Oregon State University (OSU), an internationally recognized, innovative, and mission-driven land-grant and research university, seeks a collaborative, inspiring, and entrepreneurial leader to serve as Associate Vice President and Chief Human Resources Officer (CHRO). The CHRO will provide strategic leadership and oversight of the University’s (HR) functions and partner with the university’s leadership team to help shape the future of the university. This position reflects the university’s commitment to inclusive excellence, employee success, equity in employment, teaching, research, and community. The CHRO will be a leader in seeking new and innovative approaches to human resources management at a complex and diverse public higher education institution.

The university needs a leader of HR to engage with senior leaders across the institution and to adopt systems and technology to make OSU the employer of choice, and to contribute directly to the institution’s overall success. OSU University Human Resources provides comprehensive human resources services for OSU’s nearly 12,287 employees who work across the state, the nation, and the world. The successful candidate for the CHRO position will be an experienced, collaborative and innovative HR leader who can help the university deliver world-class human resources programs and services to OSU’s dedicated staff and faculty members as they carry out the university’s mission. The CHRO reports to the Vice President for Finance and Administration (VPFA) and will be responsible for leading, implementing, and managing a comprehensive human resources program. The CHRO will also be responsible for certain academic administrative human resources services, as delegated by, and in coordination with, the Senior Vice Provost for Academic Affairs.

Working collaboratively with leaders and human resource professionals across the university, the CHRO will:

- Develop and lead the implementation of an innovative and progressive strategic vision for HR at OSU
- Serve as a trusted and strategic thought partner for leaders across the university
- Further cultivate an aligned and effective human resources unit
- Provide inspirational leadership to a team of human resource professionals committed to excellence and customer service
- Recruit, develop, and retain an engaged and diverse workforce and help ensure an inclusive and welcoming community

A list of the desired qualifications and characteristics of the Chief Human Resources Officer can be found at the conclusion of this document. All confidential applications, inquiries, and nominations should be
About Oregon State University

Founded in 1868 and one of only three land, sea, space and sun grant universities in the U.S., Oregon State is an internationally recognized public research university that draws students from all 50 states and more than 100 countries. OSU is Oregon’s statewide university, with its main campus in Corvallis, OSU-Cascades in Bend, the Hatfield Marine Science Center in Newport, the OSU Portland Center and online degree programs via Ecampus. Oregon State has a presence in all 36 Oregon counties, including agricultural research and Extension centers, and research forests.

OSU offers more than 200 undergraduate and more than 100 graduate and doctoral degree programs. It is the largest university in the state with more than 34,000 students and more majors, minors and special programs than any other university or college in Oregon. Oregon State has awarded more than 272,000 degrees since its founding. OSU is the state’s only institution to hold both the Carnegie Classification for Very High Research Activity and the prestigious Community Engagement Classification.

OSU’s research enterprise is distinguished by excellence across the sciences, engineering, social sciences, arts and humanities. In recent years, the university has attracted from $380 million to nearly $450 million in annual external research funding. Oregon State’s most highly ranked programs include a diversity of disciplines: forestry, oceanography, agricultural sciences, marine biology, environmental science, human development and family sciences, psychology, public policy, creative writing and robotics. Faculty scholarship in teaching and in Extension and engagement also contributes to the impact and excellence of the university.

As a member of the Pac-12 Conference, OSU offers seven men’s and 10 women’s NCAA Division I sports and engages more than 500 student-athletes in excellence in the classroom, playing fields and community.

Oregon State University is guided by its 2019-23 Strategic Plan 4.0: Transformation, Excellence and Impact, which articulates the university’s distinctive focus on academic excellence in all aspects of learning, discovery and engagement. SP4.0 is the fourth five-year strategic plan developed by OSU, and work to develop SP5.0 is expected to begin in spring 2022.

Strategic Plan 4.0 lays out goals and actions that will drive the university closer to a set of distinctive strengths. Prior to developing SP4.0, the university developed Vision 2030: Distinction, Access And Excellence, which articulates Oregon State’s promise, focus and distinction among premier research institutions as of 2030. It describes OSU’s commitment to provide access to a high-quality and affordable education for all learners and engage in world-class discovery, innovation and service within the university’s signature areas.

