



Invites Applications and Nominations for the Position of:

## Associate Vice President & Chief Human Resources Officer

A photograph of a modern Morgan State University building with a large glass facade and a stone wall in the foreground. A large blue sign with white text reads "MORGAN STATE UNIVERSITY". The building has a prominent glass entrance and a stone wall in the foreground. The sign is mounted on a stone wall. The background shows a clear blue sky and some greenery.

MORGAN  
STATE UNIVERSITY

Greenwood/Asher  
& ASSOCIATES, LLC

## The Opportunity

Morgan State University invites applications and nominations for the Associate Vice President/Chief Human Resources Officer position. As Maryland's Preeminent, Public Urban Research University, we seek a transformational, accomplished Human Resources senior professional who will lead Human Resources to reflect the services of a 21st Century HR Department. This position reports administratively to the Senior Executive Vice President for Finance & Administration.

## The Role of the Associate Vice President/Chief Human Resources Officer

The Associate Vice President/Chief Human Resources Officer (AVP/CHRO) serves as a strategic partner and provides transformational leadership, management, policy direction, and oversight for all University human resource management functions, including employee relations, collective bargaining, organizational and talent development, benefits, policies, employment procedures, recruitment and onboarding, human resource information systems, data analytics, performance management, payroll, disability services, and classification and compensation programs. The AVP/CHRO will lead the HR team to improve overall process flows to increase responsiveness, accuracy, and efficiency in all HR functions. As the CHRO, the individual will create and articulate the collective vision of a 21st-century functioning HR department to support the University as it advances to meet its goal of becoming a R1 institution. The AVP will lead a department which will help the University attract, develop, and retain its desired workforce.

## Responsibilities

- Support culture development and assist in inculcating a working environment that is equitable and inclusive of faculty, staff, students, internal and external stakeholders, and sensitive to those with diverse cultural backgrounds and social identities. Raise the visibility of the HR department as an advocate and safe place for all employees.
- Collaborate, negotiate, and mediate complex human resources issues while maintaining and strengthening relationships with a wide range of internal and external constituencies, including all levels of administration (e.g., academic affairs, general counsel, budget, IT, audit, etc.), union leadership, faculty, and staff, vendors (e.g., HR technology, consultants, etc.) and external entities.
- Demonstrate leadership and interpersonal communication skills in supervising, developing, and leading a team of human resources and support professionals
- Identify, implement, and establish innovative approaches to resource augmentation to include shared services agreement/centers of excellence for specific functions which can more efficiently be supported by one organization serving multiple universities.
- Establish HR as the in-house consultant and resource to support University leaders, administrators, and front-line supervisors with comprehensive, ongoing education, best



practices, training, and tools for the continued investment in employee growth and development. Assist leaders with increasing cultural competency and honoring different work experiences to help build teams and create a welcoming environment.

- Set up holistic, robust, hybrid training, incentive, and accountability systems for staff, administrators, and faculty. Partner with and support University division leaders to map out development plans to establish metrics for professional development, retention, and organizational goals.
- Maintain open effective communication pathways between HR, its functions, and the University's internal and external communities.
- Lead the automation and linkages of HR's operational workflow to become more efficient and better integration throughout the institution.
- Establish a system for consistent benchmarking of aspirational, regional, and national peer institutions (e.g., policy, collective bargaining agreements, salary structure, benefits, best operational practices and workflow, business technology, etc.).
- Work closely with Information Technology to improve and continue to link HR systems with other University systems effectively.
- Sustainable workforce planning efforts to include: forecasting, policy, succession planning technology, and talent acquisition.

## Qualifications

### Required Qualifications

- An advanced degree in Human Resource Administration, Business Administration, HR/Labor/Employment Law, Psychology, Organizational Development, or related field;
- Ten years of broad and progressive responsible human resources experience, including five years of senior-level administration experience in Human Resources.
- Knowledge of and experience in multiple Human Resources specializations, e.g., payroll and benefits; classification/compensation; retirement and insurance; succession planning, performance management; employee relations; data analytics; education/training; recruitment outreach and talent development; contracts, union negotiations, and employment law.
- Strong understanding of the digital HR environment. Working knowledge of information technology applications for Human Resources functions and proficiency with computer applications, such as Banner, PeopleSoft, Microsoft Office, database systems, etc.
- Demonstrated experience developing, implementing, reviewing, and assessing an organization's Human Resources policies and procedures to reflect evolving employment laws and ensuring compliance with applicable laws/regulations.
- Demonstrated experience working with and serving multi-cultural, multi-ethnic communities.

### Preferred Qualifications

- Terminal degree
- Public and/or private higher education, research-intensive or extensive university experience
- Society for Human Resources Management (SHRM) and/or CUPA certification
- Certified Labor Relations Professional (CLRP) certification
- Demonstrated ability to work as a peer senior executive within a complex organization

- Experience in governmental civil service systems
- Demonstrated experience working in a union environment and maintaining a solid relationship with union leadership
- Track record of successful institutional change management leadership
- Active in the HR network regionally and nationally (e.g., policy, technology, mentoring, training, certifications, laws)
- Experience with international faculty, staff, and students

### **Desired Qualities**

- Understanding of the broad spectrum of issues universities are currently facing.
- Able to demonstrate high emotional intelligence
- Responsive, collaborative, strategic, problem solver; decisive
- A strategic, proactive, collaborative, and collegial approach to leadership and implementation of Human Resources services
- Sound technical skills, analytical ability, and thorough knowledge of all human resources disciplines and legal requirements
- Excellent communication skills, both written and oral, including training and presentation skills to groups of varying sizes
- Excellent facilitator skills, including superior interpersonal communication skills, in resolving conflicts between different parties
- A decisive individual who possesses a strategic focus with an operational, implementation, and detail-oriented perspective
- Champion for employee support and a change agent for fairness
- Candid, diplomatic, informative, and self-confident leadership style



*MSU Named "HBCU Institutional Leader" by Fulbright Program*

## About Morgan State University

Morgan State University, a Carnegie-classified R2 Doctoral/Research University (DRU) in northeast Baltimore, Maryland, is an equal opportunity employer. As Maryland's Preeminent, Public Urban Research University, Morgan serves a multi-ethnic and multi-racial student body and seeks to ensure that all individuals have access to higher education.

