



## **Vice Chancellor for Human Resources**

The University of Denver seeks nominations and applications for the position of Vice Chancellor for Human Resources.

### **The University of Denver: An Overview**

Founded in 1864, the University of Denver is the oldest independent university in the Rocky Mountain region. It has become one of the West's premier private universities and plays an integral role in the cultural, social, economic and educational life of the vibrant and fast-growing city it calls home.

Known as DU, the University is located on a 125-acre campus in a residential neighborhood just minutes from downtown Denver. University Hall, built in 1892, lives alongside buildings from the 1930s, 1950s and early 21st century. During the last 20 years, the University has invested over \$624 million in the construction of new buildings, including the Ritchie Center for Sports and Wellness, the Newman Center for the Performing Arts, Olin Hall, the Ricketson Law Building, Ruffatto Hall (Morgridge College of Education), the Daniels College of Business, the Joy Burns Center and the Anderson Academic Commons (home of Penrose Library), as well as two new residence halls. In the last year, the Daniel Felix Ritchie School of Engineering and Computer Science and the Anna & John J. Sie International Relations Complex, which expands the Josef Korbel School of International Studies, have opened. The beautiful campus, nestled next to the Rocky Mountains, is designated as an arboretum.

The University of Denver is an independent, doctoral-granting research university. *US News and World Report* lists the University of Denver among the nation's top 100 universities. DU is classified as a research university with high research activity by The Carnegie Foundation. The University enrolls about 11,600 students from all regions of the United States and 83 other countries in its distinguished undergraduate liberal arts and sciences, graduate and professional programs. The University's academic programs are organized into eight schools and colleges. Each program features cutting-edge curricula, professor-led courses, and access to the latest tools and technology. The 11:1 student-to-faculty ratio and small classes allow personalized instruction as well as multiple opportunities for research, exploration, and holistic student development. There are over 700 full-time appointed faculty members of which 90 percent have earned the highest degree in their fields.

In fall 2016, there were 5,754 undergraduates and 5,861 graduate students. Ten percent of students are international. Fifty-five percent of students are female, and 19 percent identify as domestic minority. DU students are ethnically, culturally and religiously diverse. What binds them together is a commitment to scholarly excellence, attention and access to professors and an insatiable curiosity and drive to make a difference in the world. Students work closely with faculty, staff, peers, and members of the broader Denver, Rocky Mountain area and even global communities on projects, research and fieldwork. They cross disciplines to discover new perspectives and approaches to problem solving. To prepare students for the challenges of productive citizenship, the University of Denver offers rigorous programs that emphasize critical thinking, creative problem solving and global experience. When students leave DU, they are ready to make a difference in communities around the world.

The University has total annually budgeted revenues of \$434 million and total endowment assets in excess of \$623 million as of September 30, 2016. In FY 2016, the University raised \$48 million in annual giving commitments. FY 2016 sponsored research expenditures exceeded \$25 million. The University's research partnerships with corporations include Lockheed Martin, United Launch Alliance, DePuy, Arrow Electronics, DaVita, Ball Corporation and others.

The University has 4,583 employees, comprised of 1,599 appointed staff, 701 appointed faculty, 264 non-appointed hourly staff, 578 adjunct faculty, and 1,441 student employees, making it Denver's second largest non-retail employer. Forty-three percent of faculty are female and 16 percent identify as persons of color. Sixty-four percent of staff are female and 19 percent identify as persons of color. There are more than 140,000 active alumni worldwide. Notable DU alumni include former U.S. Secretary of State Condoleezza Rice; former U.S. Army Chief of Staff General George Casey; former U.S. Secretary of the Interior Gale Norton; Time Magazine Editor at Large David von Drehle; former New York Times editorial page editor, Andrew Rosenthal; Olympic gold medalist Michelle Kwan; and Peter Coors, chairman of the board of MillerCoors.

Colorado is ranked the fourth happiest state in the nation (WalletHub, 2015). With 300 days of sunshine a year, there are [plenty of reasons](#) to get outside. Not only is Colorado the country's most popular ski destination, but it is also home to 4 national parks, 42 state parks and many outdoor recreation areas for boating, hiking, camping, swimming, snowmobiling, bird watching, picnicking, world-class fishing, hunting and biking. Due to active lifestyles and access to the outdoors, Colorado has the fittest and leanest population in the nation. DU students, faculty and staff enjoy countless adventures in the great outdoors of the vast Rocky Mountains and can explore the diverse cultural attractions, sporting events and vibrant city scene of Colorado's Mile High City. Student athletes compete on the Denver Pioneers NCAA Division I Summit League sports teams. The school's ski team has won more national championships than any other program in the country. On the professional level, Denver has a team in each of the four major sports

leagues: the Denver Broncos in the NFL, the Colorado Avalanche in the NHL, the Denver Nuggets in the NBA, and the Colorado Rockies in the MLB. For creative entertainment, students can check out musical, theatrical, and innovative performances in the on-campus Newman Center. The University campus also hosts the Pen and Podium series, which brings in several famous authors and poets to speak each year. The [Denver Performing Arts Complex](#) is the largest performing arts complex under one roof, and it is home to the Colorado Symphony Orchestra, Opera Colorado, Denver Center Theater Company, and the Colorado Ballet. To explore downtown Denver, students can hop on the city's Light Rail system, a network of trains that stop on campus and travel to more than 40 other locations. The city is known for its revitalized urban areas, including Lower Downtown, or LoDo, a hub of shopping, dining and nightlife that is eight miles from campus. The Metro Denver region is one of the fastest-growing areas in the nation.

