Executive Summary

Des Moines University (DMU) seeks a dynamic, creative and engaging leader to serve as its next Chief Human Resources Officer (CHRO). This is a unique opportunity to join the university during a time of significant transformation and change. The university is preparing to break ground for a brand new medical and health sciences campus on an 88-acre parcel of Iowa farmland in West Des Moines. The new campus is scheduled to open in 2023, celebrating the 125th anniversary of DMU.

Reporting directly to the university's president, the CHRO will elevate Des Moines University as a workplace-of-choice through its commitment to work/life balance and nurturing an inclusive climate. The CHRO will ensure sophisticated and effective policies and procedures in support of a nimble workforce with an expanding "virtual office" construct. The CHRO will lead a human resources team prepared to deliver impactful and proactive services, and consultation to its constituency. The CHRO will serve as a collaborative, innovative and trusted partner across all facets of the university and broader Des Moines community.

Founded in 1898, Des Moines University is a premier medical and health sciences institution comprising three colleges offering eight graduate degrees. It is the second oldest osteopathic medical school and 15th largest medical school in the United States. Des Moines University creates opportunity by building on its long legacy of providing an outstanding education to the nation’s health care professionals and excellent patient care in the DMU Clinic. The university has roughly 350 employees, approximately one-third in each category - faculty, non-exempt and exempt staff.

The CHRO will have unquestionable integrity and a deep commitment to servant leadership. The CHRO will be a strong steward of the university, its resources and human capital, as well as empathetic, patient and understanding. The next leader will be objective and comfortable in ambiguous environments. Of great importance, the CHRO will drive conversations and strategies related to emerging trends and challenges in the workplace to ensure that Des Moines University holds its place as a 2019 Chronicle for Higher Education "Great college to work for" awardee.

DMU's CHRO will bring at least 10 years of human resources experience at an organization of similar or greater complexity, preferably in higher education. The CHRO will demonstrate knowledge of best practices and experience in organizational development, employee/labor relations, total rewards and talent acquisition. The CHRO will design and deliver products and resources that support the university in its efforts today and aspirations for the future. A bachelor's degree is required; advanced degree or senior human resources credentialing strongly preferred.

Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section entitled "Procedure for Candidacy" (page 13).
Role of the Chief Human Resources Officer

Des Moines University's chief human resources officer will serve as the subject matter expert for the full suite of human resources functions and, as a key member of the president's leadership team. The chief human resources officer will play a critical role in the university's exciting transition to the new campus where the DMU community has imagined "a university for the future."

In addition, the chief human resources officer will deliver extensive coaching and executive support to their peers on the university's leadership team and will provide strategic counsel to the president. The chief human resources officer will provide strategic leadership in the development and establishment of applicable University Human Resources policies and procedures to include but not limited to talent acquisition, compensation, benefits, performance management, employee/labor relations and retention, while maintaining compliance with all applicable federal, state and local laws.

The new leader will be responsible for the supervision and direction of human resources team of five: Compensation Benefits Specialist, Benefits Manager, Human Resources Associate, Recruitment/Engagement Specialist and Talent Acquisition Manager. The CHRO will deploy the individual and collective knowledge of the HR staff to most effectively and efficiently deliver high-quality service to the university community.

Additionally, the chief human resources officer will work closely with the board of trustees and audit compliance committee to educate, influence and inform investment and enterprise risk management strategies in the best interest of the institution.

The chief human resource officer will work to promote a positive and inclusive organizational culture; play an essential role in the creation and execution of internal employee engagement initiatives; and work to advance diversity, equity and inclusion as central to the university and its values system.

