through their own professional development and continuing education. All members of the senior staff must hold an advanced graduate degree in the field of mental health. Each member also must hold a state license to practice or be completing final steps toward that licensure. It is the desire of the Student Counseling Service that its services contribute to the health of the ISU community, the community at large, and the profession of psychological counseling.

History and Accreditation

SCS enjoys a high-quality reputation as one of the oldest university counseling centers in the United States, providing services for students since 1939. The Professional Psychology Training Program was also established as one of the founding members of Association of Counseling Center Training Agents. The mission of SCS is to help students enhance their academic and personal well-being and assist them to be successful at ISU. SCS provides prevention, intervention, and referral services to Iowa State University students. Services are designed to help students sort through their feelings, strengths, and options and to develop new perspectives and coping skills. SCS also provides consultation and training to faculty and staff to assist them in addressing the psychological needs of students.

In 2016, SCS received full re-accreditation from the American Psychological Association (APA) to function as a professional internship training site. It has maintained accreditation from APA since 1980. It has also received full re-accreditation from the International Association of Counseling Services in June 2016 and has maintained accreditation since 1966.
Services

The Student Counseling Service operates within a short-term counseling framework in order to use resources most effectively and meet the significant student need. SCS does not utilize a formal session limit, but instead, SCS clinical teams determine the type of service and number of sessions clinically indicated to best address each student’s concerns. Factors for these determinations include the nature and complexity of the student’s needs; the ability for those needs to be addressed in a short-term counseling model; and resources available both to the student and within SCS.

Generally, students who are referred to community resources include those whose needs would be best met by longer-term services (determined during the initial consultation or during a course of therapy in SCS) or those whose needs require a specific expertise not available at SCS. Students sometimes choose a community referral for a variety of reasons, including the desire to access therapy services more quickly than the SCS can provide following the initial walk-in consultation.

When a student is referred to an outside provider, the SCS Clinical Care Coordinator may assist the student to determine an appropriate provider and make the initial appointment. In other cases, the Clinical Care Coordinator may follow up with students who have been referred to other services, helping to assure that recommended care is being received.

Recreation Services

Mission Statement

To create an environment through exceptional recreation facilities, programs, and services where Recreation Services can inspire, educate, and empower students and members of the Iowa State community to cultivate lifestyles to enhance health and wellness.

Vision Statement

Recreation Services is committed to becoming a recognized leader in student-focused, innovative collegiate recreation. Its dedicated professional and student staff strive to positively transform lives by offering exceptional facilities, programs, and services.

Its core values serve as decision-making gauges for its team members and leaders. Those values drive and influence how staff approach their jobs and relate to one another, and they are a reflection of its organizational culture and brand.

Core Values

- Team Player: “Striving to reach common goals in support of one another.”
- Ability to Have Fun: “Having fun at work fuels our success and wellbeing.”
- Passion for Recreation: “Our work, our play, our lives, our passion.”

Facilities

- Lied Recreation Athletic Center: Built in 1990 and serves as the recreation center on the east side of campus. Found next to the Maple, Willow, Larch dorm complex, Lied has an array of activities to suit student workout needs or to just have some fun.
- State Gym: Located on the west side of campus. It was recently renovated in 2012 and now offers a variety of new amenities, such as the rock-climbing wall and a leisure pool with a high-dive.
- Beyer Hall: Located on the west side of campus, immediately across the street from State Gym. Beyer offers a variety of fitness equipment, training rooms, and group fitness classes.
- Forker Building: Located near Lied Recreation Center on the east side of campus. Outside of academic classrooms and offices, Forker offers the following facilities:
  - Gymnasium 175 Forker: 2 Basketball Courts/3 Volleyball Courts/8 Badminton Courts
  - Gymnasium 184 Forker: 1 Basketball Court/3 Volleyball Courts
- Gym 202 West: ½ gym space
- Dance Studio 213 Forker: Hardwood-floor studio with no seating
- 8 Outdoor Lighted Tennis Courts south of Forker building