### **About the Chancellor**

[Rebecca Chopp](#), PhD, has been chancellor of the University of Denver since September 2014. Her vision for the University—[DU IMPACT 2025](#)—builds on the University's strengths, including an undergraduate liberal arts program and professional graduate programs in education, law, business, social work, psychology and international studies. Combining these strengths, Chopp's *practical liberal arts* model focuses on the 21<sup>st</sup>-century transformation of knowledge to propel society forward; the holistic education of students to prepare them to lead diverse organizations and communities; and the University's engagement in local and global organizations and communities.

A visionary leader, Chopp emphasizes the importance of developing DU as an intentional community—among students, faculty, staff, alumni, and friends of the University—and creating a welcoming and inclusive global community and a campus where people from all backgrounds can thrive. She believes that leaders must consult broadly and often—which is why the process that led to DU IMPACT 2025 included over 4,000 people over several phases of its development. Its implementation will continue to depend on senior leadership who believe in consultation and engagement.

From 2009 to 2014, Chopp was president of Swarthmore College, founded in 1864 outside Philadelphia and ranked the third-best liberal arts college in the United States by *U.S. News and World Report*. At Swarthmore, Chopp passionately upheld the College's longstanding commitment to admitting the most highly qualified students without regard for their financial circumstances.

Before joining Swarthmore, Chopp served as president of Colgate University, where she led a comprehensive strategic plan that expanded the university's academic space, strengthened academic programs and developed new interdisciplinary centers. She also served as provost and executive vice president for academic affairs at Emory University and as a dean at Yale University.

Chopp is a widely-published author and editor. A native of Kansas, Chopp received a BA from Kansas Wesleyan University, a MDiv from St. Paul School of Theology, and a PhD from the University of Chicago.

### **The Division of Human Resources**

The Division of Human Resources is a key strategic division of the University, supporting the larger University by: 1) creating a differentiated human resources experience for employees; 2) leading University-wide workforce development and integration; 3) leveraging employee programs, talent development and community building for University strategic initiatives; and 4) striving to become an established employer of choice.

The Human Resources team works to support the University through continuous improvement, cultural assessment, community building, innovation, system integration and professional development. The division's dedicated staff of 20 is organized in five areas: Benefits, Compensation, People Development, Title IX and Equal Opportunity. The department has an annual operating budget (not including salaries) of over \$760,000.

### **The Future of Human Resources at the University of Denver**

Specific opportunities for the new Vice Chancellor for Human Resources include:

#### **Building a consultative and strategic human resources division.**

The Vice Chancellor will lead efforts to shape a consultative and strategic approach to human resources, moving the University forward as a values-based academic institution. A new shared services function has been created to manage transactional activities, such as payroll, which reports to the Chief Financial Officer with a dotted line to the Vice Chancellor of Human Resources. The Human Resources division, guided by *DU IMPACT 2025*, focuses its strategic efforts on moving the University forward. Engaged and talented faculty and staff are critical for realizing the aspirations of the University and supporting a new generation of students.

#### **Establishing the University of Denver as an exemplary employer.**

The Vice Chancellor will provide vision and direction for professional development opportunities for faculty and staff, including identifying career ladders and training opportunities, promoting family-friendly policies, creating an environment of wellness and continually investing in a compensation system that attracts and retains excellent faculty and staff. Working with key stakeholders, the Vice Chancellor will create and implement strategies to enable all employees to understand the structure and functioning of the University and maximize their contributions to the University, its students, the region and beyond. The Vice Chancellor will lead efforts to assess and communicate the University as an exemplary employer.

The Vice Chancellor's strong partnership with academic leaders on campus is a hallmark of the Division of Human Resources. The Vice Chancellor will work closely with the Provost, the Deans, and the Faculty Senate to create a productive, supportive and inclusive faculty workplace environment.

**Furthering the One DU Initiative.**

The Vice Chancellor will work to create an intentional community and ensure the commitment of the University to equity, diversity and inclusive excellence. The Vice Chancellor will promote an environment of inclusivity through initiatives within the Division of Human Resources as well as across the University. Building on initiatives in place, the Vice Chancellor will lead strategy development to expand faculty and staff searches, partner with University leadership to develop faculty and staff diversity and inclusive initiatives and facilitate meaningful opportunities for staff to engage in mission critical work.

The Vice Chancellor will lead efforts within the division to confirm the University's promise to student access and support. The Vice Chancellor will work with the Chancellor, Vice Chancellors and Deans to promote cultural enhancement, impacting students learning and leading at and beyond the University of Denver. Special attention will be paid to traditions, values and practices that empower students, faculty and staff to belong to One DU.

