THE SEARCH

The University of Texas at Austin (UT Austin), the flagship university of the state of Texas, seeks an experienced, effective, and strategic leader for the position of Associate Vice President for Human Resources (AVP HR). The next AVP HR will work collaboratively across campus to partner with and serve as a trusted resource to senior leaders and the entire campus community on all matters related to human resources. Success in this role requires an effective communicator and thought partner with demonstrated experience within a similarly complex environment.

It is an exciting time to join UT Austin. Under the leadership of President Fenves, UT Austin has prioritized student success and strengthened the impact of longstanding research efforts while investing in groundbreaking new programs and facilities, including the Dell Medical School, which is central to the University’s efforts to transform health education and health care delivery. In addition, diversity and inclusion are cornerstones of Fenves’ vision for higher education. UT Austin continues to recruit a diverse student body, ensuring all students have the educational benefits of a diverse learning environment, and serves the diverse community within the greater Austin region.

Reporting to the Senior Vice President and Chief Financial Officer, Darrell Bazzell, the AVP HR will work to enhance professional development and training opportunities, examine the compensation and classification structure, improve benefits communication and develop best in class recruitment and retention while focusing on issues of diversity, equity and inclusion. In collaboration with senior leadership, the AVP HR will provide strategic direction for the Office of Human Resources in support of UT’s mission and long-term strategic goals, as well as operational planning and support for human resources campus wide.

UT Austin has retained Isaacson, Miller, a national executive search firm, to assist in this critical recruitment. All inquiries, nominations, referrals, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

UNIVERSITY OF TEXAS AT AUSTIN

The University of Texas at Austin (UT Austin) is one of the largest public universities in the United States and is the flagship of the University of Texas System. The University is a driver of
economic and social progress, serving its citizens as a leading center of knowledge and creativity. With origins that trace back to the 1827 Mexican government constitution for the state, the University has grown to a 431-acre main campus, enrolling over 51,000 students studying in over 150 bachelor degree programs and over 230 graduate programs across 18 colleges and schools, with a faculty of 3,100 supported by 21,000 professional staff. UT Austin is widely known and respected for its academic stature and impact, ranking 15th among National public universities by the 2019 *U.S. News and World Report*. With programs in business, education, engineering, and law among the top 20 in the nation, UT Austin’s academic strengths span virtually all major disciplines. Faculty members are preeminent in virtually all fields of research and scholarship with sponsored projects awarded totaling nearly $600 million a year.

UT Austin is made up of 18 schools and colleges, including the new Dell Medical School. The University is highly ranked nationally and internationally, with more than 40 graduate programs ranked among the top 10 in the nation and four programs ranked No. 1, according to *U.S. News & World Report*’s 2018 edition of “Best Graduate Schools,” including such disciplines as education, business, communication, engineering, Earth sciences, humanities, information, law, natural sciences, pharmacy, social work, and the social sciences. Internationally, the London-based Times Higher Education lists the university 36th in its World Reputation Rankings; the UAE-based Center for World University Rankings lists the university 31st; and *U.S. News & World Report* lists the university 32nd in its Best Global Universities Rankings. The College of Education is currently ranked 11th in the *US by U.S. News & World Report* and 6th globally by faculty research productivity by the Center for World University Rankings.

The institution is in the midst of a period of dramatic expansion and development. Over the past five years, the University has added numerous new buildings to the main campus, including: the new Liberal Arts Building; the Gates Computer Science Complex and Dell Computer Science Hall; the Belo Center for New Media; the Health Learning Building; the Health Discovery Building; and the Health Transformation Building. The latter three buildings are part of the new Dell Medical School, the first medical school in nearly 50 years to be built from the ground up at a top tier Association of American Universities research university, which was launched and admitted its first class in 2016. The University finished its eight-year, $3 billion-dollar capital campaign, the Campaign for Texas, successfully in 2016.

**University Leadership**

*President Fenves*

Dr. Greg Fenves began his appointment as President of The University of Texas at Austin on June 3, 2015. As President, Dr. Fenves has laid out an ambitious agenda focused on three areas: educating leaders through next generation learning; accelerating and enhancing research productivity; and transforming healthcare. Previously, he served as the University's Executive Vice President and Provost. Fenves's accomplishments included defining strategic academic goals and priorities to advance excellence, streamlining operations for more cost effectiveness, focusing on continuuing UT Austin’s leadership in transforming undergraduate education, and the launch of the Dell Medical School. Prior to his role as Executive Vice President and Provost, Fenves was the Dean of the Cockrell School of Engineering at UT Austin.
Darrell Bazzell, Senior Vice President and Chief Financial Officer

Darrell Bazzell serves as the Senior Vice President and Chief Financial Officer (CFO) at UT Austin. In this role, he is the financial steward of the university’s resources and as the chief executive for the Financial and Administrative Services (FAS) portfolio – which is comprised of the infrastructure and operations units with more than 2,300 employees dedicated to providing exemplary and responsive support services to the campus community.

