



THE SEARCH FOR A VICE PRESIDENT FOR ADMINISTRATION AND FINANCE



GRAND VIEW UNIVERSITY ANNOUNCES A NATIONAL SEARCH

for a Vice President for Administration and Finance (VPAF), inviting nominations and applications for this opportunity to exercise bold, entrepreneurial and engaged leadership in a vibrant, affordable, accessible institution in Des Moines, Iowa, a growing Midwestern city. President Kent Henning, a visionary and empowering educational leader, has led a transformation that has raised Grand View's profile through high quality programs, effective planning, dynamic financial strategies and exciting facility renewal and expansion. Using its considerable financial expertise, Grand View developed GV Complete, a completely transparent and straightforward approach to college affordability and financing that has catalyzed the institution into a disruptive higher education force. Grand View is indeed well positioned to respond to the public's concerns about the value of a university education.

GRAND VIEW'S MISSION, VISION AND VALUES

The core values at Grand View University provide a foundation for faculty, staff and students to fulfill the mission and achieve the vision of the institution.

MISSION STATEMENT

Grand View University engages, equips and empowers students to fulfill their individual potential and serve society. Committed to the development of the whole person – mind, body and spirit – and to preparing students for successful careers and responsible citizenship both in their communities and in a diverse and changing world, Grand View offers a liberal arts education that:

- Challenges students to inquire with a disciplined and critical mind, communicate effectively and display an awareness of the global issues that affect us all.
- Creates a community of learners where differing perspectives are welcome, where friendly interaction is the norm and where intellectual and personal integrity is expected and modeled.
- Offers a supportive environment where students can engage in community with others, discern life purpose and grow in leadership.
- Affirms Christian faith and ethics as a vision for life, a vision that enhances our respect for the diversity and dignity of all people, for relating to others and for the pursuit of lifelong learning.

Informed by its Danish Lutheran heritage, Grand View is a School for Life.

VISION STATEMENT

With boldness and confidence, we will...

- Provide a rigorous education that prepares students for successful careers and inspired lives;
- Afford this opportunity to all qualified students, including those who have been under-represented in college populations;
- Preserve the virtues of independent, residential, church-related, liberal arts education for future generations;
- Blend the strengths of engaging and interactive in-class experiences with appropriate technologies to enrich learning and extend our reach;
- Build community ties that enhance life in the region and add value for our students.

By doing these things well, we can emerge as a leader within the higher education community and provide excellence in teaching the next generation of students.



GRAND VIEW'S HERITAGE AND DYNAMIC PRESENT

Grand View is a private, not-for-profit university offering bachelor's and master's degrees and accredited by The Higher Learning Commission. With nearly 1,900 students, an average class size of 16, and a student-to-faculty ratio of 12 to 1, students establish value-added relationships with professors and fellow students.

Committed to the development of the whole person – mind, body and spirit – and to preparing students for successful careers and responsible citizenship both in their communities and in a diverse and changing world, Grand View welcomes students from 31 states and 44 countries. Grand View is also one of the most diverse private universities in Iowa, with 26% of incoming freshmen from diverse populations.

Grand View was founded in 1896 as a junior college, by members of the Danish Evangelical Lutheran Church in America. Following the ideals of the Danish philosopher N. F. S. Grundtvig, the founders believed that a good education was essential for everyone as a foundation for life, work and service to others. For much of its early history, Grand View was the school of choice for the children of America's Danish Lutheran immigrant families, who valued this small close-knit residential environment that embraced its Danish roots.

In 1975 the North Central Association accredited Grand View as a baccalaureate institution. During the 70s, 80s and 90s, GV became far less residential than it had historically been, attracting largely commuter students. The arrival of current president, Kent Henning, in 2000, marked Grand View's return to its roots, as Henning and the current administration sought to create a modern version of what Grand View had historically done so well – provide a quality liberal arts education in a close-knit residential community formed around Danish-Lutheran ideals.

