



**THE OHIO STATE
UNIVERSITY**

**SENIOR VICE PRESIDENT FOR
TALENT, CULTURE & HUMAN
RESOURCES**

Leadership Profile

The Opportunity

The Ohio State University ("Ohio State") is seeking a visionary, accomplished, and strategic values-based leader to serve in the critically important role of Senior Vice President for Talent, Culture & Human Resources (Chief Human Resources Officer or CHRO).

This position reports directly to Ohio State President Kristina M. Johnson, PhD. As a member of the president's senior administrative team, the CHRO will provide transformational leadership across human resources for the entire enterprise, which includes the Wexner Medical Center, and foster strategic collaborations that drive organizational effectiveness in support of the university's vision, mission and values. The president recently outlined these in her February State of the University address: <https://news.osu.edu/president-johnson-delivers-first-state-of-the-university-address/>

Ohio State is one of the nation's largest and most prestigious universities in the country. Its 15 colleges offer a wide range of degree programs to more than 68,000 students on its main campus in Columbus and other regional campuses throughout the state. Ohio State employees total more than 45,000, including almost 7,000 faculty (academic, clinical, research and associated), 25,000 staff and 13,000 student employees.

Beyond its exceptional mix of academic and student programs, Ohio State further distinguishes itself through its top-rated academic medical center including its premier cancer hospital and research center. As a land-grant university, Ohio State has a physical presence throughout the state, with campuses and community extension centers located around Ohio.

The CHRO will be the President's trusted advisor on all human resources and workplace issues and will serve as the principal steward for university talent, providing strategic leadership and service to sustain Ohio State's reputation as an employer of choice and to establish and promote an HR vision and strategy that attracts, develops, and supports the talent needed to advance the university's mission. The successful candidate will possess broad HR knowledge including a deep expertise and understanding of what drives leadership and organizational effectiveness. Additionally, the ideal candidate will possess a strong understanding and proven experience in key areas such as demonstrated success in the creation and implementation of diversity, equity, and inclusion programming and initiatives for a large-scale workforce, experience in the development and implementation of innovative compensation and benefits programs, and a proven record elevating the HR function to better engage the overall talent community and approach the needs of the workforce of the future in new and ground-breaking ways. The CHRO will work closely with the Ohio State University Board of Trustees, acting as the Board's chief advisor on talent with a focus on issues relating to the support, recruitment, and retention of high-quality faculty, staff, and leaders at the university. This values-driven leader will also possess experience building, guiding, and developing diverse HR teams in order to achieve the strategic goals of the president and the university.

The role requires an innovative, thoughtful, transparent executive who is motivated and capable of success in a complex environment by connecting and engaging with faculty and staff with a focus on contemporary human resources delivery. Experience in a complex higher education model is required. A bachelor's and master's degree in a relevant field are required, with terminal degree preferred.

For detailed information on how to apply, please refer to the "Procedure for Candidacy" at the end of this document.

The Ohio State University

Founded in 1870 as the land-grant and state flagship university, and subsequently receiving designations as a sea- and space-grant university, The Ohio State University is one of the world's finest institutions of higher education. A member of the distinguished Association of American Universities, it is consistently recognized among the most innovative and far-reaching universities in the world. It is an engine of innovation and discovery with annual research expenditures of approximately \$968 million. The central campus is located in the state capital of Columbus with regional campuses in Lima, Mansfield, Marion, Newark, and ATI in Wooster that extend its reach and provide access to students throughout the state. The Ohio State University boasts 570,000 living alumni, and its endowment stands at nearly \$5.3 billion.

Ohio State is ranked 17th among national public research universities in the United States, according to *U.S. News & World Report*, while its library system is ranked 7th among public universities in the country. The university is also a major economic engine for the region, with annual revenues of more than \$6 billion, including both its academic and medical operations. Ohio State has been rated AA/AA1 by the three credit rating agencies, with a stable financial forecast.

The university's high quality academic programs extend to more than 200 major areas of study. Ohio State's 53,000 undergraduates have broad opportunities to major in the arts, architecture, biological sciences, business, communication, education, engineering, food, agricultural and environmental sciences, human ecology, humanities, nursing, mathematics and physical sciences, music, natural resources, public health, social and behavioral sciences, social work, and health and rehabilitation sciences. Graduate-professional programs include these areas as well as dentistry, law, medicine, optometry, pharmacy, and veterinary medicine.