As CFO, he has championed long-term budgetary strategies in support of the university’s research and educational missions and efforts to modernize business systems. Under Bazzell’s leadership, key campus services prioritize partnerships with academic affairs, student affairs, and research to bring a high level of support to the university’s students, faculty, and staff.

Responsible for the largest portfolio of campus services, Bazzell has begun initiatives focused on improving business processes to better serve faculty, staff, and students while gaining much needed efficiencies. Departments responsible for campus safety, information security, finances, human resources, information technology, facilities, and other business transactions and services, are committed to providing reliable and seamless support to their university customers while exploring ways to improve current business practices.

Bazzell came to UT Austin in 2016 from the University of Wisconsin-Madison where he served as the vice chancellor for finance and administration for 13 years. He was responsible for the university’s financial, administrative and auxiliary functions and helped steward Wisconsin’s flagship public university through several state budget-writing processes and efforts to promote high-quality campus services, including the development and implementation of modernized financial models, business practices, and enterprise IT tools.

Prior to his role at UW-Madison, he devoted 18 years of service to the State of Wisconsin working in various leadership, budget and analyst roles, including an appointment as the Secretary of the Department of Natural Resources.

Austin, Texas

Located in the picturesque Hill Country of Central Texas, Austin is the state capital and the 4th-largest city in Texas, which is among the top-five most diverse states in the nation. The Austin Independent School District (AISD) is the largest school district in Central Texas, serving more than 83,000 students at 130 schools. As the 11th-largest city in the United States, Austin is widely regarded as a progressive, friendly, innovative, and growing city and is consistently rated a national creative center that attracts talented people from across the world. Often referred to as the Live Music Capital of the World, Austin hosts major annual events such as the Austin City Limits Music Festival and South by Southwest (SXSW), which includes film, music, and interactive festivals.

Austin serves as the corporate headquarters for Fortune 500 companies such as Dell and Whole Foods, plus successful tech start-ups such as Aspyr, Hoover’s, and RetailMeNot. Austin also hosts research and development offices for major technology-oriented companies such as Amazon, AMD, Apple, Cisco, eBay, Facebook, Freescale, Google, IBM, Intel, Oracle, Samsung, and Texas Instruments, who have established major operations in Austin to draw from the highly skilled talent the University produces. Savills World Research ranks Austin #1 in the Savills Tech Cities Index. U.S. News and World Report rated Austin #1 in its “Best Places to

**ROLE OF THE ASSOCIATE VICE PRESIDENT FOR HUMAN RESOURCES**

Reporting to Darrell Bazzell, Senior Vice President and Chief Financial Officer, the AVPHR is the University’s Chief Human Resource Officer and is responsible for comprehensive and strategic leadership of all aspects of the human resources function for the campus. The AVP for Human Resources oversees seven direct reports, including four directors in the areas of HR Administrative Operations, HR Service Center & Records, Organization Effectiveness, Total Rewards, Strategic Workforce Solutions, and the Office of Conflict Management and Dispute Resolution. The AVPHR leads a team of 54 individuals and will provide supervision and mentorship designed to develop the team to encourage its operation at the highest levels of performance, efficiency and integrity. Through leading an effective team of talented individuals in the Office of Human Resources, the AVPHR will continue to provide a University environment that attracts, supports, and retains a qualified and diverse workforce. The AVPHR also serves as an advisor and liaison on HR matters with members of the HR Consortium across the University.

Within the Office of Human Resources, there are opportunities to streamline processes through the continued assessment and refinement of roles and procedures, improved utilization of technology through the new implementation of Workday, and an articulation of the Office’s contribution to the University’s overall mission. The AVPHR will be a credible and influential leader, mentor, and developer of strong cross-functional teams and will demonstrate a commitment to sustaining a diverse and inclusive environment. This individual will: promote innovative and creative problem solving; possess active listening and strong communication skills; embody trust, confidence, and respect; and lead others by influence and example.

