



VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER

The University of Rochester seeks a transformative Vice President and Chief Human Resources Officer (VPCHRO) with a commitment to diversity and equity and a proven track record of collaboration and inclusive engagement to steward a complex, mission-driven workforce of more than 30,000. The ideal candidate will have experience with workforce stabilization, change management, and leadership development, and will create opportunities for connection across the University, encompassing both the University's academic operations and its medical center. An officer of the University reporting directly to the President and working closely with the Board of Trustees, the VPCHRO will be responsible for developing a progressive, innovative, and efficient HR organization that supports a professional culture where every employee can maximize their potential. The VPCHRO role presents an opportunity to make a significant and lasting positive impact on the University and the Rochester community.

"We cannot advance the University's mission without a focus on our employees. Moreover, we cannot fulfill our obligations as the largest employer in the region without a commitment to our staff, who embody our Meliora mission every day." – President Sarah C. Mangelsdorf.

ABOUT THE UNIVERSITY

The University of Rochester is an R1 doctoral institution located in Rochester, New York. Founded in 1851, the University is a member of the [Association of American Universities \(AAU\)](#). The University is governed by a [Board of Trustees](#), and is committed to shared governance administered in ways that allow the University to realize its mission and goals to the benefit of: the institution; its students, faculty, and staff; the other constituencies it serves; and the betterment of society. The VPCHRO will work closely with the Board's Human Resources committee and its members to ensure best practices at the institution.

Over 30,000 people are employed full- or part-time by the University and its affiliates – including its academic campuses, medical center, and hospital system – making it the largest employer in the Rochester region and the fifth largest private sector employer in New York State. They are faculty, administrators, staff, researchers, residents, post-doctoral students, and healthcare providers. They represent a cross-section of economic and ethnic backgrounds and a range of professional responsibilities, skills, and objectives.

The University enrolls nearly 12,000 undergraduate and graduate/professional students, both domestic and international, and employs over 4,000 full- and part-time faculty. It offers over [200 academic programs](#) organized into the following schools:

- ❖ [School of Arts and Sciences](#)
- ❖ [Hajim School of Engineering & Applied Sciences](#)
- ❖ [Eastman School of Music](#)
- ❖ [School of Medicine and Dentistry, including graduate programs at the Eastman Institute for Oral Health and its faculty practice \(University of Rochester Medical Faculty Group\)](#)
- ❖ [School of Nursing](#)
- ❖ [Simon Business School](#)
- ❖ [Warner School of Education](#)

The institution's integrated [University of Rochester Medical Center](#) (URMC) is one of the nation's leaders in professional education, biomedical research, and clinical care. It forms the centerpiece of the University's health research, teaching, and patient care missions and includes [Strong Memorial Hospital](#), the [James P. Wilmot Cancer Center](#), [Golisano Children's Hospital](#), and [affiliated healthcare systems](#) in the region comprising five additional hospitals and numerous clinical locations as well as long-term care facilities.

The University also encompasses: the [Memorial Art Gallery](#), which houses a permanent collection of paintings by American and European masters, as well as sculpture and decorative arts, and offers a variety of classes for adults and children in the community; and the [Laboratory for Laser Energetics](#), an internationally renowned science and technology center conducting research in physics, fusion, optics, high-energy-density phenomena, and other fields.

The University expends \$350 million annually for research, denoting the high value placed on scholarship at the institution. With over [60 research centers and institutes](#), the University allows students, faculty, and research staff to pursue their academic goals in an environment that empowers and supports their efforts.

University faculty, students, and alumni have been recognized for their intellectual leadership with some of the world's most notable awards, including [the Nobel Prize](#), the Pulitzer Prize, Guggenheim Fellowships, and MacArthur Fellowships. In the last five years alone, four Rochester alumni have been named Nobel Laureates, and in three of the last four consecutive years, Rochester has been designated as one of the top producers of U.S. Fulbright Student Scholars.

In 2020, the University received its first [Carnegie Community Engagement Classification](#), in recognition of the University's longstanding commitment to and engagement with the City of Rochester and the surrounding region. The collaborations and partnerships between the University and local community organizations are central to many faculty- and staff-led programs and initiatives.

ROCHESTER AND THE FINGER LAKES REGION

Rochester and the Finger Lakes Region is a wonderful place to work and live. The area features a wide range of affordable housing options, and two of the Top 20 public school systems in New York State.

There are endless cultural opportunities, including concerts at the world-renowned Eastman School of Music and with the Rochester Philharmonic Orchestra. Local museums include the University's own Memorial Art Gallery, the George Eastman Museum, the Strong Museum of Play (home to the National Toy Hall of Fame), and the Rochester Museum of Science. Geva Theatre Center, a nationally recognized regional theater, and the Rochester Broadway Theatre League provide varied seasons of plays and musicals.

