Vice President for Strategic Infrastructure Planning and Facilities
Position Profile

Michigan State University (MSU) invites applications and nominations for the position of Vice President for Strategic Infrastructure Planning and Facilities. MSU seeks an exceptional individual to provide leadership and strategic vision for the full spectrum of facilities management activities.

The Vice President for Strategic Infrastructure Planning and Facilities will be responsible for creating a modern, transparent, and customer-focused organization responsible for building services, campus planning, construction, support services, engineering and architectural services, landscape services, power and water, safety of the built environment, sustainability, and telecommunication and transportation. The position also has joint responsibility for the functions of land management (including real estate) and the surplus operation.

Michigan State University

Michigan State University is a major U.S. public doctoral degree-granting university with very high research activity, global reach, and reputation. MSU is a world leader in basic and applied research in the areas of nuclear physics, global agrifood, plant sciences, supply chain management, and teacher education.

Founded in 1855, MSU is the nation’s pioneer land-grant university upon whose philosophy the Morrill Act was shaped. It is one of only 18 land-grant universities in the prestigious Association of American Universities, among the top 100 research universities in the world, and a member of the Big Ten athletic conference. The University is located in East Lansing, Michigan, three miles from the state capitol in Lansing.

At MSU, instruction, research, and outreach are integrated to make the institution an innovative, responsive public resource for the 21st century. The University is known for its high-quality undergraduate experience, which emphasizes participation in research, study abroad, and service-learning.
MSU is noted for its outreach and partnerships both in Michigan and around the world. In Michigan, MSU is active in outreach activities in every county through MSU Extension, and other programs. Internationally, MSU has more than 250 active linkage agreements in some 60 countries with international higher education institutions, government agencies, institutes, and research organizations.

The University's extraordinary international engagement also is reflected by its position as the leading public university in the nation for study abroad participation (seven years in a row) and its top 10 ranking among public universities for both study abroad participation and international student enrollment.

Today, MSU leverages the land-grant notion that extraordinary potential lies in ordinary individuals to create circumstances in which that potential may be achieved. In communities from Michigan to Malawi, research and outreach capabilities focus on solving the world's most pressing problems—from ensuring safe food and water supplies and developing lifesaving vaccines to exploring alternative energy and preparing a new generation of urban educators.

A diverse and inclusive academic community, in fall 2012 MSU enrolled nearly 49,000 students from all 50 states and more than 125 countries and engaged nearly 2,000 tenure system faculty members. The University offers 200 programs of study in 17 degree-granting colleges comprised of the College of Agriculture and Natural Resources, Residential College in the Arts and Humanities, College of Arts and Letters, Eli Broad College of Business/Eli Broad Graduate School of Management, College of Communication Arts and Sciences, College of Education, College of Engineering, College of Human Medicine, James Madison College, College of Law, Lyman Briggs College, College of Music, College of Natural Science, College of Nursing, College of Osteopathic Medicine, College of Social Science, and the College of Veterinary Medicine. A number of MSU programs are nationally recognized or ranked, with 13 graduate programs ranked in the top 10 and 21 programs in the top 20 nationally by U.S. News & World Report (2013). For an extensive list of MSU's rankings and recognitions, please visit www.msu.edu/rankings-and-recognitions.

A recent indication of MSU's excellence and impact is its selection in 2009 by the U.S. Department of Energy to design and establish the Facility for Rare Isotope Beams—a $680 million facility that will advance understanding of rare nuclear isotopes to fuel breakthrough applications as it provides research opportunities for scientists and students from around the globe.

Campus maps: www.maps.msu.edu/

University Overview and Facts: www.msu.edu/about/thisismsu/facts.html

University Data Book (Data Digest 2012): opb.msu.edu/msuinfo/documents/DataDigest.pdf
University Leadership

Michigan State University is governed by a Board of Trustees composed of eight members serving eight-year terms. Two members are selected every two years by the people of Michigan in a statewide general election. Additional information about the MSU Board of Trustees can be found at: trustees.msu.edu.

Lou Anna K. Simon is the 20th President of Michigan State University. President Simon has a distinguished history with MSU. After earning her doctorate in administration and higher education from MSU in 1974, she became a member of the MSU faculty and Assistant Director of what is now the Office of Planning and Budgets. From there, she moved into a variety of administrative roles, including Assistant Provost for General Academic Administration, Associate Provost, and Provost and Vice President for Academic Affairs. She served as interim President in 2003, and was appointed President by the MSU Board of Trustees in January 2005.