For more information regarding the structure of the Human Resources Office, visit: [https://hr.utexas.edu/sites/hr.utexas.edu/files/Org_Chart_HR.pdf](https://hr.utexas.edu/sites/hr.utexas.edu/files/Org_Chart_HR.pdf).

**OPPORTUNITIES AND CHALLENGES**

The AVPHR will proactively address the following opportunities and goals:

*Assessing and strengthening the central HR office*

Early in this person’s tenure, the AVPHR will tend carefully to strengthening HR fundamentals, energizing HR staff, and building a network of close and constructive relationships throughout the University, particularly among campus leaders. This person will be expected to articulate and execute a long-term program of HR improvements that will allow Human Resources to realize its potential as strategic and trusted campus partner. The new AVPHR will continue to develop a highly competent and nimble Human Resources team, characterized by a deep customer-service orientation, strong morale, and the highest standards of ethics and integrity. This will require ongoing assessment of the organizational structure and business processes for all human resource functions and systems and the ongoing professional development of the staff within the office.
Collaboration and creating partnerships with the HR representatives across the academic and business units

The next AVP-HR will develop collaborative partnerships at all levels of UT Austin and become a leader of and for Human Resources, improving its ability to function as an effective, efficient, and trusted resource and advisor. It will be important to foster strong relationships with the members of the cross-campus HR Consortium in order to exchange ideas that promote customer service, education, and ease of access for all faculty, staff and employees of the University.

Enhance and improve delivery of HR services to UT campus

Working collaboratively with HR staff, the next AVP-HR will: enhance professional development and training opportunities; examine the compensation and classification structure; improve benefits communication; and foster best-in-class recruitment and retention while focusing on issues of diversity, equity and inclusion. Employees are eager for the establishment of a professional development strategy that includes skills training, as well as career and leadership development offerings.

Improved utilization of technology to inform decision-making and create more efficient HR processes

The AVP-HR must promote the effective utilization of the newly implemented Workday Human Capital Management and Payroll platform to deliver data and provide high quality customer service to a wide range of constituencies at UT. Realizing the full potential of Workday may help free up staff time to work toward the transition of HR from a transaction-processing operation to a more strategic position at the university. In addition, it will be important to improve the usability of the HR Service Center to allow employees to access information easily.

THE SUCCESSFUL CANDIDATE

The AVP-HR must be a strategic leader who will partner with others to advance the mission of the University and its people. The AVP-HR will understand the role and importance of the public university in society and should be committed to seeking ways to enhance the HR function in support of this.

While no one candidate possesses them all, the successful candidate will bring many of the following professional and personal qualities to this important role:

- Demonstrated success in working collaboratively, transparently, effectively, and enthusiastically within a complex higher education environment of similar size and scale;
- Unparalleled personal integrity, credibility and ethics;
- Strong listening and communication skills; a presence that earns trust, confidence and respect; and the ability to lead by influence and example;
- Commitment to and demonstrated record of building a diverse and inclusive workplace;
- A record of attracting, mentoring, and retaining high-quality talent and building vibrant, empowered teams from ambitious individual contributors;
- Demonstrated ability to use data and statistics to solve real-world HR problems;
- Experience with and demonstrated success in developing a strategic HR vision;
- Strong knowledge of human resource functions and technology, including extensive experience in organizational behavior, employee relations, employment law, compensation, benefits, talent management and development;
- Experience leading campus-wide and expansive training and leadership development initiatives as well as success building out a “best in class” talent management and development process;
- Experience working with enterprise-wide administrative systems and in analyzing business processes; and
- A bachelor’s degree is required, and a master’s or other advanced degree is preferred. Also required is a minimum of 10 years of progressively responsible human resources management and leadership experience, with significant time spent at the senior management or executive level, preferably in an academic setting at a similarly complex institution.

TO APPLY

UT Austin has retained Isaacson, Miller to assist in this search. Please direct all inquiries, nominations, referrals, and applications in strict confidence to:

Rebecca Kennedy, Partner
Emily McCarthy, Senior Associate
Isaacson, Miller
263 Summer Street, 7th Floor
Boston, MA 02210
www.imsearch.com/6914
Phone: (617) 262-6500

Electronic submission of application materials is strongly preferred.

The University of Texas at Austin is committed to providing an inclusive educational environment in which all students, faculty, and staff can learn, research, create, work, and thrive free from all forms of harassment, discrimination, and misconduct. As an equal opportunity/affirmative action employer, UT Austin complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, or veteran status in employment, educational programs and activities, and admissions.