In addition, the chief human resources will:

- Establish and implement short- and long-range organizational goals, objectives, strategic plans, policies and operating procedures; monitor and evaluate programmatic and operational effectiveness and effect changes required for process improvement;
- Build a network of collaborative relationships and partnerships across the University, serving as a trusted advisor and resource to staff, faculty, administrative and academic leadership;
- Implement comprehensive training for search committee members which a focus on recognizing innate, unintentional bias; application review with a focus on expanded inclusion of personal and professional experience;
- Administer the University’s compensation plan; design and maintain pay structures; develop, recommend and communicate compensation policies; review and resolve compensation issues with management and union personnel;
- Represent the University in contract negotiations and meeting and continue to cultivate a strong, collaborative, and rewarding relationship with the labor organization;
- Provide guidance and expert interpretation of policy to managers regarding employee relations matters. Participate in and/or facilitate, as necessary, employee relations meetings;
- Lead or direct investigations of complaints and allegations of inappropriate employee behavior;
- Serves as a Title IX Investigator;
▪ Collaborate with the Office of Diversity and Multicultural Affairs for advancing equity and inclusion;
▪ Develop a strong Human Resources team, operating at the highest level of integrity and service to a relationship-driven workforce while continuing to improve policy, programs, and practices to meet the evolving human capital needs of the University;
▪ Provide leadership and oversight of HR information systems;
▪ Manage financial operations and budget for Human Resources;
▪ Serve as a member of the President’s Executive Leadership Team; and
▪ Serve as a Campus Security Authority for purposes of Clery Action Crime Reporting.

Opportunities and Expectations for Leadership

The Chief Human Resources Officer will be charged with address the following critical leadership issues, among others, during their tenure.

Preparing Des Moines University for Virtual Work

Des Moines University has been working toward implementation of telecommuting and compressed workweek policy in advance of their campus relocation. The university strives to be responsive to the impact such a move will have on its current workforce as well as recognition as an employer committed to contemporary work practices.

The next chief human resources officer will continue to move this initiative forward; identify employees who may be eligible for these arrangements based on job function; and implement training and orientation to effectively rollout this shift in workplace dynamics. To maximize its
effectiveness, Des Moines University will foster a performance culture based in trust, empowerment and hard work. The university employees must learn work effectively and efficiently in a virtual environment.

**Optimizing Data, Systems and Programs**

The University went live with *Dayforce*, a cloud-based HCM application, in January 2019. On April 1st, the university will rollout *PageUp* to support the talent management functions - recruitment through succession planning. Additionally, the CHRO will implement the *Dayforce* learning and performance management modules to create a robust repository of employee data. The CHRO will have the opportunity to leverage these and other data systems to create a more strategic approach to engagement, performance management, service delivery and employee satisfaction.

Through these and other resources, the CHRO will alleviate paper-laden systems and reliance on shadow databases creating a more streamlined experience for customers and better data-informed decision making for the institutions future. The CHRO will work to feed data from multiple channels ultimately leading to the development of a human resources analytics dashboard to improve recruitment professors, optimize the workplace management, enhance employee performance and more.

**Evaluate and Enhance the HR Infrastructure**

In order to effectively support the needs of an evolving complex organization, the CHRO will need to assess the existing human resources structural model and evaluate relative strengths, potential gaps and opportunities for building new capabilities and facilitating process improvements.

The CHRO will bring a fresh perspective to conversations with key stakeholders as the foundation for organizational change. To achieve its strategic goals, DMU needs its HR staff and organization to be aligned with university priorities and to be viewed as a valuable resource across the entire university. There is a particular need for more formal strategic training and development in HRIS systems, especially as new systems are implemented and strategic becomes data-informed.