A vibrant and varied local restaurant and food scene offers many cuisines to explore and enjoy, and the Rochester Public Market offers year-round fresh local produce and other grocery items. Rochester is also home to Wegmans, the grocery store chain that has developed a national following.

Lake Ontario lies to the north of the city, and to the south, the Finger Lakes Region offers numerous parks, lakes, and trails, with opportunities for running, biking, hiking, and water sports. The Finger Lakes are also nationally known for viticulture and excellent independent wineries.

UNIVERSITY LEADERSHIP

[Sarah C. Mangelsdorf](#) became President of the University of Rochester on July 1, 2019. Before coming to Rochester, she served as provost at the [University of Wisconsin–Madison](#) and dean of the [College of Arts and Sciences at Northwestern](#). [Elected to the American Academy of Arts and Sciences](#) in April of 2020, President Mangelsdorf is a professor of psychology who is internationally known for her research on social and emotional development. As an administrator in higher education, she is known for her work on issues of academic quality, educational access, and diversity and inclusion. She is recognized for developing important strategic initiatives tailored to the goals of each institution she leads and for building financial and institutional support for those goals.

The VPCRHO is a member of the [President’s Senior Leadership Group](#), as well as the University Cabinet, which includes vice provosts, academic deans, and senior unit directors. Both of these groups provide advice and counsel to the President on key issues affecting the University.

FINANCES

Supported by \$2.7 billion in endowment and investments, the University of Rochester’s overall annual consolidated budget is approximately \$5 billion, including all aspects of URMC. Hospital and patient care activities represent more than 75% of total revenues. In addition, Rochester alumni have generously helped advance the University’s mission on behalf of students, faculty, and researchers with an annual giving rate of 22%.

As with many institutions in this last year, the University of Rochester has faced [challenges](#) due to the [Covid-19 pandemic](#) and has implemented a number of measures to sustain University operations, which can be found [here](#).

MISSION, VISION, AND VALUES

The University of Rochester is defined by its motto of *Meliora*, meaning “ever better.” Embedded in the ideal of *Meliora* are the shared values of the University community: equity, leadership, integrity, openness, respect, and accountability.

With a mission to “[Learn, Discover, Heal, Create—and Make the World Ever Better](#),” the University of Rochester Vision Statement declares:

The University of Rochester will continue to frame and solve the greatest challenges of the future. We are a community in which all who work, teach, create, and provide care are welcome and respected, and where all can pursue and achieve their highest objectives for themselves, their community, and the world.

Steeped in Rochester’s rich history of social justice and entrepreneurial spirit, we will always be an inclusive, equitable, sustainable, and responsive organization at every level.

FACULTY AND STUDENTS

Rochester’s more than 4,000 outstanding full- and part-time faculty members are dedicated to the research, teaching, and clinical missions of the University. These active scholars, researchers, healers, and creators have made significant contributions to the advancement of knowledge and culture for the betterment of society. Many are distinguished by their efforts to combine research and teaching with community engagement.

The University of Rochester's nearly 12,000 students hail from all 50 states and from numerous countries around the world. With over 6,000 undergraduate students and nearly 5,000 graduate students, 12% of Rochester's students identify as underrepresented students of color, and 29% are international students. Undergraduate student enrollment has increased 10% over the last five years, and roughly 9% of Rochester's students are Pell-eligible.

EMPLOYEES

The main University and Medical Center campuses employ 25,485 dedicated individuals. Of this number, 20,685 are staff, and 4,800 are faculty or instructors. In addition, more than 7,700 employees work in the healthcare affiliates of URMC located throughout the region.

There are 5 bargaining units at the University with a total of 2,200 employee members. Of that number, 1,400 employees, in roles such as patient transport, Environmental Services, and Food and Nutritional Services, are members of SEIU, the Service Employees International Union.

All of these employees represent the University's most valuable resources. The commitment of these employees to the University's mission is essential to the effective operation of every aspect of the institution, from supporting the infrastructure of the academic life of the institution, to maintaining a functional, safe, and beautiful campus, to implementing smooth-running and engaging academic and clinical programs. The University offers a wide range of [benefits](#) to employees, including tuition remission and professional development support.

The VPCHRO will be employees' strongest advocate by: developing and executing human resources strategy; promoting workplace best practices; creating supportive programs and processes, policy reviews, and revisions; celebrating staff contributions; and instilling confidence and pride in every member of the University's workforce.

