



Position Specification



Emory University

Chief Human Resources Officer

Our Client

Emory University is a private research university recognized internationally for its outstanding liberal arts college, superb professional schools, and one of the Southeast's leading health care systems. Founded in 1836, Emory University, ranked 21st in 2022 in national university by *U.S. News and World Report*, includes nine colleges/professional schools: Emory College of Arts and Sciences, Oxford College, Laney Graduate School, Goizueta Business School, Emory School of Law, and Candler School of Theology, School of Medicine, Rollins School of Public Health, and Nell Hodgson Woodruff School of Nursing.

Including health sciences, Emory University has a total of 14,944 students and more than 45,000 employees—including over 16,000 Emory University faculty and staff, as well as 32,000 Emory Healthcare employees—and a \$12.2 billion endowment. Emory is one of the largest employers in the metro-Atlanta area and has a profound economic impact in the city.

Emory maintains an uncommon balance for an institution of its standing: it generates more research funding than any other Georgia university, while maintaining its traditional emphasis on teaching. In FY 2022, total research funding awards were \$944.5 million. Emory University School of Medicine (including its faculty at the Emory Primate Research Center and Atlanta VA Medical Center) continues to drive the majority of the research activity of Emory University with over 68 percent of the total research awards received. The Rollins School of Public Health represented 13 percent, with the remainder driven by Emory College, the Nell Hodgson Woodruff School of Nursing, and other activities.

To learn more about Emory, see visit www.emory.edu.

The Role

Following the [retirements of Del King and Theresa Milazzo, co-Vice Presidents of Human Resources](#), Emory University is seeking a Senior Vice President and Chief Human Resources Officer to lead all aspects of Human Resources across the University, excluding Emory Healthcare. Reporting to [Christopher Augustini](#), the Executive Vice President for Business and Administration and Enterprise Chief Financial Officer, and serving as a member of the President's Leadership Team (PLT), the CHRO will serve as a trusted advisor, partner, and critical member of the University leadership team. The CHRO will be responsible for directing the University's overall strategic and operational human resources functions, and will provide direction and leadership in the planning, development and implementation of innovative and measurable human resource programs and services in furtherance of the University's mission and values.

The CHRO will oversee talent acquisition and development, employee relations, policy, compensation, organizational development, talent management, benefits, wellness, and HRIS. The individual will provide strategic leadership by articulating the people agenda, future workforce needs, and plans to the executive management team. They will need to drive change and continuous improvement as they design and lead the implementation of an innovative talent strategy that aligns the organization with both the current and long-term priorities of the University, while allowing for flexibility as strategies evolve.

Currently, the Central Human Resources Division is comprised of a team of approximately 110 staff members, which includes 9 direct reports who report directly to the CHRO. There are approximately an additional 12 HR leaders embedded in their respective divisions and schools that do not report to the CHRO, along with approximately 130 staff in their distributed across those schools and divisions. The individual will manage a team to develop and execute HR strategies, policies, and procedures to drive performance and consistency across the University. The CHRO will partner with the executive team on all aspects of talent, leadership, succession, and culture. It will be important for the successful candidate to build strong relationships and trust at every level of the institution so that they can shape and develop the strategy, direction, policies, processes, and procedures that drive a strong human capital function. The CHRO will work closely with leaders across campus, both HR and other leaders, to attract, motivate, develop, and retain highly engaged employees and further develop a performance-oriented, nimble, entrepreneurial culture.

The successful candidate will develop strong relationships and a deep level of trust with the executive team and the HR leadership team to not only understand the unique attributes of the University, but also to be able to further the results of the University through HR efforts. The CHRO will lead the HR team in a results-driven manner and will look for best practices across peers and various industries that have developed leading and progressive HR practices. The individual needs to understand each of the University's schools and functions, their operating models, their nuances, and their needs for human capital. The CHRO will continually maintain focus on execution and drive exceptional HR processes.

