The Opportunity

Indiana University seeks an accomplished human resources leader to serve as the human capital expert and strategic senior advisor to the President and senior leadership team. Reporting to the Vice President, CFO and Treasurer, based on the Bloomington campus, the AVPHR will develop and oversee enterprise-wide human resource programs and policies.

Key measures of success will include:

- Development of strategic recruiting and retention plans
- Development of best practices in talent management and performance management
- Establishment of best-in-class employee benefits and compensation programs
- Enhancement of technology-driven methods of human resource functions
- Successful collaboration with faculty and academic human resources leadership
- Effective diversity recruitment and retention initiatives

Indiana University (IU) is an eight campus, public research university, grounded in the liberal arts and sciences. IU is a world leader in professional, medical and technology education, with over 115,000 students and nearly 20,000 employees.

The successful candidate will have a demonstrated record of success in a similarly complex environment, creating a collaborative environment that values operational effectiveness, superior customer service and cultural alignment with institutional strategies and aspirations. A BA/BS is required, with an advanced degree preferred, coupled with at least 15 years of progressive experience, preferably with a major research university with an academic medical center. Experience must include leadership and organizational development, labor relations, total compensation and talent management.

Information regarding how to apply for this outstanding leadership opportunity can be found in the Procedure for Candidacy section later in this document.
Indiana University: An Overview

Background

With eight campuses serving more than 115,000 students, Indiana University is one of the nation’s oldest and largest state universities. It was founded in 1820, only four years after Indiana achieved statehood. More than 80% of Indiana’s population lives within 50 miles of one of the eight campuses.

The institution is governed by the Trustees of Indiana University, who are charged with policy and decision-making authority, granted by the Indiana General Assembly, to carry out the programs and missions of the University. The system is administered by President Michael McRobbie and other system officers, with a chancellor on each of the eight campuses.

In addition to the campus in Bloomington, Indiana University comprises the following campuses:

- Indiana University–Purdue University Indianapolis
- Indiana University East (Richmond)
- Indiana University Kokomo
- Indiana University Northwest (Gary)
- Indiana University South Bend
- Indiana University Southeast (New Albany)
- Indiana University–Purdue University Fort Wayne

IU also offers courses through facilities in Columbus, Elkhart, and many other sites. IU operates year-round with two academic semesters and summer school programs of varied lengths, depending on the campus. In 2012-13, nearly 17,000 degrees were awarded throughout the system.

IU has almost 5,000 full-time faculty or lecturer-rank appointees and generates more than 1,200,000 credit hours. Approximately 77% of all students are Indiana residents. The total university operating budget for 2012-13 was over $3.2 billion from all fund groups. This budget includes over $2.2 billion for unrestricted funds, over $626 million for restricted fund groups, and over $410 million for auxiliary enterprises. IU has nearly 587,000 alumni living in all 50 states and 139 foreign countries.

The IU Foundation is a not-for-profit corporation that serves the University by soliciting and receiving gifts, administering funds, and managing assets. Depending on gift restrictions, funds may be earmarked for the exclusive use of an individual campus. One of the major functions of the University is basic research, a key component of scholarship and teaching. During fiscal year 2012-13, IU received nearly $440 million in government and private gifts and contracts to conduct research.

Bloomington Campus

Indiana University’s largest campus is located in Bloomington, Indiana (pop. 69,000). Nestled in the wooded hills of southern Indiana, Bloomington is a one-hour drive from Indianapolis, the state’s capital. With its central location in the heart of the Midwest, Bloomington is easy to get to by car, bus, or plane.
Leadership

Governance of Indiana University is maintained by nine Trustees of Indiana University, who are charged with policy and decision-making authority, granted by the Indiana General Assembly, to carry out the programs and missions of the university. Of the nine Trustees, the Governor of the State appoints five and the alumni elect three. A full-time student, appointed by the Governor, fills the ninth slot for a two-year period.

The president is appointed by the trustees to be chief executive of the university. Michael A. McRobbie became Indiana University’s eighteenth president on July 1, 2007. Dr. McRobbie became IU’s vice president for information technology in 1997, and he led the university to national leadership in that field. In May 2003, he took on additional responsibilities as vice president for research. Dr. McRobbie was appointed interim provost and vice president for academic affairs at IU Bloomington in 2006. A native of Australia, Dr. McRobbie came to IU from the Institute of Advanced Study at the Australian National University, where he was a professor of information science and chief executive officer of the Cooperative Research Centre for Advanced Computational Systems. He earned a bachelor’s degree with first class honors from the University of Queensland and a doctoral degree from ANU. In 2007, the University of Queensland awarded him an honorary Doctor of Science. He has also received honorary doctorates from Sung Kyun Kwan University in Korea (2008), the Australia National University (2010), and the South East European University in Macedonia (2011), which IU helped found.

