

CONNECTICUT COLLEGE



Vice President
for Human Resources



Leadership Profile

SEPTEMBER 2021



| The Opportunity

CONNECTICUT COLLEGE is a highly selective liberal arts college with a mission of educating students “to put the **liberal arts into action** as citizens of a global society.” Since the College’s founding in 1911, students have been encouraged to combine rigorous academics with real-world experiences not just to make a living but to make a difference.

During the past five years, a time of historic challenge for the nation and the world, Connecticut College has been making history of its own. The story begins in 2015, when the Connecticut College faculty adopted a bold new curriculum, **Connections**, that puts the ideal of full participation at the very core of student learning and success. One year later, the Board of Trustees ratified a 10-year strategic plan, **Building on Strength**, that translates this educational mandate into an institutional priority, motivated by the vision of an environment where all people have the conditions to thrive, reach their potential, and contribute to the flourishing of others for the greater good.

The same vision of full participation became the impetus for the 2019 **Equity and Inclusion Action Plan**. As President Katherine Bergeron writes, the College understands that “to develop true citizens of a global society means preparing this generation for the difficult challenges of the next. It means recognizing the inequities and exclusions that define the world we inhabit now, and then developing the tools to build a better one for the future: by learning to speak respectfully and act honorably through our differences.” This important work has been underway at Connecticut College for several years now, with the momentum only increasing through the coronavirus pandemic and worldwide calls for racial justice in 2020 and 2021. Progress has been enabled by Conn’s strong culture of **shared governance** that engages staff, faculty, students and administration in institutional decision-making.

The College’s 2018 decennial review by the New England Commission on Higher Education noted that “students, staff and faculty at Connecticut College take a great deal of pride in their community. . . . love their campus and believe their climate is strong, with students at the heart of everything they do.” This is an unusually rich setting in which to realize the goals of an equitable community. The College now seeks an experienced HR professional with deep knowledge of human resources to further advance the vision.

| The Role

REPORTING TO THE PRESIDENT, the vice president of human resources (VPHR) is the chief human resources officer, serving as a member of the President's cabinet and working collaboratively with a talented staff and a wide range of colleagues to promote the College's **Principles of Community**. The VPHR is responsible for fostering an atmosphere where all people feel empowered to share ideas, voice concerns, and employ equitable procedures for resolving conflicts. The VPHR shares the College's broad vision of full participation and works collaboratively with senior colleagues to communicate its value and importance.

A trusted advisor to campus leaders, the VPHR works collaboratively to implement initiatives that advance the College's mission and goals. The vice president is an excellent communicator with the ability to leverage strong relationships across the Connecticut College community.

The vice president's responsibilities include:

- Developing and implementing an overall human resource strategy that supports both the College's mission and its long-term financial sustainability. This means: establishing short- and long-range organizational objectives, policies, and procedures; overseeing practices for evaluating effectiveness of operations; recommending changes to ensure improvement in all supervised areas; and promoting a culture of inclusivity across the institution.
- Providing innovative leadership, problem solving, and guidance in all the areas that define human resource and talent development: organizational design; recruitment and hiring; employee relations; performance management; benefits administration; records and information systems; compensation and classification; and training and professional development.
- Managing competitive compensation, benefits, and staff development opportunities in order to recruit and retain diverse talent and to ensure the most positive employee experience.





- Serving as a mentor and strategic advisor to the President, senior administration, and staff leaders to ensure clear communication of goals and alignment of policies and practices.
- Building collaborative relationships with major constituencies including faculty, staff, academic and non-academic administrators, managers and supervisors, as well as legal advisors and other professional employee organizations.
- Fostering working relationships with human resources leaders in higher education, as well as professionals in state and federal relative regulatory agencies.

- Researching and analyzing employment trends in higher education and other industries to develop the best possible employment practices for the College.
- Demonstrating facility with relevant human resources technology, administrative systems, and databases to support operational needs.
- Mentoring and supervising a high-functioning HR team to execute the highest quality customer service and to reflect the inclusive values that animate the institution.
- Promoting a culture of accountability, compliance, and continuous improvement across all departments and divisions at the College.



