Dear Colleagues,

As you know, we have been partnering with Grant Thornton for the past few months to comprehensively assess our division. Thanks to everyone who participated in this effort to create a better understanding of our current processes and culture. Your input and feedback have helped us identify several opportunities to enhance how our division supports the university’s finances and operations. These include:

- Realigning functions within the division to be consistent with higher education best practices and enhance efficient operational processes.
- Fostering greater collaboration and communication throughout the division by removing functional silos.
- Establishing a consistent structure for leadership accountability and developing channels for upward and downward feedback across the division.

With this in mind, I’m pleased to announce that we will begin a phased approach to implement these changes.

Initial Phase – Functional Realignment

The initial phase will focus on realigning functions within the division to drive operational efficiencies at the Assistant and Associate Vice President (AVP) level. These changes are outlined below:
Timeline for Realignment

**In Progress:**
- We are in the process of hiring an Assistant Vice President for Operations and Strategy.
  - This new position will report to me and manage and facilitate administrative operations, change management, communications, divisional budget, process improvement, and project management. Lauren Schalinske, communications specialist, will report to this position once filled.
- The reporting line for Logistics and Postal and Parcel will move to the Associate Vice President of Facilities Management.
  - Interim AVP Wendy Kisch and AVP Duane Reeves are working with these units on the transition and will propose an effective date.

**Effective September 1:**
- The reporting line for the University Controller will move to Associate Vice President of Finance, Heather Paris.
- The reporting line for Accounts Receivable and the ISU Card Office will move to Associate Vice President of Financial Planning and Analysis, Bonnie Whalen.

**Later this fall:**
- We are working with HR to create and search for the Assistant Vice President for Real Estate and Capital Planning position and organization.
  - This position will report to me and oversee campus planning, capital planning, real estate management, space planning and management, sustainability, and the university architect. This unit will manage pre-planning and the approval process, while Facilities will manage construction.
  - I will ask Wendy Kisch and the unit leaders to begin talking about how these units will work together as this new organization and continue to collaborate with Facilities.
- We will conduct a search for a permanent Associate Vice President for Facilities Management.

**How will the realignment impact me?**
I understand that change can be difficult. Please know that your contributions are valued. I encourage you to talk to your AVP or me if you have any questions or concerns. We are committed to making these changes a success to enhance how our division works together and supports the university's mission.

**What's next?**
I’ve asked my AVPs to collaborate on changes that may need to be made within their functional units to better align our operations. They will be seeking feedback within their departments to support their proposals that will be submitted to me.

I will provide, at a minimum, monthly updates on the progress of the realignment decisions.

**Thank you!**
I appreciate your input, feedback, and active participation. This progress is only possible with you. Thank you for your continued dedication and commitment to the Division of Finance and Operations.

Sincerely,

Shawn Norman
Senior Vice President for Operations and Finance