Much more information about Indiana University may be found on its website: www.indiana.edu.

Mission

Indiana University is a major multi-campus public research institution, grounded in the liberal arts and sciences, and a world leader in professional, medical, and technological education. Indiana University’s mission is to provide broad access to undergraduate, graduate, and continuing education for students throughout Indiana, the United States, and the world, as well as outstanding academic and cultural programs and student services. Indiana University seeks to create dynamic partnerships with the state and local communities in economic, social, and cultural development and to offer leadership in creative solutions for 21st century problems. Indiana University strives to achieve full diversity, and to maintain friendly, collegial, and humane environments, with a strong commitment to academic freedom.

Vision

To be one of the great research universities of the 21st century and to be the pre-eminent institution of higher education in Indiana, specifically by:

1. Providing an excellent world-class, relevant, and responsive education across a wide range of disciplines in baccalaureate, graduate, and professional education to students from all backgrounds from Indiana and around the globe;
2. Pursuing excellent world-class research, scholarship, and creative activity; and
3. Engaging in the economic and social development of Indiana, the nation, and the world by building on this base of excellence in research and education.

Indiana University will be both entrepreneurial and collaborative in pursuing this vision and generating the resources to accomplish it.
The Role

Indiana University is a major multi-campus public research institution, grounded in liberal arts and sciences, and is a world leader in professional, medical and technology education; with over 109,000 undergraduate and graduate students located across eight campus locations.

Reporting to the Vice President, CFO, and Treasurer, the Associate Vice President for Human Resources (AVPHR) is a senior leader and collaborator for the University who provides strategic leadership and direction related to human capital management (including the planning, integration, and implementation of human resource programs and policies) and leadership development. The AVPHR will lead day-to-day management and strategic planning initiatives of the enterprise-wide human resource functions for benefit programs, personnel policies, human resources program management, employee/union relations programs for staff and temporary employees, organizational and leadership development, human resource systems development and support. The AVP for Human Resources also is responsible for HR administration to support IU Bloomington and University Administrative and employee benefits for Academic units.

The successful candidate will have a: history of executive level leadership experience and accomplishment within a similarly complex environment, preferably within a major research university with an academic medical center relationship; the ability to work with senior leaders, faculty and professional staff colleagues regarding key organizational, management, and human capital strategies; the capacity to build and lead a best in class human resources organization, and to be a strategic partner who has successfully created shared service oriented environments that value operational effectiveness, superior customer service, and align culture and behavior with strategy, aspirations and values.

Objectives:

- Act as a strategic senior advisor and human capital expert to the President and senior leadership team on leadership development and talent management; including the development of strategic recruiting and retention plans, talent management, succession planning, and performance management, and human resource best practices to establish the University as an employer of choice.

- Develop and recommend programs and practices, in collaboration with senior leadership, for Board of Trustees’ review and approval including executive compensation, benefit plan design, and executive performance management.

- Communicate a clear vision, priority and structure for the Human Resource organization. Select, develop, lead and evaluate a team of professionals with the goal of earning and maintaining a high level of credibility as an effective and responsive internal consulting group that best serves the needs of varied constituents across a multi-campus research institution.

- Establish and maintain best-in-class benefits and compensation; and collaborate with others to establish and maintain diversity programs that support the recruitment and retention of talented individuals.

- Build, maintain, and continually enhance technology-driven methods of managing human resource functions while not losing sight of the human aspect.
• Assure compliance with all applicable federal and state laws and regulations, as well as university policies and practices pertaining to human resource management, including employee orientation and training.

• Provide leadership to advance policies, programs and processes that promote shared responsibility for constructive human relations across multiple campuses in a vibrant, diverse work environment.

• Collaborate with the tax, immigration, and legal functions to address the unique issues of employees who work from other locations, both in the US and internationally.

