



Search for the Vice President for Human Resources
University of Louisville
Louisville, KY

THE SEARCH

The University of Louisville (U of L), a public university founded in 1798 and one of the few universities recognized by the Carnegie Foundation as both a Research 1 and Community Engaged University, seeks an experienced human resources people and culture professional to join its community and serve as its Vice President for Human Resources (VPHR). With a total enrollment of approximately 23,000, 2,891 full and part-time faculty, and 4,244 full and part-time staff, the U of L is a large, complex university and academic health sciences center spread across three campuses throughout metropolitan Louisville, Kentucky.

The Vice President for Human Resources will join the U of L community at a particularly exciting moment in time. Dr. Kim Schatzel became U of L's 19th President in February 2023, bringing considerable corporate and entrepreneurial C-Suite experience to the role in addition to her significant leadership experience in higher education.

Reporting to the President and serving as a member of her Senior Leadership Team, the VPHR will be a trusted and responsive advisor charged with elevating the human resources function across the University. They will be responsible for providing strategic and operational human resources direction to university leadership and employees, overseeing all human resources functions across the breadth of the institution, including benefits, change management, compensation, compliance, employee engagement, employee relations, organizational development, performance management, recruitment, and retention.

The VPHR will be a high-EQ, visible leader and engaged community member. The VPHR will collaborate closely with University leadership and stakeholders on strategic human resources imperatives impacting the University community. Due to the U of L's size, complexity, and decentralized nature, the VPHR must be a strong communicator and resilient change management leader who can translate organizational needs into action, policy, and procedure. Strong candidates will have a highly disciplined approach to human resources and significant operational and leadership experience across the full complement of human resource functions in progressively senior roles. Likely hailing from, or with significant experience in, a higher education setting, the successful candidate will have an innate desire to strengthen individuals and organizational culture and positively impact the organizational mission.

The University of Louisville has retained the national executive search firm Isaacson, Miller to conduct this critical search. Please direct all confidential inquiries, nominations, and applications to the firm as indicated at the end of this document.

THE UNIVERSITY OF LOUISVILLE

Founded in 1798 as one of the nation's first city-owned public universities, the University of Louisville is a vital ecosystem that creates thriving futures for students, the community, and society. It has a storied history of invention, reinvention, and growth to meet the changing needs of the Commonwealth and the world beyond. Accredited by the Southern Association of Colleges and Schools Commission on Colleges, U of L awards certificates, bachelor's, master's, specialist, doctoral, and first-professional degrees (DMD, JD, MD, and PhD) through 12 colleges and schools.

Nestled across the Louisville metropolitan area, the largest metro area in the commonwealth, U of L sits on three campuses. The 287-acre [Belknap Campus](#) is home to eight of the University's 12 academic schools and colleges. The [Health Sciences Center](#), located in downtown Louisville's medical complex, is home to four schools and is the headquarters for [U of L Health](#), including [U of L Health – U of L Hospital](#) and [U of L Health – Jewish Hospital](#). [Shelby Campus](#), located in eastern Louisville, is home to several University centers and the Shelbyside office park for business and technology endeavors.

U of L academic programs attract learners from every state in the U.S. and countries worldwide. U of L is known for excellence in teaching, research, and service to the Louisville community and the advancement of educational opportunity for its citizens. As one of only 80 universities in the United States to earn recognition by the Carnegie Foundation as both a Research 1 and a Community Engaged University, the University is uniquely positioned to impact lives in areas of student success and research and innovation while its dynamic connection with its local and global communities provides unparalleled opportunities for students and citizens.

The University has been in a growth pattern over the last several years, having increased enrollments and grown its research portfolio. Fall 2023 enrollment was the largest in U of L history, with 3,000 new incoming undergraduate students, bringing the total enrollment to just over 23,000 – including 16,000 undergraduate students and 6,000 graduate students - representing a 9% increase overall since 2019. The student body is 55% women and 45% men, and students of color account for 32% of the student population. 33% of students are first-generation college students, and 39% are Pell-eligible. Approximately 72% of students are state residents of Kentucky, though the University draws students from all 50 states and over 80 foreign countries (Source: Just the Facts 2022-23).

U of L has received awards from *INSIGHT into Diversity* and *Campus Pride* for its efforts towards inclusive excellence. It is recognized among the nation's best institutions for African American, LatinX, and LGBT+ students. It was one of ten R1 institutions nationally to earn the Military Friendly Gold designation recently, and it has produced more top scholars, including more Fulbright Scholars since 2003, than all

other Kentucky public institutions combined. The University strives to be a great place to learn, discover, connect, and work, and actively pursues excellence and inclusiveness as it strives to educate and serve through teaching, research, and service to its local and global communities.