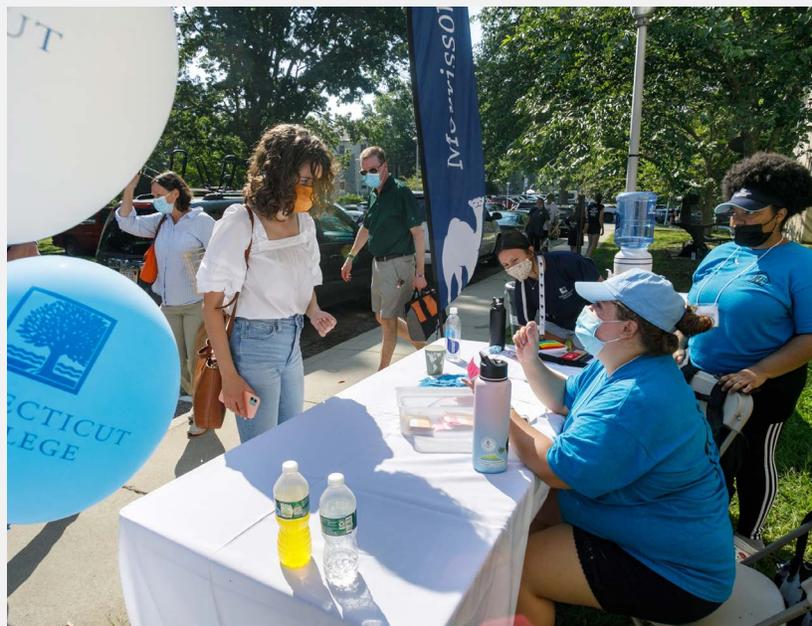
| Desired Qualifications and Attributes

THE IDEAL CANDIDATE for this position will be a professional with deep knowledge of the field of human resources; a commitment to equity, inclusion and full participation; proven experience in leading effective teams and programs; and demonstrated commitment to policies and practices ensuring the just and equitable treatment of all people.

Candidates must hold a master's degree in a field related to human resources, organizational development, business administration, or management. They will have at least 10 years of progressive human resources experience, preferably in higher education; success in working with diverse constituents on complex issues; a high level of cultural awareness; as well as sensitivity, humility, and discretion. Understanding of the unique culture of liberal arts colleges as well as knowledge of all relevant federal, state and local employment and benefits laws is a necessity.

In addition, the new vice president will be:

- **a strong collaborator**, who builds positive partnerships across the organization with a diverse population of administrators, staff, and faculty
- **a superb communicator**, skilled in both speaking and writing
- **a caring and compassionate listener**, open to different points of view, approachable and patient when dealing with conflict, and capable of responding effectively and dynamically to concerns
- **a strategic thinker**, with the ability to plan and carry out long-range collaborative agendas
- **a team builder**, with the capacity to manage and mentor a diverse staff by communicating goals and expectations, evaluating work, creating professional development opportunities, engendering trust, and instilling the courage to lead
- **a connector**, who establishes healthy relationships across both internal and external constituencies



- **a willing partner**, ready to share broad and deep knowledge of institutional policies, services, benefits options and legal considerations
- **a thoughtful planner**, experienced in collecting, assembling, analyzing and effectively communicating information to support planning and decision making that propels positive change
- **a savvy manager**, skilled in budgeting, negotiating contracts, and managing programs of significant financial value for the College
- **a visionary and positive leader**, ready to join a campus of doers who are committed to making Conn an even better place to work
- **a consummate professional** that sets the standard for character, competence and service, by demonstrating sensitivity, confidentiality, and good judgment in all personnel and institutional matters



