Chief Human Resources Officer

Leadership Profile
Winter 2022
Executive Summary

Princeton Theological Seminary (PTS) seeks a dynamic and accomplished CHRO to create, lead and deploy human resources policies and practices that accelerate the achievement of the Seminary’s strategic plan, desired culture and mission to prepare individuals to serve Jesus Christ in the world. This is an outstanding opportunity for an inclusive, energetic and highly driven executive to turn talent management into a sustainable instrument of organizational transformation that advances strategy and culture.

Established as the Theological Seminary at Princeton by the General Assembly of the Presbyterian Church in 1812, PTS served as the Presbyterian Church’s first graduate school for clergy, and only the second such school in the United States. Though affiliated from the beginning with the Presbyterian Church and the wider Reformed tradition, PTS is also an ecumenical, interdenominational, and worldwide constituency. The Seminary prepares women and men to serve Jesus Christ in ministries marked by faith, integrity, scholarship, competence, compassion and joy, equipping them for leadership worldwide in congregations and the larger church, in classrooms and the academy, and the public arena.

With a beautiful campus in the heart of Princeton, New Jersey, near Princeton University, PTS is conveniently located one hour from both New York City and Philadelphia. The campus includes buildings that date from the early nineteenth century; several have won historic preservation awards. The Seminary has a student to faculty ratio of 8:1 and employs 42 full-time faculty members, most of which are ordained ministers in their denominations. Most PTS graduates advance to ministry in local congregations while others pursue teaching, counseling, mission work, chaplaincy, social justice ministry, or careers in administration. The Seminary's global community of graduates includes more than 11,000 alumni serving Christ worldwide.

Reporting to the President, and serving as a member of a collaborative executive council, the CHRO will oversee and direct the human resources function and will help form leaders; create an environment guided by diversity, equity and inclusion; develop a learning culture through skill-building, tool development and career path definitions – all through clear and transparent communication. The CHRO is responsible for developing and executing a human resource strategy in support of the overall strategic direction of the Seminary, specifically through effective talent management, change management, performance management, onboarding and succession planning, training and development, benefits, compensation and human resources information systems and employee relations. As the chief people strategist, the CHRO drives the implementation of policies, practices and key initiatives to further the Seminary’s goal of creating and embodying a community of belonging.

This is an exciting time to join the Seminary with a new strategic plan to create and embody a thriving, inclusive Christian community that listens to, respects, builds up and transforms its individual members. The CHRO will be responsible for leading a dedicated human resources team that supports an employee base of about 250 including approximately 42 faculty and 200 staff. In collaboration with the Director of Student Life, the leader will also serve as a co-coordinator for Title IX and Title VI and collectively manage the Seminary’s non-discrimination and anti-harassment policies and related activities. The CHRO will be accessible, connected and engaged with all faculty and staff, yet focused on contemporary human resource delivery. In addition, the CHRO will foster a culture of collaboration to ensure that all staff
members are accountable for the successful outcomes of their respective areas and that of the entire organization.

The successful candidate will possess experience leading high-performing teams through organizational change within a complex organization, have a strong understanding of mission and possess exceptional communication and leadership skills. Additionally, the next CHRO will bring broad and contemporary knowledge of all areas of human resources with a demonstrated commitment to equity, diversity and inclusion. Familiarity with ministry, the Church and worshipping communities is desired. A bachelor's degree is required, as is a minimum of 10 years of progressively responsible experience in human resources. Candidates with an advanced degree and/or human resources certifications are preferred.

To submit a nomination or express a personal interest in this position, please see Procedure for Candidacy at the end of this profile.
Role of the Chief Human Resources Officer

As noted above, this is a transformative opportunity for the CHRO to elevate the human resources (HR) function and utilize a holistic approach for employees at all levels to thrive. The CHRO serves as the principal steward of the human capital and workplace effectiveness at PTS, providing institutional leadership and service to further the institution’s strategic goals. The CHRO provides vision, leadership, best-and next-practice-based strategies and management for repositioning the HR structure, policies and practices. As the chief people strategist, the CHRO drives the implementation of policies, practices and key initiatives to further the Seminary's goal of creating and embodying a community of belonging.

Reporting to the President, and serving as a member of a collaborative executive council, the CHRO will oversee and direct the HR function and will help form leaders; create an environment guided by diversity, equity and inclusion; develop a learning culture through skill-building, tool development and career path definitions – all through clear and transparent communication. The CHRO is responsible for developing and executing an HR strategy in support of the overall strategic direction of the Seminary, specifically through effective talent management, change management, performance management, onboarding and succession planning, training and development, benefits, compensation and HR information systems and employee relations. As the chief people strategist, the CHRO drives the implementation of policies, practices and key initiatives to further the Seminary's goal of creating and embodying a community of belonging.

