Arizona State University
Vice President and Chief Human Resources Officer
Tempe, Arizona
About ASU

In 1886, 30 years before Arizona was granted statehood — the Territorial Normal School, Arizona’s first higher education institution, opened its doors to 33 students in a four-classroom building in Tempe. From humble beginnings, and through a series of name changes that led to a 1958 vote of the people and a 2-to-1 margin of victory for the advancement of Arizona State College to Arizona State University. Today, Arizona State University is recognized as the nation’s most innovative university and pushes the boundaries of higher education in its mission to break down education barriers to create access to learning opportunities for everyone.

The educational experience at ASU is an immersion in a living-learning academic enterprise — a mindset focused on innovation and entrepreneurship, and a deep commitment to serving the public interest during a time of rapid and complex societal change. Nationally and internationally acclaimed, ASU consistently ranks among the very best in nearly every critical measurement of student success, outcomes of groundbreaking research and impact in the communities it serves. Today, more than 135,000 students are enrolled on four campuses and around the world through digital immersion.

Under the leadership of its highly regarded and nationally honored president, Michael M. Crow, ASU is a special place where “extraordinary” and “innovative” are happening and accelerating on a constant cadence. TIME Magazine has named President Crow one of the 10 best college presidents in the U.S. He has focused the vision and goals of ASU - as a “New American University” - on academic excellence, broad access to all qualified students, and meaningful community impact. The New American University is ASU’s reconceptualization of 21st-century higher education. A decade ago, ASU set forth a new and ambitious trajectory to become a comprehensive knowledge enterprise dedicated to the simultaneous pursuit of excellence, broad access to quality education, and meaningful societal impact. And accessibility is integrated at every university level, including a top 10 ranking by U.S. News & World Report for best online bachelor’s degree program.

As one of Arizona’s largest employers with more than 18,500 employees, ASU generated an economic impact of $4.48 billion on Arizona’s gross product, $3.08 billion in labor income and 54,003 jobs in FY21. Located on four campuses in Phoenix, Mesa, and Tempe, Arizona State University is an ideal place for students, faculty, and staff who enjoy outdoor activities, a strong local economy, pleasant weather, sports, a lively arts and culture scene, and delicious eateries. ASU is deeply committed to sustaining the planet and designing a more just, equitable and prosperous future through the knowledge shared, the research conducted, the spaces designed,
the programs established, and the solutions innovated. The University’s charter declares; “Arizona State University is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.” The University’s mission and goals include:

- Demonstrate leadership in enabling academic excellence and accessibility at scale
- Establish national standing in educational quality and impact of colleges and schools in every field
- Establish ASU as the leading global center for interdisciplinary research, discovery, and development by 2027
- Enhance our local impact and social embeddedness.

For more reasons to join ASU, please visit this [website](#).

The Opportunity

The Vice President and Chief Human Resources Officer (VP/CHRO) will be a thoughtful, agile, business-minded innovator with an accomplished record of leadership in dynamic and complex organizations. They will bring excellent communication and leadership skills, and the capacity to influence and advise executives leveraging data-driven insights on current and forward-thinking human resources strategies, operational challenges, and talent management opportunities in an ever-evolving higher education landscape. The VP/CHRO will provide comprehensive leadership
in implementing contemporary human resource policies and practices across the University and be a visible and values-driven individual closely connected to ASU’s staff and faculty to guide creative and innovative solutions in applying best human resource policy and service delivery practices that attract, develop, and retain top talent.

Reporting to the Executive Vice President, Treasurer and Chief Financial Officer, Dr. Morgan Olsen, the Vice President and Chief Human Resources Officer is a valued member of Arizona State University’s leadership team, advising the President and institution’s leadership on human resource issues, proactively recommending and managing innovative and collaborative approaches to leadership, talent acquisition and management, employee relations, compensation, benefits, equity and inclusion, professional development, and Human Capital Management (HCM) programs.

The VP/CHRO is an active collaborator and thought partner to senior leadership working across functional lines in a productive and diplomatic manner, negotiating, influencing, and creating value to support the institution’s significant investment in human capital. They will manage a team of 65 with five direct reports focused on creating a people-centered organization where talent is valued as a critical resource and ASU is seen as an employer of choice.

The team of direct reports includes the Executive Director of Workforce Development and Health, the Executive Director for Business Partners, Employee Service Center, and Compensation, the Director Benefits Design and Management, the Director of Recruitment, Selection, and Workplace Analytics, and the Senior Director of the Office of Diversity, Equity, and Inclusion.