President Katherine Bergeron

KATHERINE BERGERON became the 11th president of Connecticut College in January 2014. Over the past 7 years, her work has focused on building the College's reputation by building its academic, residential, community, and financial strength. Starting in 2014, Bergeron vigorously supported the faculty's development of Connections, a bold new venture in interdisciplinary education, designed to prepare students for leadership in an interconnected world. During this same period, Connecticut College received some of the largest single gifts in its history to enhance financial aid, career education, academic support, athletics, and the arts. Capital projects completed during her tenure include the renovation of the Charles E. Shain Library, and the creation of both the Walter Commons for Global Study and Engagement and the Hale Center for Career Development. The newest project, now underway, is the revitalization of the College's historic art deco theater, Palmer Auditorium, into the Nancy Athey '72 and Preston Athey Center for Performance and Research, slated to open in August 2021.



A Phi Beta Kappa graduate of Wesleyan University, Bergeron earned master's and doctoral degrees in music history from Cornell University, and wrote two prize-winning books on French music and culture. Before coming to Connecticut College, she was dean of the college and professor of music at Brown University. She currently serves as Chair of the Board of the Council of Independent Colleges; on the Board of the American Academic Leadership Institute; on the Board of the Association of American Colleges and Universities; and on the Board of Directors of the Eastern Connecticut Symphony Orchestra. She hosts a podcast, **Think. Do. Lead.**, about creativity and innovation, and has co-taught, with her husband, media artist Butch Rovin, a course on songwriting that has yielded **two albums of original songs** by Connecticut College students. She and her husband also wrote and produced an updated version of the Connecticut College alma mater, **"Alma Mater by the Sea,"** and performed it together with a talented staff colleague and a group of student musicians for the Class of 2020 virtual Commencement.







President Bergeron leads celebrations of Founders Day



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| Connecticut College

FOUNDED IN 1911, Connecticut College is a highly selective four-year residential college with a history of excellence in the liberal arts and sciences. The College's unique mission of "educating students to put the liberal arts into action" has encouraged students, from the very beginning, to combine rigorous academics with real-world experience not just to make a living but to make a difference.

The College's bold new curriculum, Connections, realizes that mission for the 21st century. Connections is a holistic approach to the liberal arts that unleashes curiosity and promotes complex thinking and problem-solving to prepare students for next-generation success. Students maximize the impact of their academic major by combining it with interdisciplinary study, world languages, off-campus learning, guaranteed internships and other professional development in a personally meaningful pathway leading beyond college. 93% of the most recent incoming class said that the comprehensive, integrative vision of Connections was the reason they chose to enroll at Conn.

Students at Connecticut College have the opportunity to enhance their pathways with unique certificate programs in museum studies and in distinguished centers for interdisciplinary scholarship: the Holleran Center for Community Action and Public Policy; the Goodwin-Niering Center for the Environment; the Ammerman Center for Arts and Technology; the Toor Cummings Center for International Studies and the Liberal Arts; and the Center for the Critical Study of Race and Ethnicity. The College supports the most highly endowed Academic Resource Center in the country, enabling excellence for every student. The new Walter Commons for Global Study and Engagement allows all students to integrate meaningful international experiences into their pathways. And the newly renovated Hale Center for Career Development enhances the academic programs of every student with its own four-year curriculum, offering the opportunity to integrate College-funded internships and research experiences into pathways in preparation for life beyond college.

The College supports 176 full-time faculty in 60 academic departments and programs. Excellence in research is evident through the many grants and awards garnered annually by faculty for their scholarship through disciplinary societies and through local, national, and federal foundations, including the National Endowment for the Humanities, the National Science Foundation, the National Institutes of Health, the Social Science Research Council, the Ford Foundation, the Andrew W. Mellon Foundation, the Sloane Foundation and many others. The intimate 9:1 student-to-faculty ratio means students benefit directly from this research, working closely with faculty on research programs and frequently serving as co-authors in faculty publications.

years include the renovation of the Charles E. Shain Library; the creation of both the Walter Commons for Global Study and Engagement and the Hale Center for Career Development; and the revitalization of the College's historic art deco theater, Palmer Auditorium, into the Nancy Athey '72 and Preston Athey Center for Performance and Research. Major renewals of the campus center, the athletics complex and the College waterfront, and the creation a center for justice, are also planned. A capital campaign has raised over \$185 million in the first four years, including the largest gift in College history, to support the plan's goals.