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**Essential responsibilities of the CHRO will include:**

- Establish a robust partnership between HR and organizational leaders to forecast workforce requirements of the future in a rapidly transforming higher education environment, and advance initiatives in organizational leadership and development. The CHRO will work with leadership to maintain the Seminary’s core values and prepare the workforce to remain agile and responsive to a rapidly changing environment, while also serving as a driving force for operational efficiency and service excellence.

- Plan, organize and implement a comprehensive people engagement strategy for all levels of staff and all faculty in collaboration with the academic enterprise and PTS management and leadership.

- Identify and promote desired changes in the PTS’s culture, specifically through the redesign of human resource policies, programs and reward systems, to support continuous quality improvement and new strategic directions. The CHRO will serve as an institutional change agent, crafting a culture of excellence and agility and improving the Seminary's organizational capacity to change.
- Ensure organizational commitment to diversity, equity and inclusion is realized in all aspects of workforce planning and development, and the creation of an affirming and welcoming workplace. Promote an environment where people thrive in their authentic identities, creating a true sense of belonging.

- In collaboration with the Director of Student Life, serve as a co-coordinator for Title IX and Title VI and collectively manage the Seminary’s non-discrimination and anti-harassment policies and related activities.

- Design and implement an effective communication and feedback system, in partnership with the Office of Communications, that strengthens employee engagement and is responsive to the overall informational needs of the workforce.

- Coach, train and develop managers and supervisors in their efforts to develop themselves and their teams.

- Empower the HR team to create best practices, share ideas and hold the team accountable for creating solutions that continue to unify the system around all elements of the function. Empathy and customer service should be at the core of all HR activities.

- Optimize HR systems to align with organizational priorities. Improve the reporting and data analytics, for leaders to have insight into critical and real-time HR related metrics, e.g., hiring, engagement scores, performance scores, benefits costs, compensation equity and alignment, recruitment time to fill, recruitment costs, succession planning, workforce forecasting, etc.

- Enhance HR service delivery to generate a reputation as a trusted, reliable and proactive division; a solution and service-oriented division.

- Orchestrate streamlining pay practices as well as benefit plans and HR policies broadly; creating transparency, equity, efficiency and consistency in practices and plans.

- Develop and maintain HR departmental budget, taking care to align resources with departmental and Seminary-wide strategic priorities.

- Stay abreast of national and international current issues and future trends in HR and campus culture development.
Opportunities and Expectations for Leadership

The CHRO will have an opportunity to build a foundation for leadership and pursue initiatives that have a lasting impact on the organization. The position has both significant scope and complexity. Beyond the day-to-day leadership of the HR function, the CHRO will be asked to address the following strategic initiatives (in no particular order):

**Articulate a vision and elevate the human resources brand**

The CHRO has a leadership role in creating, implementing and operationalizing a reimagined vision and strategic plan for HR that charts a path for the future and establishes the function as a value-added resource for the organization. The plan must focus on responsibility, accountability and excellence at every level of the organization, reshaping the function as proactive, strategic, consultative and service-oriented. The leader's vision will aim to design an operation characterized by efficiency, accessibility, responsiveness and best practices to achieve optimal customer service and HR employee productivity.

As a result, the division will embody excellence at every level and reflect a strategic service orientation rather than transactional and passive. Key initiatives will include ensuring HR establishes a reputation of trust, absolute confidence, consistency and equity and serves as a safe and helpful resource to all employees. The new CHRO will drive enhancements to include both standardized and inclusive hiring practices, faculty hiring in coordination with the academic enterprise, performance management processes and coaching, timely communications, process efficiencies, meaningful onboarding for new employees, management training, workforce training, development and succession planning, among others.

**Assess and enhance human resources infrastructure**

To support effectively the needs of the Seminary, the CHRO will quickly assess the HR policies, systems and structure and evaluate relative strengths, weaknesses and opportunities for realignment to function as efficiently as possible.