**Benefits Strategy**

A comprehensive review of employee benefits is underway in effort to best serve the DMU employees and to differentiate the university in a competitive market. Several initiatives that are being explored are tuition assistance to support dependents at a four-year, accredited institution of their choice, student loan repayment incentive for faculty, four week family leave without impact to PTO, expanded wellness initiatives tied to the university’s core values. The next chief human resources officer will work closely with the chief financial officer and other university leaders to assess the current state, strategize retention and acquisition return on investment and forecast for cost of living and other budgetary impact.
Professional Qualifications and Personal Qualities

- Demonstrated knowledge of current human resources best practices, experience in organizational behavior, employee/labor relations, compensation, benefits administration, performance management and employee development.
- Established understanding and knowledge of employee engagement and talent acquisition.
- Ability to build and maintain cooperative working relationships with colleagues and represent the University with external parties in a professional and ethical manner.
- Demonstrated management/leadership skills to build a culture of teamwork and trust, and the ability to motivate employees who are undergoing change.
- Ability to think creatively and strategically, to build consensus and collaborate with others, and to articulate and implement human resources programs, that reflect University’s strategic plan.
- Strategic and operational problem solving and analytical ability to include data analysis, financial and budget management and planning; ability to use data to inform and influence decisions.
- Ability to foster innovative and creative problem solving, active listening and communication skills, a presence that engenders trust, confidence, and respect to include the ability to lead by influence and example.

- Strong interpersonal skills to allow for effective and positive communication with management across the University; demonstrated leadership/supervisory experience and the ability to deliver sensitive information tactfully and professionally.

- Excellent communication, analytical, and problem-solving skills, including conflict resolution and presentation skills.

- Demonstrated knowledge with HR information systems. Experience with Ceridian DayForce and PageUp, a plus.

- Experience with human resources law and regulatory provisions, such as FLSA, DOL regulations, workers compensation, payroll taxes and garnishments, HIPAA, COBRA, ACA, FMLA, EEO/AA, ADA, USERRA, ERISA, Title IX.

- Ability to analyze problems and develop creative solutions to complex human resource issues.

- Clearly demonstrated commitment to diversity and inclusivity

- Bachelor’s degree required; Masters or senior human resources credentialing strongly preferred.

- Minimum of 10 years of human resources experience, with at least five years at the managerial level.
About Des Moines University

Overview

‘One university over 120 years strong’

Founded in 1898, Des Moines University is a premier medical and health sciences institution comprising three colleges offering eight graduate degrees. The programs share a collective strength — a collaborative campus community where students and faculty come together in the pursuit of knowledge and innovation. Des Moines University creates opportunity by building on its long legacy of providing an outstanding education to the nation’s health care professionals and excellent patient care in the DMU Clinic.

Our strong reputation in medicine and health sciences fields is built on the commitment of our faculty who are passionate about training tomorrow’s leaders with unmatched dedication and uncompromised intention. Our graduates enter the profession with confidence, compassion and the determination to improve the lives of others on a daily basis.

This is a time of innovation and transformation for the University with the 2019 announcement Des Moines University is seizing a rare opportunity: creating a brand new medical and health sciences campus on an 88-acre parcel of Iowa farmland in West Des Moines. The new DMU campus is scheduled to open in 2023, celebrating the 125th anniversary of DMU.

Mission

To improve lives in our global community by educating diverse groups of highly competent and compassionate health professionals.

Vision

Des Moines University will:

- Emerge as a national leader in healthcare education with vision and focus on training the health care leaders and workforce of the future.
- Be a cultivator of distinctive faculty and student researchers who discover and disseminate new knowledge.
- Provide high-quality patient care and educational experiences dedicated to improving health and wellness.
- Be a leader in community service and will convene key stakeholders, coalitions and partners on policy issues to support the well-being of our community.

Read our Vision Statements for the future.

Values

- Accountability: Taking responsibility for our actions and outcomes.
Collaboration: Establishing cooperative relationships and innovative practices to enhance health education and care.

Honesty: Demonstrating the highest standard of truthful and ethical behavior.

Inclusiveness: Embracing a culture of diversity that accepts and respects the unique characteristics of each individual.

Wellness: Committing to the well-being of the mind, body and spirit.

Shared Governance

The DMU core values of honesty, inclusiveness, collaboration, and accountability are encompassed by our principles of shared governance at DMU. We live these values in our guiding principles of shared governance.

