This Leadership Profile is intended to provide information about the Director, State Hygienic Laboratory at the University of Iowa. It is designed to assist qualified individuals in assessing their interest.
An Overview of the State Hygienic Laboratory at the University of Iowa

The State Hygienic Laboratory (SHL) is the laboratory component of Iowa’s public health and environmental protection system and part of a national network responsible for oversight of public health and safety. On behalf of the Iowa State Government, the SHL works with federal agencies such as the Centers for Disease Control and Prevention, the Food and Drug Administration, the Environmental Protection Agency, and the Department of Homeland Security to gather and disseminate the scientific knowledge necessary to protect the public. The SHL is embedded within the University of Iowa and headquartered in the UI Research Park in Coralville, Iowa. This arrangement allows the laboratory to access and leverage the research and academic capabilities and resources of a Big Ten university. Since 1904, the SHL has been at the forefront of public health issues in Iowa. As the state’s public health and environmental laboratory, it serves all of Iowa’s 99 counties by providing disease detection, environmental monitoring, and newborn and maternal screening.

In its early years, the SHL tested for typhoid, diphtheria, rabies, and tuberculosis. Today, the laboratory quickly responds to other infectious disease threats including mumps, whooping cough, salmonella, and global threats such as the Ebola and Zika viruses. Its mission has also expanded to address bioterrorism and ensure adequate readiness and response in the event of chemical terrorism.

As an Environmental Protection Agency certified facility, the SHL conducts testing of drinking water as mandated by the Safe Drinking Water Act. Its staff works with the Iowa Department of Natural Resources to monitor state waterways for contaminants and assess air quality in real-time and through lab testing.

The SHL provides potentially life-saving newborn screening for every child born in Iowa through a role designated by the Iowa Department of Public Health through the Center for Congenital and Inherited Disorders. This highly specialized screening also is provided for babies born in North Dakota and South Dakota.

In addition to its location at the UI Research Park, the SHL maintains the Iowa Laboratory Facilities in Ankeny, a Des Moines suburb. Through a collaborative agreement with Lakeside Laboratory in Iowa’s Great Lakes Region, an additional lab site is based in Milford, Iowa and is part of an expansion of water quality monitoring and testing for the northwestern part of Iowa.
The University of Iowa

Director, State Hygienic Laboratory at the University of Iowa – Leadership Profile

The SHL’s scope of services includes scientific, consultative, applied research, and education and training, each with specific objectives:

**Scientific Goals**
- Provide highly qualified, microbial, and chemical testing services; assure surveillance testing is performed in the areas of disease, newborn and maternal screening; and provide environmental testing which is definitive, unbiased, and reliable.
- Align capabilities to support Iowa Department of Public Health in completion of tests of public health significance.
- Assure timely reporting of abnormal newborn screening results to provide an improved opportunity for therapeutic interventions.
- Support the state’s environmental surveillance system with comprehensive capabilities.
- Develop capabilities to become a regional resource in critical areas of public health science.

**Consultative**
- Provide regulatory review, consultative assistance, and data interpretation; and provide analysis to persons, agencies, and organizations.
- Provide scientific evidence to guide improvements of Iowa’s environmental quality.
- Develop comprehensive services to identify risks to healthy birth outcomes.
- Maintain a capacity to identify and respond to health threats and emergencies.
- Assure Iowans are served by a high quality, public health laboratory system.

**Applied Research**
- Conduct scientific and management research designed to solve practical problems and to translate basic research into improved environmental and public health testing services.
- Incorporate leadership and management strategies to support laboratory operations.
- Provide expertise in next generation sequencing approaches to understanding health and environmental threats.
- Establish Communities of Practice, to support future growth in areas of science.

**Education and Training**
- Facilitate education and training to promote the scientific basis for health and environmental quality, which is tied to all external goals and objectives. Leverage SHL experts to design and deliver professional development and/or educational training opportunities.
- In collaboration with partners, actively recruit and encourage the next generation of laboratorians.
- Inform and educate Iowans and citizens across the nation on current environmental and public health issues and how they impact their lives.
Mission and Vision

**Mission:** The State Hygienic Laboratory at the University of Iowa protects and improves quality of life by providing reliable environmental and public health information, through the collective knowledge and capabilities of its organization.

**Vision:** Its vision is for Iowa to be a national leader in improving and sustaining quality of life, through innovation, practice, and policy.