The U of L embraces digital teaching and learning, with more than 60% of students taking at least one online course each semester, nearly 20% of students taking their entire class load online, and more than 3,000 students enrolled in exclusively online degree and certificate programs. The University anticipates growing the number of learners served through online programs and schedule-flexible hybrid options that better meet the needs of today's students. Faculty at U of L are among the top researchers and scholars in their fields. The student-faculty ratio is 13:1, and 42% of U of L classes have fewer than 20 students, facilitating close relationships between students and faculty and enabling students to do advanced independent work. Of U of L's over 2,800 faculty members, 49% are women, and 51% are men.

Research expenditures have grown from \$177.6M to \$229M in the last five years. The 2023-25 Strategic Plan outlines initiatives to increase graduation rates from 62% to 70% in the next 10 years and increase total enrollment from 23,000 to 30,000 students. The University is currently building the first Honors College. U of L's Health Sciences Center plans to double its clinical trials in the next five years.

The University of Louisville's 2023-24 fiscal year budget is structurally balanced. At \$1.6 billion, the budget is the largest in the University's history. Some of the many highlights include increased investment in need-based student financial aid, funding for the new Center on Military-connected Students, dollars devoted to employee cost-of-living and fringe benefit increases, and significant investment in the continued implementation of Workday.

CARDINAL PRINCIPLES

The University of Louisville follows a set of guiding principles that shape the U of L community and its actions. Every member of the University of Louisville family is expected to follow these Cardinal Principles:

Community of Care

Let us be a University that is a *Community of Care*. Care for self, care for one another as the Cardinal Family and care for the community beyond. We are a community—not just a collection of individuals. We are a community—not just buildings connected by an HVAC system.

Accountability

Accountability. We keep our promises. We own mistakes. We are accountable to the team.

Respect

Respect, irrespective of position. We respect each other's humanity and dignity, no matter what our positions in the organization are. We also respect our right to differing and conflicting positions on issues. We will be a place that prepares students for ideas, not protects students from ideas.

Diversity and Inclusion

Diversity and Inclusion. We celebrate diversity of thought, perspectives and life experiences. As our state motto declares: United We Stand, Divided We Fall. We want everyone, in the richness of all of their many unique and intersecting identities to feel included in the Cardinal fold.

Integrity and Transparency

Integrity and Transparency. We will be true to our mission of an urban research University to create, disseminate and apply knowledge. Integrity is our collective commitment to make decisions with the best interests of our University in mind and to share the decision-making rationale and the outcomes.

Noble Purpose

Noble Purpose. Each of us will identify for ourselves the way in which we make a difference. We know we must solve the problems of access and affordability to give everyone the opportunity to find and pursue their own noble purpose.

Agility

Agility. We will recognize that things change and when they do, we must change things. We know that when adaptation in an organization does not keep pace with adaptation in the environment, the organization will not survive.

Leadership

Leadership. We recognize that management is a position, but leadership is an activity. We will all behave as owners of the University of Louisville because we are. “We are U of L” is not just a hashtag or a slogan. It is our declaration of leadership and ownership.

UNIVERSITY LEADERSHIP

Dr. Kim Schatzel became the 19th president of the University in February 2023 after serving as the President of Towson University (TU) in Maryland. Before her presidency at TU, Dr. Schatzel served as the interim president, provost, and executive vice president of academic and student affairs at Eastern Michigan University and as dean of the University of Michigan-Dearborn College of Business. She is one of only two percent of university presidents nationwide with extensive corporate and entrepreneurial experience, having co-founded and led a multinational advanced manufacturing firm. U of L welcomes her skillset and expertise as she leads the \$1.6 billion enterprise that includes an affiliated \$2.5 billion health care system. President Schatzel holds a Ph.D. in business administration with a concentration in marketing and technology from Michigan State University. She earned a bachelor’s degree from Washington University in St. Louis.

THE CITY OF LOUISVILLE

Kentucky’s largest city, Louisville, sits on the Ohio River and boasts a delightful culinary, arts, and cultural scene. The Greater Louisville Metropolitan area is home to approximately 1.1 million, while the city of

Louisville has a population of over 600,000 residents. Known colloquially as the home of the Kentucky Derby and Louisville Slugger Baseball Bats, Louisville is also home to several Fortune 500 companies and has received recent accolades, including as the fourth most beautiful and affordable place to live in the U.S. by *Travel + Leisure Magazine*, which also named Louisville one of its top ten Foodie Cities.

