



## Assistant Vice President for Human Resources and Chief Human Resources Officer

Franklin & Marshall College invites nominations and applications for the position of Assistant Vice President for Human Resources and Chief Human Resources Officer (CHRO). Reporting to the Vice President for Finance and Administration, the CHRO is a visible and valued campus leader who will recommend, implement, and evaluate strategies that put College faculty, staff, and students in the best position to accomplish the institution's mission.

### **ABOUT THE COLLEGE AND ITS COMMUNITY**

Founded in 1787, Franklin & Marshall (F&M) is a highly selective private liberal arts college that prizes its diverse and collaborative faculty and student communities centered on small class sizes and faculty-student research. The College's mission is to help students develop their passion – including their intellectual, creative, and leadership talents – so that they may live fulfilling lives and contribute meaningfully to their occupations, their communities, and their world. F&M is proud of its nationally recognized talent strategy to build a dynamic student body as well as its College House system, which blends residential community, intellectual exploration, and student self-governance. The College enrolls roughly 2,200 students from the U.S. and around the world. F&M's faculty are exceptional teachers and active scholars, offering a curriculum that spans the arts, humanities, social sciences, and sciences. Franklin & Marshall is located on 247 beautiful acres in [Lancaster, Pennsylvania](#), a diverse and progressive metropolitan area of approximately 500,000, with a lively arts culture, an historic downtown, and easy access to Philadelphia, Baltimore, New York City, and Washington, D.C.

F&M faculty are deeply dedicated to undergraduate teaching and research in an environment that emphasizes interdisciplinary learning and collaboration. With over 200 tenured and tenure-track faculty, nearly all of whom have terminal degrees in their field of expertise, the College has a particular history of strength in the sciences and in the study of government and business. Franklin & Marshall College also employs the full-time equivalent of approximately 650 exempt and non-exempt professional staff members.

F&M is known today for a number of innovative partnerships with schools, scholarship programs, and access programs that are achieving dramatic gains in student learning and college preparedness, including [the Posse Foundation](#), [the KIPP public charter schools](#), [the College Advising Corps](#), [the Cooperman Scholarship Program](#), and many more. The College's [more than 28,000 living alumni](#) have created careers and lives of accomplishment and meaning. Franklin & Marshall's current students are active undergraduate researchers and scholars. Each of them is a lifelong member of a [College House](#), a distinct hub of academic, extracurricular, and social engagement in a residential setting. College Houses are guided by faculty dons and administrative deans and are key to student engagement and learning outside the classroom. Franklin & Marshall students are also highly engaged in clubs and organizations and in community projects. F&M's 27 intercollegiate teams, [the Diplomats](#), compete in the NCAA Division III [Centennial Conference](#) for most sports, and also the Division I [Eastern Intercollegiate Wrestling Conference](#) and the [College Squash Association](#).

## **DIVERSITY, EQUITY, INCLUSION, AND ANTI-RACISM**

Grounded in the belief that diversity challenges assumptions, opens minds, and unlocks the collective potential to solve any problem, Franklin & Marshall is committed to recruiting and retaining a diverse community and promotes the full participation and inclusion of all its members. F&M continually strives to create a campus community that welcomes, understands, and celebrates diversity of all kinds, including diversity among race and ethnicity, gender and sexual identity, regional and national origin, socioeconomic status, different learning styles, veteran status, and more. In recent years, F&M's student body has become significantly more diverse by many measures, and there is a [range of initiatives](#) underway to promote cross-cultural dialogue and enhance programs that support students from a wide variety of backgrounds. One-quarter of the College's students identify as people of color. Also, F&M is host to a sizeable international community that makes up a further 18% of the total student body.

The College also continues to diversify its faculty and professional staff, expanding curricular offerings and supporting exploration of more inclusive pedagogies. These efforts were further supported by the hiring of the College's first [Vice President for Diversity, Equity, and Inclusion](#) in August 2020. In recent years, the entire campus community suspended classes and came together for a substantive and energizing [Day of Dialogue](#) focusing on issues of campus diversity that featured dozens of student- and faculty-led presentations and other learning opportunities. These issues remain at the forefront of initiatives and priorities at the College.

## **LANCASTER, PENNSYLVANIA**

Franklin & Marshall College is located in [Lancaster, Pennsylvania](#), a vibrant community of about 60,000 and the cultural and commercial center of a metropolitan area of roughly 500,000. Lancaster enjoys easy access to Philadelphia, Baltimore, New York, and Washington, D.C. and is served by two regional airports and Amtrak passenger rail. The city and county are known for outstanding schools, strong economic development, and a high quality of life. Residents have access to a wide variety of restaurants, shops, museums, and art galleries, as well as high-quality health care through several area medical centers. Franklin & Marshall takes an active role in the Lancaster community, including through membership in the [Lancaster City Alliance](#), which promotes economic development, and participation in public education initiatives.