Below is a table containing some key financial and operational information regarding the State Hygienic Laboratory:

<table>
<thead>
<tr>
<th>State Hygienic Laboratory</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Test Volume (Procedures)</td>
<td>567,759</td>
</tr>
<tr>
<td>Clinical Tests</td>
<td>16%</td>
</tr>
<tr>
<td>Environmental Tests</td>
<td>26%</td>
</tr>
<tr>
<td>Newborn Tests</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Staffing by Site FTEs</strong></td>
<td></td>
</tr>
<tr>
<td>Coralville</td>
<td>159</td>
</tr>
<tr>
<td>Ankeny</td>
<td>61</td>
</tr>
<tr>
<td>Milford</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>221</td>
</tr>
<tr>
<td><strong>Financials</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Fee For Service/Contract Revenue</td>
<td>$14,013,577</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>$4,402,615</td>
</tr>
<tr>
<td>Other State Funding</td>
<td>$76,570</td>
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<tr>
<td>Grants and Contracts</td>
<td>$5,033,822</td>
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<tr>
<td>Facilities and Administration Cost Recovery</td>
<td>$207,475</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$23,734,059</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries/Benefits</td>
<td>$15,567,419</td>
</tr>
<tr>
<td>Supplies, Services and Repairs</td>
<td>$6,373,676</td>
</tr>
<tr>
<td>Capital Assets</td>
<td>$592,166</td>
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<tr>
<td>Fees, Leases and Overhead</td>
<td>$663,359</td>
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<tr>
<td>Facilities and Administration Cost</td>
<td>$637,976</td>
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<tr>
<td>Travel</td>
<td>$256,269</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$24,090,865</td>
</tr>
</tbody>
</table>
For more information about The State Hygienic Laboratory at the University of Iowa, please visit: [http://www.shl.uiowa.edu](http://www.shl.uiowa.edu)

**An Overview of the University of Iowa**

The University of Iowa carries out its academic mission primarily through its 11 colleges which offer undergraduate and graduate education, professional education, and education and training in the health sciences.

The University of Iowa is known around the world for its balanced commitment to the arts, sciences, and humanities. It is home to one of the nation's largest and most highly acclaimed academic medical centers, the pioneering Iowa Writers' Workshop, and more than 200 different academic areas of study for students to explore.

**Statistics:**

- 33,334 students
- From 114 countries and all 50 states, with a 16:1 student-to-faculty ratio
- 78% of classes have fewer than 30 students

**Student Enrollment Profile (Fall 2016):**

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<tbody>
<tr>
<td>Undergraduate</td>
<td>24,746</td>
</tr>
<tr>
<td>Graduate (professional)</td>
<td>7,535</td>
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<tr>
<td>Postgraduate</td>
<td>1,323</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>33,334</strong></td>
</tr>
</tbody>
</table>

**Highlights of University of Iowa students, faculty, and staff accomplishments:**

- #31 - *U.S. News & World Report* “Best Public Universities”
- One of the top 250 universities in the world (*Times Higher Education*)
- One of 62 members of the elite Association of American Universities (Member since 1909)
- #1 creative writing program in the U.S. (*Poets & Writers* magazine)
- 13 consecutive years on the *Fiske Guide to Colleges* "Best Buy" list
The Role: Director, State Hygienic Laboratory at the University of Iowa

The Director serves as the executive officer of the State Hygienic Laboratory (SHL) and provides strategic and visionary leadership in analytical services, research, outreach, and policy issues impacting public and environmental health. We seek an innovative leader who will enhance collaborations with state and federal partners, including the University of Iowa, and develop strategies to capitalize on SHL’s unique strengths. The Director oversees an annual budget of more than $25 million and a staff of approximately 210.

Candidates must have experience working effectively in a diverse environment and should have excellent interpersonal and leadership skills. We welcome and seek a diverse workforce, and we strongly encourage applications from women and members of minority groups.

The Director is responsible for the administrative, financial and scientific oversight of the State Hygienic Laboratory, at facilities located in Coralville, Ankeny, and Milford, Iowa. The Director enables SHL to adhere to the duties mandated in Iowa Code and provides strategic and visionary laboratory leadership.

The SHL provides critical laboratory and other support functions to federal and state agencies in surveillance, compliance, and disaster and outbreak response. Key partners include the Iowa Department of Public Health, County Public Health Departments, the Iowa Department of Natural Resources, Centers for Disease Control and Prevention, Iowa Department of Inspection and Appeals, the U.S. Environmental Protection Agency, the Association of Public Health Laboratories, and Food and Drug Administration.