The University is deeply connected to the city of Louisville, and its ties with the local community have never been stronger. Not only has the University been a major player in the award-winning Partnership for a Green City with Jefferson County Public Schools and Louisville Metro government, it also collaborates with local organizations in west Louisville through its [Signature Partnership Initiative](#) to improve education, healthcare, social services, and economic opportunity for the city's most vulnerable citizens.

ROLE OF THE VICE PRESIDENT FOR HUMAN RESOURCES

The Vice President for Human Resources is the University's chief human resources officer and is charged with strategic and operational leadership of all human resource functions for the University, including benefits, change management, compensation, compliance, employee engagement, employee relations, organizational development, performance management, recruitment, and retention. Reporting to the President, the VPHR position has a current total team of 37, with the following direct reports: the Assistant Vice President for University Culture and Employee Success, the Director of Human Resources, the Director of Talent Management, the Director of Employee Relations, the Director of Total Rewards, the Director of Training and Development, the Communications Manager, and an Executive Assistant. The VPHR provides consultative support and counsel to University leadership and employees while aligning human resource strategies to support U of L's strategic mission. The successful candidate will partner with leadership to drive University objectives through the application of human resource processes, policies, practices, and the development of University culture.

The VPHR will be a customer-focused change agent who understands that great things happen when University culture enables people and teams to work at their best. Strong candidates will have proven leadership in strategic planning and the development of successful solutions for priority issues. The VPHR will bring an ability to translate strategic priorities into operational reality, aligning communication accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PRESIDENT FOR HUMAN RESOURCES

Successful Vice President for Human Resources candidates will have the academic preparation, professional experience, and personal acumen to address the following opportunities and challenges successfully:

Strategically assess University-wide HR structures

The University of Louisville is a complex and highly decentralized organization. As the University has grown, units have developed specific HR processes, procedures, and workflows that support their growth, unique needs, and cultural norms. Within this context, there is an opportunity for the VPHR to leverage assertive yet collaborative change management skills with strong organizational development capacity to advance a compliant, efficient, modern, and equity-centered human resources delivery model that supports each unit's individual needs while advancing the needs of the University as a whole.

Support an inclusive, equitable, unique, and impactful workforce

The University of Louisville is an impactful community of learners and growers who embrace human differences while building upon the commonalities of all people. The VPHR must have a nuanced understanding of how a highly effective human resources and culture strategy includes policies and procedures that eliminate marginalization and exclusion of individuals based on their perceived differences. In collaboration with stakeholders and hiring managers across the University, the VPHR will develop equity-centered human resources policies and procedures that support the University's strategic mission. They will integrate comprehensive diversity, equity, and inclusion strategies that support the University's strategic mission into human resources processes, policies, and procedures. They will develop the acumen of the U of L community via events and programming that engage the community and raise its awareness of how equity-centered programming can inform the pursuit of organizational excellence.

Evaluate human resources processes and procedures across the employee lifecycle

The VPHR will lead the University's Human Resources department toward its goal of improving processes and procedures across the entire employee lifecycle, focusing on more efficient, employee-friendly, compliant, and effective HR services and delivery. The VPHR will develop, enhance, document, and implement HR policies and procedures that leverage technology and improve the overall operation and effectiveness of the University. U of L went live in January 2023 with Workday as its system of record for HR and finance. Workday system optimization work continues. The VPHR will initiate working groups and strategically collaborate with stakeholders across the University to develop an understanding of the optimal objectives and specific needs for each stage of the employee lifecycle. Equipped with this information, the successful candidate will utilize a transparent process to initiate and collaborate on the necessary process redesign and plan for continuous improvement of human resources-related activities. The VPHR will support streamlining of business processes, transitions to electronic platforms when

possible, and documentation of HR activities, implementing best-in-class HR service delivery systems across the totality of the employee lifecycle.

Complete the compensation study currently underway

In 2021, the University of Louisville embarked on a multi-year compensation study of all staff roles as part of the University's strategic planning work. In collaboration with an external compensation consultancy, University human resources classified individual jobs, developed job families and compensation structures, and ensured that the newly implemented system of record – Workday – reflects this work. The VPHR will complete the current study and implementation. Faculty roles were not included within the parameters of the current study. Leveraging significant experience and external expertise, the VPHR will collaborate with academic leadership to initiate and implement a faculty compensation study.