## **FINANCES AND FACILITIES**

The College's operating budget for fiscal year 2022 is approximately \$130 million, and its pooled endowment is valued at more than \$400 million. F&M has taken advantage of low borrowing rates to restructure its existing public debt with privately held bonds worth roughly \$100 million. In January 2021, S&P Global Ratings assigned F&M a rating of A+, citing the College's stable financial reserves, improved financial operations and good student quality related to its broad draw for students.

Over the past decade, F&M has significantly expanded and renovated many of its campus facilities, including the acquisition of a parcel of contiguous land earmarked for the relocation and enhancement of the College's athletic facilities. These projects include: the recently completed [Shadek Stadium](#); the construction of a [Life Sciences & Philosophy building](#) and the renovation of its facilities for government, public policy, English, and modern languages; the construction of a new College House and renovation of other residence halls to transform the living-learning experience for its students; the creation of a new [Student Wellness Center](#); the renovation of the former infirmary to a state-of-the-art facility for

innovative offices that prepare students for life beyond college and help them engage in community service; and the ongoing maintenance of F&M's extensive and historic physical plant.

In fall of 2020, the College celebrated the opening of a signature [the Winter Visual Arts Center](#), designed by the world-renowned architect [Steven Holl](#). This iconic new building elevates the academic programs in visual art and serves as a one-of-a-kind architectural masterpiece on the campus.

## LEADERSHIP

[Barbara K. Altmann](#) began her service as President of Franklin & Marshall in August 2018. Since her arrival, President Altmann has led the College with strength and purpose, building on the success of recent years. With record-setting admission and fundraising success as momentum, President Altmann joined the College at a time of growth and opportunity. She led F&M into the public phase of its [Now to Next](#) campaign, helping build gifts to over \$190 million in total commitments. Recent success in admission includes over 26,000 applications since President Altmann's arrival to the College. President Altmann has also launched the expansion of F&M's diversity, equity, and inclusion efforts, including the hire of the College's first Vice President for Diversity, Equity, and Inclusion, [Dr. Gretchel Hathaway](#). Altmann has also built a collaborative and committed senior leadership team focused on advancing F&M's national visibility and international reach.

The CHRO reports to F&M's Vice President for Finance and Administration, Michael Todd. Mike [joined F&M in the summer of 2020](#). He previously served as the Chief Operating Officer at the University of Virginia's School of Engineering, where he led financial and administrative elements of the University's fastest-growing academic unit and stewarded its \$200 million operating budget. He was also treasurer of the School's Board of Trustees. Mike brings more than twenty years of leadership experience to the College, having held executive roles in research, academic affairs, university operations, and student affairs. His vision for the fiscal and administrative units is to provide enthusiastic support of the broader College mission.

## DUTIES OF THE ASSISTANT VICE PRESIDENT FOR HUMAN RESOURCES

Reporting to the Vice President for Finance and Administration, the CHRO will lead the Human Resources staff in the delivery of comprehensive HR services and drive alignment between office strategies and the mission of the College. The CHRO will serve as a trusted advisor and thought partner to College officers on a number of key HR issues. This person will have an influential role at an institution that is a national leader in launching students and alumni to opportunities that make a difference in their community and world. The ideal candidate will be energized by the opportunity to work within an inclusive, collegial environment that offers the ability to quickly recognize their impact and influence on a dynamic and diverse community that thrives on relationships, excellence, and forward momentum.

More specifically:

- ❖ The CHRO will drive success by developing and implementing HR policies, procedures, and programs, and by effectively leveraging technology to meet strategic goals;
- ❖ The CHRO will play a defining role in the history of the College, serving as a key advisor to campus leaders during the implementation phase of a new strategic plan; and
- ❖ The ideal candidate will be a proven HR leader in higher education or a similarly complex environment comprising many constituencies. A broad skill set in employment, benefits,

compensation, and organization transformation is crucial for the CHRO, as is demonstrated leadership promoting a diverse and inclusive environment.

Direct reports to the CHRO include:

- Director of Recruitment and Classification
- Benefits Manager
- HR Systems Analyst
- HR Generalist
- HR Assistant

## OPPORTUNITIES AND CHALLENGES

The CHRO is a valued member of Franklin & Marshall's leadership team. They will proactively recommend innovative and collaborative ideas to senior staff, as well as implement and evaluate strategies and policies that will ensure that the College attains its objectives related to employee resources. The CHRO is responsible for the oversight and administration of all HR services and functions including a strategic focus on the following:

