



UNIVERSITY SYSTEM *of* MARYLAND

Chief Human Resources Officer

Leadership Profile

Summer 2024



WittKieffer

Executive Summary

The University System of Maryland (USM) seeks an accomplished and strategic leader to assume the critically important role of Associate Vice Chancellor for Human Resources to serve as the System's Chief Human Resources Officer (CHRO). This is an exceptional opportunity for an innovative and forward-thinking executive to serve as an agile enabler of USM's success in realizing the goals in the System's strategic plan Vision 2030.

The University System of Maryland comprises 12 institutions, three regional higher educational centers and a system office and confers nearly eight in every ten bachelor's degrees awarded in Maryland. It serves more than 170,000 students worldwide, with an operating budget of more than \$7 billion and a collective employee base of over 40,000. The Presidents of the USM's 12 institutions report directly to the Chancellor and together are accountable for providing transformative leadership, focus, and strategic vision for the advancement of public higher education and research activities in the state of Maryland.

As Maryland's public university system, the USM is well positioned on multiple levels for continued progress and success. Maryland is a well-educated state, ranking second nationally in the percentage of professional and technical workers and is in the top five in the portion of adults with bachelor's and advanced degrees. A tremendously diverse and culturally rich state, Maryland is also affluent, leading the nation in median income and having the nation's second lowest poverty rate. Its proximity to Washington, D.C., provides ready access to national leadership, numerous federal labs and facilities (NIH, FDA, NIST, etc.), and myriad partnership opportunities for institutions, faculty, and students. Higher education in Maryland—and the USM in particular—has received impressive bipartisan support for several years.

Reporting to the Senior Vice Chancellor for Administration and Finance, the CHRO provides primary oversight of USM labor, collective bargaining, and human resource functions. Serving as the enterprise leader for USM's human resources strategy, this executive will bring an expansive current knowledge and future vision of leveraging human resources best practices to advance the institution and serve as a premier public employer. The CHRO collaborates with and directly engages with many key constituencies across the USM system, possesses a high degree of political acumen, instills confidence, and advances change across the organization. The CHRO models ethical behavior, sets the cultural tone, champions the USM's mission, and values transparency and accountability.

The successful leader will be a highly driven executive with a demonstrated record of leading change, an innovative mindset, a strong vision for equity and inclusion, and collaborative management and communication skills. In addition, the CHRO will be skilled in influencing and encouraging constituents, colleagues, and leaders to promote ideas and advance change where authority may reside with others. The executive should demonstrate self-awareness, be viewed as highly collaborative, and build trust through transparency through consultation with stakeholders across an organization. A bachelor's degree from an accredited institution of higher education is required, as is significant and progressively responsible leadership experience in human resources, labor relations, law, or policy, including management and supervisory experience, in a large, complex, and highly matrixed unionized environment. A master's degree in human resources, business administration, law, or a related field, professional certification in the field of human resources, and prior experience in higher education are preferred.

The System's Chief Human Resources Officer will be presented with the opportunity to achieve the following professional and personal accomplishments:

- Serve as a senior leader of one of the most respected systems of higher education in the country, whose reputation and resources have made it a national role model for the delivery of high-quality, affordable education.

- Assume accountability for developing competencies and functional expertise in the USM human resources organization.
- Work directly with a diverse and outstanding mix of USM campuses, presidents, and senior leaders who are each aligned with the achievement of the USM's and the state's collective goals.
- Regularly engage with and update the USM Board of Regents on matters such as collective bargaining, the appointment and compensation of senior leadership positions, and important trends and issues with the USM's workforce.

To submit a nomination or express personal interest in this position, please see the *Procedure for Candidacy* at the end of this document.

Role of System's Chief Human Resources Officer

Reporting to the Senior Vice Chancellor for Administration and Finance, the Associate Vice Chancellor for Human Resources and System's Chief Human Resources Officer (CHRO) provides primary oversight of USM labor, collective bargaining, and human resource functions and serves as the enterprise leader for USM's human resources strategy. The leader provides a range of USM initiatives related to administration and finance priorities, including management of special projects of strategic importance to USM and preparation of Memoranda of Understanding, legislation, contracts, and policies needed to achieve USM priorities. In addition, the CHRO is responsible for certain USM ethics and compliance matters. The CHRO staffs certain USM Board of Regent committees and regularly engages with and updates the USM Board of Regents on matters such as collective bargaining, the appointment and compensation of senior leadership positions, and important trends and issues with the USM's workforce.

