



Confidential Position Specification

University of Delaware

Vice President & Chief Human Resources Officer

September 2020



CONFIDENTIAL POSITION SPECIFICATION

Position	Vice President for Human Resources
Institution	University of Delaware
Location	Newark, DE
Reporting Relationship	Executive Vice President, John Long
Website	https://www.udel.edu/

INSTITUTIONAL BACKGROUND/CULTURE

A research-intensive, technologically advanced university with global impact, the University of Delaware traces its roots to the founding of a small private academy in 1743. The University received its charter from the State of Delaware in 1833 and was designated in 1867 as one of the nation's historic Land Grant colleges. The University celebrated its 275th anniversary in 2018-19.

A Land Grant, Sea Grant and Space Grant institution, UD is state assisted, yet privately governed. It is classified by the Carnegie Foundation for the Advancement of Teaching as having very high research activity, a distinction achieved by less than 3 percent of U.S. colleges and universities, and it ranks among the nation's top 100 universities in federal research and development support for science and engineering. In 2015, UD received the Carnegie Community Engagement classification, recognizing the extension and impact of its scholarship to society through work with more than 300 community partners in dozens of locales.

The University offers a broad range of degree programs (three associate programs, 150 bachelor's programs, 140 master's programs and 60 doctoral programs) through its nine colleges: Agriculture and Natural Resources; Arts and Sciences; Earth, Ocean and Environment; Education and Human Development; Engineering; Health Sciences; Graduate College; Honors College; the Alfred Lerner College of Business and Economics and the Biden School of Public Policy and Administration.

For fall 2020, enrollment totaled 18,618 undergraduates, 4,285 graduate students and 710 professional and continuing studies students for a grand total of 23,613. These students come from across the country and around the globe.

For FY 2019, externally sponsored expenditures totaled more than \$241.3 million, notwithstanding the fact that the University is not host to an academic medical center. UD is driving discovery for the future. In FY 2019, externally sponsored research totaled more than \$160.7 million. Since 2009, UD has had 571 patent disclosures, more than 159 patents have been issued and 74 licenses have been executed. Some 32 start-ups have resulted from licensing of UD technology.

The University has an endowment of more than \$1.6 billion. Its state appropriation of approximately \$122 million per year creates a sizeable economic impact in the state. For every \$1 invested by the State, UD produces \$23 in economy activity within Delaware. Overall, the



University generates an annual multi-state economic impact of approximately \$4.7 billion and supports nearly 33,320 jobs in throughout the Northeast Corridor.

U.S. News and World Report ranks UD in the top 100 universities in the United States, No. 40 among the nation's top public universities, and it is 45th among public universities in "Money's Best Public Colleges" and 41st in Forbes' list of best public universities. U.S. News and World Report includes 18 UD graduate programs among the top 100 in the nation, including the No. 1 ranked Physical Therapy Program and 13 others in the top 50, including chemical engineering (#8), criminal justice and sociology (#15), public finance and budgeting (#16), education policy (#24), elementary teacher education (#25), public management and leadership (#36), and clinical psychology (#37).

In 2017, the University announced a partnership with former U.S. Vice President, and current President Joe Biden to establish the Biden Institute, a new research and policy center focused on developing public policy solutions on issues ranging from economic reform and environmental sustainability to civil rights, criminal justice, violence against women, income inequality, the state of our democracy and more.

Leadership

President Dennis N. Assanis

Dr. Assanis is a leader and distinguished educator with a wide range of academic experience and international reputation as a scholar and expert in both fundamental and applied studies of internal combustion engines and energy systems.

He assumed his role as president of the University of Delaware in June 2016, where he is driving institutional transformation to ensure UD's place in the future. He brings an enterprise-wide vision that is both innovative and comprehensive to accelerate holistic change and growth that is necessary for UD's continuous evolution as a top university.

Before joining UD, he served as provost at Stony Brook University, following a distinguished career at the University of Michigan for 17 years.

Dr. Assanis was inducted as a member of the National Academy of Engineering in 2008 for his scientific contributions to improving fuel economy and reducing emissions of internal combustion engines, and for promoting automotive engineering education. He holds five patents and has directed more than \$100M in research grants and contracts.

Dr. Assanis holds a bachelor of science degree with distinction in marine engineering from Newcastle University in England and four degrees from Massachusetts Institute of Technology: a master of science degree in naval architecture and marine engineering, a master of science in mechanical engineering, a master of science in management from the Sloan School of Management, and a doctorate in power and propulsion.