The CHRO will bring strengths in organizational change to establish structural models needed to sustain future workforce needs. Priorities include assessing HR systems, establishing new capabilities and facilitating process improvements. The CHRO will bring a clear and solid understanding of how to alleviate paper-laden systems and utilize technology to improve the employee experience. The CHRO will infuse available technology to drive process improvements and create a strategic approach to engagement, performance management, service delivery and employee satisfaction while leveraging data to make informed decisions. HR must keenly and continually scan for ways to enhance current programs and practices and present and evaluate potential alternatives.

**Establish a reputation for human resources as a people-centered organization**

Princeton Theological Seminary’s leadership is committed to enabling the CHRO to develop progressive and supportive programs and policies to advance the Seminary's reputation to be a people-centered organization. As such, the leader will view culture as a business differentiator and build supporting programs to engage, develop and retain top talent within the organization. This will include development
plans for employees and innovative and forward-thinking strategies and programs to engage employees at all levels. Key to the strategy will be an emphasis on developing high-performing teams by ensuring managers are comfortable with and trained in coaching, development and performance management of team members.

The CHRO will assess where the organization is today and continue to welcome change, innovation and get employees excited about the future of Princeton Theological Seminary. This leader will celebrate the culture that values employees, recognizes their contributions, and ensures that employee engagement is high. Through these efforts, the CHRO will ensure an inclusive culture exists that emphasizes a great place to work that has an adaptive culture that values employees and creates strong teams and nurtures a sense of belonging for all employees. The CHRO will regularly assess employee engagement and proactively address any barriers that are identified and will work with senior leadership and management to align with organizational strategy and remove any silos that prevent collaboration.

**Establish personal and professional credibility**

This individual will inspire, influence and motivate others; demonstrate self-awareness and be viewed as highly collaborative and build trust through collaboration and consultation with stakeholders across the organization. The CHRO will successfully integrate into the PTS community, learn the organization, become a well-known, respected and visible leader at all levels of the organization. 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 managers and employees. Critical to their success will be establishing a reputation for actively communicating key HR messaging and strategic themes throughout the organization.

The CHRO will use this refined direction as a platform for connecting with organizational partners consistently, gaining mutual concurrence on performance standards and enhancing the credibility and brand of the HR function. Through this process, the CHRO will determine and communicate appropriate points of contact within the unit, so employees know who to ask for help. The HR division will anticipate and celebrate beneficial change and respond effectively and proactively to the evolving needs of the organization.

**Foster a community of belonging**

Developing, implementing and supporting a strategy that is holistically woven throughout the Seminary to establish a community of belonging that is trans-local, expansive and missional will be a priority for the CHRO. Having a holistic approach to shifting culture to enhance the employee experience at all levels is going to be key to moving PTS into a positive, productive and sought-after culture of belonging for employees to thrive.

Recognizing the variety of departments and units that comprise the Seminary, the CHRO is expected to develop an understanding of their respective, unique cultures and attributes and potential equity needs, to establish policies and procedures across the organization. In addition, the community desires a CHRO who will advance efforts to break down divisional silos and foster a collaborative environment, providing opportunities to work across different areas and to integrate and share experiences as one collective community.
The core of this charge is to create and sustain a rewarding and equitable workplace, a sense of belonging, and an engaged and inclusive culture with and for all campus members to achieve the Seminary's goals. The CHRO will create an environment that prioritizes transparency through frequent and authentic communication with all stakeholders. Consistent, timely communications to all employees, while mindful of the many different audiences, and effective methods of communication delivery for different groups, will be paramount.

Professional Qualifications and Personal Qualities

Central to the Seminary's desires in its next CHRO is the superior personal qualities that typify the successful executive leader, including unimpeachable integrity, outstanding judgment, a commitment to excellence, perseverance, trustworthiness, an open mind, a direct and transparent communication style, creativity, courage of convictions, a willingness to take calculated risks, tolerance for ambiguity and a sense of humor.

In addition, the ideal candidate will have the following professional qualifications and personal characteristics:

**Education**

- Bachelor's degree required.
- Advanced degree and/or HR certifications are preferred.
Essential Qualifications

- Deep resonance with the mission and values of the Seminary, and appreciation for the dynamic educational, historical and cultural values it represents.

- A minimum of ten (10) years of progressive HR experience. Prior experience in higher education preferred.

- Experience working with C-Level talent and highly accomplished boards, achieving human capital goals and leading major organizations through change encouraged.

- Progressive leadership experience resulting in a comprehensive knowledge of HR operations, programs, technology and service delivery in a complex organizational setting.

- Demonstrated management success leading change and creating high-performing organizations, in addition to superb communication and interpersonal skills.