The CHRO leads the USM Office of Human Resources, which consists of approximately eight dedicated staff members, responsible for the management of staff employees throughout the USM, as well as the systemwide strategic planning, development of programs, and coordination of human resources related matters. In conjunction with the 12 Institutions Human Resources Directors, the office develops and recommends policies and procedures applicable to all nonexempt and exempt staff employees to the Chancellor and the Regents. In regard to benefits, faculty employees are included as well.

The USM Office of Human Resources is also responsible for overseeing USM implementation of State and Federal regulations and laws related to human resources programs. The Office represents the System on all human resources matters with the State of Maryland Department of Budget and Management-Personnel Management Services. Additionally, the Office provides management and human resources services for the USMO staff employees.

Key responsibilities include:

Provide senior level guidance and support to USM leadership and the 12 USM institutions on a range of priority initiatives and/or special projects.

- Develop and implement executive compensation studies.
- Draft and review relevant Board of Regent policies.
- Serve as liaison for outside consultants and evaluate and implement their recommendations.
- Monitor legal issues and trends affecting higher education, analyzing relevant research and proposed regulations.
- Provide strategic advice on matters affecting the USM Office of Administration and Finance, including employment and labor, diversity and inclusion, ethics, contracts, grants, tax matters, liability and insurance matters, and other laws and regulations.
- Draft, negotiate, and/or review a variety of policies, contracts, and Memoranda of Understanding; and develop and deliver education and training programs that address and promote legal and policy compliance in these areas.
- In collaboration with the Senior Vice Chancellor for Administration and Finance, interview and select outside counsel or consultants where external expertise is necessary; manage communications with outside counsel/consultants, including on matters that pose a risk of liability; review expenses of outside counsel/consultants and approve bills for payment.

- Serve as liaison with Maryland Office of Attorney General on certain matters pertaining to the Office of Administration and Finance (e.g., contracts and agreements between the USM and various entities, legal claims, Board of Regents policies, legal/regulatory compliance matters)

Provide leadership of USM labor relations activities, including:

- Develop and implement strategies to advance USM fiscal and programmatic goals while maintaining positive relationships with collective bargaining groups.
- Serve as the Chancellor's designee for consolidated collective bargaining, including administering the USM consolidated collective bargaining process and related activities, developing negotiation proposals, participating in negotiations, and serving as liaison to the USM labor consultant and institution and union representatives on all collective bargaining matters.
- Advise and consult with a range of constituencies, including institution labor relations managers, vice presidents, presidents, and the Board of Regents, on labor relations strategies, proposals, negotiations, and agreements.

Provide leadership and oversight of USM Human Resources functions, including:

- Policy development.
- Preparation of legislative positions, including drafting proposed bills or amendments and testifying before Maryland General Assembly committees on human resources and labor issues.
- Management of two USM supplemental retirement plans, the USM ORP Committee, and individual employee 457(f) agreements.

Opportunities and Expectations for Leadership

In addition to overseeing the day-to-day oversight of USM labor, collective bargaining, and human resource functions, the CHRO will have the opportunity to advance the following priorities:

Lead Through Influence.

The CHRO will serve as an agile enabler in the organization, leveraging influence management skills in encouraging constituents, colleagues, and leaders to promote ideas and strategies and to advance change where authority may reside with others. The executive should demonstrate self-awareness, be viewed as highly collaborative, and build trust through transparency and consultation with stakeholders across the organization. The CHRO will successfully integrate into the USM community, learn the organization, and become a well-known, respected, and visible leader at all levels of the enterprise. Additionally, this new leader will participate actively as a strategic partner with senior leadership and establish themselves as a leader, advisor, coach, and confidante to leadership across the System's campuses. Critical to their success will be establishing a reputation as a trusted resource and thought partner across all constituencies in the System.

Advance USM System Human Resources Capabilities & Functional Expertise.