Grand View's greatest asset is its remarkable people, who epitomize a student focus. The Board of Trustees is a highly capable, selfless group of people who work very effectively with the executive team and shared governance. The faculty are fiercely devoted to academic rigor and a nurturing approach. The University's administration and staff support the academic program and emphasize wholistic learning that prepares students for careers and life. For more than two decades, 98-99% of Grand View graduates have been



employed, pursuing graduate/professional education or enrolled in the military within six months of graduation.

The resulting period of growth has led to the construction of new residence halls, new academic buildings and a new student center, as well as the launch of new sports – including national championship football, wrestling, volleyball and shooting sports teams – new majors and an innovative core curriculum. Grand View's enrollment now totals 1,885.

GV's Division of Online and Adult programs at any given time enrolls between 300-400 students, mostly working adults, in evening and online accelerated courses in 14 majors. In 2008, with the launch of its inaugural master's program, Grand View became a university. Four graduate degrees are now offered: MS in Organizational Leadership, MS in Athletic Training, Master of Education and MS in Sport Management.

Continuing its recent history of innovation, Grand View addresses college affordability, retention and timely degree completion differently than other universities. With GV Complete, students know the cost of their whole degree before they start classes. This innovative program combines an academic plan, financial plan and capped tuition and room and board increases so the cost of their entire degree is predictable and transparent. In addition, financial and academic coaching helps families and students stay on track and revise their plans as circumstances change. Students who fulfill their GV Complete plan are likely to graduate in four years (or less), know exactly how much their payments will be while in school and how much monthly loan payments will be after graduation. Students who have completed the program save an average

of more than \$4,000. In 2018, Money Magazine ranked Grand View as a Best College for Your Money. GV Complete completely changes the conversation about pricing. While colleges and universities traditionally price their offerings based on units of attendance, GV Complete recognizes that families view pricing through the lens of total degree cost.

Grand View has weathered the headwinds facing private higher education well. The University's enrollment increased from 2017 to 2018. And, it expects another increase in the fall of 2019.

The University does an excellent job giving back to its community. Grand View has a significant economic impact on central Iowa – \$90 million in consumer spending and \$34 million in personal income according to a 2010 study. In 2018, 88.5% of Grand View graduates stayed in Iowa and of those, 89.6% stayed in the greater Des Moines area. Moreover, 68% of students from other states and countries stayed in Iowa after graduation.

Through partnerships with helping agencies throughout the Des Moines metro, faculty, staff and students perform



56,000 hours of community service per year. The University has an excellent relationship with its neighborhood and aims to strengthen that partnership through The Views Forward Project. The University's Fine Arts departments showcase performances and art exhibits for the community each year.

The University has also grown dramatically in physical sense since 2000, from a campus of about 25 acres to one that encompasses 66 acres. Exciting new and renovated spaces support learning and enhance the student experience.

NEW AND UPDATED FACILITIES SINCE 2000



The **Charles S. Johnson Wellness Center** (2001) is home to athletics, including the fieldhouse, Sisam Arena, practice facilities and athletic offices, which were expanded in 2008. Luhrs Athletic Complex was also redesigned. The Center also houses the nursing department and student health center.



Student residences (2003-2013) have expanded from two to six, with the addition of student apartments and suites.



Jensen Hall (2006) was purchased and configured into much-needed office space.



The Rasmussen Center for Community Advancement Professions (2008) is an academic center that houses the departments of education, art & design and social sciences.



Williams Stadium (2008-09) which is home to the Viking football team, was upgraded in partnership with Des Moines Public Schools.



Grand Central Walkway and Plaza (2013) beautifies and connects the campus, providing outdoor space for activities. New entrance signage on the north of campus creates an inviting gateway.



The **Viking Events Center** (2014) houses the eight-time national championship Viking wrestling program.



The spectacular **Student Center** (2015) is an architectural masterpiece. It houses the Viking Theatre, student dining, student activities and support services, the Speed Lyceum, the Bookstore and the communication department. It connects to the Rasumussen Center via the Jensen Bridge.



Cowles Center (2015) was renovated and reconfigured for GV's music department.