- Recreation Services has great green spaces for all outdoor activities. These spaces are home to many intramural sports and sport clubs, but they may also be used for pick-up games or reserved for special events.
  - Southeast Recreation Field Complex: football, softball, and soccer fields
  - Maple Willow-Larch Recreation Fields: football, Ultimate Frisbee, and soccer fields; cricket pitch
  - Lied Soccer Complex: football, Ultimate Frisbee, and soccer fields
  - Towers Recreation Fields: lacrosse fields
  - Southwest Complex: soccer, rugby, softball, and baseball fields; archery range; paintball
  - Stable Run: disc golf course

Intramural Sports

Iowa State has one of the largest and best intramural sports programs in the nation. With an overboard philosophy of “something for everyone,” the Intramural Program offers over 40 sports to meet the diverse interests of the student, faculty, and staff population.

Sport Clubs

The Sport Club Program at Iowa State University has a long and proud tradition. Student-led clubs offer a way for Iowa State students to engage in activities that they enjoy while competing locally, regionally, and nationally. Sport clubs are open to all Iowa State students and are a great way to try something new. Sport Clubs provide competition at specialized levels, participation in tournaments, and opportunities to practice a sport with people who have the same interests.

Iowa State University’s Sport Club Program is designed to serve individual interests in the different sport club activities and is student oriented in every respect. The Sport Club Program is created for the students and by the students, under the supervision of the sport club coordinator and the Sport Club Council.

At Iowa State, a sport club usually develops when several students express a desire to participate in a particular sport activity. Each club has officers and a constitution, keeps records, charges dues, may receive GSB funds according to requirements, has regular meetings, and usually has practice sessions or special events. Each club elects one person to be a representative to the Sport Club Council. The council deals primarily with budget decisions, promotion, and policy and scheduling problems.

Fitness

In striving to improve health and fitness, ISU’s fitness program offers activities rich in variety and intensity levels. Personal training and small-group training sessions can be purchased to provide customized, one-on-one training to enhance individual wellness.

What the fitness program does:

- Engage the whole body and mind to reach personal fitness goals.
- Excite and motivate individuals to perform beyond their current fitness level.
- Educate individuals to know why and how to exercise for various fitness outcomes.

Participants can expect to:

- Know where they currently are in terms of health and fitness with a fitness assessment.
- Learn where to make various changes in their fitness status with a personally designed progressive fitness program.
- Feel and see the gradual shifts to greater energy, strength, flexibility, and higher fitness levels.
- Receive focused attention and guidance to assure effective outcomes.
- Motivate and encourage themselves to make every workout reinforce their path to success.
Student Wellness

Student Wellness is a new department in the Division of Student Affairs built to help students maximize their adventure at ISU. It is focused on holistic wellness and works with students to create a university environment that promotes health and well-being. It is a one-stop department for information and resources related to student wellness and helps students get connected to campus resources that will help them be more successful at ISU. It also provides programs and opportunities that are designed to equip students with life-enhancing skills so they can thrive academically and personally at ISU and beyond.

Mission

Iowa State University Student Wellness strives to partner with students, staff, faculty, and the surrounding community to proactively create a health-promoting university that supports and enhances student success, higher learning, holistic development, belonging, and engagement by implementing evidence-informed strategies and providing services, opportunities, and resources that build a culture of well-being, empowering all students to achieve their full potential.

Values

Iowa State University Student Wellness is holistic and engages students in finding balance in mind, body, and spirit, achieving success and building life-enhancing skills in their journey for lifelong well-being.

Vision

Iowa State University Student Wellness will:

- Promote a holistic and integrated wellness philosophy that is intentional and flexible, based upon priority student health concerns, including but not limited to stress, sleep, anxiety, substance use/abuse, sexual and relationship violence, sexual health, eating well, finances, and spirituality.
- Listen to student voice through conversation, assessment, and learning outcome data to determine and implement evidence-informed practice in health promotion, prevention, and intervention, utilizing a strategic range of individual, social, and environmental strategies.
- Engage students in innovative communication and digital media strategies to ensure opportunities, resources, and services are easily accessible, available, and visible to everyone.
- Strengthen collaboration and connection among students, staff, faculty, and the surrounding community to create and sustain a culture of empowered, resilient, and thriving students equipped to achieve their full potential.
- Embody a social justice foundation built upon inclusivity, respect, kindness, constructive dialogue, transparency, and empowerment to eliminate health and social inequities in all communities.
- Build partnerships on campus to ensure alignment with Iowa State University’s academic mission and high-impact educational practices in support of student success, retention, and persistence to graduation.