As president, Dr. Simon has engaged Michigan State University in a strategic and transformative journey to adapt the principles of the land-grant tradition to 21st century challenges. She has expanded MSU’s reach in the state and around the world by focusing the university’s strengths on solutions that enhance and protect quality of life: clean and affordable energy, access to education, safe and plentiful food, and health care. She outlined these commitments and the philosophy driving them in her monograph, *Embracing the World Grant Ideal: Affirming the Morrill Act for a Twenty-first-century Global Society*.

Dr. Simon’s commitment to the land-grant tradition of applying education in many areas, particularly in economic development and globalization, has been demonstrated on a national level through her work with and involvement as a member of the American Council on Education and Council on Competitiveness. She serves as chair of the National Security Higher Education Advisory Board and as chair of the National Collegiate Athletic Association’s executive committee. Additional involvements include the board of directors of Business Leaders for Michigan, and the Detroit Branch of the Federal Reserve Bank of Chicago. Internationally, she is a member of the executive committee of the Partnership to Cut Hunger and Poverty in Africa. Additional information about President Lou Anna K. Simon can be found at www.president.msu.edu/biography.

University Organizational Chart: www.msu.edu/about/thisismsu/board-admin/org-chart.html

Faculty and Staff

MSU employs more than 5,000 faculty and academic staff. The University’s faculty includes members of the National Academy of Sciences, the National Academy of Education, and the American Academy of Arts and Sciences. In 2007, Albert Fert, an Adjunct Professor in MSU’s Department of Physics and Astronomy, won the Nobel Prize in Physics with other colleagues.

MSU also employs approximately 6,400 non-academic staff, a majority of whom are represented by collective bargaining agreements. Current contracts expire in 2014 and 2015. MSU has been very innovative in working with the Coalition of Labor Organizations which includes representatives from their respective bargaining units who are active participants in the development and communication of policies and programs affecting faculty and staff.
Finances

The total revenue in 2011-12 for Michigan State University was $1.97 billion. Included in the revenues is student tuition and fees of $640 million (32.5 percent); grants and contracts of $404 million (20.5 percent); auxiliary activities of $293 million (14.9 percent); State appropriations of $294 million (15.0 percent); investment income including for operations of $27 million (1.4 percent); gifts of $52 million (2.6 percent); capital grants and gifts of $15 million (.8 percent); additions to permanent endowments of $30 million (1.5 percent); and other revenues, net $212 million (10.8 percent).

Athletics

As a member of the Big Ten Athletic Conference, MSU has a widely recognized and highly regarded athletic program. The Spartans participate in Division I athletics including 12 intercollegiate sports for men and 13 intercollegiate sports for women.

MSU’s athletic facilities include: Spartan Stadium; Breslin Student Events Center; Munn Ice Arena; Jenison Field House; McLane Baseball Stadium; Secchia Stadium for women’s softball; DeMartin Soccer Complex; Outdoor Track and Field and Field Hockey Complex; and the MSU Tennis Facility.

MSU has one of the most extensive intramural and club sports programs in the nation. Facilities include playing fields and gyms, an ice arena, basketball, tennis, volleyball, and racquetball courts, golf courses, swimming pools, indoor running tracks, and weight rooms.

Strategic Vision

To focus its energy and resources, Michigan State University, since September 2008, has been involved in the Boldness by Design initiative announced by President Simon. The initiative was framed by five strategic imperatives:

- Enhance the student experience—by continually improving the quality of academic programs and the value of an MSU degree for undergraduate and graduate students.

- Enrich community, economic, and family life—through research, outreach, engagement, entrepreneurship, innovation, and diversity.

- Expand international reach—through academic, research, and economic development initiatives and global, national, and local strategic alliances.
• Increase research opportunities—by significantly expanding research funding and involvement of graduate and undergraduate students in research and scholarship.

• Strengthen stewardship—by appreciating and nurturing the University’s financial assets, campus infrastructure, and people for optimal effectiveness today and tomorrow.

In early 2013, the initiative was revised adding a sixth strategic imperative and renamed *Bolder by Design* signaling a move forward by the university:

• Advancing a culture of high performance—by expanding international reach that leads the nation in advancing research, education and engagement; creating the premier model of student support; leading innovation in graduate education; developing undergraduates to become global leaders that address contemporary grand challenges; implementing actionable frameworks and systems that enrich community, economic, and family life; being known for delivering world-class support systems.