The new leader will bring a deep understanding of evaluating and assessing human resources systems, processes, and policies, leading and managing change, and ensuring the Office of Human Resources is in strategic alignment with the goals and objectives of Vision 2030 and USM's human capital needs. In order to do so, the new leader will be charged with assessing the capabilities and competencies of the Office of

Human Resources, identifying areas of opportunity for development and investment, and establishing and/or deepening functional expertise. In particular, the USM is about to embark on a compensation study to assess and revisit the current system compensation philosophy and approach to workforce compensation. Thus, the new leader will benefit from bringing experience with compensation practices and may consider this as a key functional area of expertise to expand within the Office of Human Resources.

Serve as a Systemwide Strategic HR Partner.

The next CHRO will serve as a collaborative and transparent systemwide partner with USM's 12 campuses and its many constituents and stakeholders. It will be important for the CHRO to develop strong relationships both internally at the system level and externally with the Board of Regents, various campus leaders, faculty, and staff. The CHRO will stay abreast of current human resources trends and best practices among preferred employers in higher education and the not-for-profit and for-profit arenas so as to introduce and integrate them as appropriate at the USM.

Recognizing the many units and variety of organizations that comprise the USM, a focused effort to understand the diversity of perspectives, unique campus cultures, and cultural attributes that make up the USM will be critical to the application of these best practices for systemwide benefit.

Lead and Manage USM Labor Relations and Compliance Practices.

The CHRO will provide leadership and consultation services to USM constituents regarding a range of functional support, including human resources policy, compensation practices, and collective bargaining agreements. Within the context of an increasingly complicated, nuanced, and shifting landscape, this new leader will be expected to provide expertise and sound judgment regarding complex employee relations matters and the administration of labor relations agreements and practices. They will ensure compliance with applicable legal guidelines and negotiated collective bargaining agreements, as well as be familiar with both federal and Maryland minimum wage laws.

Professional Qualifications and Personal Qualities

The ideal candidate will possess the following qualifications, experience, and personal characteristics.

Education:

- An earned bachelor's degree from an accredited institution of higher education. A master's degree in human resources, business administration, law, or a related field preferred
- Professional certification in the field of human resources and/or Juris Doctorate degree preferred.

Experience:

- Significant and progressively responsible leadership experience in human resources, labor relations, law, or policy, including management and supervisory experience, in a large, complex, and highly matrixed unionized environment.
- Current knowledge of human resources functions, regulations, issues, and legal requirements, including labor and employment.
- Evidence of implementing best practices in recruiting, developing, and retaining high performing employees.

- Knowledge of federal employment and tax laws and regulations, as well as national human resources trends and development and the ability to analyze, engage, and communicate such information across different constituencies.
- Experience working directly with labor unions and navigating the negotiation process of public union contracts.
- Experience successfully managing and leading organizational change.
- Proven ability to manage both the big picture and operational details: evidence of ability to lead an organization to achieve strategic goals to continuously refine organizational plans, structure, and operations.
- Ability to interact effectively with all levels of management and representative groups of employees, including negotiation and collaborative decision-making skills.
- Ability to analyze complex situations and problems and make appropriate recommendations.
- Ability to draft policies, reports, contracts, presentations, and other materials in a clear and effective manner.
- Strong listening, verbal, and written communication skills and an ability to effectively communicate in both small and large group settings.
- Strong project management, analytical, and negotiation skills.

Personal Characteristics:

- A high tolerance for ambiguity working in a decentralized enterprise and the ability to understand and appreciate the unique relationships between the system office and its campuses
- Problem solver and risk taker who can work seamlessly across organizations, connecting and working collaboratively with all constituents and stakeholders.
- Fair, compassionate, and open-minded with an ability to embrace and promote change; innovative, flexible, and creative.
- Professional and politically sensitive; visible, accessible, and approachable; able to relate effectively with all diverse constituents at all levels across a complex organization.
- Willing and able to serve as a confidential advisor/confidante to senior executive leaders; comfortable with and an ability to manage highly sensitive and confidential information.
- Operate with a commitment to the highest ethical standards for oneself and others; lead with unquestioned integrity.
- Ability to connect data and analysis to both short- and long-term outcomes.
- Relationship and bridge builder; ability to work well and develop strong connections with colleagues internally and across an organization; a strong customer service orientation.

Preferred Experience:

- Experience working within a large public system of higher education.
- Prior labor relations management experience.
- Skill in drafting legislative materials.