Oregon State University’s economic and societal impact worldwide has grown significantly over the past decade. OSU teaching, research, outreach and engagement activities, along with university operations, contribute significantly to the Oregon economy. Last calculated in 2017, this statewide contribution was measured at $2.34 billion and was responsible for supporting up to 30,452 jobs statewide. Spending by Oregon State on payroll, goods and services, and capital construction, along with student and visitor spending, contributed $1.459 billion to the Oregon economy in 2017.

Oregon State University’s commitment to advancing diversity, equity and inclusion is underscored by the creation of the Office of Institutional Diversity in 2016 following student calls for action to advance social justice at OSU.

In 2018, OSU developed its first comprehensive diversity strategic plan — Innovate and Integrate: Plan for
Inclusive Excellence — through extensive engagement with students, faculty and staff who contributed their expertise and experience. The plan is organized around five key goals to advance inclusive excellence. The Office of Institutional Diversity is responsible for monitoring implementation and progress of the diversity strategic plan. The success of this work involves all Oregon State community members, units and programs across all university enterprises. Two committees are charged with coordination and implementation of initiatives advancing inclusive excellence across Oregon State University: the President’s and Provost’s Leadership Council on Diversity, Equity and Inclusion; and the Equity Leaders Consortium.

Oregon State gives undergraduate, graduate and professional students extraordinary opportunities to pursue their passion and find their purpose. More than 200 undergraduate and more than 100 graduate programs are offered through 11 colleges, the Honors College and the Graduate School.

Launched in 2016, the Undergraduate Student Success Initiative set goals to raise OSU’s first-year retention rates from 83.8% to 90% and six-year graduation rates from 63.1% to 70% by 2020. According to recent data, the first-year retention rate for the fall 2020 cohort was 86.8%, and the six-year graduation rate for the fall 2015 cohort was 68.2%. Work continues to move closer to these goals with a focus on five areas: curricular excellence, experiential and research-based learning, faculty-student interactions, financial aid and scholarships, and the transition experience. In partnership with the OSU Foundation, the Student Success Initiative exceeded the goal to raise $150 million, mostly for scholarships and financial aid.

Over the past two decades, the university has continued to adapt, grow and increase its momentum to better fulfill its mission. Since 2000:

- Undergraduate enrollment has grown from 13,772 to 28,281.
- Graduate enrollment has grown from 3,016 to 5,827.
- Corvallis degrees awarded annually have grown from 3,393 to 7,605.
- Ph.D. degrees awarded annually have grown from 160 to 250.
- Students of color have increased from 2,262 to 9,569 and in fall 2021 represented 28.1% of the university’s overall enrollment.
- International student enrollment has increased from 1,166 to 2,544.
- Full-time instructional faculty have grown from 1,290 to 1,294.

Diversity has also grown among university faculty and staff. US minorities represent 20% of tenured/tenure track faculty and 11.8% of classified staff/professional faculty/research faculty. International numbers for the respective groups are 2.6% of tenured/tenure track faculty and 1.2% of classified staff/professional faculty/research faculty.

Oregon State University has approximately 12,287 talented and dedicated faculty, staff and student employees that are committed to the success of the university. Of that total, 4,897 are academic, research and professional faculty; 1,372 are classified and temporary staff; 1,796 are graduate assistants; and 4,155 are student employees. There are currently four unions representing employees on campus. The Service Employees International Union (SEIU) represents employees at all seven public universities in Oregon. The current SEIU agreement expires on June 30, 2026. The second union is the OSU Coalition of Graduate Employees (CGE) that includes all graduate students with Graduate Teaching (GTA) or Graduate Research Assistant (GRA) appointments. The current CGE contract expires on June 30, 2024. United Academics of Oregon State University represents academic faculty, post-doctoral scholars, and post-doctoral fellows. The current UAOSU contract expires on June 30, 2024. On March 12, 2021, the Oregon State University Public Safety Association (OSUPSA) was recognized as the bargaining unit representing sworn police officers employed by Oregon State University. The inaugural OSUPSA contract is being bargained at the present time.
About University Human Resources

The mission of University Human Resources (UHR) is to create an institution where people thrive, partnerships prevail, and performance excels by providing OSU with quality HR leadership, service and consultation. UHR incorporates OSU’s core values of accountability, accuracy, consistency, flexibility, continuous improvement, empowerment, and innovation to provide service, leadership, and consultation in achieving an effective and high-quality workforce at Oregon State University.