- ❖ **Building and supporting staffing models aligned with the College's new strategic plan:** The College is poised to begin implementation of a new strategic plan in the next year as it emerges strong from the pandemic. The CHRO will be charged with developing and implementing a robust staffing framework that supports key strategic goals and outcomes.
- ❖ **Anticipate changing employee needs and proactively improve support systems:** As F&M deliberately and intentionally cultivates a more diverse community at all levels, the CHRO will work closely with campus leaders to ensure that systems, policies, and procedures foster an inclusive environment. They will also continue the important consultative work of building and communicating clear and system-wide policies and procedures.
- ❖ **Identify areas where the HR Information Systems can be utilized more effectively and efficiently:** F&M employs Banner as its HRIS, and the CHRO will be charged with identifying areas of opportunity to maximize effectiveness of the system. Through in-depth analysis of the current utilization of Banner, the CHRO will lead the effort to develop a plan that ensures greater efficacy and will oversee implementation of improved practices across the HRIS.
- ❖ **Continue strengthening partnerships between HR and all divisions of the campus community:** The College's employees are its greatest resource, and the CHRO will work with leaders across all divisions to unlock potential and put people in the best position to succeed. Through deliberate engagement with community members, the CHRO will build upon existing relationships and identify new ones to ensure that HR resources are accessible to all. Working with the senior leadership team to ensure employee resources are appropriately aligned, the CHRO will create and support employee professional development opportunities across the College.

## ADDITIONAL RESPONSIBILITIES INCLUDE:

- ❖ Improving hiring, retention, and compensation strategies to support a diverse and committed employee base;
- ❖ Developing and administering HR policies in compliance with local, state, and federal law;
- ❖ Partnering with the Vice President for Diversity, Equity, and Inclusion to build a more inclusive environment for all employees and community members;

- ❖ Monitoring and reviewing the College's benefits including retirement and health benefit plans;
- ❖ Directing the development of long-range planning of HR programs and objectives;
- ❖ Analyzing complex issues and communicating findings and recommendations to stakeholders at all levels;
- ❖ Leading annual performance management processes;
- ❖ Partnering with the Finance Office to determine annual salary and benefits budgets;
- ❖ Ensuring benefit accounts are reconciled on a consistent basis;
- ❖ Conducting confidential investigations and related employee relations actions as needed;
- ❖ Serving on advisory committees and shared governance groups as appropriate; and
- ❖ Overseeing all policies, procedures, and functions related to HR information processing of personnel transactions and appointments.

### **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will be an effective, balanced, and highly collaborative strategic leader who deeply values education and thrives in an entrepreneurial environment. They will combine a capacity for strategic vision with technical expertise in human resources. This individual will have successful experience introducing and leading cultural and organizational change. The successful candidate will embrace and model the highest ethics and integrity, support a culture of compliance, and demonstrate a commitment to creating a respectful and supportive work environment. In addition, the next CHRO will possess the following experiences, capabilities, and personal attributes:

- ❖ An appreciation for, and ability to thrive in, a team-oriented environment;
- ❖ Project management and facilitation skills in settings with multiple and competing priorities and deadlines;
- ❖ Demonstrated skills in leadership of organizational change and/or strategic plan implementation;
- ❖ An ability to engage and develop staff, including both direct and matrixed reporting lines;
- ❖ Demonstrated experience with HRIS/ERP systems for HR and payroll;
- ❖ An understanding of the management of international exchange issues (J1 visas/SEVIS);
- ❖ Exceptional interpersonal skills, judgment, and communication skills, including the ability to communicate complex concepts to a variety of constituencies;
- ❖ An ability and desire to provide excellent service and to work in a collegial manner with students, faculty, staff, and other constituencies;
- ❖ An understanding of shared governance and employment issues in an academic setting; and
- ❖ A collegial, collaborative, transparent, and responsive professional nature.

A minimum of ten years of increasingly responsible experience as an HR professional, with experience in compensation and benefit plan design and administration; employment and benefits law; strategic planning; and recruitment is required. Also, significant (7+ years) supervisory experience is required. A master's degree in a related field and SHRM-CP/SHRM-SCP, PHR/SPHR, or equivalent certification strongly preferred.

For best consideration, please send all nominations and applications to:



Shelly Weiss Storbeck, Global Education Practice Lead  
and Managing Director  
Carly Rose DiGiovanni, Senior Associate  
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For more information, please visit Franklin & Marshall College's home page at <https://www.fandm.edu/>.

*Franklin & Marshall College is committed to having an inclusive campus community where all members are treated with dignity and respect. As an Equal Opportunity Employer, the College does not discriminate in its hiring or employment practices on the basis of gender/gender-identity, sex, race or ethnicity, color, national origin, religion, age, disability, veteran's status, genetic information, family or marital status, sexual orientation, or any other protected class.*

*Individuals who need an accommodation due to a disability in order to submit an application or attend an employment interview should contact Storbeck Search via [FandMAVPHR@storbecksearch.com](mailto:FandMAVPHR@storbecksearch.com).*

*Franklin & Marshall is proud to offer a smoke-free work environment.*