



## BOISE STATE UNIVERSITY

Search for the Chief Human Resource Officer  
Boise State University  
Boise, Idaho

Boise State University (Boise State) seeks inquiries, applications, and nominations for the position of Chief Human Resources Officer (CHRO). Named one of the most innovative universities in the country by *U.S. News and World Report*, Boise State, Idaho's largest public research university, seeks a seasoned, strategic, and forward-thinking human resource executive to serve as its next CHRO. Reporting directly to a visionary [President](#), Dr. Marlene Tromp, and working alongside an exceptional and highly collaborative [Executive Team](#), the next CHRO will ensure human resources units is on the leading edge for best practices to support a University focused on providing a transformational learning experience for all students.

Boise State provides an innovative and equitable educational environment that prepares students for success, advancing Idaho and the world. Often described as "Blue Turf Thinking" after its iconic football field, this mindset shapes the scrappy, creative, and boundary-breaking style of its academic enterprise, grounded in ethics at its core. It is home to more than 26,000 students from every state and more than 60 countries and has 3,197 employees; 668 are part-time, and 2,529 are full-time. Of these employees, 784 are full-time faculty, and 584 are part-time faculty.

The CHRO will work closely with the President and Executive Team to achieve the institution's [strategic plan](#) objectives and the State of Idaho to position the University well for its anticipated continued growth. To be successful, the CHRO will bring the contemporary expertise in all matters related to human resources to be attuned and responsive to the evolving landscape of higher education today. The CHRO will make sound assessments and incisive decisions, and create short- and long-term solutions to complex organizational challenges. The CHRO will be a critical, strategic resource to the University community and will build and develop a proactive, innovative, and collaborative human resources unit that recruits, compensates, retains, and develops a highly talented and engaged workforce. In doing so, the CHRO will effectively address the following key opportunities and challenges, listed below and outlined in detail on pages 4-5 of this document:

- Create and implement a clear, focused, and contemporary vision and strategy for HR

- Determine the appropriate organizational structure and professional development needed to cultivate a strategic, efficient, and effective team
- Serve as a strategic partner and trusted advisor across the university, to the President, Executive Team, and externally in the State of Idaho
- Lead HR in crafting, streamlining, augmenting, and implementing processes, policies, and systems that promote efficiency, consistency, compliance, and creativity where possible

A list of the desired qualifications and characteristics of the CHRO can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

## ABOUT BOISE STATE

Boise State has risen on a stunning trajectory from a community college to a doctoral research university. It now embodies the best of both of these worlds: a strong focus on students and their wellbeing, alongside the transformative potential of research and its impacts on both student outcomes and on the world around us through discovery. In 2022, Boise State celebrated 90 years of serving students and the community, rising from a junior college to the state's largest higher education institution with more than 160,000 alumni, and contributing an estimated \$1.9 billion to the state's economy each year.

The University fosters a culture of innovation by inviting and rewarding the engagement of the whole community in its evolution and by building structures that incentivize creativity and bold new ideas. The University has experienced sustained growth for decades and in fall 2021 alone, saw a 7.2% increase in overall student enrollment, including a 7.9% increase at the undergraduate level. In fall 2022, full-time, first-year student enrollment of native Idahoans grew by 20% over the previous year, a large contributor to which was a concerted effort to engage historically underrepresented students; at present, nearly two-thirds of Boise State students are in-state residents. A top choice for students from Idaho and across the West, Boise State has more than doubled its graduate programming in the past 15 years and has set records for the number of graduates for 10 straight years. The campus is growing alongside the city of Boise, with new state-of-the-art research labs, living and dining spaces, and a brand-new high-tech home for visual arts.

As an institution committed to both teaching and research, Boise State proudly offers 200 academic programs, including 14 doctoral programs across nine academic divisions: the [College of Arts & Sciences](#), the [College of Business & Economics](#), the [College of Education](#), the [College of Engineering](#), the [Graduate College](#), the [College of Health Sciences](#), the [Honors College](#), the [College of Innovation & Design](#), and the [School of Public Service](#). In 2021, Boise State received 425 research awards, totaling more than \$65 million, an increase of 13% from last year's award dollars and 58% in the past five years. The University's annual budget is approximately \$550 million.

Only seven presidents have led Boise State University during its 88-year history; [Dr. Marlene Tromp](#) is the current president. Dr. Tromp prioritizes innovation, collaboration, and entrepreneurship as essential for the future of Boise State. Since her arrival, she has developed an endowment for [Presidential True Blue Scholarship](#) to assist more Idaho residents with the opportunity to attend college. She has propelled Boise State as a national thought leader through efforts focusing on student well-being: including serving as a founding member of [REP4](#), a national effort to engage students in redesigning higher education, so it works better for them; creating [Project Launchpad Summit](#), a collaborative national effort to respond to the challenges our students are facing; and supporting [Bronco Gap Year](#), which has provided students with a low-cost, flexible and individualized college learning experience.