Eight Dimensions of Wellness

- Physical Wellness: Pursuing regular physical movement, a nutritious diet, and adequate sleep, and practicing safe behaviors.
- Intellectual Wellness: Seeking to expand knowledge, skills, and creative abilities.
- Occupational Wellness: Engaging in work that is meaningful, enjoyable, and aligns with personal values.
- Spiritual Wellness: Expanding one’s sense of purpose and meaning in life, based on a core set of values and beliefs.
- Environmental Wellness: Choosing a lifestyle of committed effort toward sustaining the Earth’s natural environment.
- Financial Wellness: Making responsible decisions to live within one’s means and setting financial goals today that will positively impact one’s financial future.
- Social Wellness: Establishing a sense of connection and belonging through positive interpersonal relationships.
• Emotional Wellness: Possessing a positive attitude and the ability to identify and express a wide variety of feelings in an appropriate manner.

History of the Position

The Assistant Vice President for Student Health Services is a new position. It was established as part of a Student Affairs reorganization in 2016.

Responsibilities of the Position

Reporting to the Senior Vice President for Student Affairs, the Assistant Vice President for Student Health Services (AVPSHS) provides strategic leadership and vision for developing a holistic, multidisciplinary approach to student health and well-being for a growing and diverse student population, including oversight of and leadership for the Thiel Student Health Center, Student Counseling Services, Student Wellness Office, and Recreation Services. The AVPSHS is responsible for long-term planning, facilities/space planning, advocating for resources, and identifying efficiencies within and across departments; evaluating health promotion strategies, policies, programs, and services that address the needs of the student community; and serving a critical role in student advocacy, staff development, strategic planning, and campus culture. The AVPSHS serves as the principal advisor to the Senior Vice President on student health matters. The Health Services Departments employ over 144 professional and support staff and 700+ student employees, and are responsible for a total budget of approximately $27 million.

Additional specific responsibilities of the position include:

Division of Student Affairs Leadership

• Provides leadership within the Student Affairs division in advancing the mission and goals of the division, coordinating efforts within the units and with other university operations through development of strong communication and working relationships, contribution to executive decision making, and implementation of plans.
• Serves on the Senior Vice President for Student Affairs (SVPSA) Cabinet, as one of the top-level advisors to the SVPSA and a key leader for the division. Supports division priorities and projects. Promotes collaboration among division offices to create efficiencies and provide better programming and outreach. May represent the SVPSA on formal and ad hoc internal and external committees on a variety of topics, including but not limited to student safety and wellness. May represent the SVPSA in his absence. Prepares and presents reports and proposals to various groups on behalf of the SVPSA.
• Assists with public relations and fundraising activities. Interacts with donors on behalf of SVPSA as directed. Attends events and solicits donations or support as appropriate.
• Researches, develops, recommends, administers, and evaluates policies, procedures, and data support systems for a comprehensive student services programs for effectiveness and compliance with federal and state regulations. Works closely to ensure that division departments are involved in and aware of opportunities to promote and enhance student wellness, engagement, and development. Participates on institutional boards and committees to develop and interpret university policies and procedures.
• Assists with faculty, student, and staff relations by resolving requests or problems referred to the Division of Student Affairs related to the areas that report to the AVPSHS. Meets with concerned parties to discuss requests or complaints; determines best course of action for effective resolution.

Student Health Services Departmental Leadership

• Provides strategic leadership and vision for developing a holistic, multidisciplinary approach to student health and well-being for a growing and diverse student population, including oversight of and leadership for the Thiel Student Health Center, Student Counseling Service, Student Wellness Office, and Recreation Services (the HS Departments).
• Oversees strategic planning and long-range goals, which need to align with Board of Regents, University, and Division of Student Affairs strategic plans. Develops and evaluates institutional policies pertaining to student health, wellness issues, and needs.
• Responsible for long-term planning, facilities/space planning, advocating for resources on behalf of the HS Departments, identifying efficiencies within and across those areas; evaluating health promotion strategies, policies, programs, and services that address the needs of the student community; serving a critical role in student advocacy, staff development, strategic planning, and campus culture.