An Environment of Inclusive Excellence

Building and celebrating diversity is crucial in enabling collaboration, openness, trust, and cohesive communities. While building on academic excellence, UD is working diligently to recruit and retain students and faculty from underrepresented groups. It also is enhancing its multicultural curriculum to raise students' consciousness as human beings who can lead and contribute to the opportunities of a society that is diverse, inclusive, and creative. UD provides an open and welcoming campus environment where the unique voice that each of us brings to the conversation is respected; it will



be a model for moving our nation – and the world – forward, together. In both 2017 and 2018, UD received the Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity magazine, a national honor recognizing colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

The President has recently created the Office of Institutional Equity, Diversity and Inclusion, led by the Chief Diversity Officer, integrating diversity and social justice efforts across several UD areas into a cohesive structure. This organizational shift will enhance coordination and communication among stakeholders in in this critical area, better leverage assets, and align strategic goal outcomes toward recruitment and retention of faculty, staff and students. It will also enable us to realize a more welcoming and inclusive campus environment that models the standards of excellence we strive for in our research, teaching and service endeavors.

University of Delaware Regional Campuses

Hugh R. Sharp Campus in Lewes

The Hugh R. Sharp Campus in Lewes serves as the research and teaching base for faculty in marine biosciences and oceanography. The 62-acre campus comprises offices, classrooms, two primary laboratories, a fully equipped modern library and electronic meeting facilities. The harbor is home to state-of-the-art research vessels, including the 146-foot flagship, the R/V Hugh R. Sharp. Also on the Sharp Campus, the University Conference Services operates the Virden Retreat Center, which offers six meeting rooms, video conferences, overnight lodging in 23 guestrooms and meal service.

Dover Campus

The Paradee Center in Dover is the Kent County hub for Cooperative Extension programming for the University, business, government and civic and corporate institutions throughout the county.

Georgetown Campus

In Georgetown, the University operates the Carvel Research and Education Center, which as the hub for Sussex County Cooperative Extension is home to educators and agents providing educational programming. The facility also includes 325 acres of farmland for agronomic research and 25 acres of natural areas. Also located in Georgetown is Lasher Laboratory, the primary poultry diagnostic laboratory in the state, providing rapid and comprehensive diagnostic services to commercial poultry producers, as well as the owners of small non-commercial hobby and backyard flocks.

Wilmington Campus

The Wilmington Campus on Pennsylvania Avenue features Arsht Hall, which offers 17,000 square feet of meeting space designed to accommodate seminars, workshops and association gatherings and serves as the home of the popular Osher Lifelong Learning Institute in Wilmington, a membership organization for adults 50 and over to enjoy classes, teach and exchange ideas. In addition, the University operates the Downtown Center on Eighth Street in Wilmington, which offers open enrollment and customized education, training and consulting to meet professional development needs.

Prime Location

Located midway between New York City and Washington, D.C., the University's main campus is in Newark, Delaware, a small city of about 25,000. Called "absolutely the most gorgeous anywhere" in The Princeton Review, the campus combines elegant landscaping and classic Georgian



architecture with modern, state-of-the-art teaching, research, performance and residential spaces.

In 2009, the University purchased a 272-acre parcel of land adjacent to campus that previously had been an auto assembly plant. The site, referred to as the STAR (Science, Technology and Advanced Research) Campus, was acquired to allow for expansion of UD's educational and research opportunities, providing UD a wealth of possibilities for innovation and collaboration. STAR Campus—committed to becoming a dominant economic engine for the state of Delaware—is already home to UD's Health Sciences Complex and the 10-story Tower at STAR, a performance computing company, a manufacturer of clean fuel-cell power sources, a test zero-emissions vehicle laboratory and incubator space occupied by a dozen startup companies. Impressive additions to STAR during 2020 include a six-story biopharmaceutical innovation building, where researchers will tackle some of the world's most pressing health challenges, and the Chemours Company's Discovery Hub, where the global chemical company will conduct its research and innovation work. A FinTech innovation building is currently under construction, in partnership among UD, Delaware Technology Park and Discovery Bank. In addition, a new train station with enhanced access to Amtrak and SEPTA, Philadelphia's regional commuter rail system, has recently been completed.

THE POSITION

The Vice President & Chief Human Resources Officer (VP-CHRO) provides strategic leadership on human resource matters to University of Delaware's administrators, faculty, and staff, acting at all times as the steward of employee resources in service to the university's mission. The VP-CHRO will lead an HR organization that includes Benefits & Compensation, Talent Solutions & Recruitment, Payroll & Human Resources Information Systems (HRIS), Employee & Labor Relations and Human Resources Business Partners, with 7 direct reports and 59 full time indirect reports that deliver well- conceived and well-designed services to the university's employees.