Key Responsibilities:

- Lead an HR team that delivers comprehensive support to all University employees in the functional areas of Talent Acquisition, Total Rewards (Benefits and Compensation), Employee and Labor Relations, Performance Management, Learning and Organizational Development, HR Systems, and HR Compliance.
- Serve as an internal subject matter expert and trusted business partner to senior leadership by addressing strategic and resource needs, as well as high-priority, sensitive issues requiring immediate attention.
- Guide collaboration across "central," "shared," and "local" HR functions to eliminate duplication and strengthen/align the University's human resources function, working to forward an innovative vision and an intentional focus on customer service, optimal efficiency, employee engagement, inclusion excellence, performance management and compliance. Partner with School and administrative units within Emory to define overall roles and responsibilities for the human resources function.
- Lead programmatic and technology innovation efforts that strive to position Emory as an employer of choice. Champion development of a world-class employee experience that attracts high-caliber employees, reduces turnover, increases engagement, productivity and innovation, prioritizes the well-being and happiness of employees and develops a strong alignment with the core mission and values of the University.
- Enhance process and procedures around employee performance management, and track performance metrics to better enable the University to identify and address performance needs, increase accountability, and enhance overall performance.
- Develop and implement succession plans to ensure long-term departmental and University-wide growth and stability.
- Manage employee benefits and ensure benefits remain competitive in the marketplace and in line with the University's financial obligations.
- Lead efforts to establish a robust and diverse talent pipeline through enhanced sourcing, onboarding, and retention programs, including leadership development and career pathing.
- Maximize the University's HR Information System by creating more online resources for managers and staff, on-demand reporting, enhanced data management, programming, and optimize HR business processes and programs.
- Direct Human Resources gap analysis to identify employee competencies and needs in order to assist in the development of efficient and effective training programs; create and implement manager and staff training programs consistent with the values of Emory University.
- Develop and implement a multi-year strategic plan that focuses on employee-driven priorities across all functional areas of HR that transform the employee experience. Guide and support HR leaders and members of the HR team toward achieving identified priorities through resource planning, leadership socialization efforts and strategic guidance, while effectively managing multiple competing priorities in a fast-paced environment.
- Work in a highly collaborative manner with Emory Healthcare's Chief Human Resources Officer
- Work closely with the General Counsel's Office to create and revise HR policies to best serve the University's workforce, limit/manage risk, and ensure organizational compliance with all federal, state, and local laws and regulations.
- Ensure that Inclusive Excellence goals and programs within HR are aligned with Emory's overall Inclusive Excellence strategy through partnership with the Chief Diversity Officer.
- Cultivate and sustain collaborative relationships/partnerships with external stakeholders, government and community leaders, businesses, and foundations.

Candidate Profile

In terms of the competencies required for the position, Emory is seeking a Senior Vice President and CHRO with strategic human resources experience within a large scale, complex organization that has high expectations and aspirations for its workforce. The ideal candidate has an appreciation and understanding of higher education structures potentially (although not necessarily) gained through experience in higher education, or in a similarly complex and mission-driven setting. An advanced degree is preferred.

The ideal candidate will be a strategic, dynamic, and engaging HR leader who has spent time in a complex, matrixed environment, and who brings the judgment and acumen to be comfortable making decisions, at times with imperfect information. They will be deeply comfortable in ambiguity. They will understand how to operate collaboratively and collegially across diverse constituents and will have a history of success in leading through influence. They will bring deep subject matter expertise across the range of HR disciplines, particularly (although not limited to) labor relations, employee relations, leadership and development, organizational development, and executive compensation.

The competencies required for the position include the following:

Setting Strategy

- Ability to translate vision, strategic direction, and long-term goals into specific projects and initiatives with clear milestones and timelines.
- Seeks and analyzes data from a variety of sources to inform and support decisions and to align others with the University's overall strategy.
- Drives change through a continuous cycle of observing, learning, and improving.
- Effectively balances the desire/need for broad change with an understanding of how much change the organization is capable of handling to create realistic goals and implementation plans that are achievable and successful.
- Identifies pivotal long and short-term priorities for driving excellence throughout the University; balances the need to respond to requests from a diverse group of stakeholders with long-term priorities.
- Has a consultative decision-making style that builds rapport and grows credibility and trust.
- Collaborates with senior administration to align resources for optimal productivity.

Executing for Results

- Possesses broad HR functional skills in all relevant areas, including organizational development, staffing and recruitment, compensation, benefits, training, employee, and labor relations.
- Sets clear and challenging goals and mobilizes others to take shared ownership of implementation – knows how to achieve impact through a diverse and distributed network of partners and stakeholders.
- Manages a highly competent HR team at a senior level in a complex, matrixed organization characterized by a high regard for empowering others, a results orientation, and a highly intellectual workforce; and
- Is tenacious and accountable in driving results.