• Advocates for student success by creating and maintaining a healthy campus environment and is responsible for serving the health and wellness needs of over 36,000 students.

• Leads the HS Departments in representing the University in resolving conflicts and seeking solutions to problems encountered by students in their activities and organizations. Provides leadership and oversees the following:
  - Functions of the department as the point of contact for students on health and wellness issues.
  - University responses to student wellness and mental health issues.
  - Department assessment efforts.
  - Compliance with Board of Regents, University, and Division of Student Affairs policies as well as applicable state laws and regulations.
  - Ensures best practices are implemented and national accreditation standards are met, and policies, procedures, and guidelines for delivery of all services are adequate in scope and represent state-of-the-art knowledge in the field.
  - Evaluation and planning processes, to ensure that facilities, equipment, staffing, and other resources are appropriately budgeted and maintained to support the scope of services provided and the volume of students served.
  - Provides a learning environment that fosters personal and professional development of staff and students.
  - Consistently models and ensures service excellence for internal and external customers.
  - Ensures departmental programs and services are evaluated for overall quality and progress toward improving retention, academic success, and student development and learning.

• Supervises staff and operations of programs and services within areas that report to the AVPSHS, which include Thielen Student Health Center, Student Counseling Service, Student Wellness Programs, and Recreation Services. Includes hiring, training, and evaluating of professional, merit, and student staff. The staff consists of over 144 professional and support staff and more than 700 students. The HS Departments are responsible for budgets totaling over $27.5 million.

Administration and Operation

• Provides leadership on policies and procedures associated with finances and human resources for the departments and programs reporting to the AVPSHS, including developing budget scenarios and creating systems for effective implementation and monitoring. Assumes accountability for the administrative leadership and management of the departments this position oversees, including the stewardship of people, finances, and other resources. Holds other leaders and directors accountable for high performance and highly engaged culture by articulating expectations, monitoring performance, and providing feedback consistently across departments and areas for which they are responsible. Identifies methods to increase revenues and reduce costs.

Collaboration, Partnerships, and Committees

• Using partnerships with campus colleagues, creates a culture of collaboration to set up every student for academic success and achievement, including matters related to student mental health issues and student health and wellness support, and in administering institutional policies related to those areas.

• Creates and champions initiatives that foster respectful communication, learning, and a spirit of cooperation, and promotes collaborative climate that recognizes, celebrates, and rewards diversity.

• Interacts frequently with other university leadership, including the Provost, Chief Financial Officer/Chief of Staff, Vice President for Diversity & Inclusion, Senior Vice President for University Services, Chief of ISU Police, University Legal Counsel, Director of Equal Opportunity, Athletics Director and staff, and other faculty and staff across campus.

• Gathers multiple inputs and integrates diverse plans as requests based on division priorities.

• Leads and represents the division on committees.

• Collaborates with the Director of Assessment and Research and the VPSA Assessment Team on program reviews for areas reporting to AVPSHS.
• Collaborates with the Student Affairs Assistant Director of Development on fundraising for scholarships and student success initiatives.

**Characteristics of the Successful Candidate**

The successful candidate must possess a bachelor’s degree and ten years of related experience; or a master’s degree and eight years of related experience; or a PhD or other professional degree and five years of related experience. A doctorate or master’s degree in the field of health, counseling, wellness, recreation, student life administration, higher education, or a related field, plus professional experience in a health, counseling, wellness, or recreation field are preferred. Experience must be pertinent and progressive and include supervision of professional staff. The ideal candidate will possess demonstrated knowledge of health care financing and business management, ethics and regulations in health care, and public health threat management; experience with crisis management and emergency response; demonstrated commitment to diversity and inclusion, student success, and student learning and development; and a strong understanding of and experience with the multidimensional aspects of health and well-being for college students.

**Likely Opportunities, Priorities, and Challenges of the Position**

The Senior Vice President for Student Affairs is committed to developing a national benchmark program for student well-being at Iowa State. The AVP SHS will play the central role in the strategic implementation of a comprehensive approach that will serve students across all areas of the University. Collaboration within the Student Affairs division and with partners in Academic Affairs, University Services, Finance, and the Ames community will be critical for success.