- Experience with succession planning, leadership development, management training and performance management systems. Experience in developing leaders and managers is required.

- Broad and contemporary knowledge of all areas of HR with a demonstrated commitment to equity, diversity and inclusion.

Desired Qualifications

- Familiarity with ministry, the Church and worshipping communities of faith is desired.

- Ability to think and act strategically on at least three levels – organizationally as a member of the Seminary’s executive council, divisionally as leader of an HR organization and individually as a partner and advisor to organizational leadership and employees.

- 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; comfort delegating day-to-day management and decision making and ability to foster a culture of accountability.

- Strong technical skills including expertise in compensation, benefits design and administration, recruitment and retention, organization development, employee relations/employee engagement and employee communications are expected.

- A proactive client/customer focus, coupled with a collaborative style and a high degree of emotional intelligence.

- Ability to build and maintain cooperative working relationships with colleagues and represent the Seminary with external parties professionally and ethically.
- Ability to foster innovative and creative problem solving, a presence that engenders trust, confidence and respect to include the ability to lead by influence and example.

- Ability to present information effectively and respond to questions from internal and external audiences with grace and finesse, both orally and in writing, including the capacity to persuade a wide range of audiences around a shared vision and a style of communication that builds trust and mutual respect.

- Demonstrated appreciation of the values and principles of inclusion and meeting the diverse needs of a multicultural, multi-generational environment.

- A history of removing barriers in support of inclusive policies and practices, success in hiring and developing diverse talent, demonstrated results in fostering an inclusive workplace where diversity and individual uniqueness are valued and leveraged to achieve organizational goals.

- A demonstrated management style that balances personal accountability with the delegation of authority when necessary for operational efficiency and to build highly productive teams. Evidence of building a culture of collaboration, teamwork and trust, and the ability to motivate employees who are undergoing change.

- Organizational sophistication and demonstrated success in managing change with an intuitive and empathic approach; ability to use persuasion as well as or in place of positional authority.

- Calm, professional and politically sensitive; willing and able to serve as a confidential advisor/confidante to executive leadership and others; comfortable with and an ability to make unpopular decisions and the ability to maintain highly sensitive and confidential information.

About Princeton Theological Seminary

Established as the Theological Seminary at Princeton by the General Assembly of the Presbyterian Church in 1812, the Seminary served as the Presbyterian Church’s first graduate school for the education of clergy, and the second such school in the United States. Affiliated from the beginning with the Presbyterian Church and the wider Reformed tradition, Princeton Seminary is a denominational school with an ecumenical, interdenominational and worldwide constituency. The Seminary prepares women and men to serve Jesus Christ in ministries marked by faith, integrity, scholarship, competence, compassion and joy, equipping them for leadership worldwide in congregations and the larger church, in classrooms and the academy and in the public arena.

With a beautiful historic campus in the heart of Princeton, New Jersey, near Princeton University, Princeton Theological Seminary is conveniently located one hour from both New York City and Philadelphia. The campus includes buildings that date from the early nineteenth century; several have won historic preservation awards. The Seminary has a student to faculty ratio of 8:1 and it employs 42 full-time faculty members, most of which are ordained ministers in their denominations. Most Seminary graduates advance to minister in local congregations while others pursue teaching, counseling, mission
work, chaplaincy, ministries of social justice, or careers in administration. The Seminary's global community of graduates includes more than 11,000 alumni serving Christ worldwide.

Princeton Seminary's Reformed tradition shapes the instruction, research, practical training and continuing education, as well as the theological scholarship it promises. The Seminary embraces in its life and works a rich racial and ethnic diversity and the breadth of communions represented in the worldwide church. It offers its theological scholarship in service to God's renewal of the church's life and mission, and it seeks to engage the Christian faith with intellectual, political and economic life in pursuit of truth, justice, compassion and peace.

Men and women from across the nation and around the world come to Princeton Theological Seminary every year to pursue ministry as a vocation. Students come from West Virginia and West Africa, Korea and New York, Ireland and Texas; they are black, white, Native American, Asian, Hispanic, young, middle-aged and older adults representing more than sixty denominations—each committed in ministry to Jesus Christ and the church.

Princeton Theological Seminary is accredited separately from Princeton University and has its own faculty, facilities and student body. However, Princeton Seminary has a relationship of academic reciprocity with Princeton University which allows students to take one class per semester at the University (excluding their first and last semesters at the Seminary) and gives them full access to its libraries. Princeton Seminary also has relationships of academic reciprocity with Westminster Choir College of Rider Seminary, New Brunswick Theological Seminary and Rutgers School of Social Work.