**The East Lansing Community and Lansing Region**

Michigan State University is located in [East Lansing](#), just minutes away from state capitol in [Lansing](#), and in proximity to many nearby cities, including [Chicago](#), [Detroit](#), and [Toronto](#), and the beaches of [Lake Michigan](#).

East Lansing has an unbeatable combination of historic small-town atmosphere and cosmopolitan sophistication. Tree-lined avenues, a variety of beautiful homes, and its proximity to a number of shopping areas give East Lansing its small-town ambience. The presence of one of the nation's largest centers of learning, Michigan State University, and the nearby state capital in Lansing make the citizens of East Lansing as diverse as the world is large. East Lansing’s population of roughly 50,000 has evolved to include business and professional women and men, families of all configurations and ethnic backgrounds, educators, international residents, politicians, and artists, as well as MSU faculty and students.

The East Lansing School District dates from 1901. Growth of MSU and its faculty resulted in a community with high educational expectations, and East Lansing soon became known for the quality of its public education. As word of the system's excellence spread, the city became increasingly attractive as a place for family life. East Lansing is now more than eight times larger than at its founding and has a public school system of eight schools.

The Greater Lansing region is consistently recognized for its outstanding quality of life, diversified economy, skilled workforce and abundant cultural events and attractions that makes the region an ideal location to live, work and play. Lansing is site of the state Capitol and home of a minor league baseball team and an impressive museum reflecting the region's contributions to the world's automobile economy. The Wharton Center for the Performing Arts on the MSU campus in East Lansing is a venue for top-rate entertainment, including Broadway plays and symphony, jazz and popular music performances. The new
$40 million Eli and Edythe Broad Art Museum, designed by Pritzker Prize winning architect Zaha Hadid, explores the best in international contemporary culture and ideas through art. And MSU's standing as a Big Ten university ensures top notch sporting events throughout the year. Michigan is No. 6 on the CNN Money list of fastest-growing states. Lansing was recently named among America’s Brainiest Cities by The Atlantic Cities.

Pure Michigan: www.michigan.org/


The Position

The Vice President for Strategic Infrastructure Planning and Facilities has line management responsibility for a staff of approximately 1,450 employees and is responsible to safely and efficiently deliver over $174 million in facility services to the campus community annually. Over the past 10 years, design and construction has exceeded an additional $1 billion.

The Vice President for Strategic Infrastructure Planning and Facilities will provide strategic vision and leadership for planning, operation, and on-going maintenance of all construction and construction design related documents, agreements, change orders and contracts.

The Division builds, maintains, and strategically plans the physical environment for the University's education, research and outreach missions. The infrastructure support provided is critical to the quality of its facilities which are integral to the institution’s standing among the top 100 research universities in the world. Further, the Division keeps the University's facilities and outdoor spaces clean and operational, allowing students, faculty and staff to concentrate on their endeavors. The Division's experienced team of professionals keeps MSU running 24/7/365, delivering: reliable heating, cooling, electricity, water, telecommunications, trash removal and recycling support, and transportation options from busses to bicycles. The Division frequently supports units through the delivery of services including additions, renovations and specialty facilities that are critical to not only attracting and retaining an outstanding faculty but also advancing the research and educational missions of the university. Responsibilities extend to the provision of reliable utilities and the high quality of the campus park. All of these services are provided with the safety of the campus community and the long-term sustainability of the environment in mind. The employees serve more than 500 buildings, more than 2,000 acres of park, more than 100 miles of pathways, nearly 70 lane-miles of roadways and approximately 25,000 parking spaces.
Responsibilities of the Vice President

The Vice President is responsible for a staff of approximately 750 full-time employees and approximately 700 student/part-time/temporary employees.

In late 2012, Infrastructure Planning and Facilities became a new unit at MSU. Previously known as the Physical Plant Division, the unit now includes Campus Planning and Administration, the Office of Campus Sustainability, and shared responsibility for the Land Management Office and the Surplus and Recycling Store. In addition to the organizational changes, the President named Ron Flinn, previously the Assistant Vice President for Physical Plant, to the position of Vice President for Strategic Infrastructure Planning and Facilities. His position was also charged with developing a culture of high performance throughout the staff that is more customer-focused and transparent in its operations. Mr. Flinn has acknowledged these challenges and is positioning the new organization to move in this direction in advance of his retirement.