Because the departments of Student Health Services have not historically collaborated closely on programming and services at Iowa State, one of the challenges for the new AVP SHS will be to successfully develop programs across the diverse departments in the organization. The cultures of the departments and the backgrounds and experiences of the staffs vary significantly. The Recreation Services and Wellness staff members have typically progressed through student affairs programs in higher education. The Counseling and Thelen Center staffs have professional experience within their health care professions, and many have experience outside higher education. The leadership of all departments, however, are enthusiastic about opportunities to collaborate on programs and align their services to maximize their ability to serve students.

Student Affairs is currently in the early stages of a feasibility study for the design and construction of a joint-use facility for student health and wellness. An RFP for architects will be issued this summer, and the feasibility study should be complete in late 2017. The new AVP SHS will play a central role in the conceptual design of the facility and in developing a financial plan for construction. Financing is expected to come from a combination of fundraising, community partnerships, and student fees.

Additional opportunities and challenges facing the new AVP SHS include the following:

• The AVP SHS will be expected to support current programming efforts, but also to create new programming for the newly created organization.
• The new AVP SHS will be expected to allow current strong staff members to be involved and yet not micromanage them.
• Serving an increasing number of students who seek mental health services is a challenge at ISU and nationwide.
• Compliance is essential in the Health Center. The new AVP SHS will need to ensure that a culture of compliance is maintained in all reporting areas.
• There may be some growing pains in the creation of the new organization, so the new director will need to exhibit patience and be supportive of all staff members.
• It is challenging to attract strong health care providers, especially at the MD level. The AVP will be expected to assist the leadership with creative solutions to recruitment and retention.
• The current staff members expect the new director to advocate for resources needed to make the new center successful. There is a desire on the part of staff members to have someone “sitting at the table” representing them.
• Departments within the organization have a variety of funding sources, including student fees, user fees, and state allocations. It will be important to effectively manage the different funding levels of the departments and leverage revenue opportunities for the overall benefit of students.
• The staff members in the departments exhibit a strong work ethic and are exceedingly respectful of their colleagues.

Measures of Success for the Position

• The AVPSHS will have reviewed departmental and personnel strengths and weaknesses, and developed a strategic recommendation and timeline to implement short- and long-term training and professional development opportunities for the staff members.
• The AVPSHS will have maintained a leadership style that is credible and collegial while contributing to being highly effective.
• The AVPSHS will demonstrate excellent communication and problem-solving skills, will have connected with key institutional and local stakeholders, and will have a good sense of the mission and priorities of Iowa State University.
• The AVPSHS will become a valued member of Iowa State University by collaborating with colleagues on all aspects student of health and wellness.

Benefits Overview

Iowa State University offers a comprehensive benefits package designed to meet the needs of faculty and staff. Benefits are competitive and are an important component of the total compensation package. Iowa State offers a robust choice of health and welfare plans, including medical, dental, vision, flexible spending, and disability and life insurance plans. Benefits include the following:

• Medical Insurance (PPO and HMO plans and prescription drug coverage)
• Avesis Vision Plan Insurance
• Dental Insurance
• Life Insurance
• Long-Term Disability Insurance
• Retirement Plans
• Will Preparation Services
• Health Care Flexible Spending Account and Dependent Care Assistance Program
• Sick Leave
• Vacation and Holidays
• Tuition and Development Grant Program

For more detailed information about Iowa State benefits, including eligibility, please visit http://www.hrs.iastate.edu/hrs/benefits.

Application and Nomination

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanjohnson.com. Nominations for this position may be emailed to Mark A. Hall at
mah@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Spelman Johnson
Assistant Vice President for Student Health Services
Mark Hall, Vice President

Visit website at www.iastate.edu.

Iowa State University is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, sex, sexual orientation, gender identity, genetic information, national origin, marital status, disability, or protected veteran status, and will not be discriminated against.

Spelman Johnson has prepared this document based on personal interviews and information copied, compiled, or quoted in part from source documents obtained from our client institution, and, as such, the contents of this document are 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, and the material presented here should be relied upon for informational purposes only.