DIVERSITY, EQUITY, INCLUSION, AND ANTI-RACISM

The University believes that a diverse workforce and an equitable, respectful, and inclusive workplace culture enhance the performance of the organization and its ability to fulfill its educational, scholarly, healthcare, and community-based missions. The University of Rochester is committed to fostering a culture of [diversity, equity, inclusion, and belonging](#) and to supporting employees regardless of their race, ethnicity, national origin, gender, sexual orientation, socio-economic status, marital status, age, physical abilities, political affiliation, religious beliefs, religious belief, and any other factor irrelevant to a person's ability to successfully perform the responsibilities of the office, so that all employees feel valued and supported.

The VPCHRO will be a strategic and critically important partner to the Vice President of Equity and Inclusion in driving diversity, equity, and inclusion and anti-racism initiatives across all campuses dedicated to the enhancement of the human dignity of all members of the University community. In advancing these efforts, the VPCHRO must also be able to articulate and respond to strategies and ideas based on the values of the University.

THE ROLE OF THE VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER

The VPCHRO will report directly to the President of the University of Rochester, signaling the value and importance of the role and its collaborative function at the institution. The University's [Department of Human Resources](#) supports the University in its mission by: developing programs and policies that

recognize the diversity of a dynamic university community; enhancing organizational effectiveness; and ensuring quality recruitment, retention, training, and development of employees.

The VPCHRO will have a strategic focus on HR effectiveness, HR systems optimization, learning and development, the University's [Total Rewards program](#), and regional HR (comprising the Medical Center's network of affiliates). Developing and executing plans to achieve institutional objectives in all of these areas will be a key responsibility for the selected candidate. The VPCHRO will also be responsible for directing the University's overall strategic and operational human resources functions; providing guidance and leadership in planning, developing, and implementing innovative and collaborative human resource programs and services to further the University's mission; and overseeing talent acquisition, development, and retention, employee relations, policy, job classification, compensation, labor relations, and benefits.

The VPCHRO will oversee a department of 120 dedicated Human Resources professionals. Direct reports currently include:

- ❖ Vice President for Human Resources, University of Rochester Medical Center*
- ❖ Director, Human Resources Communications
- ❖ Director, Human Resources Change Management
- ❖ Director, Learning Organization and Development
- ❖ Director, University Human Resources Administrative Services
- ❖ Director, University Human Resources Services
- ❖ Director, Human Resources Project Management
- ❖ Interim Director, HR Systems Optimization and HRMS
- ❖ Senior Director, Office of Total Rewards

*This direct report and a few other positions with major responsibility for URM functions carry the title of "Vice President" for URM but report to and are supervised by a University Vice President. The Vice President for Human Resources, URM, provides strategic oversight for the work of the Human Resources officers of the affiliated hospitals, which are separate corporate entities; the affiliate HR officers have a dotted line reporting relationship to the Vice President for Human Resources, URM, and a solid line to the CEO of their respective affiliates.

It is anticipated that the VPCHRO will decide to organize and seek to augment the department workforce in keeping with departmental and institutional priorities going forward.

OPPORTUNITIES AND CHALLENGES

The VPCHRO will join the University at a critical time in the expansion of the Human Resources Department and the continued development of its workforce to meet the current and future needs of a rapidly evolving organization. In a spirit of innovation and inclusive excellence, the VPCHRO will:

- ❖ **Oversee a dynamic, strategic, effective, and highly functional central human resources team.** The incoming VPCHRO will join a senior leadership team as a collaborative partner providing solutions and guidance as the organization continues to enhance service orientation, build technological innovation, and optimize the levels of service experienced across a large and diverse constituency. The VPCHRO will be responsible for creating a standard and centralized human resources structure to suit the growth experienced by the University over the last decade. This challenge presents an opportunity for the VPCHRO to modernize the HR function at the

University and build a world-class infrastructure. The VPCHRO will also have the opportunity to assess the human resource functions, processes, and staffing and to augment and build the central HR team. These efforts will be supported and appropriately resourced within the institutional budget.