### **STRATEGIC PLAN: BLUEPRINT FOR SUCCESS (2021-2026)**

In 2020, Boise State's Strategic Planning Steering Committee offered forty-six Zoom sessions for faculty, staff, and students to gather input and feedback regarding the direction of the University in the coming years. Learnings from these sessions serve as the basis of the strategic plan and act as key goals and strategies by which Boise State can measure success over the next five years. In February 2021, Dr. Tromp announced the 2021-2026 strategic plan, [Blueprint for Success](#), which encompasses five strategic goals:

1. Improve Educational Access and Student Success
2. Innovation for Institutional Impact
3. Advance Research and Creative Activity
4. Fostering a Thriving Community
5. Trailblaze Programs and Partnerships

### **ABOUT THE DIVISION OF HUMAN RESOURCE SERVICES**

Driven by Boise State's Blueprint for Success, the Division of Human Resource Services works toward complete employee engagement. To accomplish this, the Division is responsible for implementing a people strategy that creates an environment for, and a relationship with employees that develops and enhances their capabilities to further the university's mission and vision. The Division's [People Strategy](#) is comprised of eight elements: The employee experience, strong leadership, focus on employee engagement, prioritize learning and development, advancement opportunities, provide an inclusive environment, employee feedback, and health and wellbeing.

### **ROLE OF THE CHIEF HUMAN RESOURCES OFFICER**

The CHRO leads the Division of Human Resource Services and provides vision, innovation, and strategic organizational leadership for employees of Boise State. The CHRO functions as a chief strategist to the President, Executive Team, and executive/senior management of each division on HR strategies, policy, and key organizational and management issues in the support of faculty and staff. The CHRO also provides leadership in aligning faculty and staff human resources with the broader enterprise. The CHRO's

responsibilities will include serving as a main advisor to employee leadership and advisory bodies, including the Professional Staff Association and Association of Classified Employees. The CHRO will ensure that the University's human resources and workforce development programs are customer-service oriented, effective, and efficient. The CHRO will balance university strategy with day-to-day operations to advance the University's core educational, research, operational, and administrative objectives. The CHRO will also effectively supervise, manage, and develop an HR staff focused on creating a people-centered organization where talent is valued as a critical resource and Boise State continues to be an attractive employer of choice.

The CHRO oversees a 59-person staff team and ensures that the human resources function is aligned across all its subdivisions: Employee Relations, Organizational Development, Workforce Planning, Administration, Welcome Team (Talent Acquisition and Recruiting), and HR Operations (Payroll, Processing, and Benefits). These units are currently all direct reports to the CHRO. There will be funds available for the new CHRO to determine the best leadership structure moving forward (i.e. the hiring of a deputy, AVP, or two directors) to manage the day-to-day operations of the Division for the CHRO to focus on university strategy. The CHRO oversees a budget of approximately \$3.5 million.

## **KEY OPPORTUNITIES AND CHALLENGES**

The CHRO will bring strategic leadership and the management and technical skills to work collaboratively and decisively across Boise State to address the following key opportunities and challenges:

### **Create and implement a clear, focused, and contemporary vision and strategy for HR**

Upon joining the University, the Boise State community will be looking to the CHRO to provide a vision and strategy that ensures future services and programming are proactive and strategic, and focused on problem solving to best support the university's workforce. The CHRO will be expected to plan and implement clear, multi-year goals and objectives for HR that will advance Boise State's Blueprint for Success, the organization's mission, and be key to the university's long-term success. The CHRO will draw on best and emerging practices in the field to develop innovative, efficient, and effective HR programs that are focused on recruiting, engaging, and developing a talented and diverse faculty and staff.

### **Determine the appropriate organizational structure and professional development needed to cultivate a strategic, efficient, and effective team**

The University is eager for a new CHRO to provide visionary and stable leadership, after many years change, to reestablish HR as a strategic and proactive partner to the University's workforce. The CHRO will be expected to build and cultivate a team that inspires trust through a customer-service orientation to better support Boise State workforce's retention and success. The CHRO will chart not only a new strategy for HR but also HR's relationship with and value to the University by ensuring the professional development needed for the HR team to be challenged and supported to fulfill new expectations around

best practices and adapt to new strategies regularly. As the CHRO's work will be largely focused on University-wide strategy, they will need to determine the appropriate organizational structure for the day-to-day management of the Division to best operationalize new and innovative objectives in the support of academic and non-academic departments. With success, the HR team will act as subject-matter expert advisors to all constituents, delivering value through consulting, coaching, creative problem-solving, and proactive interventions to ensure staff and faculty feel valued and receive the best services possible.

**Serve as a strategic partner and trusted advisor across the University, to the President, Executive Team, and externally in the State of Idaho**

The CHRO will play a significant, strategic role internally and externally by partnering effectively with units across Boise State while also serving as a spokesperson for Boise State working directly with state agencies, including the Idaho State Board of Education staff and other universities in Idaho. The focus of this work will be in developing comprehensive recruiting and retention plans and establishing management/leadership succession plans to meet the university's goals and objectives.