University System of Maryland

Overview

The University System of Maryland (USM) is the state's public higher education system. USM's 12 institutions, three regional higher education centers, and system offices work closely together to leverage their collective expertise and resources, share best practices, increase the system's effectiveness and efficiency, and advance USM's mission to improve the quality of life in Maryland. Benefiting students, as well as Maryland and its citizens, USM:

- Offers expansive access to affordable, high-quality educational opportunities.
- Performs groundbreaking research.
- Instills a culture of innovation and entrepreneurship.
- Promotes economic growth and workforce development.
- Provides vital services to communities and individuals.
- Partners with businesses, governments, nonprofits, and organizations to improve quality of life.

Excellence and Innovation

As a system of higher education, USM creates a dynamic environment that is helping to power Maryland, the nation, and the world forward. USM is a recognized leader in many areas. These include academic and research excellence, innovation, economic and workforce development, and the effective and efficient use of resources.

Educational Opportunities

Highly ranked universities and programs, outstanding faculty and staff, and innovative academic models are all hallmarks of USM. Providing high quality and affordable academic programs and increasing student retention and completion rates are among the system's top priorities. USM offers hundreds of undergraduate, graduate, professional, and certificate programs. Furthermore, USM's William E. Kirwan Center for Academic Innovation is researching, developing, and implementing strategies and practices to help increase students' academic success.

Research

USM faculty and staff continue to fuel research and discovery, attracting more than \$1.5 billion in external grants and contracts annually. USM research is advancing understanding and practice in many areas, including bioinformatics, cybersecurity, environmental science, food science, photonics, the social sciences, and vaccine development.

Economic and Workforce Development

USM plays a major role in the state's and the region's economic and workforce development. USM institutions address critical workforce shortage areas, especially those related to STEM (science, technology, engineering, mathematics). USM institutions awarded 11,929 STEM bachelor's degrees—nearly 80 percent of the state's STEM degrees—in FY 2020. The system also advances commercialization and technology transfer. For example, USM institutions have facilitated the launch of more than 900 companies since 2012.

Effective Use of Resources

Since the launch of its Effectiveness and Efficiency (E&E) Initiative in 2004, USM has saved more than \$675 million. In addition, USM leads the state in sustainability efforts with 77 facilities constructed and/or planned as LEED-certified "Silver" or higher. In 2015, USM launched E&E 2.0, the next generation of the system's Efficiency and Effectiveness Initiative. E&E 2.0 aims to increase USM's positive impact on the state of Maryland, enhance student success, continue innovation in teaching and learning, reengineer administrative processes, and reduce costs.

Service

Each year, USM students, staff, and faculty contribute millions of hours of service to the community through cultural programs, legal and medical clinics, partnerships with public schools and the business community, and other initiatives.

USM Overview (FY 2023)

- Undergraduate Students: 129,619
- Graduate Students: 37,174
- Faculty: 16,985
- Staff (various categories): 24,965
- Facilities: 100 sites
- Buildings: Nearly 1,000, including 20 libraries
- Operating Budget: \$5.8 billion (FY 2023)

Mission

To educate and serve the people of Maryland; advance equity, justice, and opportunity; and produce the research and scholarship that improve lives.

Vision

To be the preeminent system of public higher education, respected around the world for our leadership in developing learner-centered postsecondary education for all levels and life stages, creating knowledge that solves problems, strengthens communities, and makes meaningful change; and relentlessly pursuing equity, opportunity, and justice for all.

Values

Our core values reflect the fundamental principles that guide our work. They serve as standards for those who are daily engaged in the System's aspirations and endeavors and as affirmation of our principles for our partners.

- Knowledge
- Diversity, Equity, Inclusion
- Excellence
- Civility
- Service
- Collaboration
- Accountability
- Innovation

The USM Strategic Plan – Vision 2030

From Excellence to Preeminence

The vision of USM is to be a preeminent system of public higher education, admired around the world for its leadership in promoting and supporting education at all levels, fostering the discovery and dissemination of knowledge for the benefit of the state and nation, and instilling in all members of its community respect for learning, diversity, and service to others.

Vision 2030 serves as a blueprint for the USM's future and details how the USM will continue to achieve its vision. In 2021, USM initiated an expansive and inclusive planning process to reimagine our instruction, our scholarship, and our discovery, building upon the progress of the prior ten-year plan while addressing emerging challenges and opportunities over the next ten years.