Located in a charming residential area of northeast Baltimore near the historic neighborhoods of Morgan Park and Wilson Park, Morgan's impressive, 152-acre campus features state-of-the-art facilities geared toward innovative teaching and learning in the 21st century. The campus, [designated as a National Treasure](#) by the National Trust for Historic Preservation, offers a safe and inviting learning environment with easy access to [the best the city has to offer](#): culture, exhibits, dining, shopping, activities, sightseeing and employment. The off-campus opportunities also extend to community projects and civic engagement.

Morgan is a national leader in the number of applications from African American high school graduates and prepares diverse and competitive graduates to succeed in society. It offers more than 120 academic programs and is among the top five institutions in the United States in awarding baccalaureate degrees to African Americans in Engineering, Architecture and Journalism. It also ranks among the top 20 institutions nationwide in the fields of Hospitality, Accounting, and Marketing. Each year, the University enrolls approximately 8,000 students, from all racial and ethnic backgrounds, in programs from the baccalaureate level through the doctorate. For more information visit <http://www.morgan.edu/>

Morgan has graduated more than 50,000-degree candidates since its establishment, producing a passionately devoted corps of alumni who have found success in all areas of endeavor, in the U.S. and beyond. Among the nation's most diverse Historically Black Colleges and Universities, and the largest in Maryland, Morgan seeks to ensure that the doors of higher education are opened as wide as possible to as many as possible.

## Economic Impact and Innovation

MSU continues to be a major economic engine for the city and state annually producing [\\$1.1 billion in annual financial statewide economic impact](#), supporting 6,900 jobs and generating \$53 million in state tax revenues. About 60 percent of that economic and employment impact occurs in Baltimore. Also, MSU's influence extends beyond the economy and into the community through engagement activities that are mutually beneficial. Per \$10 million in research, the University produces key innovation outcomes that surpass the state and national average.

### Fast Facts:

**Academic staff:** 1,556

**Administrative staff:** 437

**Colors:** Blue and Orange

**Student Enrollment:** 7,763

- > Male: 42.8%
- > Female: 57.2%
- > Undergraduate: 6,461
- > Graduate: 1,302

**Student-to-Faculty Ratio:** 13:1

### **Ethnicity/Race**

- > American Indian: 0.1%
- > Asian: 0.8%
- > Black/African American: 82.6%
- > Hispanic/Latino: 3.9%
- > Native Hawaiian/Pacific Islander: 0.1%
- > White: 1.7%
- > Two or more races: 3.5%
- > Unknown: 1.3%
- > Non-resident alien: 6.0%

### **Military Friendly Institution**

**Mascot:** Bears



**Sports:**

- > NCAA Division I
- > MEAC

- In FY 2020, the University set new records in Intellectual Property Disclosures, U.S. Patent Applications, Start-up Companies, Tech Transfer Agreements and issued U.S. Patents. The Office of Technology Transfer (OTT) currently receives a new Intellectual Property Disclosure every 12 days, and files two new U.S. Patent Applications every month.
- Nearly 17% of Morgan Alumni are employed in the STEM fields, versus 11% for all Maryland schools.
- The Office of Community Service provides programs that contribute to the university's 20,000 hours of student volunteer and community service.

Additional information is available on the University's website at: <https://www.morgan.edu/economicimpact>

## Accreditation

The Middle States Commission on Higher Education's ([MSCHE](#)'s) reaffirmed the University's accreditation and recognition of Morgan's progress to date. The University was last affirmed in 2017, with the next self-study evaluation due 2025-2026. In addition, individual colleges, schools, and departments are accredited by the appropriate associations.

## Vision, Mission, and Core Values

Morgan State University's [vision and mission statements](#) as well as its core institutional values are consistent with the University's Carnegie Foundation classification as a doctoral research university and are intended to direct Morgan's strategic growth over the next decade.

## Strategic Plan

### Our Vision Forward – Advancing Morgan's Momentum

As we near the close of the ten-year milestone of this current strategic plan, Morgan celebrates phenomenal growth and advancement meeting many of the goals and objectives outlined above. In our concerted effort and unified commitment to meeting the critical mission of this institution of higher education, President Wilson and his executive team have begun the exacting process of developing the next 10-year strategic plan (2020-2030) for Morgan, building upon the momentum achieved during the previous decade and on the merits of its [strategic plan](#).

*“The findings from this latest Economic Impact Update Report validate what we here at Morgan know all too well, that our university is, without questions, unrivaled in its ability to impact lives, transform communities and spur economic progress that elevates not only the individual but our society as a whole.”*

*David K. Wilson, Ed.D.  
President, Morgan State University*



## Nomination and Application Process

### Salary

Salary will be competitive and commensurate with qualifications and experience.

### How to Apply

Greenwood/Asher & Associates, Inc. is assisting Morgan State University in this search. Applications and nominations are now being accepted. For best consideration, please submit application materials by July 31, 2021. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher and Associates. For a full application package please provide a cover letter, CV, and list of five references. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

**Please direct inquiries, nominations, and application materials to:**

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*Morgan State University is an Equal Opportunity/Affirmative Action Institution.  
Women and minorities are strongly encouraged to apply.*