**Lead HR in crafting, streamlining, augmenting, and implementing processes, policies, and systems that promote efficiency, consistency, compliance, and creativity where possible**

The CHRO will encourage the continuous evaluation of HR policies, processes, and systems to ensure consistent and appropriate standards while also allowing flexibility to meet the unique needs and goals of different areas of the organization. This will include developing and overseeing total compensation strategy, policies, structure, and philosophy, as well as the appropriate evaluation and promotional processes, and equity structures to align with best practices. The CHRO will ensure vigilant compliance is achieved, as well as the adherence to all state and federal laws. The CHRO will also ensure the team can fully leverage technology, investing where needed, for the efficient design and delivery of services, especially for the generation of management and data reporting.

**QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will have at least ten years of progressively responsible professional experience in human resources management, with a strong preference for at least six years in a senior leadership capacity in higher education human resources, overseeing different categories of employees. A bachelor's degree is required for consideration, A recognized HR credential (e.g. PHR, SPHR, or SHRM-CP), or SHRM-SCP is preferred.

The successful candidate will also bring most, if not all, of the following professional qualifications, characteristics, skills, experiences, and personal qualities:

- Ability to work effectively and collaboratively with executive leadership, senior management, and faculty and staff, understanding the dynamics of a world-class academic environment and the relationship between business functions and the teaching and research mission of the university.
- Experience working with legislators, agency heads and boards of directors.
- Skilled in providing leadership and direction for human resource services in a fast-paced environment of organizational change.
- Knowledge and skill in analyzing organizational problems and determining effective forward-thinking management solutions, policy development, program management, and utilization of human resources.
- Excellent strategic planning and operational management skills with the ability to translate vision and strategy into clear, actionable goals to drive change and innovation while balancing multiple priorities in a fast, high intensity environment.
- Ability to effectively persuade and build consensus to negotiate complex issues across organizational and institutional lines among diverse constituencies.
- Outstanding analytical skills with the ability to effectively utilize data to inform program and operational design to strategically drive organizational changes.
- Knowledgeable about the principles of process improvement, including best practices and techniques in collaboration, organizational effectiveness, etc.
- Ability to think creatively, strategically, and analytically to identify issues and solve problems with the executive-level skill to develop effective enterprise solutions.
- Ability to utilize technology and efficient/effective business practices to design and deliver services.
- Excellent verbal, written and interpersonal communication skills, with ability to clearly communicate complex HR information to non-HR professionals at both the individual level and for broad public distribution.
- Demonstrable ability to champion diversity, equity, and inclusion practices.
- Knowledge of faculty recruitment, retention, and best practices in faculty relations.
- Knowledge of current federal and state laws, statutes, regulations, policies, and directives pertaining to human resources management and administration.
- Knowledge of leadership and management principles, practices, and techniques.
- Knowledge of and experience with human resource information systems; Experience with experience with Oracle-based human resources information systems preferred.
- A demonstrated history of building a strong, cohesive team that excels in service and support.
- Demonstrated success in a service-focused environment and commitment to employee engagement.
- Understanding of the principles, practices, methods, and techniques of strategic planning, forecasting, and budgeting.
- A strong commitment to service and personal accountability

## ABOUT BOISE

Year after year, the city of Boise earns accolades from across the country as a wonderful place to work, play, raise a family, grow a business, and enjoy life. With a population of more than 225,000 within a surrounding metropolitan area of nearly 750,000, the capital city and its high-tech economy are driving the development of the fastest-growing state in the nation. Boise prides itself on its homegrown culture, businesses, outdoor amenities, and education. The entrepreneurial spirit that has launched and housed companies like Albertsons, the J.R. Simplot Co., Morrison-Knudsen and Micron Technology pervades today among the next generation of business pioneers.

Boise State has been recognized as one of the top three universities in the country for Outdoor Adventure and fly fishing – you can hook a trout in the shadow of Bronco Stadium. A walk or ride down the 25-mile Boise Greenbelt takes you across the city and through a variety of beautiful terrains. From Bogus Basin Mountain Resort to a brand-new Whitewater Park, the city's network of parks, trails, and open space help ensure access to Idaho's great outdoors will remain a key element of the Boise lifestyle.

Families enjoy Boise's excellent public schools – and many find comfortable homes among our diverse religious communities. Our many cultures love to share with each other: from the Jewish Deli Days to the Greek and Russian food festivals to the huge gathering of Basques from around the world every five years in Boise, the city loves to come together for special events. The city's dynamic downtown also offers plenty of entertainment and is home to several music and theater events like the Idaho Shakespeare Festival and the Gene Harris Jazz Festival.

## APPLICATIONS, INQUIRIES, REFERRALS, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/boise-state-university/chief-human-resources-officer>. Electronic submission of materials is required.

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*Boise State University is committed to providing equal employment opportunities to all employees and qualified applicants for employment as provided for by federal, state, and local law. The University endeavors to recruit, hire, train, and promote employees in all job titles in accordance with the University's Affirmative Action Program. All other personnel actions are administered without regard to race, color, religion, sex, age, gender identity, national origin, disability, protected veteran status, sexual orientation, genetic information, or any other status as protected under applicable federal, state or local law.*