USM Governance and Leadership

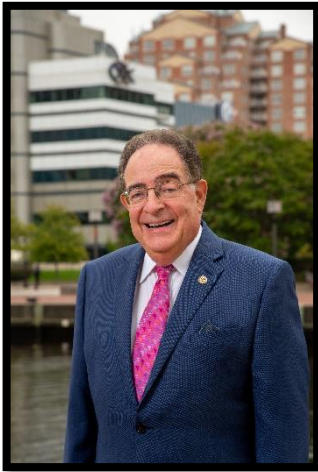
Board of Regents

A 21-member Board of Regents, including two students, governs the University System of Maryland. Appointed by the governor, president of the senate, and the speaker of the house, the regents oversee the system's academic, administrative, and financial operations; formulate policy; and appoint the USM chancellor and the presidents of the system's 12 institutions. With the exception of the student members, each regent is appointed for a term of five years and may not serve more than two consecutive terms. Student regents are appointed for a two-year term and may be reappointed. Regents serve on the board without compensation.

Maryland Higher Education Commission

The University System of Maryland is also accountable to the Maryland Higher Education Commission (MHEC), which is the state's higher education coordinating board responsible for establishing statewide policies for Maryland public and private colleges and universities and for-profit career schools. MHEC is responsible for the development of the Maryland State Postsecondary Education Plan and also administers state financial aid programs that affect students on a statewide basis.

Jay A. Perman, MD, Chancellor



Jay A. Perman, MD, became the fifth Chancellor of the University System of Maryland (USM) in January 2020. As chancellor, Dr. Perman is committed to advancing higher education affordability for all students and ensuring that every person in Maryland who wants a college education can access it. Over the last several years, the USM has grown the share of underrepresented minority students enrolled in system institutions, improved students' retention and completion rates, and boosted the amount of institutional aid awarded to students in need.

Dr. Perman is building on the USM's reputation for innovation, particularly in teaching and learning, community engagement, and research. The system's R&D enterprise has grown to eclipse \$1.5 billion in extramural funding, and key technology commercialization metrics-invention disclosures, licenses, and startups have climbed significantly.

Dr. Perman leverages the system's size and reach to support the state's top priorities in education, innovation, workforce, and economic development, and has deepened interinstitutional collaboration to create new academic opportunities for students, advance interdisciplinary research, and solve the biggest, most intractable problems challenging Maryland and the nation.

Prior to his appointment as chancellor, Dr. Perman was president of the University of Maryland, Baltimore (UMB) for nearly a decade. A pediatric gastroenterologist, he still practices medicine once a week, teaching team-based health care to students in UMB's six professional schools.

As UMB president, Dr. Perman strengthened that institution's ties to the city of Baltimore, growing innovation-based economic development and spearheading programs to improve the health and well-being of UMB's closest neighbors. In 2014, he established the Office of Community Engagement to coordinate UMB's many outreach projects with special emphasis on West Baltimore and to leverage resources so that the university can respond quickly and effectively to community needs. He led the acquisition and renovation of a new Community Engagement Center to serve as the cornerstone of UMB's outreach efforts. Dr. Perman also launched the UMB CURE Scholars program, which provides intensive mentoring for West Baltimore students interested in the STEM fields.

Dr. Perman's UMB presidency was marked by excellence in education and research. Each of UMB's professional schools-medicine, law, dentistry, pharmacy, nursing, and social work has been singled out for recognition in national and international publications, most notably U.S. News & World Report's Best Global Universities and the Times Higher Education World University Rankings. During Dr. Perman's tenure, UMB's extramural funding broke records; in FY 2018 and FY 2019, UMB attracted nearly \$700 million in grants and contracts.

Dr. Perman received his Doctor of Medicine degree with Distinction in 1972 from Northwestern University. After his residency in pediatrics at Northwestern University Children's Memorial Hospital, he completed a fellowship in pediatric gastroenterology at Harvard Medical School and at the Children's Hospital Medical Center in Boston.

From 1977 to 1984, Dr. Perman was an assistant professor and associate professor of pediatrics at the University of California, San Francisco. He first came to Baltimore to work at the Johns Hopkins University School of Medicine, serving as a professor of pediatrics and head of several divisions between 1984 and 1996. Dr. Perman was then named the Jessie Ball duPont Professor and Chair in the Department of Pediatrics at Virginia Commonwealth University's Medical College of Virginia, where he served until 1999. From 1999 to 2004, he chaired the Department of Pediatrics at UMB's School of Medicine before leaving to

become dean and vice president for clinical affairs at the University of Kentucky College of Medicine. In 2010, he returned to UMB as president.