Leading Teams

- Is able to relate to a broad and diverse workforce at all levels.
- Inspirational and visionary leadership style motivates the HR team through mission, vision, authenticity, approachability, and expertise.
- Fosters a healthy and caring work environment for the HR team and across the workforce.
- Possesses the ability to attract and recruit top talent, motivate teams, delegate effectively, celebrate diversity within teams, and manage performances while being a strong developer of others.

Relationships and Influence

- Naturally connects and builds strong relationships with various constituents, including students, faculty, staff, alumni, and community members, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Possesses the humility, curiosity, and flexibility to both lead and follow, on a situational basis.
- Works comfortably in a collaborative environment and possesses well-honed influencing skills that will enable this individual to persuade minds, engage in difficult and deeply personal dialogue with empathy, and handle conflict with grace and humility.
- Effectively negotiates with vendors, including health and welfare insurance brokers and retirement plan investment managers.
- Inspires trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive; and
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Contact

Russell Reynolds Associates has been exclusively retained for this search. Initial screening of applicants will begin immediately and continue until the position is filled. Nominations and applications are invited and will be considered strictly confidential. Interested candidates should submit a curriculum vitae and a letter of interest in electronic form (Adobe PDF files preferred) to EmoryCHRO@russellreynolds.com.

Emory University is dedicated to providing equal opportunities and equal access to all individuals regardless of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran's status. Emory University does not discriminate in admissions, educational programs, or employment on the basis of any factor stated above or prohibited under applicable law. Students, faculty, and staff are assured of participation in University programs and in the use of facilities without such discrimination. Emory University complies with Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veteran's Readjustment Assistance Act, and applicable executive orders, federal and state regulations regarding nondiscrimination, equal opportunity and affirmative action.

Emory University is committed to achieving a diverse workforce through application of its affirmative action, equal opportunity and nondiscrimination policy in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training. Inquiries regarding this policy should be directed to the Emory University Department of Equity and Inclusion, 201 Dowman Drive, Administration Building, Atlanta, GA 30322. Telephone: 404-727-9867 (V) | 404-712-2049 (TDD).

Emory University is committed to providing reasonable accommodations to qualified individuals with disabilities upon request. To request this document in an alternate format or to request a reasonable accommodation, please contact the Department of Accessibility Services at 404-727-9877 (V) | 404-712-2049 (TDD). Please note that one-week advance notice is preferred.

Appendix: Additional Information about Emory University

The Academic Experience

Emory faculty, staff, and students dedicate themselves to improving lives and strengthening communities through transformational research; the highest-quality undergraduate, graduate, and professional education; healthcare that improves the lives of patients; and broad civic engagement. The university is deeply committed to a campus culture in which faculty, staff, and students feel fully welcome and able to bring their whole selves to this shared enterprise.

Undergraduates have two options when they apply to Emory—the four-year Emory College of Arts and Sciences or the two-year Oxford College experience, where students complete the first two years of the bachelor's degree in a distinctive, small-campus setting. Both of these colleges champion the liberal arts and humanities as foundational to preparing citizens to navigate the complexities of the twenty-first century. Oxford College is located 45 minutes away from the Atlanta campus in Oxford, Georgia, and is home to nearly 1,000 students, who are known for their community-mindedness and leadership skills.

Emory's Woodruff Health Sciences Center serves as a health research and teaching arm of Emory University, facilitating close collaboration between the university and Emory Healthcare. The center is comprised of the schools of nursing, public health and medicine, the Yerkes National Primate Research Center, Emory's Global Health Institute, the Winship Cancer Institute—a National Cancer Institute-designated center—and Emory Healthcare.

Across all of the schools and campuses, Emory students have received many top academic honors. In the past seven years, Emory students have been awarded 55 Fulbright Fellowships, 32 NCAA Postgraduate Scholarships, eight Goldwater Scholarships, five Schwarzman Scholarships, three Udall Scholarships, two Gates Cambridge Scholarships, two Marshall Scholarships, two Truman Scholarships, two Rhodes Scholarships, and four Beinecke Scholarships. Emory ranks among the top universities of its size in the number of annual Fulbright awards and stands second in NCAA postgraduate scholarships earned by its student athletes.

Emory alumni include a U.S. vice president, a Supreme Court justice, U.S. senators and representatives, governors, university presidents, philanthropists, Pulitzer Prize winners, entrepreneurs, renowned entertainers, and an astronaut. The university's 153,000 alumni enjoy the benefits of a vibrant worldwide network, facilitated by the Emory Alumni Association.