The Vice Chancellor will support the expansion of sustainability on Campus and beyond as identified in DU Impact 2025. The Vice Chancellor will contribute to sustainability efforts of the University through initiatives and program offerings focused on engagement of faculty and staff.

**Primary Duties**

- Develop a state-of-the-art HR department that addresses needs, resources and opportunities of the 21<sup>st</sup> century.
- Provide leadership that creates a responsive environment built on trust and transparency and ensures support for the strategic direction of the University.
- Lead human resources and talent development-related strategies and initiatives to ensure that HR functions to provide high levels of customer service, consistency across institutional business practices and appropriate employee talent and skills to respond to the needs of the University.
- Expand workforce planning that includes organizational design, operational efficiencies and effectiveness, identification of institutional gaps and themes, career growth and mobility, employee lifecycle programming, and retiree readiness.
- Remain current on federal, state, and local employment regulations and produce plans for implementation at the university.

- Create a rewards and recognition program centered on the institution's most valuable asset—its employees. Maintain a transparent performance compensation program.
- Promote ethical and legal practices, foster collaboration, simplification and efficiency in decision-making.
- Support the Executive Compensation Committee of the Board of Trustees and the Chancellor by providing guidance and reporting for senior staff compensation.
- Manage the fringe benefit budget of over \$40M, retirement plan assets over \$540M, and health reserves.
- Oversee community-centered employee development, including a major focus on wellness programming.
- Oversee recruitment and retention programs that attract and retain a competent and diverse workforce; promote and support an increase in diverse talent at all levels in the organization and be proactive in implementing and maintaining effective processes to develop a broad pool of talent. Create an on-boarding program that better connects new employees to the culture, values and vision of the institution.
- Provide a continuous professional development program for staff and work with the provost to provide resources for faculty development.
- Create a culture of mutual success and experience of dignity, respect, collaboration, accountability and contribution. Lead the areas of Equal Opportunity and Title IX. Create an environment that not only understands but has the tools to create diversity awareness and inclusive excellence learning and action.
- Lead AFSCME union contract negotiations and administration for 200+ custodial and maintenance employees.

### **Desired Qualifications and Characteristics**

Reporting to the Chancellor and serving as a valued and collaborative member of her senior team, the Vice Chancellor for Human Resources is the principal steward of the University of Denver's human capital. This position is responsible for providing overall strategic leadership and direction on human resources planning and administration for the University by envisioning, developing, and administering programs to realize the goals of the institution's strategic plan, with primary focus on One DU. The responsible individual will guide and manage the overall development and delivery of human resources services that emphasize empowerment, quality, productivity and development of an engaged workforce.

This position will lead the creation and implementation of programs and initiatives related to human resource operations to include benefit programs and administration, compensation, employee relations, people development, recruitment and retention strategies, Title IX, equal opportunity, and employee engagement.

The successful candidate will be an approachable and collaborative leader able to forge a vision for the University as an intentional community and employer of choice. The individual will be a creative and nimble expert in design, implementation and administration of human resources programs, processes and initiatives.

The ideal candidate will possess:

- bachelor's degree in a relevant discipline;
- experience in higher education is preferred but not required; membership in SHRM is required; a SPHR or PHR is preferred;
- significant experience in leading and managing complex human resources organizations and activities;
- visionary leadership, able to see ahead clearly; ability to anticipate future consequences and trends accurately; broad knowledge and perspective, future-oriented; ability to create competitive and breakthrough strategies and plans;
- a demonstrated ability to build effective and cohesive teams and to lead, mentor and develop employees;
- proven experience in coaching and guiding institutional leadership, to include academic administration and conflict management; strong facilitation, communication and presentation skills, including the ability to deliver difficult messages;
- experience and understanding of current issues and implications for human resources;
- expertise in creating environments of trust and transparency and championing a diverse, modern workforce;
- strong business-specific knowledge and financial acumen, strategic thinking, coaching and organizational behavior/design/effectiveness skills;
- knowledge of policies, principles and procedures for personnel recruitment, retention, regulatory and legal compliance, compensation, benefits, HRIS, training, organizational development, performance management, leadership development and succession strategy, and employee relations;
- ability to leverage data and metrics to inform and shape strategy;
- a management style that builds trust and is open and inclusive, while requiring accountability and metrics-driven results; ability to manage change with high levels of self-confidence; a keen ability to "sell" new ideas and initiatives; a willingness to take calculated risks;
- strong listening skills, comfortable and effective at all levels of the organization; ability to communicate a compelling and inspired vision or sense of core purpose, talk about possibilities, and inspire and motivate;
- a demonstrated high level of integrity, guided by a sound set of ethical principles; and
- an understanding and hands-on experience in personnel management and organizational change; knowledge or ability to interpret and apply general principles, federal and state laws and regulations, including EEO, AA, and ADA.

For best consideration, please send all confidential nominations, inquiries and expressions of interest by February 15, 2017 to:

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*The University of Denver is committed to enhancing the diversity of its faculty and staff and encourages applications from women, minorities, members of the LGBT community, people with disabilities and veterans. The University is an equal opportunity/affirmative action employer.*