Housed within the Division of Finance and Administration, the HR organizational structure represents strategic HR best practices consistent with other progressive research and land-grant universities. The structure balances the often-competing priorities of institutional consistency and college/unit flexibility through the interplay of three components: traditional HR Centers of Expertise, an empowered and strategic HR consulting organization supporting assigned colleges and units, and a centralized HR Service and Benefits Center focused on the employee lifecycle and operational excellence.

University Human Resources plays an important role in cultivating a more cohesive campus community by collaborating with the Office of Equal Opportunity & Access, which oversees compliance with civil rights and affirmative action laws, regulations, and policies. Responsibility for employee and labor relations for academic faculty and graduate assistants is currently shared between University Human Resources and the Office of Faculty Affairs, and the two offices work collaboratively on a wide range of matters.

The human resource function continues to evolve into a strategic HR consulting organization. This effort began in 2019 and has focused on shifting human resources from a traditional transactional personnel operation to a best-practice strategic HR consulting organization. This “HR transformation” is a multi-year effort that aligns with and supports key goals and initiatives of the university’s Strategic Plan 4.0 (SP4.0). Significant efforts have gone toward the development of the programs necessary to deliver enhanced services to the university community. The successful launch of Human Resources Strategic Partners (HRSPs) into the college and units was the first of many critical steps. The HRSPs deliver strategic services and consult on application of HR programs. With these roles embedded within the colleges and units, more direct communication, and interpretation of how HR can serve the unit and the employees is possible. In addition, central HR functions are further informed by the knowledge relayed back about how certain services or programs need to be improved upon to better serve the colleges and units. This information has been useful as we work toward enhancing the systems that support the HR functions.

Human resources is at an exciting juncture with the recent launch of an enterprise-wide system initiative, being led by University Information and Technology, that will greatly enhance accessibility and functionality for HR, the employing units, and employees. System improvements are critical to many of the upcoming HR initiatives that will enable HR to manage the operational aspects that reside an important component of any human resource entity.

To learn more about the University Human Resources, see https://hr.oregonstate.edu/about-us.

Role of the Chief Human Resources Officer
Working as a key member of the university’s leadership team, the Chief Human Resources Officer will continue to develop the vision for human resources at OSU and lead the development and implementation of an integrated HR approach for the institution. This person will ensure that the university’s human resources and workforce development programs are customer-service oriented, effective, and efficient and that the university’s policies, practices, and strategic planning reflect its commitments to equity, inclusion, and diversity.

The CHRO will work with the HR managers and staff, and OSU’s leadership team to create, enhance, and implement plans, policies, and programs for the full range of the university’s human resources needs, ensuring compliance with state and federal laws and regulations, collective bargaining agreements, and university policies. The CHRO will work with multiple reporting and accountability relationships with a direct reporting line to the Vice President for Finance and Administration and will have direct supervision and administration of the University Human Resources personnel. The CHRO will also work with and build partnerships with other education institutions throughout the region and the country.

Key Challenges and Opportunities for the Chief Human Resources Officer

A highly effective and forward-looking human resources strategic vision is key to the continued success of Oregon State University. The university’s staff and faculty members are by far its most valuable asset, and the University Human Resources is an important pivot point for the administration, staff, faculty and student employees. By creating dynamic, progressive and visionary human resource policies, OSU will continue to attract, retain and develop an outstanding workforce and will connect with OSU community members at all stages of their careers – from recruitment through retirement. An effective, supportive HR program can contribute significantly to the overall atmosphere at OSU by fostering an active, engaged academic community in which employees at all levels feel supported, respected, and inspired to carry out their work at a high level of performance. To achieve this, the CHRO will:

Develop and lead the implementation of an innovative and progressive strategic vision for HR at OSU

With a new CHRO, OSU has an opportunity to create a strategic, compelling set of HR policies, processes, and support systems that are not only responsive to the needs of this workforce, but also anticipate its future requirements and demonstrate the university’s commitment to equity, inclusion, diversity, work-life balance, and the development of all employees. The university will move beyond reactionary and transaction-focused HR work and will embody a strategic approach to planning for the workforce needs of the organization with proactive steps to ensure those needs are met. The CHRO will work with the community to create and further develop progressive policies that meet the needs of all faculty and staff at all stages of their career with an understanding of “off work” issues including but not limited to remote work, child and elder care, health, and wellness. The CHRO will stay abreast of issues in higher education, Oregon, and the changing national legal context that may impact OSU and ensure that the university’s policies remain forward looking and anticipate the needs of a dynamic and diverse 21st century workforce. Through these efforts, the CHRO will lead a broader organizational cultural change that fully embraces the need for a strategic and forward-looking HR policies and work collaboratively to define what HR can be at OSU and how it can contribute to the greater good of the university.

Serve as a trusted and strategic thought partner for leaders across the university

The CHRO will interact regularly with key leaders across the university, including the President, Provost, Vice Presidents, and Deans, to provide discerning advice and counsel on all human resource matters. The CHRO will be sensitive to and knowledgeable about the demands on the different parts of the university and the market realities impacting the workforce. In particular, the CHRO will ensure a close partnership with the Vice Provost for Academic Affairs in support of the recruitment, development, and retention of a
diverse and capable professional and academic faculty. The CHRO will also be seen as an expert and guide for all senior leaders as they face issues, develop policies, and stay ahead of change in HR areas. To ensure the integration of human resources considerations in strategic decision making and that the implications for employees and the workforce are fully considered in all key decisions, the CHRO must be seen as a partner to members of the leadership team and work with them to find solutions to accomplish objectives that are creative, innovative, and meet the needs of the university. A current priority for the CHRO and HR team is strengthening management practices across the university, clarifying the current landscape of guidance, tools, trainings, policy and practice.

**Further cultivate an aligned and effective human resources unit**

The CHRO has responsibility for building strong teams of human resources professionals who will work together to create innovative and responsible initiatives and activities that are aligned with university values and ethics by setting the tone for excellence and professionalism. The CHRO will ensure that the structure of the Office of HR and specific staff roles are well defined and communicated, and that there is a consistent menu of services offered across the university. The CHRO will review its key HR transactions to streamline processes, while still considering compliance and regulatory requirements to improve efficiency. This leader will be a good steward of resources and will make sure that they are applied and used in acceptable and effective ways. The CHRO will work to modernize the HR technology platform to be more strategic, consistent, and user-friendly to effectively support HR functions and decisions across campus. The CHRO will also continue the HR team’s focus on increasing operational effectiveness and efficiency through streamlining and automating processes.

**Provide inspirational leadership to a team of human resource professionals committed to excellence and customer service**

The CHRO will lead and mentor a professional HR staff while continuing to foster a culture of professionalism, ethics, and a customer service orientation and leading the team to the next level of excellence. Working closely with the HR staff, the CHRO will maintain a priority focus on establishing benchmarks and metrics to guide the continued growth in the HR function, including systems for reviewing and evaluating the effectiveness and value of human resources plans, programs, and activities. The CHRO will utilize data and trends analyses to make decisions, change approaches, and set priorities. They will also lead the review and update of HR policies and practices to ensure compliance and consistency and ensure that HR policies are developed, distributed, and that HR service delivery is understood and embraced, staff are trained, and policies are consistently and correctly applied. This leader will also lead the university-wide development of programs for communication, recognition, and collaboration. Through these measures, the CHRO will ensure positive institutional perceptions of human resources at OSU.