Leadership Responsibilities

The Vice President for Strategic Infrastructure Planning and Facilities will provide strategic leadership in the following areas identified as key to this position:

- Develop and implement a plan to change the culture of the IPF units to place a stronger focus on customer service and satisfaction, addressing the long-held concerns related to responsiveness, accountability, transparency, and cost;
- Direct and provide development opportunities for qualified staff;
- Develop and implement business processes to ensure operation within regulatory requirements;
- Provide excellent strategic vision and effective tactical execution;
- Critically analyze and improve policies and procedures to ensure an effective and efficient support of the University's missions;
- Play an active role in the strategic planning and decision making as a senior administrator of the University;
- Demonstrate a passion for providing enormous value through hard work and innovation;
- Develop, with other senior staff, the Board of Trustees and appropriate committees, a strategic growth-oriented plan to provide long-term stability to the financial health of the University;
- Ensure a positive workplace and strengthen employee morale to ensure a highly motivated and skilled workforce;
- Improve the use of technology to maximize efficiencies, including energy initiatives and cost savings that effectively serve the needs of the University; and
- Forge and strengthen relationships and policies that will benefit the University and its many constituencies.
Management Responsibilities

Along with the leadership responsibilities outlined above, the Vice President will provide direction for:

- Development and implementation of general policies for Physical Plant operations and recommendations for University policies regarding facilities;
- The development and administration of facilities budgets, establishing monitoring and control procedures;
- Long range planning for major repair, renewal and replacement of facilities and compliance with applicable codes and regulations;
- Automotive repair, campus bus system, and a vehicle leasing service;
- Maintenance of buildings including their mechanical and electrical systems;
- Repair and alteration of campus customer-owned equipment and facilities as requested with subsequent billing service;
- Custodial services;
- Maintenance and operation of telecommunications systems including a telephone network and a broadband cable system;
- Engineering planning and construction inspection for major and minor projects including alterations and renovations;
- Civil infrastructure for the Facility for Rare Isotope Beams;
- Energy Management programs;
- Compliance with OSHA and other safety and regulatory requirements;
- Sustainability, including operation of the Surplus Store and Recycling Center; and
- Maintenance and operations of utility systems including a co-generation power plant, water wells, reservoir and associated distribution lines.

Qualifications

Michigan State University seeks an accomplished and innovative Vice President for Strategic Infrastructure Planning and Facilities (VPSIPF) to provide strategic leadership in the continued development of progressive and responsive programs, services, and policies that impact all aspects of the university’s physical infrastructure. Through consultative engagement with all university constituencies, the VPSIPF will endeavor to create and sustain a dynamic environment that exemplifies and supports *Bolder by Design*—the initiative launched initially in 2005 and revised in 2013 by President Lou Anna K. Simon. The VPSIPF reports to the President.

The successful candidate must have:

- An earned degree in engineering, business, or a relevant field from an accredited institution; an advanced degree is preferred;
- A minimum of 10 years of progressive leadership experience in areas directly related to the responsibilities of the position, with demonstrated competence and achievements in the technical, financial, and personnel management aspects of the unit;
• A demonstrated ability and achievement in positively transforming the culture of a mature organization;
• A demonstrated collaborative leadership style, including the ability to hold staff accountable and to work with a wide variety of staff, faculty, university executive officers, and state and community officials;
• The well-developed qualities of innovativeness, flexibility and leadership;
• The ability to be a creative problem solver who can enliven the organization with strategic focus and ambition to best serve university constituents;
• Strong communication and listening skills;
• A record of innovation in policy and program delivery, leadership, and best practices in the administration of a broad array of physical plant functions;
• A record of highly responsive and efficient service and excellent customer service delivery; and
• Administrative experience with fiscal management and strategic planning.

Candidates should have knowledge of the public higher education environment and familiarity with the complexities of an AAU teaching and research institution. Exposure to working within a union environment is preferred.

Information for Candidates

The search committee will begin its review of credentials immediately. For best consideration, please submit materials by July 8, 2013. Application materials should include: a letter describing the candidate’s interest in and qualifications for the position; a résumé or curriculum vitae; and the names, addresses (including email), and telephone numbers for at least five references which may include trustees, administrators, faculty, students, and community leaders. Applicants and nominators are strongly encouraged to communicate by email utilizing Word attachments.

All nominations and applications shall be confidential. Requests for information and all written nominations and applications should be directed to:

Steve Leo, Vice President
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LP
MichiganStateVP@storbeckpimentel.com
610-572-4296

MSU is an affirmative action, equal opportunity employer.