Princeton Theological Seminary is a freestanding graduate school dedicated to educating Christian leaders; divinity schools are part of larger universities. While divinity schools provide excellent religious education, students at Princeton Seminary are holistically prepared for ministry in the church, the academy and the public arena through the Seminary's combination of world-class scholarship, opportunities for hands-on ministry experience, and life together in the residential community.

Mission Statement

Princeton Theological Seminary prepares women and men to serve Jesus Christ in ministries marked by faith, integrity, scholarship, competence, compassion and joy, equipping them for leadership worldwide in congregations and the larger church, in classrooms and the academy and in the public arena.

A professional and graduate school related to the Presbyterian Church (USA), the Seminary stands within the Reformed tradition, affirming the sovereignty of the triune God over all creation, the gospel of Jesus Christ as God's saving word for all people, the renewing power of the word and Spirit in all of life, and the unity of Christ's servant church throughout the world. This tradition shapes the instruction, research, practical training and continuing education provided by the Seminary, as well as the theological scholarship it promotes.

In response to Christ's call for the unity of the church, the Seminary embraces in its life and works a rich racial and ethnic diversity and the breadth of communions represented in the worldwide church. In response to the transforming work of the Holy Spirit, the Seminary offers its theological scholarship in service to God's renewal of the church's life and mission. In response to God's sovereign claim over all
creation, the Seminary seeks to engage Christian faith with intellectual, political and economic life in pursuit of truth, justice, compassion and peace.

To these ends, the Seminary provides a residential community of worship and learning where a sense of calling is tested and defined, where scripture and the Christian tradition are appropriated critically, where faith and intellect mature and lifelong friendships begin, and where habits of discipleship are so nourished that members of the community may learn to proclaim with conviction, courage, wisdom and love the good news that Jesus Christ is Lord.

Princeton Theological Seminary – By the Numbers
- 6 degree programs
- 8:1 Student to Faculty Ratio
- 64 Christian denominations represented in our student body
- 600+ field education sites around the world
- 11,000+ alumni

Academics – Degree Offerings
- Master of Divinity
- Master of Arts in Christian Education and Formation
- Master of Divinity/Master of Arts in Christian Education and Formation dual-degree
- Master of Theology
- Master of Arts (Theological Studies)
- Doctor of Philosophy

Leadership

President M. Craig Barnes

M. Craig Barnes is the seventh president of Princeton Theological Seminary. He began his presidency in January 2013, and also serves as professor of pastoral ministry. Barnes earned his Master of Divinity degree from Princeton Seminary in 1981 and his Ph.D. in church history from the Seminary of Chicago in 1992.

Before becoming president of Princeton Seminary, Barnes was a chaired professor at Pittsburgh Theological Seminary while also serving as the pastor and head of staff of Shadyside Presbyterian Church. He previously served pastorates in Madison, Wisconsin and at the National Presbyterian Church in Washington, D.C. He is a frequent lecturer and preacher at conferences, academic gatherings and in congregations across the country. He is the author of nine books.

His writing and academic work reflect his deep commitment to the theological formation of pastors to lead the church in changing times.
Princeton, New Jersey

Princeton is an academic, research, business and residential community located midway between New York and Philadelphia. Residents and students have access to libraries, museums, churches, theaters, concerts, athletic events and public lectures in the immediate vicinity.

Princeton is a small city in New Jersey and one of the world’s most famous college towns. Established in 1675 near the banks of the Delaware River, Princeton became the place of high-quality education with the completion of Nassau Hall in 1754. Stroll along downtown Nassau Street, visit the historic Palmer Square, explore the Princeton University Art Museum, watch a show at the McCarter Theater and listen to the Westminster Choir. For more information about Princeton, New Jersey please visit this link.
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 Princeton Theological Seminary in this search. For fullest consideration, candidate materials should be received by March 7, 2022.

Application materials should be submitted using WittKieffer's candidate portal.

Nominations and inquiries can be directed to:

Sarah Miller and Bree Liddell
PrincetonSeminaryCHRO@wittkieffer.com

Princeton Theological Seminary is an equal opportunity employer and does not discriminate in employment with regard to race, creed, color, ancestry, age, gender, marital status, military status, national origin, religious affiliation (except as religion may be a bona fide occupational qualification for certain positions at the Seminary), disability, sexual or affectional orientation, atypical hereditary cellular or blood trait of an individual, or any other characteristic protected by law.