Elings Hall, which houses math and the sciences, has been renovated over several years, with new labs and equipment, as well as a new greenhouse in 2015.

FAST FACTS

STUDENTS

1885
total enrollment

300 enrolled in
ADULT PROGRAMS

54% **46%**

84% IOWA
13% NON-IOWA
3% INTERNATIONAL

First-year retention
70.3%

50%
FIRST GENERATION

DIVERSE POPULATIONS
50%

750
ATHLETES

STUDENT FINANCES


\$37,922
tuition, fees, room & board

99%
of full-time day students receive
financial assistance

PELL GRANT RECEIVED BY
36%
of Grand View students

FINANCES

\$36.6 million
OPERATING BUDGET

\$25.1 million
ENDOWMENT

FY17-18 USDE
Financial Responsibility
Composite Score

40.2% budget allocated to academics

2.6 on scale of
-1.0 to 3.0

OPERATING REVENUES **64.3%** from tuition **86.5%** from students

ACADEMICS

Full-time faculty

92

Student to faculty ratio

12:1

40  **4**
UNDERGRADUATE MAJORS MASTER'S DEGREES

133
Adjunct faculty

AVERAGE CLASS SIZE **16**

98-99%
 JOB PLACEMENT
for more than two decades

TOP MAJORS

Accounting, Biology, Business, Criminal Justice, Kinesiology, Nursing, Psychology, Sport Management

CAMPUS

MORE THAN
40 CLUBS &
ORGANIZATIONS

8 NEW
buildings
since **2000**

\$60 million
new construction

26 
men's & women's
ATHLETIC TEAMS

60
ACRES

830
students reside in
SIX
RESIDENTIAL FACILITIES

ALUMNI
20,800
ALUMNI

Alumni giving
8.7%

THE GRAND VIEW STRATEGIC PLAN

The GV Institutional plan is a flexible document that highlights University priorities via five objectives:

EXCELLENCE Produce and promote excellent student outcomes that strengthen Grand View's value proposition and improve recruiting and retention.

SUCCESS Help students succeed at the highest rates possible, graduate on time and leave with manageable levels of student debt.

INNOVATION Advance the skills of post-traditional learners and help area employers grow and develop their talent.

COMMUNITY Add value to the Greater Des Moines Community and develop community relationships that add value for Grand View students.

PEOPLE Attract, inspire, and enable faculty and staff to deliver excellent service and care for our students and other constituents.



VICE PRESIDENT FOR ADMINISTRATION AND FINANCE POSITION

The Vice President for Administration and Finance carries special responsibility for the leadership and management of Grand View's financial plan and operations, as well as overseeing a number of service functions. This person works closely with the Board of Trustees serving as the administrative liaison for the Finance, Audit and Compliance and Investment Committees.

Direct reports to the Vice President for Administration and Finance include:

- Controller
- Human Resources Manager
- Director of Buildings and Grounds
- Director of the Bookstore & Campus Services
- Executive Administrative Assistant
- Outsourced areas (** indicates shared responsibility with the Vice President for Student Affairs*):
 - Dining *
 - Health *
 - Security *
 - Legal
 - Custodial

DESIRED VICE-PRESIDENTIAL ATTRIBUTES, EXPERIENCES AND CREDENTIALS

The new Vice President for Administration and Finance will be a highly skilled leader with passion for Grand View's mission and values. The University welcomes the candidacies of higher education financial executives as well as applications and nominations of financial professionals from other fields and industries. Preferred educational credentials and certifications are discussed below. If the candidate does not possess them s/he must hold a bachelor's degree in accounting, finance or business.

The preferred candidates will:

- Have extraordinary financial acumen with superb abilities in modeling and projecting the impact of decisions.
- Have considerable experience in or the ability to quickly understand the financial intricacies of small, private, enrollment-driven institutions of higher learning, including net tuition revenue.
- Possess the talent to explain complex, strategic financial information in a manner that is understandable by a broad range of stakeholders.