MSU is committed to achieving excellence through cultural diversity. The University actively encourages applications and/or nominations of women, persons of color, veterans, and persons with disabilities.
Appendix:

The units that comprise the division of Infrastructure Planning and Facilities include:

**Building Services**
The Physical Plant's Custodial department provides cleaning services for many aspects of Campus academic, medical and events buildings. Staff operate swimming pools, set up special events, assemble furniture, and provide heavy trucking, labor and equipment for certain moving and delivery services. The Maintenance Services team operates and maintains academic and administrative buildings, utility distribution systems and related services. This team of professionals specializes in metal-working, electrical services, electronics, plumbing, heating, ventilation, air-conditioning, carpentry, roofing, masonry, locksmith, painting and glazing trades. Also included in this unit is the Commissioning Services team which works to reduce energy use and maintenance costs by ensuring campus facilities and equipment perform efficiently as per the intended design and purpose. The staff focuses on five types of commissioning activities: new construction commissioning, existing building commissioning, predictive maintenance and vibration analysis, steam trap testing, and new technologies validation.

**Campus Planning**
The division of Campus Planning oversees the development, management and implementation of the 2020 Master Plan for the Michigan State University campus in respect to the future landscape and land use. They actively manage consultant and construction project contracts; the development of the MSU GIS which consolidates data from a number of departments and units to present consolidated information to the Administration and the Campus Community; operation of the W. J. Beal Botanical Garden which provides a botanical resource for a number MSU departments' educational and research use, along with other universities and international institutions; maintain plant record information, such as species, size and location, pertaining to woody plants throughout MSU’s campus; and maintain the beauty of Michigan State through the Campus Beautification Project.

**Support Services**
The Support Services Department manages the Division's billing and cost accounting services, including the University's telephone billings, and supports the departments in communications, computer services and human resource services.

**Engineering and Architectural Services**
Engineering and Architectural Services provides planning, design, construction inspection and management services for campus facilities. In addition, this area provides design and manages landscaping, roads and sidewalks, and maintains facility and utility records.

**Energy and Environment**
The Environmental Stewardship department supports the Physical Plant Division and campus in sustainable initiatives including energy; water and resource conservation; partnering with research; exploring and applying new technologies; and outreach efforts to create a model community of sustainable prosperity.
**Land Management**
(Jointly reports to the College of Agriculture and Natural Resources, Auxiliary Enterprises, and the MSU Foundation.) Land management manages university off-campus properties and facilities including the farms contiguous with the main campus. The properties include more than 20,000 acres at 44 locations in 28 counties and two states. Facilities include the University farms and large animal units located in East Lansing, the 14 off-campus AgBioResearch centers, Hidden Lake Gardens, and all other agriculture and national resources properties owned by the University and Michigan State University Foundation. The office of land management is responsible for the operation of property, real estate transactions, easements, leases, property inventory, and building construction projects.

**Landscape Services**
This department is responsible for the beauty and use of the MSU campus. The staff maintains all horticultural materials such as turf, trees, flowering materials and outdoor litter and debris control. They also maintain roads, bridges, walks, ornamental pools, athletic fields and Forest Akers East and West Golf Courses.

**Power and Water**
The Power and Water Department operates the power plant, reservoir and wells, which provide water, steam and electricity to MSU’s campus. The department is involved in developing the use of alternative fuels to supply energy, and provide reliable energy, water, and recycling and waste management services to MSU faculty, staff, students, and the visiting public. This unit is responsible for the operation of the T. B. Simon Power Plant which provides the University with nearly all of its energy needs. During the spring and summer months, MSU uses steam absorbers to convert steam from the power plant into chilled water to provide cooling for a number of campus buildings.

**Sustainability**
At MSU, green is much more than a school color. It’s an attitude of personal responsibility and hard work that is shared by students, faculty, and staff, who through both small steps and big collective actions, show how daily collective actions can make a big impact – and a better world. That attitude and ethic have helped make MSU one of the nation’s top sustainable campuses. Guided by the university-side Be Spartan Green initiative, which combines research-based solutions with behavior changes, the campus facilities and operations are conserving energy, reducing waste, and maintaining the campus ecosystem. The Office of Sustainability oversees the MSU Surplus Store and Recycling Center. (Please note the MSU Surplus Store reports jointly to Auxiliary Enterprises.)

**Telecommunications and Transportation**
The MSU Telecommunication Systems Department provides telecommunication services to students, faculty and staff within the Michigan State University community. Services include consultation, analysis, cable TV, telephone, voicemail, two-way radio, wire management, and many other services. Also included in the department is the Transportation Services Department which is responsible for charter bus services; leasing vehicles to University departments; providing a fueling and vehicle repair service facility for the University fleet.