ASU is proud of ongoing institutional efforts to support the success of faculty, staff and students who reflect the demographic diversity of the state of Arizona and has been named a Hispanic-Serving institution by the U.S. Department of Education. The VP/CHRO will support human resource efforts and the Office of Diversity, Equity, and Inclusion in supporting a culture of inclusiveness, promoting, and assisting equal opportunity and diversity initiatives, and providing university leadership and hiring officials with clear and accessible employment data, timely and effective consultation, and high-impact training that will contribute to growing and sustaining a diverse workforce. To accelerate meaningful change and contribute to a national agenda for social justice, ASU has committed to a series of actions known as the LIFT (Listen, Invest, Facilitate, Teach) Initiative. LIFT is being undertaken with the goal of enhancing diversity, growth, and opportunity for Black undergraduate and graduate students, faculty, and staff, while also expanding ASU's academic offerings, community services and collaborative relationships to the benefit of all underrepresented groups and individuals at ASU. In addition, ASU was recently designated as a Hispanic Serving Institution, a reflection of the University’s efforts and commitment to serve the community more holistically.
The next VP/CHRO will have an opportunity to build upon existing foundations in the HR organization, assessing and making ongoing technology and process improvements, as well focusing on the strategic imperatives that will enable the University to grow and scale. The VP/CHRO will bring a pragmatic and comprehensive understanding of human resources with expertise in innovation, strategy and collaboration that help ASU realize the human potential in achieving the goals of the larger institution, while balancing the needs for standardization and consistency with the unique needs and cultures of the distinct campuses, colleges, and professional schools. They will bring technical expertise to gather and present data that supports efforts in human resources and drives initiatives surrounding human capital.

Responsibilities include:

**Team Leadership and Development**

- Provide inspirational leadership to a team of human resources professionals committed to excellence and in service to the campus community.
- Plan, develop, and direct the process of establishing a clear strategic direction for the Office of Human Resources (OHR) to ensure consistency, coordination and support of the University’s charter and long-term organizational plans. Provide overall leadership, mentorship, and direction for ASU’s Office of Human Resources by creating an environment in which HR professionals act as subject matter expert advisors to all constituents, delivering value through consulting, coaching, creative problem solving, business understanding and proactive interventions.
• Continue to advance the University’s interest toward data-informed decision-making and implementing technology solutions to leverage human resources capability and build capacity.
• Regularly assess strengths and challenges in the work environment, leverage insights that amplify productivity and efficiency, ensure equity and inclusion, and support learning and development practices that advance the University’s strategy.

Leverage Technology and Systems
• Fully leverage technology in the design and delivery of services and the use of data and analytics as the foundation for the return on investment in all areas of human capital, to inform decision-making surrounding human resources and to evaluate impact of human resource initiatives. ASU is currently selecting a new human capital management system with a planned implementation beginning in 2023.
• The VP/CHRO will be a leading member of the executive sponsorship team responsible for selection and project implementation of an effective HCM that links directly to, and clearly with, university Workday financial systems and objectives.
• Provide input into business initiatives and tools with a view on the people, processes, and the organizational culture. Serves as a trusted advisor and guide to university leaders in identifying, prioritizing, and building organizational capacity.

Drive Talent Acquisition and Talent Management Strategy
• Develop and lead human resource strategies that enhance robust talent pipelines, effective onboarding, development, training, and retention of outstanding, high-performing staff.
• Evaluate compensation strategy and philosophy, promotional processes, current HR policies and procedures etc. and implement creative compensation policies and equity structures to innovate and align with industry best practices.
• Provide open communication and partnership across the schools, colleges, and leadership teams, to support a culture of accountability, service, inclusion, equity, and high performance.
• Play a leadership role in the University’s support for a fair-employment environment where diversity and respect for others are core values, and equity and inclusion are operationalized in authentic and meaningful ways.