Dr. Perman's career includes service on many U.S. higher education boards, including the National Association of System Heads, the Association of American Colleges and Universities, the Association of Public Land-Grant Universities, and the Southern Regional Education Board. He is a member of the Association of Governing Boards' Council of Presidents and is active on issues involving specialized and regional accreditation, serving as chair of several Middle States review teams.

Locally and regionally, Dr. Perman chairs the Maryland Life Sciences Advisory Board and serves on the boards of the University of Maryland Medical System, the Greater Baltimore Committee, the Economic Alliance of Greater Baltimore, the Maryland Business Roundtable for Education, Baltimore's Promise, and the Children's Hospital of Philadelphia. He is the past chair of the Downtown Partnership of Baltimore.

Dr. Perman is a past president of the North American Society for Pediatric Gastroenterology, Hepatology, and Nutrition, a former section chair of the American Gastroenterological Association, and a former executive committee member of the American Academy of Pediatrics. He has served on the board of the Association of American Medical Colleges Council of Deans.

In 2020 and 2021, Dr. Perman was named to The Baltimore Sun's Business and Civic Hall of Fame, the Baltimore Business Journal's Power 10, and The Maryland Daily Record's Power 100, as well as that paper's list of Influential Marylanders.

Ellen Herbst, Senior Vice Chancellor for Administration and Finance



Ellen Herbst was appointed as the University System of Maryland's Senior Vice Chancellor for Administration and Finance in November 2017. Prior to that, she served as chief financial officer and assistant secretary for administration at the United States Department of Commerce.

As Senior Vice Chancellor for Administration and Finance, Herbst manages the System's financial and administrative performance. She serves as a senior leader for the USM Office and across the System, works directly with the USM's 12 institutions and two regional centers; and represents the USM as it partners with Maryland's public officials to provide high quality, accessible, and affordable educational opportunities, support research and scholarship, and foster programs that serve citizens of Maryland and the nation.

In particular, Herbst oversees the USM's strategic planning, performance and accountability, enrollment management, operating budget, finance and comptroller, debt management and financial reporting, endowment

administration and oversight, capital planning and development, information technology, institutional research and information management, financial and administrative policy development, real property and procurement, and human resources.

Prior to joining the Federal Government, she served as an executive at Spectra Systems Corporation, Virtual Compliance, Inc, Giesecke & Devrient America, Inc. and the DuPont Company.

She earned her MBA from the Wharton School of Business at the University of Pennsylvania and a Bachelor of Science in Economics and Accounting from the University of Delaware, Newark.

USM System Office

The USM office is headquartered in Baltimore, with employees located in Adelphi, Annapolis, Baltimore County, and Columbia, and serves as staff to the Chancellor and the Board of Regents. Under the leadership of the Chancellor, system office staff members advocate on behalf of the 12 USM institutions and three regional higher education centers, facilitate collaboration and efficiencies among the institutions, and provide information about the system to the public. The system office coordinates academic programs, assists with long-range planning and resource management, facilitates private fundraising, and provides financial stewardship.

Also at the Adelphi location are the offices of the University System of Maryland Foundation. A not-for-profit corporation separate from the USM, the foundation oversees investments of an endowment and other assets totaling \$2.1 billion.

The USM office distinguishes itself as one of the leanest such operations in the country. Of the entire USM budget, well below 1% goes to administrative costs at the USM office, among the most efficient System offices in higher education.

Under the direction of the Chancellor, the USM staff is expected to develop and implement strategic plans and directions for the quality growth of the System and its component institutions, including plans that foster collaboration with other universities and partnerships with companies for the advancement of public higher education and research activities in Maryland.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University System of Maryland in this search, which will remain open until an appointment is made.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Sarah Palmer, and Luis Bertot at:

USM_CHRO@wittkieffer.com

The USM is an equal opportunity employer as to race, color, religion, age, sex, sexual orientation, gender identity, national origin, marital status, pregnancy, veteran status, disability and other legally protected characteristics. Applicants may be asked to present documentation required by the 1986 Immigration Act, including identity, U.S. citizenship or alien status, and U.S. work authorization.