



THE LAWRENCEVILLE SCHOOL

Director of Human Resources

From its founding in 1810, The Lawrenceville School has maintained two defining characteristics: a willingness to explore and adopt the best practices in education as they have evolved and, at the same time, a commitment to maintaining traditions that continue to engage students and build community. Against this dynamic intersection of respect for tradition and a future-oriented outlook, Lawrenceville invites applications and nominations as it embarks upon a search for its next Director of Human Resources.

Lawrenceville seeks a leader with a track record of implementing a strategic and pragmatic vision for the modern human resources department that fully aligns with organizational mission and culture. Deep appreciation for the value and culture of independent school education and the strong community of faculty, staff, students, and parents at the heart of a leading, mission-driven organization, would be a distinct asset.

The Director will continue the progress Lawrenceville has made in evolving and modernizing its people and organizational processes and policies, investing in its workforce, and strengthening the adult community. They will be expected to prepare the institution and workforce for the future of work and wellness in a post-pandemic world, and to actively support ongoing work strengthening Lawrenceville's community, professional development for faculty and staff, and the financial foundations of the School (all key elements of the [Lawrenceville 20/20 strategic plan](#)). The Director will be a natural partner, collaborator, and relationship-builder across the institution (with the Directors of Finance and Budget; the Dean of Faculty; the Dean of Diversity, Inclusion, and Community Engagement; the General Counsel and Director of Risk Management; and other key colleagues), a skilled administrator, and a highly effective leader. They will also be a conversant learner and thought leader in diversity, equity, and inclusion issues, and will serve as a critical partner in ensuring that the Lawrenceville faculty and staff community is one in which all are welcome, included, and valued.

ABOUT THE LAWRENCEVILLE SCHOOL

The Lawrenceville School is one of the nation's premier coeducational boarding and day schools, serving students in grades 9 through 12, in addition to a small number of post-graduate students. The School's 815 students hail from 33 states and 45 countries, with 70 percent boarding and 30 percent day students. Thirty-two percent of students receive a total of \$13.9 million in financial aid grants and 53 percent are students of color. Lawrenceville has 375 full time employees, including 109 full-time teaching faculty, and issues nearly 650 W2s.

As our mission statement sets forth, across academic, residential, and co-curricular settings, *Lawrenceville challenges a diverse community of promising young people to lead lives of learning, integrity, and high purpose. Lawrenceville inspires the best in each to seek the best for all.*

The Lawrenceville experience is over 200 years in the making, yet since the beginning, maintaining an engaged and connected community has been a core value. Young people encounter rigorous challenge in a highly supportive environment, and with this careful preparation, year after year, talented graduates head out into the world with the confidence to thrive and the conviction to make a difference.

At the heart of the School is the belief that students dig deeper, reach higher, and stretch further when they feel the connection of supportive peers and the mentorship of involved and encouraging adults – dedicated and experienced leaders in their fields – who know when and how to challenge them. This sense of community is fostered by the close-knit House system where young Lawrentians develop a deep sense of belonging; it is forged around the Harkness table, where teachers engage the intellect, encourage students to grapple with ideas, and teach lifelong respect and humility.

Situated on 700 acres in historical Lawrenceville in Central New Jersey, the campus is conveniently situated one hour from New York City and one hour from Philadelphia. Downtown Princeton is just a five-minute drive from the campus and offers numerous shops, restaurants, and cultural diversity.

Lawrenceville's financial condition is strong with experienced and stable leadership, an endowment of approximately \$650 million, and an annual operating budget of approximately \$70 million. Sources of revenue are diverse, with net tuition generating 55 percent, endowment distributions 29 percent, and annual donations 10 percent. With these substantial resources and more than 400 employees, Lawrenceville enjoys the scale and resources of a small liberal arts college, and a national reputation. To learn more about Lawrenceville, please visit www.lawrenceville.org.

SCHOOL LEADERSHIP

For over 200 years, Lawrenceville has produced responsible leaders, creative innovators, and committed public servants. The School is led by Head of School [Steve Murray](#) with the support of a highly experienced senior staff representing the major school functions and departments, including Human Resources. This leadership team advises the Head of School on major administrative decisions, works on long-term planning, and coordinates implementation of key initiatives and operations for Lawrenceville.