Leadership and Organizational Capacity Building
• Build change management and agility skills into the overall professional development programs for organizational capacity building. The next VP/CHRO will be future-minded in creating systems and process to develop managers to sustain ASU as a continued innovation leader in higher education. The VP/CHRO will lead efforts to design and implement short- and long-term succession plans to ensure a diverse talent supply is ready when demand presents itself.
Candidate Profile

The successful candidates will have most of these abilities and skills:

Advance Institutional Diversity and Inclusion Goals in Support of the University Charter and Values
- Ability to advance the University’s focus on practices that foster resilience, compassion, equitable practices, innovative and open-minded thinking, and high-impact work that further ASU’s commitment to equity, diversity, and inclusive excellence.
- Understands how to communicate the culture and build community. A progressive mindset with experience and demonstrated capacity to lead multicultural organizations that effectively serve BIPOC and/or LGBTQ+ communities.
- Work in partnership with university leaders to effectively integrate inclusive and equitable policies, practices and systems into HR processes, policies, and communications.

Human Resources Expertise
- Comprehensive knowledge of current HR best practices, ability to develop, implement, lead, and monitor meaningful and measurable programs and services.
- Experience designing a comprehensive strategy to attract, onboard, retain and develop a skilled and engaged workforce that distinguishes ASU in the market.
- Equitable incentive strategies and work/life balance or wellness programs.
• HR Operations, HRIS, HR Process and Policy, HR Analytics, Legal and Compliance Knowledge.

Thought Leadership, Collaboration and Influencing
• Facilitates discussions on emerging issues and trends enabling collaborations and partnerships across multiple constituents; engages in dialogue to identify opportunities, problem solve and find solutions. A demonstrated record of building strong, collaborative relationships across organizational lines.
• Leads with confidence and authority, diplomacy, empathy, and tact.
• Identifies and meets key partners to obtain input and to help influence decision-making and change in the University. Builds strong relationships across the campuses and develops trusted and transparent relationships to understand the core needs and drivers to create and implement solutions proactively and thoughtfully.
• Serves as a trusted advisor to the President and overall leadership on all matters related to human resources.

Business and Analytical Mindset
• The ability to formulate and implement forward-thinking human capital strategies successfully.
• Outstanding analytical skills with the ability to apply analysis and leverage data to program and operational design to strategically drive organizational change.
• Understands the financial implications of decision-making and weighs the cost and benefit of various options.
• Fuses human resources analytics as one of many variables in management decision-making.
• Ability to distill information and proactively identify core human resources and workplace opportunities and challenges and advise on these issues.
• Navigates smoothly in a complex, matrix management environment.

In addition, strong candidates will offer:
• Bachelor’s degree in Business Administration, Public Administration, or related field, and demonstrated impact in progressively responsible roles in human resources management required, or, experience in a senior leadership capacity in a large, complex, decentralized organization; or, equivalent combination of education and/or experience from which comparable knowledge, skills, and abilities have been achieved is required. HR and related professional certifications and/or graduate degree preferred.
• A demonstrated history of building a strong, cohesive team that excels in customer service and support.
• A strong commitment to service and personal accountability.
• Exceptional interpersonal and communication skills with the ability to create appropriate and effective communications for a diverse audience of constituents.
• Knowledge of current federal and state laws, statutes, regulations, policies, and directives pertaining to human resources management and administration.
• Strong knowledge and understanding of the principles, practices, methods, and techniques of strategic planning, forecasting, and budgeting.
• Demonstrated success in a service-focused environment and a commitment to customer engagement.
• Demonstrated experience with human resources information systems and systems implementations.
• Demonstrated skills in coaching and guiding institutional leadership, conflict management; strong facilitation, communication, and presentation skills, including the ability to deliver difficult messages.
• Experience and understanding of current human resources management issues, application of solutions addressing these challenges, 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.
• Ability to work collaboratively with various constituencies in an extremely diverse working environment often with potentially conflicting interests requiring a strong ability to negotiate and gain consensus.

Compensation & Benefits

Salary is competitive and commensurate with this position’s scope, stature, and level of responsibility.
Contact

Beth Schaefer and Beth McCarthy of Koya Partners/Diversified Search Group have been exclusively retained for this search. To express your interest in this role please submit your materials here. All inquiries and discussions will be considered strictly confidential.

Koya Partners is committed to providing reasonable accommodation to individuals living with disabilities. If you are a qualified individual living with a disability and need assistance expressing interest online, please email NonprofitSearchOps@divsearch.com. If you are selected for an interview, you will receive additional information regarding how to request an accommodation for the interview process.

ASU is a VEVRAA Federal Contractor and an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other basis protected by law. Further information on ASU’s policies can be found here and its complete non-discrimination statement here.

About Koya Partners

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For more information about Koya Partners, visit www.koyapartners.com.