



## Vice President for Human Resources

[Indiana University](#) seeks an experienced, creative, and service-oriented human resources leader to serve as Vice President for Human Resources (VPHR) to lead the IU Human Resources function across all seven campus locations. Reporting directly to President [Pamela Whitten](#) and serving on the President's cabinet, the VPHR will take the lead in developing and building programs and services that attract, support, and retain IU employees in ways that align with the University's overall mission, strategic objectives, and desired culture.

The successful candidate will have:

- A history of executive-level leadership experience and accomplishment within a similarly complex environment;
- The ability to work effectively with executive leaders, faculty, and staff colleagues regarding key organizational, management, and human resource strategies that value operational effectiveness, superior customer service, and align culture and behavior with strategy, aspirations, and values; and,
- The capacity to lead a best-in-class human resources organization.

### **The University**

Founded in 1820, Indiana University is one of the top public research universities in the world. As one of the largest employers in the state of Indiana, IU spans [seven campuses](#), including core campuses in Bloomington and Indianapolis, and two regional centers across Indiana and partner locations around the globe. Innovation, creativity, and academic freedom are hallmarks of IU's world-class contributions in research and the arts.

The University is home to top-ranked business and music schools, the world's first school of philanthropy, the nation's first school of informatics, and the country's largest medical school. IU also boasts the number one nonprofit management graduate program, environmental policy and management graduate program, and public affairs graduate program, as ranked by *U.S News and World Report*. IU's hundreds

of academic programs are [among the world's best](#), and the University is always looking toward the horizon and thinking about what's next.

Bloomington has been ranked by *Forbes* as the number one best city for work-life balance, a top college town to “live in forever” by *College Ranker*, and the number two best college town in America by *USA Today*. The IU community represents a diverse cross-section of people from all backgrounds and cultures and currently comprises:

- 71,000+ degree-seeking undergraduate students
- 19,000+ students in graduate and professional programs
- 7,200+ international students from 164 countries
- 21,000+ faculty and staff university-wide
- 38,000+ total affiliated IU employees (including students and temporary workers)

## **Leadership**

[Pamela Whitten](#) became the 19th president of Indiana University on July 1, 2021.

A visionary scholar and accomplished educator and researcher, Whitten has held a variety of leadership roles, beginning at Michigan State University where she served as a dean for five years, and most recently as president of Kennesaw State University.

As IU's first female president, Whitten assumes the helm at one of the nation's leading research universities at a time of record-level research funding and philanthropic support.

Whitten holds a Ph.D. in communication studies from the University of Kansas, a Master of Arts in communication from the University of Kentucky, and a Bachelor of Science in management from Tulane University. She is an internationally recognized expert in the field of telemedicine. As part of her work in higher education, she additionally held leadership roles at the University of Georgia and the University of Kansas Medical Center.

## **Employees**

IU comprises a dedicated community of professionals all deeply engaged in supporting the academic mission of the University. Approximately 21,000+ individuals are employed across the University's seven campuses, including the core campus in Bloomington. Of this number, roughly 11,000 are staff and 10,000 are faculty or instructors. The Indiana University health system clinical employees operate under a different HR function and are not a part of the VPHR's portfolio.

Adhering to the principles of shared governance across the University, the University recognizes six unions under the following unions: Communication Workers of America (CWA); American Federation of State, County, and Municipal Employees (AFSCME); and the International Alliance of Theatrical and Stage Employees and Motion Picture Technicians, Artists and Allied Crafts (IATSE). These unions represent

approximately 2,600 employees, primarily in service, clerical, stagehand, and police roles, and enjoy a collegial relationship with the University community.

## **The Role of the Vice President for Human Resources**

Reporting directly to the President and serving on the President's cabinet, the Vice President for Human Resources oversees a department of 90 staff and a budget of \$12 million. The HR department at IU is known for its deep commitment to the University and creative, service-oriented approach to problem solving. Direct reports to the VPHR display a high level of trust and collaboration with a commitment to continuous improvement and include:

- Director, Benefits
- Director, Compensation
- Director, Employee and Labor Relations
- Director, HR Business Administration
- Director, Talent Acquisition
- Director, Talent and Organization Development
- HR Assistant
- Sr. Director, HR Operations
- Sr. Director, HR (Bloomington)
- Sr. Director, HR (University-Wide Administration)
- Sr. Director HR (Indianapolis – dotted line)
- Sr. Director HR (School of Medicine – dotted line)

Working with this engaged and talented team, the next VPHR will also oversee:

- Employee benefit programs for academic, staff, and temporary employees; medical residents; and student academic appointees:
  - This includes 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;
- Healthcare programs for undergraduate and graduate/professional school students;
- The Employee Assistance Program and Healthy IU wellness programs and resources;
- Human resource policies for staff and temporary employees;
- Paid time off plans for staff employees;
- Union negotiations and relations for staff employees (includes CWA, AFSCME, and IATSE unions at various campus locations);
- Employee relations consulting services for staff and temporary employees;

- Organizational development, leadership development, and employee engagement programs;
- The design of total compensation package to support the University's needs for recruiting and retention;
- Leave management including FMLA and Paid Parental Leave for staff employees;
- ADA administration for staff and temporary employees;
- Workers' Compensation administration for staff and temporary employees;
- Customer service and HR Information Management Systems and records management for above functions; and,
- Continuous improvement initiatives to build, maintain, and enhance technology-driven methods of managing human resource functions while not losing sight of the human aspect.

