

PENNSTATE



Associate Vice President for Human Resources

The Pennsylvania State University

The Pennsylvania State University is seeking an outstanding individual with exceptional strategic, operational, and interpersonal capabilities to join the University's leadership team as Associate Vice President for Human Resources (AVP). The AVP reports to the Senior Vice President for Finance and Business/Treasurer and is responsible for the day-to-day management and strategic operations of the University's Office of Human Resources. Penn State is one of the nation's largest and most comprehensive universities with an annual budget in excess of \$3.8 billion, an endowment of approximately \$1.4 billion and assets of approximately \$7.7 billion. There are currently 87,163 students, 5,944 full-time faculty members and 41,484 employees on the nineteen campuses and four special-mission campuses.

The Pennsylvania State University

Penn State's history is one of an expanding mission of teaching, research, and public service. Founded in 1855 as a publicly supported agricultural college, the Pennsylvania legislature designated Penn State as the Commonwealth's sole land-grant institution in 1863 and eventually broadened the University's mission to include teaching, research, and public service. The University is privately chartered by the Commonwealth and carries out many of the functions of a public institution. The Governor and other representatives of the Commonwealth have held seats on Penn State's Board of Trustees since the University's founding. Today Penn State is one of four "state-related" universities (along with the University of Pittsburgh, Temple University, and Lincoln University), that are not state-owned or operated and yet have the character of public universities and receive state appropriations. Penn State's administrative, academic, and research hub is the University Park Campus. The senior leadership at University Park is responsible for this location, the nineteen campuses across the Commonwealth, and the Penn State Great Valley School of Graduate Professional Studies, the Pennsylvania College of Technology, the College of Medicine at Penn State Milton S. Hershey Medical Center, and the Penn State Dickinson School of Law.

Penn State is a multi-campus, public research university that seeks to improve the lives of the people of Pennsylvania, the nation, and the world through integrated high-quality programs in student teaching, research, and service for undergraduate, graduate, professional, continuing, and distance education. The University operates the largest outreach effort in American higher education, delivering programs to learners in all 50 states and 80 nations worldwide. In Pennsylvania alone, one in every four households has at least one person participating in University programming. Penn State sees itself as one University geographically dispersed. There is a Penn State campus within practical commuting distance of virtually every Pennsylvania Township and more than half of the undergraduates who complete their studies at

University Park start their education at one of the other Penn State campuses. Penn State values diverse populations, develops multicultural initiatives, and strives to transform the University into a multicultural institution that celebrates and appreciates cultural differences and welcomes and includes all people.

University Park in State College is the largest and most comprehensive campus with approximately 42,000 undergraduate and graduate students and it is the central location for the University's research and administrative offices. The curriculum at Penn state is diverse, comprehensive, and highly ranked. More than three dozen academic programs are now ranked in the top ten nationally. Penn State is ranked in the top 11 (tied with Princeton and the University of Chicago) as a top producer of Fulbright Award-winning students. There are strong programs in the sciences and technical fields, including earth sciences, engineering, agricultural sciences, and life sciences.

Penn State's research programs are a source of great pride and reflect the mission and vision of the University. The University is ranked third nationally in industry-sponsored research. The National Science Foundation ranks Penn State 9th among all U.S. universities in research expenditures. In fiscal year 2009, University research expenditures from all sources were nearly \$765 million. Penn State is a member of the Association of American Universities (AAU).

Each Commonwealth campus has its own Chancellor and is chartered to issue baccalaureate degrees as well as associate degrees. The academic programs and the budgets are created by the local administration, and the senior academic and administrative leadership at University Park has oversight and responsibility to ensure that the University's goals, financial operations, and academic values are embedded in the Commonwealth Campus programs.

The Hershey Medical Center and the Penn State College of Medicine are the only medical school and university hospital in Pennsylvania located outside of Philadelphia and Pittsburgh. The Medical Center is one of only two Level I trauma centers in central Pennsylvania. The campus includes the Penn State College of Medicine, the Penn State Children's Hospital and the academic teaching hospital. The Medical Center was established in 1967 with a \$50 million gift from the charitable trusts of chocolate magnate Milton S. Hershey. With this grant and \$21.3 million from the U.S. Public Health service, the University built a medical school, teaching hospital, and research center. The College of Medicine has grown from 318 to 550 acres. The affiliation with the Mount Nittany Medical Center in State College was established in 2006. The Medical Center represents almost a third of the University's operating budget.

Success and participation in the Big Ten Conference is a major source of pride at Penn State and an important part of student life for the athletes, alumni and students. Penn State teams have won nearly 60 national titles in a wide variety of sports.

State College and University Park

State College is a safe, family-friendly environment with an excellent public school system and a diverse and increasingly international population. There are many recreational opportunities including hiking, biking, skiing and cultural activities supported and sponsored by the University

and the town. The University Park Campus gives central Pennsylvanians the chance to enjoy cultural activities such as art exhibits and live entertainment similar to what is usually found in large urban areas. The Palmer Museum of Art is the largest public art museum between Philadelphia and Pittsburgh. The Bryce Jordan Center has been the venue for such performances as Billy Joel, Jay Z, Garth Brooks, the Bolshoi Ballet, and the Ringling Brothers Circus. For an urban experience, New York, Philadelphia, Pittsburgh and Washington DC are only a three to four hour drive.