Ohio State's shared values are the commitments made by the university community regarding how work will be conducted. Our values include:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency and trust

One of Ohio's greatest assets, Ohio State is a world-class public research university and the flagship teaching and research institution in the state. The institution provides a distinctive educational experience for students and pursues leading-edge interdisciplinary research that brings together scholars from diverse disciplines to solve key challenges in our society.

President Kristina M. Johnson, PhD

Dr. Kristina M. Johnson became the 16th president of The Ohio State University in September of 2020. Dr. Johnson previously served as chancellor of the State University of New York (SUNY) and brings more than 30 years of experience as an academic, business, and policy leader.

At SUNY, Dr. Johnson led a system of 64 public colleges and universities – including four academic health centers, five hospitals, and a DOE National Laboratory – with 1.3 million students, 30,000 faculty, and 90,000 employees overall. Prior academic experience includes serving as provost and senior vice president for academic affairs at Johns Hopkins and as dean of the Pratt School of Engineering at Duke.

Dr. Johnson also served as the under secretary of energy at the DOE from 2009 to 2010 where she managed a \$10.5 billion energy and environment portfolio, and an additional \$37 billion in energy and environment investments from the American Recovery and Reinvestment Act.

After leaving the DOE, Dr. Johnson co-founded and served as CEO of Cube Hydro Partners, a clean-energy infrastructure company focused on building and operating hydropower plants in North America. During her tenure, the company grew from one to 19 plants, powering 150,000 homes with clean energy in five states. Cube Hydro Partners was sold in October 2019 for \$1.12 billion.

Dr. Johnson earned her BS, MS, and PhD in electrical engineering at Stanford University.

Ohio State Human Resources

The Ohio State Office of Human Resources includes more than 270 staff members who serve the university's employees daily. Its mission is to provide proactive HR services and solutions that create an environment inspiring pride, diversity, and accountability, while also engaging faculty and staff to focus on Ohio State's core mission. Its vision is to deliver the strategic talent and cultural framework that drives employee inspiration, student success, and global solutions. The organization takes pride in delivering a competitive total rewards package, including high-quality benefits.

In addition to the Office of Human Resources, the university HR function also includes HR professionals serving the Wexner Medical Center and embedded HR professionals in every college and administrative support unit on campus. This structure is described in greater detail under "Opportunities and Expectations for Leadership."

Human Resources serves as the first point of contact for employees in the university and the Wexner Medical Center regarding HR and organizational effectiveness issues, such as: benefits services, classification and compensation, the Employee Assistance Program, employee and organizational development, employee relations, policy and practice overview, employee recognition, recruitment and workforce planning, and work life programs.

The Role of the Senior Vice President for Talent, Culture & Human Resources

Reporting directly to President Kristina M. Johnson and part of the president's executive leadership team, this senior executive is expected to provide leadership, foster strategic collaborations, and drive organizational effectiveness to help HR achieve its mission by:

- Serving as Chief Human Resources Officer (CHRO) and senior level advisor to the president and cabinet by providing strategic and operational guidance on all HR issues;
- Serving as the primary liaison to the Ohio State Board of Trustees Talent, Compensation and Governance Committee and as such, serving as the chief advisor to the Board on all human resource issues;
- Serving as an employee advocate, mediator, mentor and coach;
- Designing and overseeing comprehensive HR services and programs that create and foster a productive, diverse and inclusive environment in which faculty, staff, and students can work and thrive, with an emphasis on professional development and inclusive excellence as the university maintains its standard as an employer of choice;
- Establishing and maintaining collaborations and partnerships between the Office of Human Resources and the colleges, administrative units and medical center – adopting best practices to recruit and retain top talent;
- Supporting the Office of Academic Affairs in their oversight of the recruitment, hiring, training, promotion, mentoring and development of faculty;
- Identifying top talent and developing creative solutions and programs that support and assist with the recruitment and retention of top performers and high potential individuals;
- Providing leadership and the transformational strategic vision that can shape the future success of the HR function;
- Promoting effective employee services and programs that align with the university's strategic direction and effectively articulate their importance to the Ohio State community;
- Ensuring that employees are supported in their educational, research and service activities to assume social and civic leadership and responsibility, and to thrive in an intellectual environment where the human mind and spirit are nurtured for success.

Opportunities and Expectations

Beyond the day-to-day leadership of a complex organization, the Senior Vice President for Talent, Culture & Human Resources will be asked to address several strategic areas, including:

Enhance the culture of the university and the reputation of the human resources

organization: As the “champion” of Ohio State’s overall culture, the CHRO should work to deepen and enhance employee connections with the university’s values and beliefs, which include a continuing commitment to greater diversity of people and ideas. Building toward a more inclusive culture will not only enhance the university’s reputation, but further Ohio State’s efforts to attract and retain high performing employees at all levels. This effort to enhance the culture should be directed at three levels – the university as a whole, the senior leadership team, and the HR organization itself.