Understanding that compensation is but one component of a total rewards strategy, the VPHR will review the full complement of employee benefits offerings. Via a process for the regular review of plans, the VPHR will ensure market competitiveness and alignment with strategic imperatives and financial realities and, as appropriate, recommend plan alterations. The VPHR will lead a strategic approach to designing leadership, professional, and personal development opportunities that support employee growth and promote an engaged and productive organizational culture.

Develop communication and engagement programs to socialize a customer-focused Department of Human Resources that supports an engaged and productive workforce

The VPHR will develop HR communication plans aimed at helping the U of L community better understand the University's human resources value proposition, total rewards programming, and human resources initiatives. The successful candidate will engage staff and faculty leadership across the U of L to support the recruitment and retention of high-performing employees. The VPHR will ensure that current employees are provided with updated details about the University's total rewards offerings and that the student, retiree, and alumni populations are provided with communication and engagement to support their different HR needs.

Implement a new performance management philosophy

The VPHR will partner with stakeholders across the University to implement a new performance management philosophy. Engaging and collaborating with stakeholders and leadership, the VPHR will develop the infrastructure, processes, policies, and procedures of a performance management philosophy that is transparent, user-friendly, tied to best practices, and understood to be one component of a broader total rewards program. The successful candidate will also demonstrate the ways that performance management is rooted in equity and transparency and predicated on developing a workforce ready to respond to the University's present and future strategic needs. The VPHR will support supervisors and leadership with tools and guidance that allow them to support employee and manager needs.

QUALIFICATIONS AND CHARACTERISTICS

- A master's degree in human resource management, organizational development, labor Relations, higher education, or a related field is required.
- Ten or more years of experience leading a human resources function in a large organization with a diverse employee population; HR leadership experience in a public research University is preferred.
- Demonstrated ability to develop and lead an HR team through mentorship, teambuilding, and service-based leadership
- Proven progressively responsible professional experience in leadership, operational, and strategic human resource roles.
- E=Highly effective oral, written, and interpersonal communication skills, including proven experience interacting effectively with large and diverse groups.
- Demonstrated experience working with and making presentations to Boards of Trustees/Directors or similar governing bodies.

COMPETENCIES

- Change agent with a customer focus who understands that everything noteworthy is accomplished due to great people operating in a University environment that allows everyone to be their best, individually and as a team.
- Proven leadership bandwidth in strategy, strategic planning, and developing successful solution sets for strategic issues. Translates strategic priorities into operational reality, aligning communication accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.
- Ability to partner with leadership to drive the University's objectives through the application of human resource processes, policies, practices and development of the University culture.
- Possess leadership courage, executive presence and command to work closely with University leadership to solve complex organizational challenges through people-related solutions, collaborating with internal and external stakeholders to assess situations, analyze data, challenge

conventional wisdom and create new practices to ensure the institution hires, onboards, develops, motivates, retains and engages talented people.

- Proven success in creating solutions to “make things happen” in advancing HR initiatives; well-formed strategies on how to effectively manage organizational change and growth; experience to hit the ground running on day one, while maintaining an open mind and a collaborative spirit; and a framework and approach to people management with the ability to adapt to achieve organizational objectives.
- Demonstrated experience in developing, managing, and leading staff in a complex organizational environment.
- Exceptional oral and written communication skills, as well as proven experience in interacting effectively with large and diverse groups.
- Excellent relationship-building skills and ability to work collaboratively as part of an effective administrative team to negotiate, reach goals, solve problems, and make decisions.
- Proven success in implementing improved business processes while ensuring compliance with applicable state and federal statutes, regulations and policies.
- Experience with Workday or another best-in-class ERP solution; experience leading the development of process efficiencies is vital;
- Experience with benefit plan administration, including insurance and supplemental tax-deferred retirement programs.
- Proven ability to facilitate Human Resources services that promote customer service while maintaining compliance.
- Knowledge of and experience with PeopleSoft Enterprise Applications or similar Enterprise Resource Management systems.
- Experience working in public higher education and/or collaborating with state agencies on issues related to employment.
- Demonstrated extensive experience related to contemporary issues of diversity, equity and inclusion, Affirmative Action, and Equal Employment Opportunity, particularly in higher education or similarly complex organizational structures.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Confidential inquiries, nominations/referrals, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be sent electronically to the Isaacson, Miller executive search team via the link below.

Dan Rodas, Partner
Tim Lanigan, Senior Associate
Amble Ryan, Senior Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/university-louisville/vice-president-human-resources>

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