The Director reports to the University of Iowa’s Vice President for Research and Economic Development and will benefit from significant institutional resources. He or she supervises the chief administrative personnel in the Disease Control, Environmental Health, and Administration and Finance Divisions. An executive team, consisting of three division directors and several administrative offices, currently supports this position.

The laboratory occupies a unique niche at the university and within the state government, as listed in Iowa Code (263.7) and has a dedicated line item in the state budget. It serves many national and state programs, supports state and local agencies, in addition to private customers. It is attached to the University of Iowa for collaborative and administrative purposes.
Administrative Duties:

- Lead, direct, manage, and provide expertise for individual laboratory divisions. Apply scientific expertise to operations of the state public health laboratory to assure that services are relevant to public health and comply with state and federal regulations.
- Provide consultative services and expertise to the local, state and federal health infrastructure in conducting surveillance, prevention and control programs within the SHL mission.
- Develop, present, and implement strategic direction for laboratory surveillance and testing. Evaluate current and new laboratory testing capabilities and capacities for testing methods and equipment required to respond to public health emergencies.
- Represent the services of the laboratory to state and federal agencies, and assist in assessing and monitoring environmental contaminants throughout the state.
- Develop, implement and maintain high standards of quality management systems for high complexity and highly technical testing.
- To seek and administer revenue streams through grants, contracts and special programs on an ongoing basis and to provide quality service to a wide spectrum of clients.
- To ensure financial sustainability by overseeing the creation and implementation of a business plan and annual budget process and allocating resources to support the business plan.
- Develop collaborative relationships to encourage the growth of research activities related to the functions and missions of the SHL.
- In conjunction with the SHL Associate Directors, provide appropriate financial systems, facilities and materials management to guarantee support and expertise necessary for the operation of scientific programs and facilities.
- To support the reference service of the SHL for other laboratories in the state and in the nation.
- To ensure the continuation of its Quality Assurance Monitoring Program to maintain the quality of the SHL's services.

Educational Duties:

- To participate in faculty leadership and service activities of the university, the community, and the profession.
- To pursue scholarly activities appropriate to the mission of the SHL.
- As a faculty member, will lead the SHL to participate in teaching, research and service.
- To foster opportunities for the exchange of scientific and general information within the academic community and external groups.
- To provide accurate information of emerging environmental and public health issues.
- In association with the deans and directors of appropriate academic programs and departments, establish and maintain student-learning experiences.
- To support and facilitate the staff of the laboratories in the provision of education and technical training to persons within the state.
Qualifications for the Ideal Candidate

The section below outlines the qualifications and selection criteria for the ideal candidate for the Director, State Hygienic Laboratory at the University of Iowa.

**Education**

- MD or doctoral degree in Chemical, Microbiological, Clinical or Environmental Sciences, Medicine, Public Health, or a combination of related education and equivalent work-related experiences.

**Key Abilities/Attributes**

- Develop a strategic vision for the SHL that capitalizes on laboratory strengths and opportunities.
- Demonstrates ability to form working relationships with governmental agencies, faculty, staff, students, and other professionals. Values opinions and contributions from a variety of constituents.
- Achieves a record of positive communication, transparency and collaboration with staff, faculty, and public health and environmental health agencies.
- Demonstrates commitment to prudent fiscal management and development.
- Demonstrates the ability to build and lead teams of experienced professionals. Is inclusive and actively seeks information and opinions from laboratory staff.
- Possesses a high degree of integrity, decisiveness, confidence, and the ability to set the highest example of professionalism.
- Demonstrates an understanding of leadership skills effective in managing change.
- Demonstrates job-related experience of a strong commitment to diversity in the work/academic environment.
- Demonstrates ability to remain civil and respectful even in challenging situations.

**Required Qualifications**

- Significant related scientific experience in public health, clinical microbiology, or environmental sciences.
- Excellent oral and written communication skills, including demonstrated experience with scientific publications and presentations.
- Considerable experience in a senior administrative or leadership position in a laboratory setting. Strong management skills and the ability to identify and incorporate innovative concepts and methods into strategic decision making, in order to effectively translate vision, mission and strategic plans into an integrated program.
- Strong academic skills in clinical laboratory science, environmental or public health areas. Candidates for associate or full professor must meet criteria for appointment at rank, per UI guidelines.
- Demonstrated leadership in laboratory management, public or environmental health administration; a commitment to laboratory excellence; the ability to provide state and national leadership on issues of public and environmental health, emergency preparedness and laboratory practice.