Expand and promote the university’s commitment to diversity, equity and inclusion by advancing an HR vision and strategy that attracts, develops and supports a world-class diverse workforce:

A commitment to diversity, equity, and inclusion is central to The Ohio State University’s mission and is articulated in its shared values and successes throughout the university. The CHRO plays a major role in helping the university transform its talent acquisition pipeline by attracting, developing, and supporting more diverse staff, students, and faculty across every aspect of the institution. Working in close collaboration with other senior leaders, such as the vice provost for diversity and inclusion and chief diversity officer, the CHRO creates and implements an HR operational strategy that fosters greater efficiencies and results in diversifying the university workforce. Further, the CHRO provides support to senior leadership in helping the university achieve greater equity, work-life balance, and job satisfaction among all staff, students, and faculty.

Ensure alignment and efficiency of Ohio State’s human resources staff, practices, systems and policies:

Assess current organizational structure with respect to benchmark human resource models and recommend a model that aligns with and enables achievement of the university and medical center’s strategic plans and is responsive to the competitive landscape in which we operate.

While recognizing the differences in the HR needs of each organization, the CHRO will work to provide increased consistency and efficiency in practices, policies, and resources, thus reducing the possibility of duplications and policy inconsistencies.

The new Ohio State CHRO will be expected to work closely with his/her colleagues to demonstrate the benefits of a more coordinated approach to the structure and logical deployment of HR resources while working to improve the structure to better serve the university.

Identify and Embed Best in Class Talent, Culture, and Human Resources practices: The CHRO will bring a clear and solid understanding of HR best practices and solutions, and lead efforts to ensure that these contemporary practices are in place. The CHRO should lead the internal transformation to adopt these best practices by first evaluating the HR organization’s function, purpose, structure, services, and delivery models as well as staff resources.

The CHRO will also drive core process improvements while applying data-infused decision making to drive HR decisions, metrics to establish a baseline for measuring progress and tools to evaluate results, assess impact and communicate outcomes. The CHRO will be expected to share workforce trends including but not limited to succession needs, leadership readiness, training, promotions, and turnover and staffing metrics – all of which will inform program innovation.

The CHRO will be instrumental in continuing the successful implementation of Workday, the ongoing implementation of Career Roadmap, and establishing a stronger data driven approach to strategic decision making. All of these align with university efficiency efforts related to the president’s vision of access, affordability, and excellence.

Career Roadmap is a comprehensive job family model and pay structure that will provide visibility to career paths for managers and staff to foster equitable, consistent compensation practices across the university and medical center. Career Roadmap will enable Ohio State to recruit, retain and inspire the talent needed to fulfill its mission. When complete, Career Roadmap will give staff and managers a powerful new tool to develop themselves and their teams and build successful career paths at Ohio State. Building Career Roadmap will require further collaboration and the details will continue to be refined throughout the project, with a targeted launch date in early 2022.

Workday is an administrative technology that will serve as a single system for the university’s business operations in finance, human resources, payroll, and supply chain. In January 2021, Workday implementation began to replace outdated technology to create a better Ohio State experience. Faculty, staff, and student employees will use Workday to update personal information, request leave, select benefits and more. The next CHRO will be expected to continue to achieve efficiencies and system refinement in Workday.

Professional Qualifications and Personal Qualities

The successful candidate must have a thorough understanding of the challenges and opportunities present at a large comprehensive research university or comparably complex enterprise; a commitment to professional development and collaboration; and an enthusiasm for advancing Ohio State’s human capital and organizational effectiveness.

In addition, candidates will possess the following:

Leadership and Vision

- Capability to develop a clear vision and strategy consistent with the university’s mission and best practices;
- Leadership skills and ability to lead a team that executes at a high level of excellence and collaboration with multiple other business units;
- Problem solver and risk taker who can work seamlessly across the institution connecting with various key stakeholders;

- Strategic thinker with the capability of contributing to the senior administrative team;
- Proven record of strong commitment to diversity, equity, and inclusion.

Change Leadership Skills

- Strong strategic planning skills with a data-driven approach and demonstrated leadership with organizational change for programmatic improvement;
- Demonstrated record in managing change for a diverse and complex organization.

Communication and Collaboration Skills

- Effective communication skills and strong interpersonal skills that ensure an organizational-wide understanding of HR practices and availability of resources;
- Demonstrated examples of collaboration skills in complex environments.