The University's structure and its academic culture require the VP-CHRO to lead through a combination of influence, strong partnering, business acumen, and the demonstration of exceptional functional expertise. In this culture, he or she will require excellent communication skills, the ability to interact effectively with a wide range of constituents, and the demonstrated ability to negotiate and advocate in a manner that advances the mission of the university.

The VP-CHRO will lead a strategic, transparent, and customer-service-oriented HR function characterized by functional and operational excellence; translate broad strategies into specific structures, plans, and processes that support strategic priorities and implement them in a measured and focused manner that enhances organizational effectiveness; drive execution across all levels of the organization while measuring both group and individual performance against key operational, strategic, and financial results; work closely with the University of Delaware's administration to align human resources, financial, and operational systems for optimal efficiency.

KEY RESPONSIBILITIES

- Support the University of Delaware's research and teaching mission and aspirations for growth by delivering high-quality human resources support and services.
- Continue to develop and transform into a world-class HR team to create an environment in which HR staff partner with the University as expert advisors to business, administrative, and academic units and deliver value to clients through consulting, coaching, creative problem solving, proactive interventions, and service excellence.



- Play a leadership role in the University's support for a fair-employment environment where diversity and respect for others are core values.
- Play a leadership role in realignment of university-wide shared support services to optimize central versus decentralized staffing levels, matching skill sets and staffing needs to develop organizational structure end-states that will increase efficiency and effectiveness. In carrying-out the reorganization efforts, partner effectively with the VPs/leaders of functional areas, inform the efforts by comparisons with peer institutions and industry best practices, customized for success at this University.
- Develop innovative and cost-effective HR policies and programs that are focused on recruiting and retaining the best employees and that encourage the development and retention of the best talent.
- Fully leverage technology in the design and delivery of services and in the generation of management and data reporting.
- Work to develop operationally effective HR systems that link directly to, and clearly with, University financial systems and objectives.
- Create client-service-centric avenues for communication that disseminate information in a timely, accessible, and user-friendly way.
- Support the University Board of Trustees' Committee on Compensation and other trustee groups, as necessary in addressing staff and faculty compensation, benefits, and other employment issues; present information, issues, proposals, and policy analyses regarding HR matters.
- Oversee the negotiation and implementation of collective bargaining contracts with unions and bargaining units.

DESIRED PROFESSIONAL EXPERIENCE/QUALIFICATIONS

- 15+ years' experience in human resources management. Experience in higher education desired.
- Background in compensation, benefits, labor relations, HRIS and employee relations is highly preferred.
- Ability to interact comfortably with a wide range of university stakeholders and be effective at interacting with employees at all levels.
- Ability to develop excellent rapport with administration and faculty leaders, the leadership of the unions representing university staff, faculty, trustees, university officers, and third-party vendors, including health and welfare insurance brokers and retirement plan investment managers.
- Demonstrated skill and ability to create a shared vision for the HR organization and lead and inspire staff to execute the organization's commitment to the University and its diverse constituencies.
- Demonstrated record of being fully dedicated to internal clients and designing a human resource function that helps to develop and implement better people management practices, including success in creating and staffing an HR organization that is effective and efficient
- Track record of success in negotiating and advocating contracts and relationships that



meet the mission of the University and the needs of faculty and staff.

- Understanding of an academic research environment and the relations between a central business function and the teaching and research mission of the University.
- Significant experience and success working in a large, complex, decentralized organization with diverse populations, including direct management experience.
- Ability to develop a working knowledge of regulations and laws governing Delaware state employee programs, including equal opportunity and affirmative-action programs, as well as the ability to represent the University to outside agencies charged with enforcing regulations and laws.
- Proven ability to actively identify gaps and propose and implement changes necessary to cover risks.

DIRECT REPORTS

- Payroll & HR Systems
- Benefits & Compensation
- Employee & Labor Relations
- HR Business Partners
- Talent Solutions

EDUCATION REQUIREMENTS

- Bachelor's degree required
- Master's degree preferred

COMPENSATION

Compensation will be competitive and commensurate with relevant experience.

PROCEDURE FOR CANDIDACY: NOMINATIONS AND APPLICATIONS

Confidential review of applications, nominations and expressions of interest will begin immediately, and will continue until an appointment is made.

To be ensured full consideration, please email a letter of interest and resume by February 28th to Korn Ferry at: UD-VPHR@kornferry.com

The University of Delaware is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, creed, color, gender, age, religion, national origin, veteran or disability status, or sexual orientation in its educational programs, activities, admissions, or employment practices as required by Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes. The Career Center at the University of Delaware will work solely with employers that abide by the university's equal opportunity standards.