**Primary responsibilities of the AVPHR**

**Enterprise-wide responsibilities:**
- Employee benefit programs for academic, staff, and temporary employees, plus medical residents and graduate appointees
- Responsibility for a wide variety of employee benefit plans, including retirement and savings plans (over $3.3 billion in plan assets, covering over 20,000 active and terminated vested plan participants), healthcare plans (over $225 million annual expenditures), group insurance, tuition assistance, and retiree status benefits
- Executive benefits and deferred compensation programs
- Personnel policies for staff and temporary employees
- Paid Time-off Plans for Staff Employees
- Human Resource Management Programs for Staff and Temporary Employees
- Union Negotiations and Relations for Staff and Temporary Employees
- Organizational Development Support and Leadership Development Programs
- Healthcare Programs for Undergraduate and Graduate/Professional School Students
- HR Information Management Systems and Records Management for Above Functions

**Bloomington and university administration (for staff and temporary employees) responsibilities:**
- Employment and employee/union relations
- Human resource administration
Professional Qualifications and Experience

Key Selection Criteria:

The successful candidate must possess executive-level human resource experience and the creative and strategic ability to address complex human capital management and compliance issues across a large, multi-campus higher education research institution. S/he must have experience designing and implementing effective and efficient programs, policies and services for a varied workforce operating in a decentralized environment.

The AVPHR should possess the following attributes, experience and knowledge:

- Proven track record of building and leading a best in class human resource organization with a superior understanding of human resource strategies in institutions of higher education and/or other organizations of similar size and complexity, with an emphasis on research universities.
- Ability to bring credibility and instill a sense of accessibility to the human resource function through his/her professional qualifications and leadership ability.
- Ability to work independently with the President and the university’s senior leadership on strategic priorities.
- Bring a level of collaboration, energy, creativity and problem solving to lead and attract top tier talent at all levels.
- Demonstrated experience with and commitment to diversity and inclusion of employees across all levels of the institution.
- Proven track record of innovation in policy and program deployment, management, and technical expertise in human resource functions; especially employee benefits, personnel policies, salary & wage programs, and HR information systems.
- Demonstrate success in change management in a dynamic environment with an appreciation for the missions, tradition and culture of the institution.
- Ability to foster strong relationships with academic administrators, campus leaders, directors of business services, trustees and other key stakeholders.
- Experience in supporting governing boards, and in working with committees and/or subgroups on matters of human resource compliance, policies and industry leading best practices.

Required credentials:

- Minimum qualifications include a B.A. or B.S. with a strong preference for an advanced degree and/or other relevant professional accomplishment in the fields of human resources and human capital strategy.

- 15 years of progressive experience as senior leader of an enterprise-wide human resource function at a large, complex entity – strong preference for knowledge of the higher education environment and familiarity with the complexities of a research institution, and a demonstrated expertise in strategic human resource planning.

- Advance knowledge of federal regulations, plan design and communications, and funding arrangements for:
  - Employee benefits, especially healthcare and retirement plans
  - Employment
• Salary and wage administration
• Executive compensation
• Employee and union relations
• Performance management
• Talent retention strategies
• HR information systems
• Employee training

• Strong written and oral communication skills with a broad range of constituencies
• Effective public speaking, project management, and collaborative problem solving.
Procedure for Candidacy

Recruitment is underway and will continue until the position is filled. Nominations, inquiries and applications (a letter of interest and resume) should be submitted by April 30, 2014 to the search consultants supporting this search at:

IndianaAVPHR@wittkieffer.com

Confidential inquiries and questions concerning this search may be directed to:

Alice Miller  
(678) 302-1565

Jane Courson  
(508) 257-010

Peggy Plympton  
(630) 575-6154

Indiana University is an Equal Opportunity, Affirmative Action Employer. The University actively encourages applications and nominations of women, minorities, and persons with disabilities and applications from candidates with diverse cultural backgrounds.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Indiana University documents and personal interviews and is 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.
Director, Bloomington Employee Relations & Employment
Suzanne Ryan

Senior Office Services Assistant
Tracy Lady

Senior Office Services Assistant
Jackie Spires

HR Program Associate
Zoe Honeycutt

Employment Consultant
Henry Dohner

Employment Consultant
Meredith Shannon

Employee Relations Consultant
Victoria Land-Rodda

Employee Relations Specialist
Mark Koning

May 30, 2013
May 30, 2013

*Joint Reporting
May 30, 2013
University Director
Employee & Organizational Development Services
Debra Dunbar

HR Program Specialist
Kayla Shaw*

Asst Director
Organizational Development
Mary Ellen McCann

Organizational Development Consultant
Martie Adler

Organizational Development & Training Consultant
Dawn Kutza

Organizational Development & Training Consultant
Claire VanDenBergh

May 30, 2013

*Joint Reporting
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.