Management Skills

- Ability to ensure that the human resources organization is run effectively, and systems and processes are consistent with policies;
- Financial acumen suitable to appreciating the university's business goals and the impact of HR practices and their attainment.

Experience, Knowledge and Education

- Possess hybrid or multi-sector/industry experience to include progressively responsible HR leadership roles within higher education, healthcare, private sector, or consulting.
- Experience leading teams in a complex and diverse environment – including an understanding of the challenges and opportunities present at a large comprehensive research university or comparable complex enterprise.
- Possess broad HR knowledge and expertise and best practices in strategic, collaborative, and consultative services, coupled with technical hands-on expertise in key areas that ensure that the HR organization is run effectively, and systems and processes are consistent with policies.
- Expertise helping to develop and enhance an organization's culture – including the implementation to leadership's vision and commitment to learning and diversity, with focus on building a more inclusive environment.
- Demonstrated sustained success building and leading high performing teams and developing and leading the Talent organization – including recruitment, retention, and employee engagement and development.
- Has developed and executed successful implementation of diversity, equity, and inclusion programs and policies that have been impactful and transformative and align with leadership's vision.
- Possesses a demonstrated servant leadership style which seeks to empower and support a talented, passionate team.
- A bachelor's and master's degree in a relevant field are required, with a terminal degree preferred. If candidates do not have direct experience with higher education, they must present a demonstrated passion for the missions of teaching and research and an appreciation for the shared governance model of decision-making.

In addition, the ideal candidate will bring:

- Extensive, progressively responsible administrative and leadership experience in large, multifaceted organizations, with accountability for programmatic oversight, resource management and employee and organizational development;
- Identified track record of sustained success in establishing and maintaining HR and organizational development projects and programs;
- Demonstrated commitment to the development of employees as individuals, support for employee engagement across a wide variety of talent, experiences and activities, and the establishment and maintenance of strong employee relationships;
- Demonstrated commitment to fostering wellness and inclusiveness in an organization;
- Deep knowledge and expertise in the laws, policies and regulations related to the hiring, employment, benefits and separation processes;
- Demonstrated record of continuous improvement based on evaluation and use of assessment data;
- Experience in leading an organization through the implementation of a new ERP platform;
- Direct experience working collaboratively with – and supporting – a governing board, president/CEO and senior leadership team.
- Demonstrated commitment to advancing diversity, equity, and inclusion so as to align with university values and the president’s vision for Ohio State.

About Columbus, Ohio

The 14th-most populous city in the nation, Columbus is Ohio’s state capital and a center of technology, commerce, and education. In addition to The Ohio State University, Columbus is home to multiple universities and colleges as well as the Battelle Memorial Institute, the world’s largest private research and development foundation.

Forbes has given Columbus an “A rating” as one of the top U.S. cities for business. In addition to The Ohio State University, major employers include Nationwide Mutual Insurance Company, American Electric Power, L Brands, JPMorgan Chase & Co., Honda of America, Kroger, Whirlpool, Huntington Bancshares, Abbott Nutrition, Nationwide Children’s Hospital, OhioHealth, Cardinal Health, and Quantum Health.

Columbus prides itself on a diverse population, a thriving visual and performing arts scene, exciting sporting events, a strong network of public and private schools, numerous public parks and recreational areas, and an array of fine restaurants, museums, and cultural activities.

In addition to Ohio State Buckeye sports, fans can enjoy the NHL’s Columbus Blue Jackets, the Columbus Crew men’s professional soccer team and Columbus Clippers baseball. The PGA Memorial Golf Tournament is held annually at Jack Nicklaus’ Muirfield Village and each fall thousands run the Columbus Marathon.

Procedure for Candidacy

Ohio State has established an advisory committee to support the initial recruitment and screening of candidates. This committee will make initial recommendations to the president, who will then be engaged in the review of finalists and appointment of the CHRO.

Nominations, expressions of interest and inquiries should be sent via email to the university's consultants, Matthew Vossler, Managing Director, Diversified Search Group, Steve Leo, Managing Director, Storbeck Search, and Vicki Henderson, Senior Associate, Storbeck Search, at OhioStateCHRO@storbecksearch.com. It is expected that the CHRO will be appointed in Summer 2021 subject to Ohio State University Board of Trustees approval.

The Ohio State University is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, disability status or protected veteran status.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Ohio State documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Please note that all applications, nominations, emails, and other inquiries are subject to Ohio Public Records Law (Ohio Revised Code, chapter 149.43).