LAWRENCEVILLE'S STRATEGIC VISION

Ensuring the future of Lawrenceville requires a belief in the essential values of the School, bold aspirations for its long-term needs, and the courage to act to meet those needs. With that in mind, Lawrenceville launched its most recent strategic plan entitled [Lawrenceville 20/20](#). The plan outlines the vision for the School as well as the strategic priorities and implementation plan to ensure Lawrenceville's next era of success. Specifically, the plan lays out four key priorities:

1. *We will celebrate and reinforce our belief in community because growth and development occur best in the context of close, supportive relationships.*
2. *We will develop and lead the way with experiential learning.*

3. *We will promote professional excellence because the essential student experience rests on the quality of the faculty and staff.*
4. *We will strengthen our future through major enhancements to our financial foundations.*

Progress on each of these is well underway and supported by the School's \$425M Capital Campaign, [Emerge Transformed](#), slated to conclude June 30, 2023.

DIVERSITY, EQUITY, AND INCLUSION

Lawrenceville believes that a diverse environment enhances an intellectually rigorous environment. Rooted in and flowing from the School's mission of *inspiring the best in each to seek the best for all*, [Lawrenceville's DEI Strategic Plan: Belonging, Building, Becoming](#) commits to fostering a culture that actively rejects discriminatory structures and practices. Lawrenceville believes that we can achieve a more just and equitable community when we invest fully in ourselves and in those around us — and when we expect the same in return.

THE ROLE OF DIRECTOR OF HUMAN RESOURCES

Reporting to [Ben Hammond](#), Lawrenceville's Chief Financial Officer and Secretary to the Board, the Director of Human Resources serves as a member of the Senior Staff and is responsible for the overall strategic direction and operations of the HR Department, for designing and carrying out HR programs across the School, and, working with key partners, assessing, developing, and implementing policies. In addition, the Director will guide and support School leaders in their roles as supervisors and will engage and support all of the School's employees.

The major areas of focus for the HR department currently include: recruitment, compensation and benefits, leadership and organizational development, employee relations, policy development and administration, and compliance with policies. The department works collaboratively and in close partnership with key administrative colleagues (Budget; Finance; General Counsel and Risk Management; Dean of Faculty; Dean of Diversity, Inclusion, and Community Engagement; Head of School; etc.) to deliver critical services such as recruitment, payroll, compensation and benefits, equity and inclusion, and compliance with policies. The Director manages a departmental budget of \$780,000 and leads a team of five HR professionals.

OPPORTUNITIES AND CHALLENGES

The next Director will be a hands-on leader with the vision, commitment, and ability to manage the HR team and deliver effective and efficient HR services that support the management and employees of a complex nonprofit institution. Providing engaged and strategic leadership, the Director will embrace the following initial opportunities and challenges:

- **Strategic Planning:** Develop a new strategic plan for Human Resources at Lawrenceville that is aligned with the School's strategic plan, culture, resources, and priorities. This plan will build upon and rationalize the foundation laid in the recent expansion of the department from 1.5 employees to its current footprint of 6 FTEs (including the Director), with a focus on further strengthening service delivery. The Director will review and update the HR organization and business processes to achieve this strategic plan and to better reflect the School's chosen

approach to delivering key services via collaboration and partnership in conjunction with other administrative departments.