**Recruit, develop, and retain an engaged and diverse workforce and help ensure an inclusive and welcoming community**

The CHRO will help OSU continue to navigate its recruitment processes, compensation, and benefits programs, and development and retention efforts to ensure that the university remains both a competitive and compassionate workplace. This will include all employees of the university including adjunct professors and student employees. The CHRO will seek out and support creative, equitable, and innovative approaches to recruiting, managing, retaining, and developing a highly qualified, diverse, and committed university workforce. The CHRO will work to increase training and professional development opportunities, particularly with respect to technology, supervisory training, or other training related to employee growth. The CHRO will participate in and support effective diversity, equity and inclusion initiatives led by the Equal Opportunity and Access office and the Office of Institutional Diversity, and ensure that all HR policies reflect the university's core values as articulated in the OSU Strategic Plan, including diversity, equity, and inclusion. The CHRO will also ensure that the HR office is creating ways
for the university community to stay abreast of the needs of the changing workforce. This will include consultation on organizational redesign; mentoring, coaching and leadership development; benefits and compensation structuring; employee relations and change management. Working with university leadership, the CHRO will seek creative and innovative approaches to recruiting, managing, retaining and developing a highly qualified and committed workforce and creating a community that reflects the values of the university.

Qualifications and Characteristics

The CHRO must be a strategic leader who will partner with others to advance the mission of the university as a public land grant university. The CHRO must understand the role and importance of the public university in society and should be committed to seeking ways to enhance HR to serve society better. The CHRO should have a positive attitude, and a leadership style that is characterized by highly ethical practices and a commitment to diversity, inclusivity, equity, openness, flexibility, and integrity. In particular, the successful candidate should have most of the attributes below:

- BA/BS degree required and seven (7) years management/professional experience in assigned functional areas; advanced degree and HR professional credentials are preferred though an exceptional candidate without an advanced degree with significant experience and a record of accomplishment may be considered
- Progressive HR management experience including leading a HR division or department at a higher education institution (preferably a large public institution) or a combination of higher-level private sector HR leadership and higher education or manager experience within a public sector environment
- Extensive knowledge of benefits, workforce development, classification, compensation, human resources technology systems, organizational development, policy review, employee relations, labor relations, training and development, employment law, federal rules and regulations governing human resources administration in higher education
- Demonstrable experience implementing equitable practices in HR functions, including but not limited to, advancing equity in recruitment and retention of minoritized employees
- Evidence of ethical leadership
- Capability to play the role of business partner within the context of managing risk and protecting the institution from liabilities and ensuring a highly capable, diverse, and dedicated workforce
- Experience implementing new projects and leading change management with diplomacy, agility, transparency, cultural competency, and discernment
- Experience in assembling and leading teams that are organizationally integrated, managing people, providing feedback, reviewing performance, and mentoring others actively
- Experience with leading an HR function or department operating with a collective bargaining environment and developing effective strategy and frameworks to ensure impactful and consistent institution-wide labor relations approaches
- Experience in broader management aspects including finance, business, and HR information systems, especially within a resource constrained environment
- Experience or familiarity with shared governance
- Ability to develop relationships with various units, staff groups, and to deeply understand the issues, problems, challenges, and how to respond to those needs in thoughtful ways
- Demonstrable commitment to promoting and enhancing diversity

Location

Oregon State University’s Corvallis campus features stately historic buildings, state-of-the-art facilities, expansive open spaces and gardens across 520 acres.
The Corvallis campus is home to more than 23,000 students, 11 colleges, the Honors College, the Graduate School, four ROTC programs and multiple research centers and institutes. Students can participate in more than 400 clubs and organizations on campus, and seven cultural resource centers provide a welcoming, inclusive community for learning, celebration and self-expression.

Corvallis consistently ranks among the nation’s most livable cities, as well as one of the smartest, most innovative and most environmentally responsible. With a population of nearly 60,000, Corvallis features a lively downtown located along the Willamette River, abundant parks and appealing neighborhoods. Corvallis is ideally situated for exploring Oregon. Both the Oregon Coast and the mountains of the Cascade Range are an hour away by car. Portland, Oregon’s largest metro area, is just 90 minutes away.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent to Tracy.Emshaeuser@oregonstate.edu submission of materials is strongly encouraged.

OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.