Human Capital, Business, and Administration at Penn State

One of the most important elements of Penn State's character is the unique and very effective working relationship that each campus has with the administration at University Park. Each campus leadership team has functional responsibility for its finance and business services, including human resources, through a Director of Business Services. The communication with the campuses revolves around the important relationship these campus administrators have with the Deans and Chancellors on each campus, and the relationships with the senior leaders in the finance and business organization at University Park. The strength of and respect for these working relationships contributes to the operational strength of Penn State and provides critical lines of communication across the University. Penn State's success can in part be attributed to strong support for and commitment to the University and effective use of resources throughout the University.

Penn State has been engaged in strategic planning since the early 1980s. Today, each of the 30+ budget units produces a multi-year strategic plan tied to the University's mission and goals with metrics to track the progress in achieving the budget units and the University's strategic goals. The overarching goals in the University's current strategic plan are: student centered values for academic excellence; service to society through teaching, research, and service; seeking new sources of income; and, reducing costs through increased efficiencies. The Finance and Business area has its own strategic plan with initiatives that specifically impact human resources, including "Focus on People", "Fostering Diversity", and "Providing Greater Service".

The Associate Vice President for Human Resources

The Associate Vice President for Human Resources reports to the Senior Vice President for Finance and Business/Treasurer and is a senior leader and collaborator for the University and provides strategic leadership and direction in the planning, integration, and implementation of human resources for faculty and staff at Penn State. The Associate Vice President is responsible for: recruitment and employment; employee benefits; employee relations; labor relations; leadership development; compensation; human resource information systems and information management; development of employment policies; occupational medicine; management engineering; and oversight of employee grievances.

The AVP will lead the day-to-day management and strategic planning initiatives of the Office of Human Resources. The Human Resource office has a staff of 89 and the current budget is approximately \$7 million.

The Opportunity

The Office of Human Resources at Penn State is a service organization that provides support to faculty and staff. The office is responsible for the planning, management, and accountability of the University's human resources. The successful AVP will work closely with the Senior Vice President for Finance and Business/Treasurer to understand the existing Human Resource operation, while identifying opportunities to provide the highest quality service and support to the University and all of its campuses.

The AVP is responsible for developing and maintaining excellent relationships with the Penn State senior administration, all campus Directors of Business Services, academic administrators, faculty, and staff. S/he is charged with leading efficient and effective human resource services in support of the University's academic and strategic plans, ensuring the highest standards of integrity and providing the highest levels of administrative services to faculty, staff, and administration.

The new AVP will be expected to meet the following goals:

- Promote a customer service-oriented human resource infrastructure that best serves the needs of a wide variety of University constituents across multiple campuses.
- Emphasize and promote human resources environment of strategic thinking and planning, by consulting with users. and integrating human resources throughout the University to support and build on the highest qualities of the faculty and staff.
- Sustain and strengthen a strong and deep human resources department, being a leader, mentor, and advocate within the organization and providing internal opportunities for professional education to increase the HR team's toolbox of skills. Constantly evaluate available resources and exploit opportunities for strategic improvements to HR programs and services.
- Continue to create programs and opportunities within Penn State to give all employees opportunities for professional development and career advancement in order to sustain the highest caliber of workforce to support the University's instructional, research, and public service missions.
- Continue to build technology-driven methods of managing human resources while not losing sight of the human aspect of human resource functions.
- Increase the University's ability to recruit and retain employees through best practices, competitive benefits and compensation, and a continued commitment to diversity.

Qualities

Penn State seeks an experienced senior human resource officer with exceptional leadership and strategic skills. S/he must have experience at a high level in a large, complex, and diverse higher education organization or an environment with similar characteristics.

The Associate Vice President for Human Resources will have some of the following experiences and qualities:

- A sustained record of success as a senior human resource officer in a large complex research university, preferably public;
- Demonstrated expertise in strategic human resources planning;
- Ability to lead with energy and enthusiasm;
- Demonstrated experience with and commitment to diversity;
- Extraordinary ability to work on a senior team as a listener, contributor, collaborator, and change agent interacting with all constituencies;
- Ability to foster strong relationships with academic administrators, campus leaders, directors of business services, and other key stakeholders;
- Respect for and understanding of mission-driven institutions;
- Understanding of the place of the University in the community and the Commonwealth;
- A person of honesty and integrity;
- A motivator and mentor with high energy and courage;
- An approachable pragmatic problem solver;
- A strong communicator and manager who is persuasive, inclusive, and engaging;
- Ability to work effectively in a complex, fluid environment;
- Strong creative, innovative, strategic, and visionary qualities;
- Excellent oral and written communication skills;
- A baccalaureate degree is required and an advanced degree preferred and/or comparable professional experience in the field; and
- A sense of humor.

Applications and nominations should be submitted to:

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Penn State is committed to affirmative action, equal opportunity, and the diversity of its workforce.