- ❖ **Advance multiple current and planned initiatives to support the mission and vision of the University.** There are several major projects that will require the VPCHRO's leadership, including:
 - **Implementation of [Career Path Modernization Project \(CPM\)](#):** The VPCHRO will join efforts already underway on this major project, a three-year initiative to assess and transform the job classification and compensation program at Rochester. The goal is to have a modern and relevant library of job titles and descriptions that accurately reflect the work being done at the University, career paths to guide employees' professional development, and pay grades that are tied to regional market conditions and appropriately reward the University's valued employees.
 - **Competitive Compensation Program:** As a leader among large employers in upstate New York with a commitment to the Rochester region, the University is working toward the launch of a materially increased minimum wage. This change will seek to address concerns about compression across the institution and provide a better and more equitable living wage for employees. The VPCHRO will be a leader in this consultative, collaborative effort at Rochester.
 - **Institutional move to a new Human Capital Management (HCM) platform:** Rochester currently utilizes PeopleSoft and has plans to upgrade its legacy system to modernize the University's capabilities. This will be a comprehensive and highly complicated effort across the institution. The VPCHRO will have functional responsibility for the system and spearhead the transition, working closely with University IT where technical staff are located, as well as with Data Governance, and will bring experience and expertise in managing the change at the University.
 - **Enhance the strategic plan for human resources:** The groundwork has been laid for implementing a strategic plan for HR at the institution, which was begun by the previous chief human resources officer. In partnership with the President and supporting her vision and priorities, the VPCHRO will lead the efforts to enhance, finalize, budget for, and implement a comprehensive strategic plan for human resources at the University.
- ❖ **Support the collaborative, cohesive, and strategic delivery of HR services across the University with particular emphasis on the unique HR requirements of the University of Rochester Medical Center:** The VPCHRO will work strategically to harmonize the human resources operation across the academic and medical areas of the University, while ensuring exceptional HR challenges unique to the clinical healthcare setting are met. The VPCHRO will work to gain a deep understanding of the URMC and its employees and faculty and ensure HR leaders supporting the entire health care enterprise are collaborative and effective. The VPCHRO will advance the goal of cohesion and the "one university" ideal while supporting the notably distinct cultures of both the academic and medical missions of the institution.

In addition, the VPCHRO will:

- ❖ Engage collaboratively with labor relations and negotiations;
- ❖ Work collaboratively with campus partners such as the Faculty Senate, including its benefits committee, as well as the Genesee Staff Council and human resource professionals across the institution, to address employee engagement and satisfaction throughout this highly complex organization;
- ❖ Leverage the diversity of background, perspectives, experiences, and disciplines making up the unique community of the University of Rochester;
- ❖ Advance diversity, equity, inclusion, and anti-racism at the institution;
- ❖ Standardize and centralize HR communications processes across the organization; and
- ❖ Ensure all campus constituency voices are included, valued, and heard.

QUALIFICATIONS AND DESIRED PERSONAL CHARACTERISTICS

The Vice President and Chief Human Resources Officer will bring a proven track record of effective and progressively responsible senior leadership in human resources in large and complex organizations. Extensive experience in the management and support of healthcare enterprises, preferably academic healthcare, is desired. Experience in a university setting is also highly valued. 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. The VPCHRO will have demonstrated experience advising leadership and executives, as well as providing metrics and insights to inform key decision-making. The VPCHRO will lead by example in modeling trust, open communication, compassion, enthusiasm, and encouragement across all constituencies of the University community.

The VPCHRO will also:

- ❖ Be highly consultative in decision making;
- ❖ Have an understanding of shared governance functions in an academic setting;
- ❖ Possess a track record of building systems and policies from the ground up;
- ❖ Be able to build, develop, and support a diverse and capable HR team;
- ❖ Be collegial, collaborative, transparent, and responsive;
- ❖ Bring expertise and deep experience in benefits, compensation, and labor relations and negotiations;
- ❖ Display a clear commitment to creating and advancing a culture of inclusive excellence;
- ❖ Possess a high EQ and the ability to influence and bring people together;
- ❖ Bring optimism, persistence, and high energy to the role and the institution;
- ❖ Possess an extensive breadth of knowledge around training, learning, and support across multiple constituencies;
- ❖ Be a change agent and have experience with change management at large, multifaceted organizations;
- ❖ Demonstrate an outstanding ability to communicate effectively across diverse constituency groups and build relationships both internally and externally;
- ❖ Have experience working closely and collaboratively with a governing board; and,
- ❖ Share the core values of equity, leadership, integrity, openness, respect, and accountability at the University of Rochester.

Ten years of experience in a combination of human resources administration, labor relations, and human resources leadership is required. A master's degree in human resources and a minimum of five years of experience in a major hospital, university medical center, or research university is preferred.

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



Shelly Weiss Storbeck, Managing Partner, Storbeck Search
Amy Sugin, Managing Director, Koya Partners
Carly Rose DiGiovanni, Senior Associate, Storbeck Search
RochesterVPCHRO@storbecksearch.com

For more information, please visit the University of Rochester's home page at <https://www.rochester.edu/>.

The University of Rochester values diversity and is committed to equal opportunity for persons regardless of age, color, disability, domestic violence status, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation or any other status protected by law. Further, the University complies with all applicable non-discrimination laws in the administration of its policies, admissions, employment, and access to and treatment in University programs and activities.