- **Developing Strategies to Recruit, Support, and Retain Top Talent:** Develop and implement plans to attract and retain talent, particularly as Lawrenceville emerges from the pandemic, adapts to a more competitive and challenging labor market, and prepares to navigate a wave of upcoming retirements. Assess and build upon recent investments in learning and development, better reflecting the importance of professional development and learning for all employees at Lawrenceville. Continue and expand leadership training and development for managers and supervisors. Position Lawrenceville as an employer of choice regionally and among independent schools nationally. Support the Dean of Faculty in recruiting and retaining an exceptional faculty. With key colleagues, develop a total rewards philosophy and approach that builds on the School's comprehensive and generous benefits offerings.
- **Advancing Best Practices Around Compensation and Payroll:** Lead comprehensive employment classification/banding and market compensation study and develop a plan in partnership with Lawrenceville's CFO to strategically address compression and other compensation related challenges. Review and continue existing initiative to classify and document all regular positions. Advance compensation practices, including leading a return to merit-based salary increase program (building on annual performance appraisal process), market adjustment and promotions, and workforce planning. In consultation with the Budget office, implement a solution to position control that supports more effective central management and budgeting of positions and salary budget. Review Payroll Action Notice (PAN) process and develop opportunities to better automate using existing or new systems. Support CFO and Budget office in upcoming review of cost structure of the School, with a focus on benchmarking and personnel costs.
- **Strengthening Key Benefits Plans:** Together with key colleagues, continue recent efforts to strengthen key benefits plans, with a focus on health insurance and retirement plans, including active exploration of joining a captive for health insurance, evaluating additional investments in wellness and consumer driven health care in order to "bend the cost curve," and achieving even better participant outcomes and efficiencies from the School's generous retirement plan. Identify strategies and options to provide benefits that best support the particular needs of Lawrenceville's employees, including residential faculty and their families. Streamline the administration of benefits and provide better experience to plan participants, while maximizing value for money.
- **Assessing and Leveraging Systems and Technology:** Assess, in consultation with key stakeholders, the current HRIS, payroll, and time and attendance system (Unicorn HRO), and develop plans to better use technology and systems to make HR more efficient and effective, and to improve service, including expanding self-service, to managers and employees. Review and develop policies and employee handbooks to make them more accessible to managers and employees. Strengthen recent efforts to provide resources for those seeking self-service or guidance. Continue to build out the intranet site for employees.
- **Fostering an Inclusive Culture:** The Director will take the time to learn the unique culture of an independent boarding school, building strong relationships with employees across the School and helping strengthen Lawrenceville's community. Actively help to foster a culture of collaboration

and partnership across the administration. Help forge greater connection between faculty, administrators, and staff. Partnering with Dean of Diversity, Inclusion, and Community Engagement [Cameron Brickhouse](#), the Director will bring a body of professional knowledge and experience around diversity, equity, inclusion, and belonging, as well as a track record of impact and accomplishment in advancing this work in intersectional ways.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate will hold a bachelor's degree and relevant professional certifications, along with a proven track record of leadership experience in human resources, ideally within an educational or non-profit setting. An advanced degree is strongly preferred. In addition, the Director will bring many of the following qualities and characteristics:

- Curiosity about and commitment to the value and importance of independent school education, as well as an understanding of the 24/7 nature of an independent, residential boarding school where faculty and their families live on campus;
- Deep and broad expertise in all facets of human resources work, including an awareness of national trends and best practices in the field, particularly in the context of education and/or nonprofits, and experience adapting and bringing such practices to an institution like Lawrenceville;
- Demonstrated track record in working to deliver services collaboratively and in partnership across units and departments. A commitment to partnership and collaboration across all areas of the school community;
- Strong focus on customer service, developing and strengthening processes and systems to improve service delivery;
- Commitment to helping an organization operate effectively and efficiently, and an understanding of how service and administrative departments support the mission of the organization, providing a world class education to Lawrenceville's students;
- Strong leadership and management skills, including a proven ability to lead a team through a time of change, build collaboration across an organization, and bring ideas and initiatives to fruition;
- Proven project management skills;
- Excellent written and verbal communication skills, including the ability to articulate the value provided by a modern HR department;
- Proven success in team building where trust and accountability are paramount to the success of the human resources operation;
- A rich and nuanced understanding of DEI principles and best practices, and genuine enthusiasm for serving as a key facilitator of and partner in Lawrenceville's efforts to ensure an inclusive, equitable environment for all;
- Experience handling complex personnel and organizational issues with discretion, sound judgment, and emotional intelligence;
- A transparent, compassionate, and accessible leadership and communication style and a willingness to put the needs of others first in the spirit of "servant leadership";
- Expertise in maximizing the use of HRIS systems and other technologies for HR, payroll, and employee engagement; and
- A principled leadership style that reflects the values of humility, honesty, transparency, and ethical standards.

CONTACT INFORMATION

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



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The Lawrenceville School is a diverse and inclusive community and makes all employment decisions without regard for an individual's race, creed, color, religion, national origin, nationality, sex, pregnancy, affectional or sexual orientation, gender identity or expression, age, veteran status, physical or mental disability (including AIDS and HIV related illness), genetic information, refusal to provide genetic information, refusal to submit to genetic testing, ancestry, familial status, marital status, domestic partnership status, civil union status, atypical cellular or blood trait, military service, application for military service, or any other characteristic protected by applicable law. The Lawrenceville School will also provide reasonable accommodations for qualified individuals in accordance with applicable law.