Academics

Des Moines University has eight different programs within three health sciences colleges, all widely respected and highly competitive.

DMU Quick Facts

The University is a community of diverse and talented people. Some key indicators tell the story of the University's exceptional quality.

- **We’re big enough to offer powerful amenities but small enough to focus on excellence.** DMU is the largest medical school in Iowa—and among the top 25 largest accredited school in the nation (for D.O.s or M.D.s)—with more than 880 students in the osteopathic medical program. Year-to-year, the university enrolls over 1,500 students across all eight programs.

- **We have a rich history of equality and diversity.** The very first medical class in 1898 included both sexes and today 50% of the student body are women. Today, one of our core values is embracing and committing to diversity and inclusivity for all of our students, faculty and staff.

- **Our students know their stuff.** We have nearly 100% match rates as a three-year average for our D.O. and D.P.M. programs, and 100% three-year averages of the licensure exam pass rate for our D.O., D.P.M., D.P.T., and M.S.P.A.S. programs.

- **We help make your dreams reality with robust scholarship opportunities.** Students received more than $6.3 million in scholarships in the '17-'18 academic year.

- **Our alumni span the country—and the globe DMU has over 14,000 alumni** and more than 3,100 of those are located in Iowa.

- **We are passionate about serving our community.** DMU students and employees serve the community in a wide variety of ways, from free on-campus events like the annual Senior Health Fair and Girls Exploring Medicine & Science to off-campus health screenings, osteopathic manual medicine treatments, health education programs and many more volunteer activities.
Campus Transition – *Imagining a University for the Future*

Des Moines University is seizing a rare opportunity: creating a brand new medical and health sciences campus on an 88-acre parcel of Iowa farmland in West Des Moines. The new campus is scheduled to open in 2023, celebrating the 125th anniversary of DMU.

What began in December 2018 as a modest proposal to the city of Des Moines to add 45 parking spaces and an electricity generator with ample landscaping turned into dramatic debate and ultimately a transformative decision to move the campus of Des Moines University to an 88-acre parcel of land in West Des Moines. If all goes according to plan, the new campus will be open in 2023 – the year marking DMU’s 125th anniversary.

The site for the new campus sits on the north side of Grand Avenue between South Jordan Creek Parkway and South 88th Street. It is bounded on the north by Booneville Road.

DMU has occupied its current location at 3200 Grand Avenue since moving in 1972 from Sixth Avenue in downtown Des Moines.

““This property will permit us to realize our vision for the development of an exciting new campus that will ensure DMU remains a premier medicine and health sciences university serving the community and the world,” says Angela L. Walker Franklin, Ph.D., University president and CEO.

“It would be impossible to expand our educational offerings and other programs at our current location with the restrictions in place. Now, the entire campus can truly dream big and explore exciting innovations in all dimensions.”

**Leadership**

**President Angela L. Walker Franklin**

Prior to her role at Meharry, Dr. Franklin held several positions at the Morehouse School of Medicine in Atlanta, Georgia, including vice dean, associate vice president for academic and student affairs, associate dean for student affairs, director of counseling services and assistant professor of psychiatry.

A former American Council on Education Fellow (2001-02), Dr. Franklin is also a 2004 protégé of the Millennium Leadership Institute which is sponsored by the Association of State Colleges and Universities in preparing the next generation of leaders in higher education. She also participated in the 2008 Prospective President’s Workshop of the United Methodist Church-affiliated Schools.

Since becoming the 15th President of Des Moines University, Dr. Franklin has published the university history entitled, “Now is the Time, Des Moines is the Place” which chronicles a 100+ year history of training health care
professionals. She has established institutional goals and priorities for the future and recently launched a feasibility study for future fundraising campaigns.