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The community as a whole is bound by a fiercely held value of shared governance, by high academic standards, by a student-run honor code, and by a commitment to sustainability, environmental stewardship, and full participation. The campus is known for its eclectic and creative mix of artists, scientists, researchers, athletes and activists. The College's scholar-athletes compete in NCAA Division III sports through the elite New England Small College Athletic Conference.

The student body is drawn from 45 states and over 70 countries and supported by generous financial aid, with 29% domestic and international students of color in 2020, an increase of about 30% since 2015. The College's faculty includes 26% U.S. and international faculty of color, with 16 tenure-track faculty of color hired between 2016 and 2020. Staff at Connecticut College reflect a similar overall proportionality, with 25% Black and Indigenous People of Color.

Connecticut College's strategic plan, Building on Strength, seeks to advance the academic program, enrich residential learning, and elevate the experience of all by making the community more equitable and the College more sustainable. Capital projects completed in the last five

Excellent outcomes have been a hallmark of the College from its origins. Princeton Review has repeatedly ranked College's career program among the top twenty in North America. Nearly 100 per cent of students are well situated in life less than a year after graduating, with over half going on to complete advanced degrees. In the last four years alone, seven Connecticut College alumni have been named to Forbes "30 under 30" list, recognizing the world's brightest young entrepreneurs, leaders, and stars. The College is consistently ranked a top producer of Fulbrights and in 2021 it graduated the first Marshall Scholar in our history.

This success is inspired by an exceptional faculty, who win an outsized share of competitive external grants and fellowships every year, from NEH, NIH, Andrew W. Mellon Foundation, Fulbright, Social Science Research Council, Ford Foundation, and more. Excellent teaching is also point of pride. The Joy Schechtman Mankoff Center for Teaching and Learning has been held up by the New York Times as a national model for teaching excellence, and, in the last two decades, at least four Connecticut College faculty have been honored with "Professor of the Year" awards from the Council for the Advancement in Higher Education. For more information about the College, visit www.conncoll.edu.

New London, Connecticut

LOCATED ON THE NORTHEAST CORRIDOR

equidistant between Boston and New York, New London is a historic port city with a rich Native American and maritime tradition owing to its location on the Thames River and Long Island Sound. Before the arrival of European settlers, it was known as Nameaug, the home the Mashantucket Pequot, the Eastern Pequot, Mohegan, and other indigenous tribal nations. In the 19th century, the city was a major trade and whaling center and the boyhood home of the great American playwright Eugene O'Neill. In the 20th century, it became the home of Connecticut College, the U.S. Coast Guard Academy, and Mitchell College.



TODAY THE CITY OF 25,000 residents has a progressive culture and a lively arts community. The Providence Journal once described it as a “seaside haven with a funky, hipster vibe.” It neighbors many beautiful towns along the Connecticut shoreline—from Niantic to Groton to Mystic to Stonington—offering access to beaches, farms, and other outdoor activities. Since the founding of Connecticut College, the city of New London and the college have enjoyed a mutually beneficial partnership that continues to this day.

| Application Process

INQUIRIES, NOMINATIONS AND APPLICATIONS are invited from all qualified parties. Review of candidates will begin immediately and continue until the position is filled. Applicants should provide a statement of interest, reflecting how their qualifications and experience match those described in this leadership profile, and including names and contact information for five references. References will be contacted only following candidate approval. Send materials to the search committee's consultant, at CONNCOLL@carringtonandcarrington.com. Position will remain open until filled.

As a selective residential liberal arts college, Connecticut College is committed to creating a vibrant community enriched by diverse perspectives, talents, and experiences. We encourage applications from candidates who share this commitment and will contribute to the diversity of our college community, especially members of historically under-represented groups. AA/EOE.





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