Emory's esteemed faculty includes Pulitzer Prize and Lasker Award winners, forty-five members of elite national academies, and two Nobel Laureates, His Holiness the XIV Dalai Lama and President Jimmy Carter, both of whom serve the university as Distinguished Professors. Demonstrating passion and talent for teaching and research, Emory faculty members draw students deeply into the discovery process and collaboration in seeking creative solutions to the needs of their communities and the world.

Campus Resources

Emory University is home to nine world-class libraries. Emory's library system is ranked in the top 20 of the Association of Research Libraries in North America. Emory's resources and spaces are expansive and staffed with experts to advance excellence in education and outreach, subject specialties, and technology.

The Robert W. Woodruff Library is home to the Emory Center for Digital Scholarship and the Center for Faculty Development and Excellence as well as internationally renowned special collections. The Stuart A. Rose Manuscript, Archives, and Rare Book Library is Emory's principal repository for rare and special materials and home to over 150,000 rare books and over 22,000 linear feet of manuscript material—with notable depth in modern literature and poetry, African American history and culture, Emory history, and political, social and cultural movements. The Pitts Theology Library contains the third largest collection of theology and religious materials in the country, including extraordinary holdings in rare books and manuscripts.

The Hatchery supports student innovators and entrepreneurs from all Emory schools and covers all stages of innovation from ideation to implementation through coaching and mentoring, project and start up support, and hands-on learning opportunities.

Emory in Atlanta

As an international hub for healthcare, business, arts, and culture, Emory's research, academic, and service initiatives meaningfully contribute to the Atlanta community. In 2017, the Atlanta City Council approved the university's request for official annexation into the City of Atlanta, which went into effect in 2018, creating an even stronger connection to the city.

Emory is the largest private employer in the Atlanta metropolitan area with more than 45,000 employees—including over 16,000 Emory University faculty and staff, as well as 32,000 Emory Healthcare employees who help multiply Emory's economic impact throughout the region and the state. Emory University strives to provide a welcoming, diverse, and inclusive campus as an essential part of a community of academic excellence.

Innovation and discovery, carried out in a uniquely collaborative, academic community creates strong interdisciplinarity across Emory's schools and centers and fosters equally productive relationships with key organizational partners, including the Centers for Disease Control and Prevention and Georgia Institute of Technology. Hundreds of research faculty and students collaborate across the institution, in Atlanta, and beyond to solve the critical problems of our time.

Research and Finances

Emory's research activities benefit society through discoveries that improve and save lives. During the past five years, Emory's research funding has increased more than 20 percent, and in fiscal year 2021, Emory faculty generated a record \$894.7 million in research funding awards.

Emory's endowment was valued at \$8.63 billion at the close of fiscal year 2020; strategic investment funds have enabled a striking upward trajectory that sets a promising path for the future. The university's strong financial status has helped to sustain resources amid the challenges of COVID-19. Emory's annual operating budget for 2019-2020 was \$6.6 billion.

One Emory: Ambition and Heart

In 2023, Emory updated its strategic framework, *One Emory: Ambition and Heart* to guide Emory into a bold future. It is focused on strengthening all of Emory's nine schools, making the university an unparalleled destination for education, elevating Emory's world-class academic health system, and recommitting to Emory staff and the city of Atlanta.

The framework is built upon six pillars:

1. Faculty Eminence to foster a culture of eminence that attracts and inspires scholars of the highest order.
2. Academic Community of Choice to cultivate a thriving campus and a compelling student experience.
3. Innovation through Scholarship and Creative Expression to harness imagination and discovery to address 21st century challenges.
4. Thriving Health Care, Inventing Cures to improve the health of individuals and communities at home and throughout the world.
5. Commitment to Our People to celebrate and support the people who power our campuses and health care facilities.
6. Emory + Atlanta: Rich History, Shared Future to unleash the collaborative and strategic partnership of Emory and Atlanta.

The six pillars represent a roadmap to Emory's future, and each pillar details aspirations, goals, and initiatives to support the pursuit of this new vision that aims to move the university from excellence to eminence.

Emory's Fundraising Campaign

In the latter part of 2021, Emory launched a historic fundraising campaign named for the year of its two hundredth anniversary – the 2036 Campaign. The campaign is focused on investing in Emory's people who will transform Emory from a great university into one without equal, as demonstrated through student flourishing, faculty eminence and research excellence.