## **Opportunities and Challenges**

Joining an engaged, talented team within a world-class university, the next VPHR will have many opportunities and will be supported in developing a vision and strategy for future HR programming and policy at IU. In this important role, the next VPHR will:

- Act as a strategic, trusted, senior advisor and expert to the President, the Board of Trustees, and the executive leadership team on human resource needs including the development of recruiting and retention strategic plans, implementation of human resource best practices, and the creation of programs/policies that establish Indiana University as an employer of choice;
- Maintain an effective level of business literacy about the University, its operations, business challenges, priorities, and opportunities to align human resource initiatives with the University mission and needs;
- Analyze trends and metrics to develop solutions, programs, and policies to support the employee diversity, equity, and inclusion efforts and to increase overall employee engagement and productivity;
- Establish strong relationships with closely affiliated organizations including the Vice President for Finance and Administration office, Vice President and General Counsel office, and Campus Academic Affairs offices to assure policies, processes, and systems are compliant with applicable federal and state laws regulations and support the overall mission of the University;
- Lead and evaluate a team of HR 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; and,
- Continue to build and provide critical services and support to the community of HR

professionals across the University who provide talent related strategic planning and consulting services to the organizations in which they serve.

To be successful, the next VPHR will lead the IU HR unit by:

- Working with the team to identify and communicate strategic priorities that align with business needs;
- Providing management oversight, consultation, and strategic and tactical support;
- Supervising, developing, and motivating through regularly scheduled meetings;
- Effectively communicating procedural controls and purpose of such;
- Providing individual performance feedback and professional development opportunities, including stretch assignments; and,
- Ensuring availability to answer questions and serve as a mentor.

### **Key Qualifications and Characteristics of the next VPHR:**

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. They must have experience designing and implementing effective and efficient programs, policies, and services for a varied workforce operating in a decentralized environment. The next VPHR must also possess a proven track record of effective leadership on issues of diversity, equity, and inclusion.

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

- 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;
- The ability to bring credibility and instill a sense of accessibility to the human resource function through their professional qualifications and leadership ability;
- The ability to work effectively with the President and the University's executive leadership on strategic priorities;
- A gift for building relationships across functions and levels within an organization including academic administrators, campus leaders, directors of business services, trustees, and other key stakeholders;
- The ability to be collaborative and the energy, creativity, and problem solving to lead and attract top tier talent at all levels;

- Demonstrated experience with and commitment to diversity, inclusion, and belonging for employees across all levels of the institution;
- A proven track record of innovation in policy and program deployment, management, and technical expertise in human resource functions;
- Demonstrated success in change management in a dynamic environment with an appreciation for the missions, tradition, and culture of the institution;
- Experience supporting governing boards and working with committees and/or subgroups on matters of human resource compliance, policies, and industry leading best practices; and,
- Exceptional professionalism demonstrated by exercising good judgment in discussing issues and results, maintaining composure and calm demeanor when situations become difficult, and identifying when responsibilities require transparency and when they require confidentiality.

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;
- Ten-plus years of progressive experience as a senior leader of an enterprise-wide human resource function at a large, complex entity with a strong preference for knowledge of the higher education environment, familiarity with the complexities of a research institution, and a demonstrated expertise in strategic human resource planning;
- Advanced knowledge of federal regulations, plan design and communications, and funding arrangements for:
  - Employee benefits, especially healthcare and retirement plans
  - Talent acquisition
  - Salary and wage administration
  - Creative compensation strategies
  - Executive compensation
  - Employee and union relations
  - Performance management
  - Talent retention strategies
  - HR information systems
  - Employee training
- Strong written and oral communications skills with a broad range of constituencies; and,
- Effective public speaking, project management, and collaborative problem-solving skills.

For best consideration, please send all nominations and applications to: [IUVPHR@storbecksearch.com](mailto:IUVPHR@storbecksearch.com). Applications should include a resume and a letter of interest.



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### ***Equal Employment Opportunity***

*Indiana University is an equal employment and affirmative action employer and a provider of ADA services. All qualified applicants will receive consideration for employment based on individual qualifications. Indiana University prohibits discrimination based on age, ethnicity, color, race, religion, sex, sexual orientation, gender identity or expression, genetic information, marital status, national origin, disability status or protected veteran status. Indiana University does not discriminate on the basis of sex in its educational programs and activities, including employment and admission, as required by Title IX. Questions or complaints regarding Title IX may be referred to the U.S. Department of Education Office for Civil Rights or the university Title IX Coordinator. [See Indiana University's Notice of Non-Discrimination here which includes contact information.](#)*

### ***Campus Safety and Security***

*The Annual Security and Fire Safety Report, containing policy statements, crime and fire statistics for all Indiana University campuses, is [available online](#). You may also request a physical copy by emailing IU Public Safety at [iups@iu.edu](mailto:iups@iu.edu) or by visiting IUPD*