- Exhibit fidelity to budgets and expect the same of colleagues.
- Display collaboration, flexibility and openness to divergent points of view from all stakeholders and shared governance.
- Make decisions in a balanced fashion, emphasizing financial prudence and empathy.
- Be an empowering leader who practices effective delegation and talent development.
- Have the courage, strength and discipline to say yes to calculated risk taking; no when the situation calls for it; negotiate professionally and share less than favorable news in a timely and appropriate fashion.
- Model the very highest standards of transparency, integrity and professional ethics.
- Understand differentiation in a competitive marketplace.
- Have mastery of current higher education trends.
- Possess a calm, approachable leadership presence.
- Exhibit entrepreneurial, creative thinking about strategic options for the University, including alternative sources of revenue.
- Be superbly student-focused in decision making.
- Be a Certified Public Accountant and/or hold a master's degree in business, accounting or related field.
- Demonstrate emotional intelligence and collegial relationships.
- See Grand View as place to which s/he would commit for a long-term relationship.

OPPORTUNITIES AND CHALLENGES FOR VICE PRESIDENTIAL LEADERSHIP

Dynamic Leadership Team The new VPAF will have the opportunity to work with an exciting, collegial, entrepreneurial executive team, led by President Henning, a transformational and visionary higher education leader who has high expectations of himself and colleagues. The president possesses an unusually high level of financial expertise, which enables a partnership that functions at an extraordinarily high level. The President's Council models trust, candor and an esprit de corps that serves Grand View very well.

A Challenging Marketplace and Disruption The higher education marketplace is competitive and Iowa is no exception. The new VPAF will be the steward of GUV's innovative approach to pricing – GV Complete. S/he will have the chance to partner with colleagues in enrollment management and marketing to build on the success of GV Complete and further establish Grand View as a disruptive force. Grand View is well positioned to meet the challenges of the marketplace.

New Growth Opportunities and Alternative Sources of Revenue The University has successfully completed its Strategic Resource Alignment (SRA) process and is now in the first year of implementation. SRA freed up considerable resources for investment and targeted new sources of revenue for the future. Execution will be the key to a successful implementation. One item that will deserve special attention is a five-acre tract of land about ½ mile north of campus, owned by the University. It offers a potential venue for housing GUV and other students interning in Des Moines. There may be additional purposes for this property. Part of it is currently used for wrestling practice.

Master Facilities Planning By the time the new VPAF arrives, the University will have engaged a master planning firm to

assist in charting the future for GUV's physical campus. The University has little deferred maintenance and this upcoming process offers an opportunity for building on the phenomenal success of Grand View's recent facilities construction and renewal.

Endowment Growth Grand View's endowment has grown, and that trajectory needs to continue. The VPAF will have the chance to work closely with the Investment Committee and President Henning to continue to evaluate the asset allocation to determine if it meets the future funding needs and risk tolerance of the institution.

Compensation The Grand View faculty and staff are incredibly dedicated to the University's mission. In a turbulent marketplace, the VPAF will need to work closely with stakeholders to ensure that compensation remains competitive and the University's finances stay solid.

Connections to Des Moines President Henning is visible, active and highly involved in Des Moines on a host of fronts. The VPAF can become his partner in reaching out to the City to further partnerships that benefit GUV and Des Moines.

DES MOINES – A GREAT PLACE IN WHICH TO LIVE AND WORK

Des Moines has just about everything you want in a city. The vibrant metropolitan area is home to approximately 600,000 people. Within the city proper, the downtown area is booming with business growth, new housing and entertainment options; older neighborhoods are being revitalized and diversity is celebrated. Des Moines' many suburbs are also booming, with two of the larger ones, West Des Moines (61,000) and Ankeny (51,000), experiencing rapid growth.