- The capacity to relate effectively to state public health agency personnel, other clinical and public health laboratories, university faculty and staff, and constituencies such as the general public, media, and legislators; a commitment to public service and outreach activities.

Desirable Qualifications

- Clinical Certification by the American Board of Medical Microbiology, the American Board of Clinical Chemistry, the American Board of Bioanalysis, or the American Board of Medical Laboratory Immunology or environmental certification by the National Environmental Health Association.

- Experience with forming collaborative partnerships and networks.

- Experience in an academic setting.

- Evidence of previous success in public health revenue generation, through successful grant writing, contract management, and business acumen.

- Extensive knowledge of federal and state laws and regulations, as they relate to environmental and public health.

- Public Health Laboratory experience.

- Organizational effectiveness or change management experience.

- Sufficient knowledge of laboratory information management systems.

- Meets CLIA requirements for a director of a high complexity laboratory.

Personal Characteristics

- Strong interpersonal skills, with the ability to network and build strong relationships within the state government, the university, the community and the organization.

- The vision to anticipate future challenges for public health laboratories, and the strategic ability to plan for those challenges.

- Strong leadership skills that will continue to develop and motivate a strong team, as well as attract new team members.

Opportunities and Expectations for Leadership

During the first 12 to 18 months of his/her tenure, the Director, State Hygienic Laboratory at the University of Iowa, will be expected to achieve the following:

- Establish credibility and trust among the university leadership, state and federal agencies, the UI health care system and the SHL departmental employees.
The University of Iowa

Director, State Hygienic Laboratory at the University of Iowa – Leadership Profile

- Gain a solid understanding of the culture and operational strategies of the university and ensure these are evident in the SHL.
- Become a respected and integral part of the university leadership team; develop a sense of personal ownership for the future success of the SHL.
- Ensure continued, successful Clinical Laboratory Improvement Amendments (CLIA) surveys and certification.
- Evaluate and assess current hygienic laboratory automation systems; identify and recommend opportunities to use technology to ensure efficiency and best use of staff.
- Put into place a strategy and plan to further develop positive relationships with University of Iowa Medical Center leadership.
- Successfully monitor overall performance of the SHL with mutually agreed upon targeted outcomes, including financial and clinical testing quality.

The Community

Iowa City, Iowa

A community of nearly 68,000 people, Iowa City is joined by adjacent Coralville and North Liberty to form one of the leading areas of growth within Iowa. The Iowa City MSA spans three counties and for 2008 had a population estimated at 164,000. It is also known as a great place for both individuals and families. In addition to a school district recognized among the best in the state, recreational opportunities abound here including Coralville Lake just north of the city, biking trails, a full slate of cultural events year-round and, of course, Iowa Hawkeye sports. Iowa City lies within 300 miles of Chicago, Minneapolis, and St. Louis. The city is serviced by major airlines through the Eastern Iowa Airport located south of Cedar Rapids and about 25 miles from Iowa City. Located at the junction of Interstates 80 and 380, Iowa City is easily accessible by automobile and major bus lines.

This forward-looking eastern Iowa community provides a special setting for the University of Iowa. Iowa City is both casual and cosmopolitan, a meeting place for scholars, artists, and scientists. The relationship between Iowa City and the university is friendly, cooperative, and supportive. Faculty and staff share the responsibilities of community government and service with people outside the university. Together they create an environment for growth in learning, business, health, and social well-being.


No matter your interests, you will find this community a vibrant place to live, play and work. Iowa City offers many cultural opportunities, energizing Big Ten athletics, diverse and unique
shopping venues, and exceptional restaurants, festivals and concerts. Excellent schools, comfortable neighborhoods and a highly educated population place Iowa City on many "best places to live" listings.

Additional information may be obtained at [www.icgov.org](http://www.icgov.org), [www.iowacityarea.com](http://www.iowacityarea.com), or [www.iowacitycoralville.org](http://www.iowacitycoralville.org).
Procedure for Candidacy

Please direct all nominations and inquiries/resumes to Melinda Morton preferably via e-mail to:

UI-DirectorHygienicLaboratory@Wkadvisors.com

WK Advisors
2000 Warrington Way, Suite 200
Louisville, KY  40222
Phone: (877) 228-4030