Dr. Franklin has become actively involved in the Des Moines Community, now serving on the boards of the Science Center of Iowa, Bankers Trust, The Greater Des Moines Partnership, The Harkin National Advisory Council and the United Way of Central Iowa. She is also President-elect of the American Association of Colleges of Osteopathic Medicine (AACOM) and currently serves as the current Chair of the Health Cabinet of the United Way of Central Iowa. In addition, Dr. Franklin is a former board member of the nationally recognized Association of Academic Health Centers (AAHC) and past Chair of the Greater Des Moines Partnership Workforce Development/Education Board.

In January 2013, Dr. Franklin was named chair of the American Heart Association “Go Red for Women” movement in Des Moines and also served as the 2014 chair. She chaired the 2015 JDRF Walk to Cure Diabetes, as well as the 2015 Greater Des Moines Partnership Community Health Needs Assessment Mental Health Workgroup.

Awards she has received include: 2017 American Psychological Association Training Advisory Committee Special Award, 2016 Martin Luther King Jr. Achievement Award from the Iowa Department of Human Rights, the 2015 Mary McLeod Bethune Award (Educator of the Year) from the Iowa Juneteenth.

Observance Committee, the 2014 Women of Influence Award from the Des Moines Business Record, the 2014 Inspire Award from Dress for Success, and the 2013 African American History Maker Award from the African American Museum of Iowa.

Dr. Franklin is an inspirational leader and author of her 2014 published memoir, “An Unconventional Journey... An Unlikely Choice,” which chronicles her journey to the college presidency and lessons learned in leadership. She speaks locally and around the country on the topics of women leaders, principles of leadership, and building a culturally competent and diverse workforce.
Des Moines, Iowa

The DMU neighborhood offers plenty of reasonably priced apartments within walking distance from campus. The neighborhood is tree-lined and creates an attractive blend of historic homes and businesses. Restaurants, grocery stores, coffee shops, pharmacies, banks and a variety of shops are located nearby.

Downtown Des Moines is just two miles east of campus and features a city in the midst of revitalization. On just about every corner you'll find a current or soon-to-be completed construction project, including a public library, science center, events center, Western Gateway Park and a multitude of new loft-style housing. There are unique restaurants, eclectic shops, art galleries, and a wide range of entertainment options. Downtown is quickly evolving into a contemporary urban center with something for everyone.

The surrounding city and suburbs are easy to get to (30 minutes max) and offer many dining, shopping, recreation, and entertainment venues. You don’t need to travel far for some serious shopping... West Des Moines is home to Jordan Creek Town Center, a 200-acre retail, dining, entertainment and recreation development, which features 133 retailers including Dillards, Scheels, a Century 20 theater and The Cheesecake Factory (just to name a few).

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<th>Des Moines Adds Up!</th>
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<td>#1 Midwest city for young adults - The Business Journals</td>
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<td>#1 best medium-sized metro area for home-ownership - Nerdwallet</td>
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<td>#1 wealthiest city in America - Today Show</td>
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<td>#6 best city to relocate to in America - CNBC.com</td>
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<td>#8 top city for finding jobs - ZipRecruiter</td>
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One of the 18 "coolest places" to live in America - Men's Journal

One of the top 10 places to live in the U.S. in 2017 - Successful Meetings

Iowa is ranked #1 in best states for doctors. - Wallet Hub

For more information about what makes Des Moines a great place live, visit: https://www.dsmpartnership.com/
Procedure for Candidacy

Inquiries, nominations and applications are invited. For formal consideration, applicants should submit a resume and cover letter in response to the *Opportunities and Expectations for Leadership* section described within this leadership profile (page 4).

Applications, nominations and inquiries can be directed to WittKieffer consultants, Melissa Fincher and Sarah Miller at *DesMoinesUnivCHRO@wittkieffer.com*.

*Des Moines University is an Equal Opportunity Employer. We evaluate qualified applicants without regard to race, color, national origin, ethnicity, creed, religion, age, disability, sex, gender, gender identity, sexual orientation, pregnancy, veteran status, genetic information and other characteristics protected by law ("protected class").*
Des Moines University

Organization Charts

Des Moines University
Human Resources