Des Moines is an easy and alluring city in which to live. It has a thriving arts and entertainment scene, with nationally acclaimed public art, such as the Des Moines Art Center and the Pappajohn Sculpture Park in Western Gateway Park. The Park's 28 sculptures by 24 of the world's premier artists are displayed on 4.4 acres designed by renowned New York landscape architects. The Wells Fargo Arena hosts major concerts and events; the Des Moines Civic Center brings Broadway to the city, and numerous smaller performing arts venues offer more intimate options. Outdoor festivals of all kinds are common in the warmer months, including the highly ranked Des Moines Arts Festival. In 2018 Expedia named Des Moines one of the Most Artistic Towns in America. The Science Center, the Blank Park Zoo and the Botanical Garden offer family-centered events.

Des Moines was recently named the nation's Top Minor League Market by Sports Business Journal. Outdoor recreation is also plentiful, with Gray's Lake, Saylorville Lake, miles of hiking and biking trails, running events, golf tournaments and more. Plentiful shopping, high-end restaurants, wineries and breweries, the Des Moines Farmers Market and the Iowa State Fair are also popular.

The business climate in Des Moines is among the strongest in the nation, consistently ranking at or near the top in measures of all kinds:

- #5 Best Place to Live in the U.S. *(US News & World Report, 2019)*
- #6 on Yahoo Finance's list of Best American Cities to Work in Tech *(2019)*
- #3 Metro for Number of economic development projects among metros with a population of 200,000-1 million
- Named of the Best Cities to start a business *(CubeSmart 2018)*
- #3 Best Affordable Place to Live in the U.S. *(US News & World Report, 2019)*



- #10 on Best State Capitals to Live in
(WalletHub.com, 2019)
- Top 7 Most Recession-Proof Cities in the U.S.
(Livability.com, 2019)
- Named one of the Friendliest Cities in the U.S.
(Conde Nast Traveler, 2018)

Des Moines is known for financial services, insurance, publishing, agribusiness and technology. Wells Fargo, Principal Financial, Meredith Publishing, Wellmark, Nationwide, John Deere, and DuPont Pioneer are among the larger employers. The metro is also the healthcare hub of Iowa and the seat of state government. Microsoft, Facebook and Google also have facilities in the metro. These and thousands of smaller organizations, including state and city government, provide Grand View students with energizing internships, many of which lead to jobs.

Des Moines is an affordable place to call home. The city's cost of living is almost 10 percent below the national average, with the average home price less than \$200,000. In fact,

Des Moines was recently ranked #3 among the Best Affordable Places to Live in the U.S. *(US News & World Report, 2019)*

Although Grand View has a significant economic impact on central Iowa – \$90 million in consumer spending and \$34 million in personal income according to a 2010 study – the most significant impact is on the workforce. Year after year, even when times are difficult, nearly 99% of Grand View graduates are placed within six months of graduation, and most of them stay in central Iowa to work or continue their educations, including 60% of those who came to GV from outside Iowa.

Quality health care is in abundance in Des Moines, home to multiple health care systems. UnityPoint Health, Iowa's largest hospital and clinic system and the only Level 1 Trauma Center in Central Iowa, provides health care for the community and training opportunities for nursing students. MercyOne Des Moines also offers multiple hospital and clinic locations throughout the Des Moines area.

For more information on Des Moines, look at www.catchdesmoines.com.

APPLICATION PROCESS

Nominations and expressions of interest may be submitted electronically to: gvicepresident@agbsearch.com. Candidates are asked to submit electronically in MS Word or Adobe PDF:

- a letter of interest reflecting on the leadership attributes noted above
- resume, and
- the names, email addresses, and telephone numbers of five references.

References will not be contacted without first securing the permission of the candidate. The University is seeking a diverse pool of candidates and welcomes the candidacies of women and persons from diverse populations. To receive full consideration, materials should be received on or before September 2, 2019. The starting date for the position is late Fall 2019.

Please direct inquiries to:

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Additional information about Grand View may be found at www.grandview.edu.

Grand View University is committed to providing equal access to its educational programs, activities and facilities to all otherwise qualified students and job applicants without discrimination on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or any other category protected by applicable state or federal law. An Equal Opportunity employer, the University also affirms its commitment to nondiscrimination in its employment policies and practices.
